Pre-Audit version, signed by the Responsible Financial Officer. May be subject to change.

John Campion
Police and Crime Commissioner
West Mercia

Statement of Accounts

2020/21

THE GROUP AND POLICE AND CRIME COMMISSIONER FOR WEST MERCIA

STATEMENT OF ACCOUNTS 2020/21

CONTENTS

Narrative Report	1
Statement of Accounting Policies	22
Statement of Responsibilities	38
Independent Auditor's Report	39
Financial Statements for The Group and Police and Crime Commissioner for West Mercia:	
• Comprehensive Income and Expenditure Statements	42
• Movement in Reserves Statements	44
• Balance Sheets	46
• Cash Flow Statements	47
Notes to the Financial Statements (see table of Notes overleaf):	48 to 104
Supplementary Financial Statement and Notes - Police Pension Fund Account	105
Glossary of Terms	107
Appendix 1: Annual Governance Statement	115

Table of Disclosure Notes

Note	Description	Page
1	Expenditure and Funding Analysis and related notes	48
2	Accounting standards that have been issued but have not yet been adopted	54
3	Critical judgements in applying accounting policies	55
4	Assumptions made about the future and other major sources of estimation and uncertainty	57
5	Material items of income and expenditure	58
6	Events after the Reporting Period	58
7	Adjustments between accounting basis and funding basis under regulations	59
8	Usable Reserves	60
9	Unusable Reserves	62
10	Intra-Group funding arrangements between the PCC and the Chief Constable	65
11	Financing and Investment Income	66
12	Taxation and Non-Specific Grant Income	66
13	Grant Income	67
14	Pooled Budgets and joint operations	68
15	Exit Packages	72
16	Officers' Remuneration	73
17	External Audit Costs	75
18	Related Parties	76
19	Leases	77
20	Capital Expenditure and Capital Financing	79
21	Property, Plant and Equipment	80
22	Investment Properties	83
23	Intangible Assets	84
24	Long-term Debtors	85
25	Assets Held for Sale	85
26	Debtors	86
27	Cash and cash equivalents	86
28	Creditors	87
29	Provisions and Contingent Liabilities	87
30	Financial Instruments	88
31	Nature and Extent of Risk Arising From Financial Instruments	90
32	Proceeds of Crime	94
33	Cash Flow Statement Notes – Operating Activities	94
34	Cash Flow Statement Notes – Investing Activities	95
35	Cash Flow Statement Notes – Financing Activities	95
36	Defined Benefit Pension Schemes	95

Narrative Report

Message From John Campion, the West Mercia Police & Crime Commissioner (PCC)

There is no doubt that the last year has been one of the most challenging in recent history, and it brought with it exceptional challenges for policing, with the force needing to change and adapt to meet the changing demands of the national health emergency. This particular financial year has also been greatly affected by the pandemic.

With the national lockdowns seeing a reduction in some crimes such as burglary, violence with injury and vehicle related crimes, it saw a shift to crimes such as vulnerable adult offences, cyber-crime and Anti-Social Behaviour. It also meant that forces had to respond to policing the national restrictions, whilst doing it safely and having the majority of its workforce working remotely. While it has been a challenging time, I have welcomed the Government's ongoing commitment to policing through the pandemic when it has been needed most. Providing financial support and flexibility during the unprecedented situation allowed us to focus on keeping communities safe by directing resources to where they were needed

Additional funding provided has been vital to ensure services can still be delivered. The overall financial position for the financial year was a small net underspend of £0.881m.

For the financial year I set a balanced budget, ensuring that West Mercia Police was living within its means, whilst delivering my priorities set out in my Safer West Mercia Plan. I approved a council tax increase of 3.94%, which allowed for an additional £5.428m of resources. This was spent on frontline policing and improving the digital infrastructure to support those officers. This included meeting the target of recruiting the additional 93 police officers. In total an additional 399 officers have been recruited to West Mercia since 2016. These additional officers allow resources to be targeted towards key areas of concern for communities. Increased investment has also been allocated to crime prevention initiatives and projects that support victims of crime, supporting the delivery of key elements of my Plan.

My commitment to put victims and survivors first continues. I sought £1m of extra funding from the Ministry of Justice and Home Office to support victim service providers through the pandemic. This additional funding was key to ensuring these support services could adapt and continue providing support to those who need it most.

Unfortunately the pandemic has meant that I have not been able to meet with the public in person. However, I have utilised online meetings and consultations to continue engaging and ensure there is a platform for communities to raise their concerns with me.

The long term impact of the pandemic on the public and the resources available to West Mercia has yet to be fully realised. I remain committed in my drive to build a Safer West Mercia and deliver the best possible service and value to our communities.

John Campion, West Mercia Police and Crime Commissioner

Section 1. Strategy & Structure

The primary function of the Police and Crime Commissioner (PCC) is to secure the maintenance of an efficient and effective police force and to hold the Chief Constable to account for the exercise of operational policing duties. The PCC, in conjunction with the Chief Constable, developed his Police and Crime Plan, which sets the overarching objectives for the Force in light of the national Strategic Policing Requirement and local risk assessments, the national threats remain and are identified as:

- Terrorism;
- Serious and organised crime;
- Cyber security;
- Threats to public order that cannot be tackled by one force alone;
- Civil emergencies requiring an aggregate response (such as Covid-19); and
- Child sexual abuse.

The Police and Crime Plan, first published in 2016 was extended to cover the period up to the PCC elections in May 2021, which were delayed due to the covid pandemic. The vision set out in the Plan concentrates on:

- Putting victims first,
- Building a more secure West Mercia,
- Reforming west Mercia and
- Reassuring communities

The Plan provides the framework for the development of the operating model used by the force, and the PCC and Chief Constable work together to target crime, particularly those priorities reflected in the national and local plans. For 2020/21 the PCC agreed with the Chief Constable that there would continue to be no specific performance objectives other than to reduce total recorded crime. The Chief Constable monitors a range of indicators across crime categories in pursuit of this objective.

The PCC hosts the Youth Justice Service (YJS) on behalf of the responsible authorities across the West Mercia area, and following the subsequent transfer of the YJS staff to the employment of the PCC, the costs of running the YJS (including the net pensions liability) are disclosed in the PCC's Financial Statements.

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

In discharging this overall responsibility, the PCC is responsible for putting in place proper arrangements for the governance of his office's affairs and facilitating the exercise of its functions, which includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk. Separate PCC and force strategic risk registers are held and reviewed regularly to manage risk, with mitigations identified and taken where necessary. In exercising this responsibility, the PCC places reliance on the Chief Constable to support the governance and risk management processes.

The PCC is required to formally review the governance arrangements annually, the results of which are contained in the Annual Governance Statement (AGS). The AGS, which is published alongside the Accounts and provides a detailed explanation of the PCC's governance framework, is designed to achieve the objectives set out in the Police and Crime Plan and manage risk. A full copy of the Police and Crime Plan can be found on the PCC's website.

The Police and Crime Panel (PCP), composed of locally elected councillors and lay members, scrutinises the actions and decisions of the PCC, including the Police and Crime Plan, the budget and the precept. The panel meets formally in open session throughout the year, to undertake their role. Whilst establishing openness in the conduct of police business the intention is that the PCP supports the PCC in the effective exercise of their functions. Further details on the role, responsibility and powers of the PCP can also be found on the PCC's website.

The vision, values and policing priorities for West Mercia Police are shown in Diagram 1 below, which sets out how our values and code of ethics support our vision to protect people from harm.

Diagram 1.

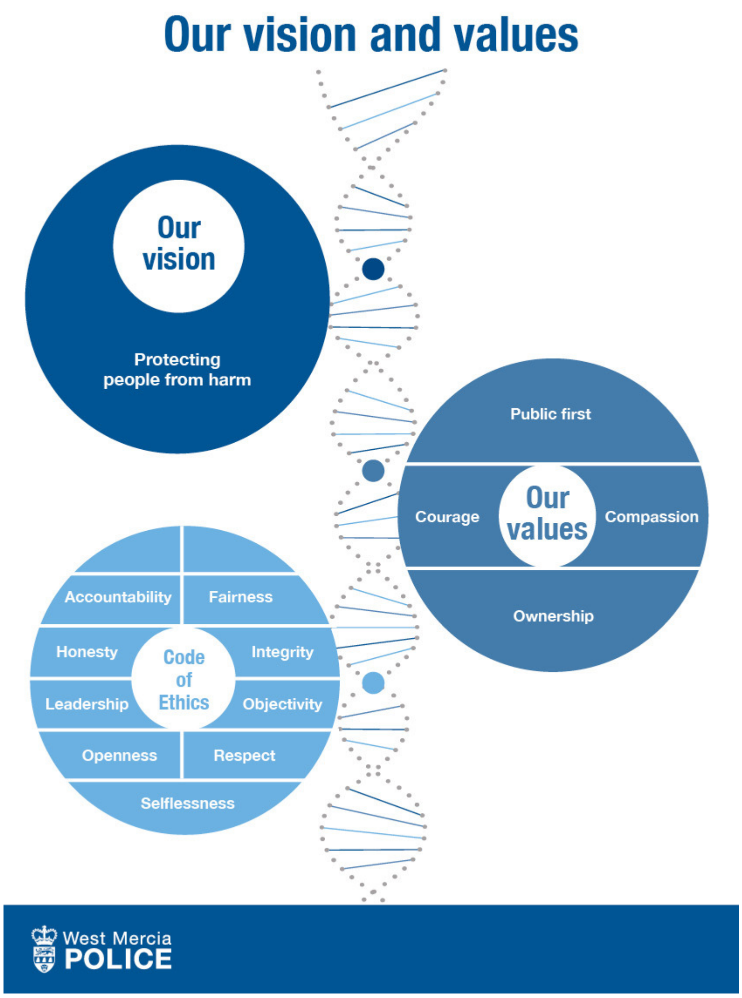
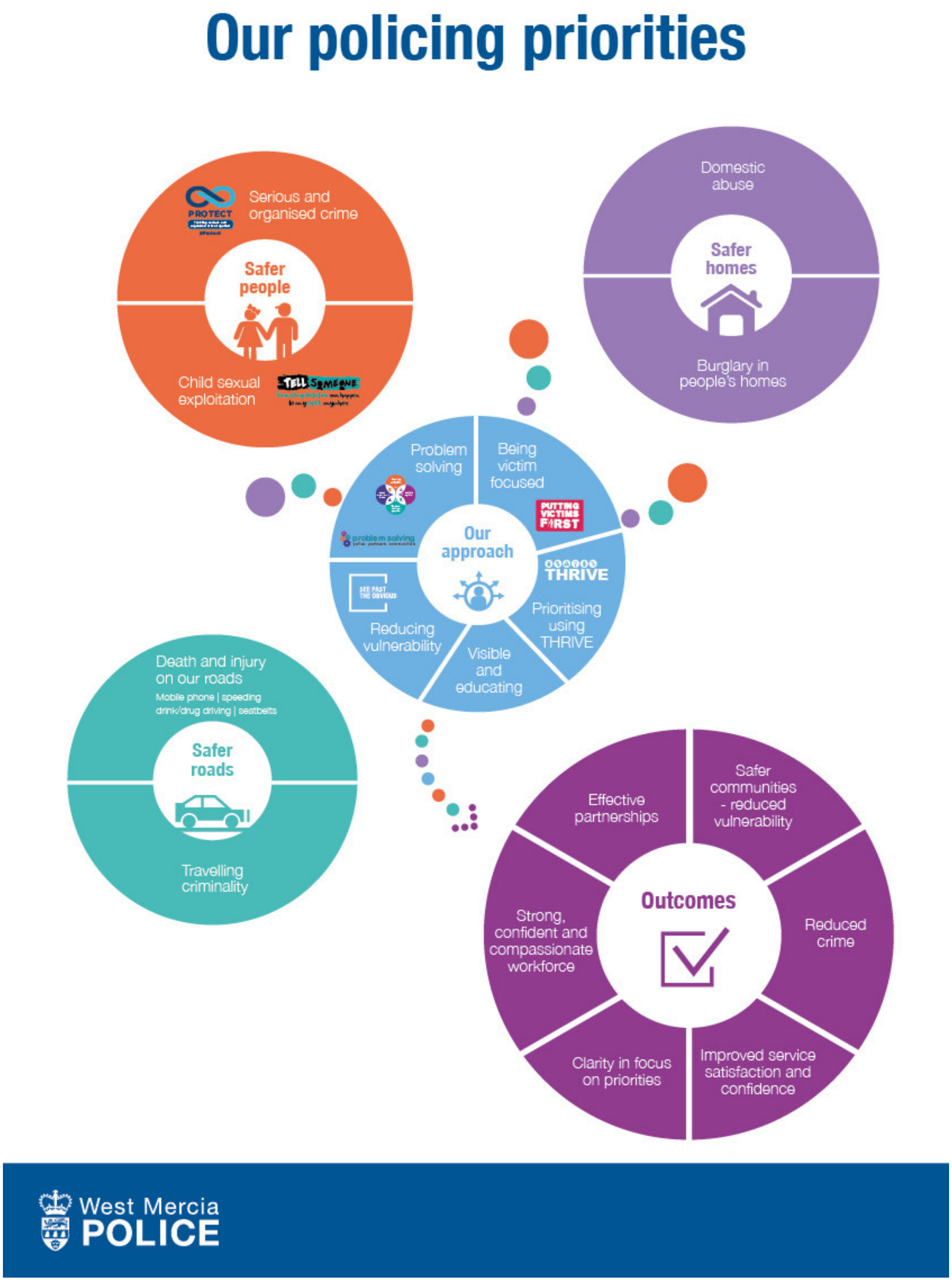


Diagram 2 shows the policing priorities for West Mercia Police. This links in with the overall vision of protecting people from harm, and the approach that will be taken to deliver on that vision by ensuring people, homes and roads are safer and that better outcomes are achieved for the local communities within West Mercia. The policing priorities are set and led by a Chief Officer team across West Mercia and with shared resources in Business Services.

Diagram 2.



The PCC is supportive of greater collaboration across emergency services to deliver efficiencies and improved service delivery, in line with the principles outlined in the Policing and Crime Act 2017. This legislation introduced a range of measures to enable closer collaboration between emergency services. In particular, it enabled PCCs to take on the governance of their Fire and Rescue services, where a local case is made.

During 2017/18 the PCC made such a case which was approved by the Home Secretary in 2019. Implementation has been delayed firstly by legal action from the Fire and Rescue Authorities and then subsequently by the exceptional circumstances relating to Covid-19. The Government has since announced that it will consider mandating transfer of governance, and it is likely that process will supersede the original implementation.

The continuing vision of West Mercia Police is to ‘Protect People from Harm’ where harm constitutes death, injury, loss and distress. To achieve the vision we rely on our workforce; police officers, police community support officers, police staff, special constables and volunteers. The PCC supports many of these initiatives through his grant scheme and extensive community engagement work, which includes working particularly closely with the local Community Safety Partnerships. Their main aims include:

- Establishing the levels of crime and disorder problems in local areas;
- Consulting widely with local residents to make sure that the partnerships’ perception match that of local people; and
- Devising strategies containing measures to tackle priority problems.

The workforce is key to the delivery of effective policing, an analysis of which is shown at table 1. A Home Affairs Committee report highlighted the under representation of Black and Minority Ethnic (BME) people in police forces in England & Wales. The force seeks to take positive action to ensure that our force better represents the communities we police.

Table 1. Workforce Analysis

	West Mercia	BME %	Female %	Male %
Police Officers	2,287	2.90	33.20	66.80
PCSOs	211	2.80	51.70	48.30
Police Staff	1,819	2.70	64.40	35.60
Total	**4,317**	**2.80**	**49.77**	**50.23**

The PCC and Chief Constable each have a Risk Strategy in place to ensure that the risks facing the force and the PCC’s office are effectively and appropriately identified, evaluated and reported. The key risks for the West Mercia PCC are listed below,

- The risk of the PCC not meeting his statutory responsibilities;
- The risk of failing to manage our finances effectively;
- The risk that the PCC does not hold the Chief Constable to account;
- The risk of inadequate commissioning of Victims Services;
- The risk that we do not manage our partnerships effectively which could lead to our objectives not being achieved, poor value for money and an adverse impact on the reputation of the PCC;
- The risk of failure in performance by external partners including the Force impacting negatively on the delivery of the Police and Crime Plan;
- The risk of the PCC failing to engage with the community;
- The Risk of the OPCC and Force being unable to operate effectively or respond immediately due to a public health emergency such as the Coronavirus outbreak.

The risks are detailed in the Risk Register which is regularly reviewed by management with actions in place to mitigate these risks. The risks and actions are owned by specific individuals who are responsible for ensuring that required activities that flow from these are being delivered. The Risk Register is reported to the Joint Audit and Scrutiny Committee on a quarterly basis to provide scrutiny and oversight of the process for identifying and managing risk.

Section 2. Financial Performance

Revenue Outturn

The PCC is responsible for setting the annual budget within which the Chief Constable is expected to operate and against which financial performance is measured.

The annual budget is funded mainly through government grants and the precept. The expenditure that can be charged against the budget is determined on a statutory basis.

By contrast the Accounts includes income and expenditure that are measured and reported in accordance with proper accounting practice and conventions as set out, chiefly, in The Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 (the Code). A reconciliation between the figures used to produce the outturn, explained in the following paragraphs and those contained in the Accounts is provided in Note 1. Table 2 below analyses how the budget is funded.

The most significant event effecting 2020/21 has been the impact of the COVID-19 Pandemic. It has affected all areas of public life which has had a significant impact on policing. With national lockdowns reducing crimes such as burglary and vehicle related crime and increased issues around domestic abuse. It also meant that forces had to respond to policing the national restrictions. All of this was in the context of ensuring officers were able to do this safely and moving many of our functions to a remote working model.

Operation Heracles was set up to manage and respond to the impact of the pandemic on West Mercia Police, making sure that the force could respond to the changing legalisation, particularly the policing of lockdowns as well as ensuring officers were able to do their job safely and with the appropriate safety equipment. Operation Heracles will continue to be the control mechanism to ensure that the Force can carry out their Statutory Duties effectively and comprehensively throughout the period of restrictions.

Table 2. Funding 2020/21

Where the Money Came From	Budget £m	Actual £m
Central Government Funding	118.742	119.075
Locally Raised Funding – Precept (Council Tax)	114.279	114.279
Total Funding (excluding reserves)	233.021	233.354
Funding From Reserves	1.204	1.537
Total Funding (including reserves)	234.225	234.891

The PCC agreed a 2020/21 net revenue budget of £234.225m which includes the use of £1.204m of reserves. The budget is supported through the council tax precept charge on

Council Tax Payers of £225.20 (Band D equivalent) which is an increase of 3.94% on 2019/20 charge

Table 3 provides an analysis of the West Mercia Police budget and the outturn based on the expenditure incurred:

Table 3. The PCC and Chief Constable Outturn for year ended 31 March 2021

West Mercia Police	Budget £m	Budget Adjustments £m	Revised Budget £m	Actual £m	Variance £m
Police officers' pay	120.396	0.062	120.458	121.116	(0.658)
Police officers' overtime	2.081	0.592	2.673	3.908	(1.235)
Police staff pay	65.135	1.725	66.860	65.605	1.255
Police staff overtime	0.534	0.037	0.571	0.794	(0.223)
PCSO pay	7.484	0.000	7.484	7.415	0.069
Police pensions	3.819	0.000	3.819	3.588	0.231
Other Employee Expenses	1.195	0.000	1.195	1.895	(0.700)
Premises	8.444	0.000	8.444	8.476	(0.032)
Transport	4.301	(0.046)	4.255	4.070	0.185
Supplies & Services	32.095	(1.278)	30.817	28.277	2.540
Third Party Payments	17.967	(2.140)	15.827	17.628	(1.801)
Capital Financing	3.574	0.050	3.624	3.219	0.405
Expenditure	**267.025**	**(0.998)**	**266.027**	**265.991**	**0.036**
Income	(31.220)	(0.582)	(31.802)	(31.981)	0.179
Net Expenditure	**235.805**	**(1.580)**	**234.225**	**234.010**	**0.215**
Reserves utilised	**(2.784)**	**1.580**	**(1.204)**	**(1.537)**	**0.333**
External Funding	**(233.021)**	**0.000**	**(233.021)**	**(233.354)**	**0.333**
PCC and Force Outturn	**0.000**	**0.000**	**0.000**	**(0.881)**	**0.881**

	Budget £m	Budget Adjustments £m	Revised Budget £m	Actual £m	Variance £m
Chief Constable	216.315	1.762	218.077	218.463	(0.386)
Office of the PCC	19.490	(3.342)	16.148	14.881	1.267
Group Outturn Expenditure	**235.805**	**(1.580)**	**234.225**	**233.344**	**0.881**

West Mercia's net expenditure in 2020/21 was £234.010m. There was a further £0.666m of transfers approved by the PCC during the year to reach the outturn position of £233.344m. The £1.537m of net reserves utilised shown in Table 3 above is after transferring the additional grant income of £0.333m to reserves. The resulting underspend of £0.881m has also been transferred to reserves and, after taking into account capital financing for Safer Roads projects from reserves of £0.082m, the net movement from reserves is £0.738m, as shown in Table 5 below and Notes 1 and 8 to the Accounts.

The main causes of the variances to budget are as follows:

Police Officer Pay – Overspend of £0.658m
- The profile of recruitment of students and transferees were different than the budget assumption. There was also less turnover of staff during the year, possibly relating to Covid-19 which meant that assumed budget savings from vacancies were not achieved.

Police Officer overtime – Overspend of £1.236m
- Overtime has exceeded the budget due to specific major operations, of which additional income can be claimed to offset some of the costs. The workload requirements of officers, impact of bank holidays and the pandemic are all factors that caused the budget pressures in year.

Police Staff Pay – Underspend of £1.255m
- The underspend is influenced by the deliberate pull back on fixed term appointments to achieve the savings target of £0.217m and also on holding vacancies in the latter part of the year to assist in reducing a potential year end overspend which had been forecast in December 2020.

Other Employee Expenses (incl. police pensions) – overspend of £0.700m
- Redundancy and actuarial strain payments were £0.756m in the year. This relates to the ending of the alliance agreement with Warwickshire and the closure of the PPL Estates Service. There was no allowance for these types of costs included in the budget.

Supplies and Services – Underspend of £2.540m
- £3.178m of this variance falls within Digital services and represents savings from expenditure restraint during the last 3 months of the year as part of Force wide initiative to control the budget pressures identified above. There was some indication that the original forecast had not recognised all costs which would be recharged to third parties.

- £1.048m relates to Operation Heracles (COVID) spend which is offset by additional income.

Third Party Payments – Overspend of £1.801m
- A large part of this variance is the payment to Warwickshire for staff costs relating to individuals remaining on Warwickshire contracts at £1.403m. The annual national IT charges from the Home Office were also £0.248m more than expected.

Capital Outturn

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

Table 4 shows an analysis of capital expenditure and how this has been funded. West Mercia incurred capital expenditure of £12.995m. There is a significant underspend of £10.501m from the initial budget of £23.496m.

Table 4. Capital Programme Outturn 2020/21

Programme Capital Expenditure for the year	Revised Approved Budget £m	Actual £m	Variance £m
Estates	4.228	1.341	2.887
ICT	15.740	9.419	6.321
Transport	1.997	2.016	(0.019)
Other eg plant and equipment	1.531	0.219	1.312
Total Expenditure	**23.496**	**12.995**	**10.501**

Programme Capital Funding for the year	Revised Approved Budget £m	Actual £m	Variance £m
Capital Receipts	0.566	0.505	0.061
Capital Grants	0.196	0.196	0.000
Specific Grants	0.000	0.117	(0.117)
Revenue Contribution to Capital Expenditure	0.550	0.241	0.309
External Funding	0.716	0.716	0.000
Infrastructure reserve	0.000	0.000	0.000
Borrowing	21.468	11.220	10.248
Total Funding	**23.496**	**12.995**	**10.501**

The main reasons for the underspend are as follows:

- Slippage in the implement of the Digital Service Transformation Phase 1 project of £3.1m due to a delay in hiring resources to.
- ICT projects that have not yet commenced (£1.4m),
- Delays in deliveries of ICT equipment (mobile devices etc) amounting to £0.4m, that will need to be carried forward into 2021/22 as slippage
- £1.6m on Estates projects mainly due to delays with the BOC (£0.4m) and Hindlip Phase 2 (£0.5m) projects that are both underway and expected to be completed in early 2021/22. Some smaller projects funded from the planned programme were also delayed due to the capacity of PPL/Grahams to deliver these (£0.5m) and also delays with the Dog Section refurbishment due to planning issues (£0.1m);
- Estates projects which were included in the capital programme for the financial year that have not yet commenced (£1.2m), and
- Slippage on the Body Armour Replacement project (£0.9m) due to continued delays on the national procurement exercise

Capital expenditure has been funded through a range of sources set out in table 4, principally £11.220m funded through borrowing. Borrowing levels are governed by the prudential code which determines whether borrowing is affordable. West Mercia holds no balances on Capital Receipts and use of receipts is dependent on sale of other assets to generate the income.

With limited availability of grants and contributions available from central government, investment in infrastructure is dependent on borrowing, and repayment over the useful life of the asset.

West Mercia Reserves Position

The reserves held by the West Mercia PCC at the 31 March 2021 stand at £14.661m. Reserves are an important part of the PCC strategy to deliver the objectives set out in the Police and Crime Plan and the Medium Term Financial Plan (MTFP). Note 9 in the Accounts provides an analysis of the reserves at the 31 March 2021 and shows the movement since 31 March 2020, whilst table 5 below shows how West Mercia PCC's reserves are planned to be used during the period up to 31 March 2022.

Table 5. West Mercia Reserves

Reserve	Opening Balance £m	Transfer (from)/to Reserves	Closing Balance	Proposed Transfers	Closing Balance
	01/04/2020 £m	2020/21 £m	31/03/2021 £m	2021/22 £m	31/3/2022 £m
General reserve	9.587	(2.236)	7.351	0.000	7.351
Major Investigation reserve	0.000	1.851	1.851	(1.851)	0.000
Infrastructure reserve	1.083	(0.313)	0.770	0.352	1.122
Roads Safety reserve	1.775	(0.554)	1.221	(0.910)	0.311
YJS	0.353	(0.034)	0.319	0.000	0.319
Commissioning Reserves	1.535	(0.127)	1.408	(0.287)	1.121
Legal and insurance claims reserve	0.657	0.343	1.000	0.452	1.452
Council Tax Deficit Grant reserve	0.000	0.332	0.332	(0.111)	0.221
Total	**14.990**	**(0.738)**	**14.252**	**(2.355)**	**11.897**

During the year £1.952m of reserves were utilised to fund one off projects. The most significant proportion was allocated to cover the costs of Operation Lincoln, which is a major investigation into allegations of manslaughter at an NHS Trust. The PCC has applied to the Home Office for a grant to help cover the majority of the cost, but this is not expected to cover the total cost of the investigation. As at the 31st March 2021 the balance on reserves have been replenished by the underspend reported as Outturn and the specific grant received to cover future Council tax income losses. The balance is expected to be £14.252m, of which £7.351m has been allocated as General Reserves and the rest has been earmarked and allocated to cover expected future expenditure.

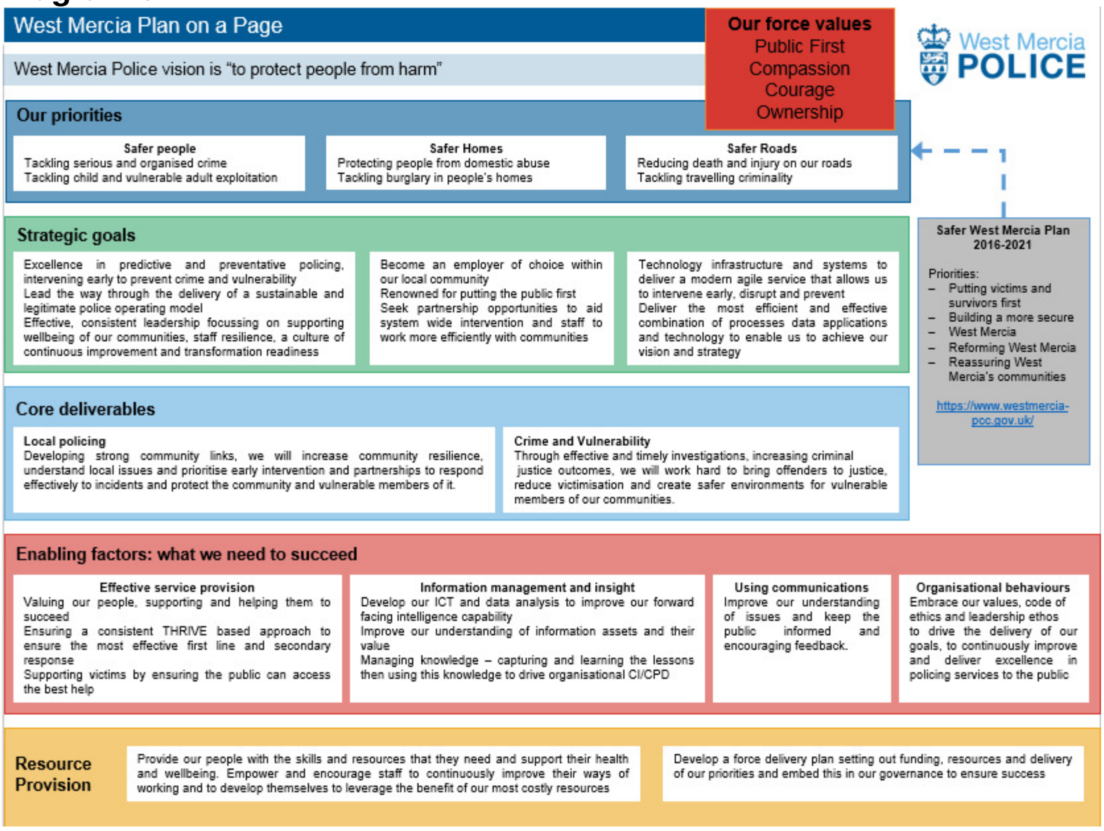
The MTFP contains the Treasurer's annual review of the adequacy of reserves and a more detailed reserves strategy over the MTFP period. The balance on the general reserves is £0.376m above the minimum level of reserves that West Mercia has identified as being required in the Reserves Strategy. This will ensure that West Mercia has the resources available to support me in achieving his objectives, whilst ensuring resilience to cope with unexpected financial burdens which may occur.

Cash balances are invested in line with the Treasury Management Strategy, the priority being to protect our investments ahead of making a return. Due to the high level of internal borrowing (£12.2m), as at 31 March 2021 the PCC had only £9.9m invested short-term and during 2020/21 achieved an average return of 0.085%.

Section 3. Policing Performance

The West Mercia PCC has set the objectives for West Mercia Police, which are monitored under a Performance Framework as shown in diagram 3.

Diagram 3.

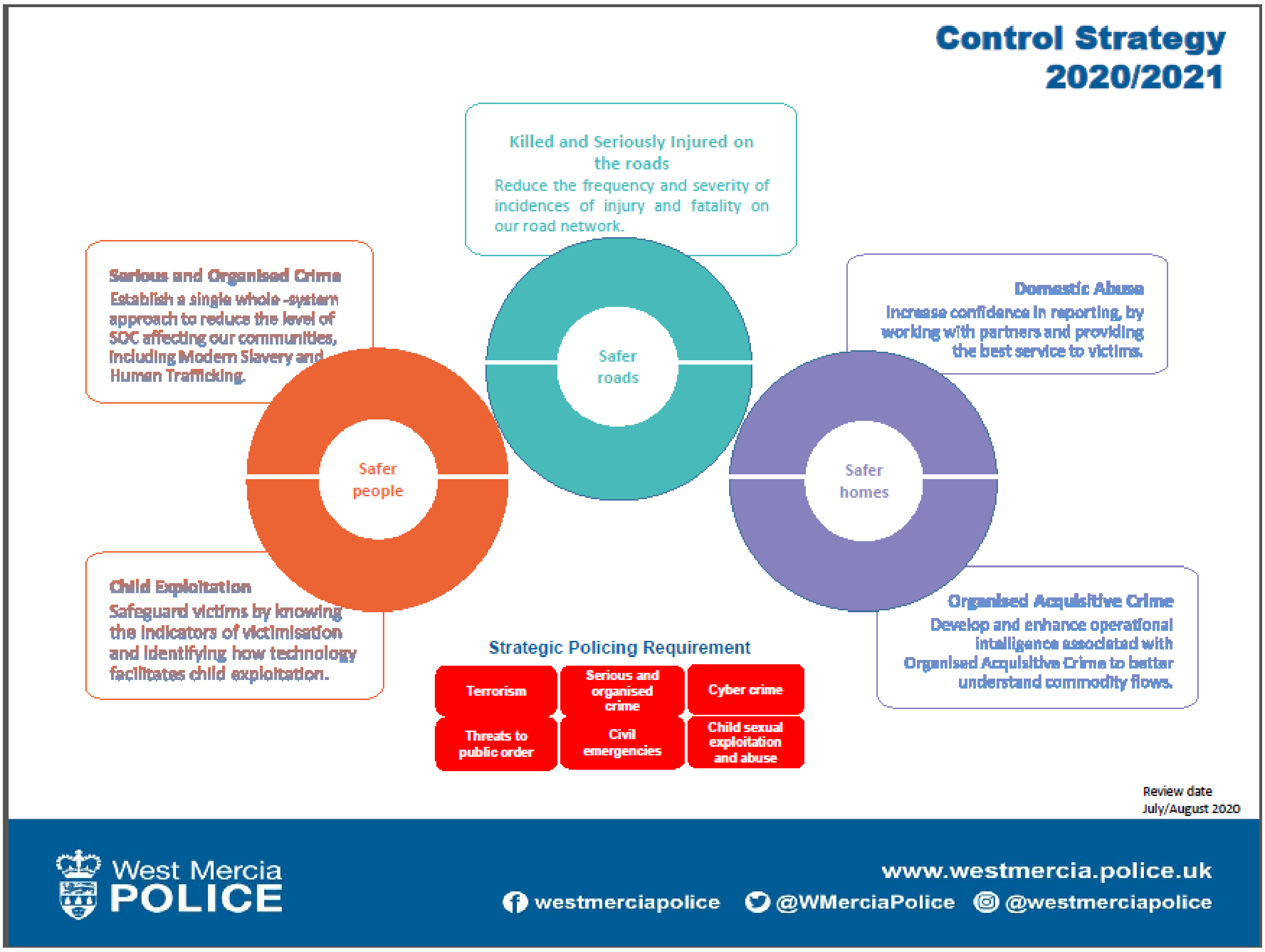


As an integral part of the performance framework day to day performance is monitored through the performance dashboard on the force intranet, which is updated daily across a range of crime areas. The information provided by the dashboard is used to take corrective action to address emerging issues and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

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

Diagram 4 shows the Control Strategy that is in place:

Diagram 4.



West Mercia is focussing on a number of key themes based on the HSE stress management indicators – support, control, role, demand, relationships and change. The work is also aligned to the National Police Wellbeing Service, funded by the HO and overseen by the College of Policing.

The Chief Constable controls specific actions through various policies and procedures, the behaviours of the workforce and culture of the Force are shaped by our values and the national Code of Ethics. We acknowledge that we do not always get it right and that the actions of a few can let down the vast majority of hard working and dedicated people that work to protect people from harm. However, we seek to ensure that high standards of conduct are enforced, the Professional Standards Team seek to proactively address concerns that are raised with them and to ensure that we learn from our experiences. The PCC and his office also hold the Chief Constable to account and any arising issues may also be investigated and reported through these channels.

Table 6 is a summary of our performance for 2020/21 against the various categories of crime. The pandemic has had a considerable impact on crime trends since the end of March 2020 when the first lockdown period began. Significant reductions in crime have been seen across the majority of crime types. Crime reporting and recording volumes reduced most significantly during periods of national lockdown (1st lockdown March 2020; 2nd lockdown

November 2020; 3rd lockdown January 2021). Patterns and volumes of offending subsequently increase each time national restrictions have been eased.

Table 6. Policing performance 2020/21

	Volume		Change	Change over Police & Crime Plan
	2020/21	2019/20	%	%
Homicide	21	11	91%	50%
Violence Against the Person with Injury	8,902	11,134	-20%	-13%
Violence Against the Person without Injury	22,566	23,321	-3%	37%
Rape	1,168	1,227	-5%	9%
Other Sexual Offences	1,958	2,167	-10%	-4%
Business Robbery	28	59	-53%	-57%
Personal Robbery	448	593	-24%	-13%
Domestic Burglary	1,870	2,718	-31%	-39%
Burglary – Business & Community	2,777	3,861	-28%	-47%
Vehicle Offences	3,398	5,280	-36%	-40%
Theft from person	313	730	-57%	-54%
Bicycle Theft	838	824	2%	-23%
Shoplifting	4,961	7,611	-35%	-27%
All other theft offences	5,594	7,973	-30%	-36%
Criminal Damage and Arson	7,809	9,594	-19%	-23%
Drug Offences	2,731	2,293	19%	13%
Possession of Weapons	805	949	-15%	23%
Public Order Offences	5,117	5,407	-5%	22%
Other Recorded Crime	1,467	1,376	7%	-7%

Of all crime types, high volume low harm acquisitive offences have seen the steepest decline in recording during the year. Theft from person offences declined by 57%, shoplifting offences declined by 35%; vehicle offences declined by 35%, and ‘other’ theft offences declined by 30%. Notable reductions in recording have also been seen for high harm offences which impact on communities including a 53% reduction in business robbery, a 31% reduction in residential burglaries and a 20% reduction in violence with injury.

The exceptions to falling crime volumes in 2020/21 include vulnerable adult offences, drug offences, cyber-crime and antisocial behaviour (ASB). Analysis also suggests an increase in stalking and harassment offences during this period; much of which was committed online. Cyber enabled stalking offences have increased by almost 600% this year (an additional 412 offences) compared to the previous year. Whilst volumes remain relatively low, there has been an increase in homicide offences (21 offences in 2020/21 compared to an average of 13 homicides for the last 3 years). These major and complex crimes have a significant impact on the organisation in terms of capacity and resources.

Initially the volume of domestic abuse crimes reduced followed by a steady increase back to levels reported prior to the pandemic. There has been a 4% increase comparing the first 7 months of 2020/21 to the same period in the previous year. Many victims of domestic abuse will have undoubtedly faced a deeply traumatic experience during lockdown. The additional funding secured during the pandemic is making sure that we're doing the very best we can for victims and survivors during these times.

Section 4. Value for Money

Both the PCC and Chief Constable have a duty to provide efficient and effective policing at an affordable cost. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) provides an independent inspection programme and assessment of the force's performance.

The force inspection programme is known as PEEL (Police Effectiveness, Efficiency and Legitimacy). The last West Mercia PEEL report was issued in September 2019 looking at performance during 2018/19 and covered 3 specific areas:

Inspection Theme	Review Criteria	Assessment
Effectiveness	how effective are the force at keeping people safe and reducing crime	Requires Improvement
Efficiency	does the force provide value for money	Requires Improvement
Legitimacy	treating people with fairness and respect	Requires Improvement

The inspectors highlighted a number of key areas where the force needs to do more to better protect the public and provide a more effective service, however there was also recognition of the many aspects where the force has improved and of the hard work and dedication of the workforce. In the majority of cases the inspection reports identify a number of areas for improvement. In response, the force has developed an action plan to deliver the required improvements, achieved through core groups of senior officers, police staff, and with PCC representation which is overseen by chief officers.

HMICFRS announced after the publication of the 2018/19 PEEL reports that they would be moving to an intelligence led continuous inspection model. As part of the new approach they will use all of the evidence they have, including: Force Management Statements (FMS); findings from thematic inspections; crime data integrity findings; progress against causes of concern and areas for improvement; and Force Liaison Lead (FLL) knowledge and insight. The areas inspected in PEEL remain broadly the same in the new regime, but have been revised to better reflect current areas of concern and priorities, and are more clearly aligned to FMS. Each question area now look at effectiveness, efficiency and legitimacy, rather than dealing with these in separate pillars.

Covid impacted on HMICFRS's inspection programme so the next PEEL inspection report on West Mercia will not be issued until January 2022. During 2021 there are a number of insight visits on specialist areas (all held virtually) to inform an inspection visit in September 2021

Full details of the HMICFRS inspections, along with the response from the PCC can be found at:-

https://www.westmercia-pcc.gov.uk/financial-information/performance-information/performance-information-hmicfrs/

To deliver the Commissioner's commitments around building a more secure and reformed West Mercia, whilst ensuring that the burden on the taxpayer is kept to a minimum, there have been significant structural changes to the West Mercia operating model as a result of the end of the collaboration agreement with Warwickshire Police. 2020/21 was the first year since the formal end of the alliance agreement allowing decisions to be taken with full control over policing resources and control over their use, as well as general service improvements. During 2020/21 collaboration has continued in four areas – ICT, Forensics, Business Services and Property Storage. Forensics and Business Services arrangements will come to an end during 2021/22. The other two have been put on a new footing for future years, with West Mercia and Warwickshire having signed a new S22a agreement for IT services to take effect from 1st October 2021.

Key areas of investment have been in transformation across ICT with the focus on digital services and forensics. There is a need to update and deliver a modern, flexible and robust ICT infrastructure to support new and compliant information and communication technologies that will accommodate the new ways of working within West Mercia Police. This transformation programme is a multi-year investment programme and further opportunities to deliver more efficiencies will be realised with the formalisation of new service arrangements with Warwickshire and the focus of operational activities therefore solely on West Mercia.

Throughout 2020/21, the Change and Transformation Board, chaired by the Deputy Chief Constable and attended by chief officers, programme managers and representatives from across the force and PCC, meet monthly to review progress and agree priorities and actions on the key transformation project areas. It oversees the delivery of appropriate outcomes to achieve strategic objectives and to monitor the benefits realisation. The realised benefits from the transformation programme in terms of efficiency and the generation of savings are being monitored as the work develops, as they form a significant proportion of the financial savings targets within the Medium Term Financial Plan and are critical to the future financial sustainability and efficiency of the force.

The Estates Services has been redesigned following the decision of Worcestershire County Council to withdraw from Place Partnership Limited. The PCC has taken control of the Estates Service, with the approval of a Business Case in December 2020 to bring the service in house from April 2021. This decision was taken to develop and implement a more responsive, efficient and effective estates service for the Police and Fire and Rescue Services. A revised Estates Strategy will be developed and implementation will begin during 2021/22. Alongside the improvements to service this new solution should bring, it will also deliver financial benefits for West Mercia's communities, which again will allow resources to be redirected towards key priorities.

Section 5. The Medium Term Financial Plan

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

In setting the 2021/22 budget the PCC has regard to:

- The past and current impact of the global pandemic and its likely effect over the coming years.
- National targets and objectives including the officer uplift programme and Strategic Policing Requirement
- Priorities within the Safer West Mercia Plan
- The outcome of public consultation
- Plans and policies of other partner agencies relating to community safety and crime reduction
- Government policy on public spending, as set out by the Chancellor in the Autumn Spending Review 2021/22 and 2021/22 provisional grant settlement which was issued on 17th December and confirmed on 4th February 2021, and the funding framework that arises from them
- Medium term financial obligations
- Prudent management of financial reserves
- The constant drive for continuous improvement and value for money
- The development of future collaborative arrangements and the risks involved
- The major investigation into allegations of manslaughter and corporate manslaughter at Shrewsbury and Telford Hospitals NHS Trust.

The PCC agreed a 2021/22 net revenue budget of £245.039m which includes contribution to reserves of £0.201m resulting in a budget requirement of £244.838m. The budget is funded by £138.202m of government funding, which has increased by £7.484m compared to 2020/21. The remaining funding, £107.281m, comes from the council tax through the precept, which was increased by 6.6% in 2021/22. Due to the impact of the pandemic Local Authorities are reporting a deficit on Collection Fund Balances which means that West Mercia has had to contribute £0.444m to cover the deficit in 2021/22.

The PCC has driven reform within West Mercia. He has prioritised the best use of the funds available to him and focused on implementing efficiency programmes and productivity gains Progress continues to be made during 2020/21, albeit in the shadow of the challenges presented by Covid19, to ensure West Mercia Police can deliver the best possible service and value to the public.

2020/21 has seen:

- Significant investment in ICT and digital services, to ensure fit-for-purpose resources
- The implementation of the ‘Services to Policing’ Review has brought efficiency savings and improvements to business processes and systems.
- A review of estates services has been undertaken and new arrangements are being implemented. The Police and Crime Commissioner is working in partnership to create a joint estates service. This new estates service will deliver efficiencies whilst creating an improved bespoke service for both emergency services
- Financial management and budgetary control has been reviewed and is being strengthened, particularly focused on Priority Based Planning in 2021/22

- Reforms around police complaints have been successfully implemented by the PCC. Where previously the police would review their own handling of complaints, the decision was taken to move this function to PCCs in most cases, giving a much greater degree of separation and independence to reviews.

In setting the 2021/22 budget, the PCC recognised the unavoidable pressures policing faces, including general inflationary pressures. The assumption is that there will be a wages freeze in the public sector, with the exception of the NHS, however there is a commitment to support the governments drive to increase police officer numbers, with an additional 91 officers being recruited during 2021/22, reinforcing Community Policing in West Mercia area and demonstrating the Commissioner's commitment to visible, effective neighbourhood policing. Other unavoidable cost pressures have also arisen due to statutory changes and from changes in legislation, including the Policing and Crime Act 2017 and the cost and financing of police pensions. These unavoidable spend pressures are significant and may prove even more challenging to address in future, given the further pressure on Public Finances as a result of the pandemic, alongside the continuing changing and growing demands for police services.

The central government grant was confirmed in the settlement on the 4th February 2021. It did provide additional funding to cover the employment cost of the increase in police numbers, and was at a higher level than expected, with additional funding provided to help with the impact of the pandemic on policing across the whole of the UK. This was welcomed, but the overall settlement is still challenging and the force has identified £4.640m of savings within the budget to ensure that it remains able to operate efficiently within the resources available.

The priorities for the PCC for the next financial year is to deliver the priorities set out in the Safer West Mercia Plan 2016-2021:

- Put victims and survivors first
- Build a more secure West Mercia
- Reform West Mercia
- Reassure West Mercia's communities

The specific details of the priorities are set out in the detail of the 2021/22 Budget report https://www.westmercia-pcc.gov.uk/financial-information/financial-reports/

Key to the PCC's vision are:

- increasing West Mercia's establishment to 2,329 police officers, in order to help meet increased demand, reassure local communities and further increase public confidence in policing. This represents the highest number of officers the force has seen since 2011.
- that resources will be focused on improving the Forensics Service, not least in Digital Forensics. These services will continue to comply with regulatory requirements and best practice and will invest in modern ICT enabling them to keep pace with technological change.
- investing in the digital infrastructure and services that support police officers and are so crucial to the frontline services our communities need most. The integration/development of ICT projects and business process re-engineering will

continue, having suffered from years of under-investment or sub-optimal compromise under the previous alliance arrangements. The force is implementing a major transformational ICT programme, upgrading its infrastructure, networks, hardware and software across several years

- investing in developing and implementing a more responsive, efficient and effective estates service focused on the emergency "blue light" services. A revised Estates Strategy will be developed and implementation will begin during 2021/22. Alongside the improvements to service this new solution should bring, it will also deliver financial benefits for West Mercia's communities, which again will allow resources to be diverted towards key priorities.

Section 6. Environmental Scanning

A Strategic Assessment has been undertaken and provides an overview of the current and medium-term future issues that affect, or have the potential to affect, our communities. It informs future policing activity in areas of prevention, intelligence gathering, enforcement and policing strategy. The force will remain mindful of these in setting its strategy to ensure it is able to provide effective policing services in the medium term. The current assessment has a focus on the challenges and has been prioritised, in terms of the impact and uncertainty:

Section 7. The Statement of Accounts

It is the purpose of the statement of accounts (the Accounts), consisting of the financial statements and notes to the accounts, to demonstrate that the Group, consisting of the PCC and the Chief Constable has accounted for public money properly and been economical, efficient and effective in the use of that public money. To better understand the financial statements it is important to understand the arrangements that govern the PCC and Chief Constable and the relationship between them.

The treatment of transactions (income and expenditure) and balances (assets, liabilities and reserves) in the PCC's and Chief Constable's Accounts under the Group arrangement is explained in Note 3, 'Critical Judgements in Applying Accounting Policies'. The PCC and Chief Constable are classified as a group arrangement under accounting standards, the Chief Constable being a subsidiary of the PCC. The specific accounting treatment takes into account the substance of the arrangements for governing the two entities and recognises the formal stage 2 transfer of responsibilities from the PCC to the Chief Constable that took place on 1 April 2014

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

They comprise:

- The **Statement of Accounting Policies,** which sets out the accounting policies adopted by the Group and the PCC and explains the basis on which the financial transactions are presented;

- The **Statement of Responsibilities** for the Accounts, which sets out the responsibilities of both the PCC and the responsible Chief Finance Officer for the preparation of the Accounts;

- **Auditor's Report** gives the auditor's opinion of the financial statements and of the Group's arrangements for securing economy, efficiency and effectiveness in the use of resources;

- The **Comprehensive Income & Expenditure Statement (CIES)** is a summary of the income and expenditure received and used to provide services during the year and shows how the PCC has funded the cost of net expenditure incurred at the request of the Chief Constable by an intra-group transfer. The surplus or deficit on the provision of services line flows into the MIRS to be transferred into the balance sheet as explained below;

- The **Movement in Reserves Statement (MIRS)** shows the movement in the year on the different reserves held by the Group and the PCC. A further analysis and explanation of the purpose for which these unusable reserves are held can be found at Note 10. The Surplus or (Deficit) on the Provision of Services line shows the true economic cost of providing the Group's services, more details of which are shown in the CIES. This is different to the statutory amounts that can be charged against the police fund and taxation, whereas the net increase before transfers to earmarked reserves is the sum after adjustment for the entries required to comply with accounting standards, Note 8 provides detailed analysis of the adjustments contained in the MIRS;

- The **Balance Sheet**, which shows the value as at the 31 March 2021 of the assets and liabilities recognised by the Group and PCC. The net assets (assets less liabilities) are matched by the usable and unusable reserves, which hold the transfers from the CIES, which have moved through the MIRS;

- The **Cash Flow Statement**, which summarises the inflows and outflows of cash arising from transactions with third parties for revenue and capital purposes;

- **Notes to the Accounts**, these comprise a detailed analysis of the summarised financial information in the Core Financial Statements, including the Expenditure and Funding Analysis (Note 1);

- **Police Officer Pension Fund Account** - This identifies the payments in and out of the Police Officers Pension Fund Account for the year;

- The **Annual Governance Statement** – This section describes how the PCC conducts business in accordance with proper standards and presents the findings from the annual review of the effectiveness of systems of internal control. The Annual Governance Statement does not form part of the Accounts but is included here for reporting purposes.

The Group and PCC Accounts should be read alongside the Chief Constable's Accounts, which can be found as follows:
https://www.westmercia.police.uk/article/2065/What-we-spend-and-how-we-spend-it

The following figures reported in the Accounts are of note:

The CIES shows a deficit on the provision of services of £72.4m. The deficit is arrived at after accounting for costs and income in line with the Group's accounting policies and recognised accounting conventions, which is different to the statutory basis used to identify the net expenditure to be funded from local taxation in the form of the Council Tax. For example, proper accounting practice requires the full cost of future pension liabilities to be recognised in the Accounts and is a significant part of the deficit on the Group's CIES.

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

Pensions Liabilities

In accordance with International Accounting Standard (IAS) 19, the cost of employment and post-employment liabilities is shown in the Group's Accounts. The Group maintains a negative pensions reserve to match the estimated liability in relation to Police Officers, Police Staff and Police Community Support Officers' retirement benefits, which at the 31 March 2021 is £2,896.0m (PCC element of £9.1m). However, in considering the impact that this has on the financial position of the PCC it must be remembered that:

- Police Staff (including YJS employees) and Police Community Support Officers are entitled to join the Local Government Pension Scheme (LGPS), which is a funded scheme. The liability will be funded by future planned increases in both the employee and employer contributions;

- The Police Pension Scheme, under the current arrangements, is funded partly by police officer and employer contributions. If there is insufficient money in the Pension Fund Account to meet all expenditure commitments in any particular year the Home Office will fund the deficit;

- The Police Pension Scheme and LGPS have been subject to reform and both are now career average (CARE) schemes. Therefore the future benefit structures, as well as the level of contributions, will change.

Further information about the IAS 19 liability can be found under Note 36, and information about the Police Pensions Fund Account can be found on page 105.

Statement of Accounting Policies for the Group and the PCC

i. General Principles

The Statement of Accounts summarises the Group's and the PCC's transactions for the 2020/21 financial year and its position at the year-end. The accounting policies are the specific principles, bases, conventions, rules and practices applied by the Group and the PCC when preparing and presenting the financial statements. The Group and the PCC are required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2015, which must be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 supported by International Financial Reporting Standards (IFRS).

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

ii. Changes in Accounting Policies

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effects of transactions, other events and conditions in the Group's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied. No changes have been made to the Group's accounting policies in 2020/21.

iii. Income and Cost Recognition and Intra-group Adjustment

The PCC is responsible for the Police Fund into which all income is received including the main funding streams of Police Grant, Revenue Support Grant and Council Tax as well as income from charges and from which all costs are met. The Police Fund is held in a single bank account: the Chief Constable does not have a separate bank account into which money can be received or from which payments can be made.

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

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

iv. Accruals of Income and Expenditure

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

- Revenue from contracts with service recipients, whether for services or the provision of goods, is recognised when (or as) the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract;
- Supplies are recorded as expenditure when they are consumed. Where there is a gap between the date supplies are received and their consumption they are carried as inventories on the Balance Sheet;
- Expenses in relation to services received (including services provided by police officers, police staff and PCSOs) are recorded as expenditure when the services are received rather than when payments are made;
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract;
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected;
- Manual accruals of revenue or expenditure are not made where the value of the item is less than £1,000.

v. Cash and Cash Equivalents

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

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

vi. Charges to Revenue for Non-Current Assets

Services are debited with the following amounts to record the cost of holding non-current assets during the year:

- Depreciation attributable to the assets used by the relevant service.
- Revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off.

- Amortisation of intangible non-current assets attributable to the service.

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

vii. Employee Benefits

Benefits Payable during Employment

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

Termination Benefits

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

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

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

Post-Employment Benefits

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

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

Both schemes provide index-linked defined benefits to members (retirement lump sums and pensions) and are determined by the individuals' pensionable pay and pensionable service.

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

- the liabilities of the pension fund attributable to the Group are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc, and projections of anticipated earnings for current employees.

- International Accounting Standard (IAS) 19 requires the nominal discount rate to be set by reference to market yields on high quality corporate bonds or where there is no deep market in such bonds then by reference to government bonds.

- the PPS liabilities are discounted using the nominal discount rate based on government bond yield of appropriate duration plus an additional margin and the LGPS liabilities are discounted to their value at current prices, using a discount rate based on corporate bond yields at 31 March 2021.

- the discount rates used by the actuaries and other principal assumptions are set out in Note 36.

- the assets of the LGPS fund attributable to the Group are included in the Balance Sheet at their fair value:
    - quoted securities – current bid price
    - unquoted securities – professional estimate
    - unitised securities – current bid price
    - property – market value

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

- **Current service cost** – the increase in liabilities as a result of years of service earned in the current year – allocated in the CIES to the services for which the employees worked.

- **Past service cost** – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years – debited to the

Surplus or Deficit on the Provision of Services in the CIES as part of Non Distributed Costs.

- **Net interest on the net defined benefit liability** i.e. net interest expense for the Group – the change during the period in the net defined benefit liability that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the CIES – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability at the end of the period – taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments.

- **Re-measurements comprising:**
  - the return on plan assets – excluding amounts included in net interest on the net defined benefit liability – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure

  - actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure

- **Contributions paid to the pension fund** – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

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

A difference between the two schemes is that the PPS is an unfunded, defined benefit, final salary scheme, whereas the LGPS is a funded, defined benefit scheme. As the PPS is unfunded there are no investment assets built up to meet the pensions liabilities and cash has to be generated to meet the actual pensions payments as they eventually fall due. This is further explained in the notes to the Police Pension Fund Account on page 108.

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

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

viii. Fair Value Measurement

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

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

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

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

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

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

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

ix. Financial Instruments

Financial Liabilities

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

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

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

Financial Assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cashflow characteristics. There are three main classes of financial assets measured at:

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

- fair value through profit or loss (FVPL) – these are recognised on the Balance Sheet when the Group becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Fair value gains and losses are recognised as they arrive in the Surplus or Deficit on the Provision of Services. The techniques for fair value measurements are set out in Accounting Policy viii. Any gains or losses that arise on the derecognition of the asset are credited or debited to the Financing and Investment Income and Expenditure line in the CIES; and

- fair value through other comprehensive income (FVOCI) – not applicable for the Group.

x. Government Grants and Contributions

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

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

Amounts recognised as due to the Group are not credited to the CIES until conditions attached to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset acquired using the grant or contribution are required to be consumed by the recipient as specified, the grant conditions must be adhered to and specific outputs, or future economic benefits or service potential delivered, otherwise the grant sum, must be returned to the transferor.

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

Where capital grants are credited to the CIES, they are reversed out of the General Fund Balance in the MIRS. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied Reserve. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied Reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

xi. Intangible Assets

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

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

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

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the Police Fund Balance. The gains and losses are therefore reversed out of the Police Fund Balance in the MIRS and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

xii. Inventories and Long-Term Contracts

Inventories are required to be included in the Balance Sheet at the lower of cost or current replacement value. Inventories are valued at actual cost price. They are included on the Balance Sheet as part of Debtors and other current assets as the amount is immaterial.

xiii. Investment Property

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

Investment properties are measured initially at cost and subsequently at fair value, based on the amount at which the asset could be exchanged between knowledgeable parties at arm's length, that is, the significant observable inputs (Level 2 in the fair value hierarchy). Properties are not depreciated but are re-valued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the CIES. The same treatment is applied to gains and losses on disposal.

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

xiv. Jointly Controlled Operations and Jointly Controlled Assets

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

The alliance with Warwickshire Police was a jointly controlled operation. The alliance was primarily a joint venture for operational purposes where each party drew on the pooled resources to deliver services. Assets created or developed as an integral part of the alliance were also shared.

A full explanation of the treatment of transactions and balances under the alliance has been explained fully in Note 14 to the Accounts 'Pooled Budgets and Joint Operations'.

xv. Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all of the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. The Group has reviewed its contracts register and has determined that it has no other finance leasing arrangements apart from the joint facility in Bromsgrove (Note 19(i) to the Accounts). All other leases are classified as operating leases.

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

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

The Group as Lessee (Operating Lease)

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

The Group as Lessor (Operating Lease)

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

The Group as Lessor (Finance Lease)

Where the PCC grants a finance lease over a property, the relevant asset is written out of the Balance Sheet as a disposal. At the commencement of the lease, the carrying amount of the asset in the Balance Sheet (Property, Plant and Equipment) is written off to the Other Operating Expenditure line in the CIES as part of the gain or loss on disposal. A gain, representing the PCC's net investment in the lease, is credited to the same line in the CIES as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal), matched by a lease (long-term debtor) asset in the Balance Sheet. Lease rentals receivable are apportioned between:

- a charge for the acquisition of the interest in the property – applied to write down the lease debtor (together with any premiums received); and
- finance income (credited to the Financing and Investment Income and Expenditure line in the CIES).

The gain credited to the CIES on disposal is not permitted by statute to increase the General Fund Balance and is required to be treated as a capital receipt. Where a premium has been received, this is posted out of the General Fund Balance to the capital receipts reserve in the MIRS. Where the amount due in relation to the lease asset is to be settled by the payment of rentals in future financial years, this is posted out of the General Fund Balance to the Deferred Capital Receipts in the MIRS. When the future rentals are received, the element for the capital receipt for the disposal of the asset is used to write down the lease debtor. At this point the deferred capital receipts are transferred to the Capital Receipts Reserve. The written-off value of disposals is not a charge against council tax, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are therefore appropriated to the Capital Adjustment Account from the General Fund Balance in the MIRS.

xvi. Segmental Analysis

Income and Expenditure is reported in the CIES on the basis of the Group's organisational structure. This requirement arose from CIPFA's "Telling the Story" review that revised the presentation of Public Sector financial statements so that the CIES reflects the way that organisation's operate and manage services. The Group monitors and manages its financial performance on the basis of three segments to reflect its distinct service areas. These three segments are: Policing Services, Police and Crime Commissioner and Youth Justice Service. The costs of overheads and support services are charged to each segment on the same basis as they are reported in the financial performance reports. That is, the costs fall in the segment that is responsible for the support service and that directly monitors and manages that service.

The Expenditure and Funding Analysis (EFA) emanated from the Telling the Story review and brings together local authority performance reported on the basis of expenditure measured under proper accounting practices (including depreciation and the value of pension benefits earned by the employees) with statutorily defined charges to the Police Fund. The EFA reconciles the net expenditure chargeable to council tax to the CIES, analysed by service segment and thereby provides a direct link between the CIES and the budget ie the Police Fund.

xvii. Prior Year Adjustments

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

xviii.Property, Plant and Equipment

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

Recognition

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

Measurement

Assets are initially measured at cost, comprising:

- the purchase price;

- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The cost of assets acquired other than by purchase is deemed to be its fair value; the Group has not acquired any asset via an exchange. The Group did not receive any donated during the year.

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

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

Assets included in the Balance Sheet at fair value are re-valued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the year end, but as a minimum every five years. Desktop reviews of certain properties not formally valued during the current year are carried out annually to ensure that this holds true as at the Balance Sheet date; following this review, management determined that the carrying amounts of Operational Assets were not materially different from their fair value. Valuations are carried out by qualified valuers, Place Partnership Limited, the most recent being carried out as at 31 January 2021. The valuers provided the PCC with assurance that there had been no material changes in the valuations between the valuation date and 31 March 2021. The basis of valuation used is set out below as recommended by CIPFA and in line with the Statements of Asset Valuation Practice and guidance notes of the Royal Institute of Chartered Surveyors (RICS). Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the CIES where they arise from the reversal of a loss previously charged to the Cost of Services.

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

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains); or
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the Cost of Services in the CIES.

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

The PCC is holding plots of land around the Hindlip site which are important to securing the ongoing operational use of the site by prohibiting access and controlling its use: for example the church and farm land. These are not operational as such but neither is it right to classify them as heritage assets or investment assets, even where a small amount of income is generated on the farm land, which is coincidental to its main purpose. The value of these plots of land is included in the Balance Sheet as part of the value of the Hindlip Land and Buildings.

Componentisation

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

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

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

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

Components of buildings and the life of each component are:

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

Impairment

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

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

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains);
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the Cost of Services in the CIES.

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

Depreciation

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

Depreciation is calculated on the straight-line method over:

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

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

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

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

Disposals and Non-Current Assets Held for Sale

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

If assets no longer meet the criteria to be classified as Assets Held for Sale, they are reclassified back to non-current assets and valued at the lower of their carrying amount before they were classified as Held for Sale; adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as Held for Sale, and their recoverable amount at the date of the decision not to sell. Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether PPE or Assets Held for Sale) is written off to the Other Operating Expenditure line in the CIES as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the CIES also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

The written-off value of disposals is not a charge against council tax, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the Capital Adjustment Account from the Police Fund Balance in the MIRS.

De Minimis

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

xix. Provisions, Contingent Liabilities and Contingent Assets

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

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

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

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

A contingent liability or a contingent asset arises where an event has taken place that gives the Group a possible obligation or asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Group. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably. Contingent liabilities and contingent assets are not recognised in the Balance Sheet but disclosed in Note 29 to the Accounts.

xx. Reserves

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

xxi. Revenue Expenditure Funded from Capital Under Statute

Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the CIES in the year. Where the PCC has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the MIRS from the General Fund Balance to the CAA then reverses out the amounts charged so that there is no impact on the level of council tax. Notes 21 and 23 explain the REFCUS incurred by the PCC during the year.

xxii. Value Added Tax

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

Statement of Responsibilities

Responsibilities of the Police and Crime Commissioner for West Mercia (the PCC)

The PCC is required to:

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

I accept the above responsibilities and approve these Statement of Accounts for 2020/21.

John Campion
Police and Crime Commissioner for West Mercia **Date:**

Responsibilities of the Treasurer to the Commissioner

The Treasurer to the Commissioner is responsible for the preparation of the Statement of Accounts for the Police and Crime Commissioner for West Mercia and Group in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 (the Code).

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

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

The Treasurer has also:

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

The unaudited Statement of Accounts for the Police and Crime Commissioner for West Mercia and Group were issued on 16 June 2021 by authority of the Treasurer to the Commissioner.

I certify that the Statement of Accounts represents a true and fair view of the financial position of the PCC and the Group at the accounting date and of the income and expenditure for the year ended 31 March 2021.

Elizabeth Hall
Treasurer to the Police and Crime Commissioner for West Mercia
Date: 16 June 2021

Independent auditor's report to the Police and Crime Commissioner for West Mercia
Report on the Audit of the Financial Statements

To be added following completion of the Audit

To be added following completion of the Audit

To be added following completion of the Audit

Comprehensive Income and Expenditure Statement (CIES) for the Group

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

2019/20 Gross Expenditure £000	2019/20 Gross Income £000	2019/20 Net Expenditure £000		Notes	2020/21 Gross Expenditure £000	2020/21 Gross Income £000	2020/21 Net Expenditure £000
276,534	(15,781)	260,753	Policing Services	1	286,510	(26,614)	259,896
7,566	(1,697)	5,869	Police and Crime Commissioner	1	18,490	(3,282)	15,208
2,911	(2,695)	216	Youth Justice Service	1	2,732	(2,697)	35
287,011	**(20,173)**	**266,838**	**Net Cost of Policing Services**	**1**	**307,732**	**(32,593)**	**275,139**
		1,117	Other operating expenditure – Loss on disposal of non-current assets (*Note 25*)				1,688
		67,350	Financing and investment net expenditure *(Note 11)*				59,177
		(252,510)	Taxation and non-specific grant income *(Note 12)*				(263,217)
		82,795	**Deficit on Provision of Services**				**72,787**
		(419)	(Surplus) or deficit on revaluation of Property, Plant & Equipment Assets *(Note 9 (i))*				452
		(200,301)	Re-measurement of the net defined benefit liability *(Note 36)*				229,177
		(200,720)	**Other Comprehensive (Income) & Expenditure**				**229,629**
		(117,925)	**Total Comprehensive (Income) & Expenditure**				**302,416**

Comprehensive Income and Expenditure Statement (CIES) for the PCC

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

2019/20 Gross Expenditure £000	2019/20 Gross Income £000	2019/20 Net Expenditure £000		Notes	2020/21 Gross Expenditure £000	2020/21 Gross Income £000	2020/21 Net Expenditure £000
8,889	(23,069)	(14,180)	Policing Services		8,096	(35,066)	(26,970)
7,566	(1,697)	5,869	Police and Crime Commissioner		18,490	(3,282)	15,208
2,911	(2,695)	216	Youth Justice Service		2,732	(2,697)	35
19,366	**(27,461)**	**(8,095)**	**Cost of Policing Services**	**1**	**29,318**	**(41,045)**	**(11,727)**
243,601	0	243,601	Funding to the Chief Constable for financial resources consumed	10	251,131	0	251,131
262,967	**(27,461)**	**235,506**	**Net Cost of Policing Services**		**280,449**	**(41,045)**	**239,404**
		1,117	Other operating expenditure – Loss on disposal of non-current assets *(Note 25)*				1,688
		428	Financing and investment net expenditure *(Note 11)*				687
		(221,435)	Taxation and non-specific grant income *(Note 12)*				(232,498)
		15,616	**(Surplus) or Deficit on Provision of Services**				**9,281**
		(419)	(Surplus) or deficit on revaluation of Property, Plant & Equipment Assets *(Note 9 (i))*				452
		972	Re-measurement of the net defined benefit liability *(Note 36)*				722
		553	**Other Comprehensive (Income) & Expenditure**				**1,174**
		16,169	**Total Comprehensive (Income) & Expenditure**				**10,455**

Movement in Reserves Statement (MIRS) for the Group

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

	Notes	Police Fund Balance	Earmarked Police Fund Reserves	Total Police Fund Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Group Reserves
		£000	£000	£000	£000	£000	£000	£000	£000
Opening Balance at 1 April 2019		**0**	**24,450**	**24,450**	**0**	**0**	**24,450**	**(2,698,115)**	**(2,673,665)**
Movement in reserves during 2019/20									
Total Comprehensive Income and Expenditure	1	**(82,795)**	**0**	**(82,795)**	**0**	**0**	**(82,795)**	**200,720**	**117,925**
Adjustments between accounting basis and funding basis under regulations	7	73,335	0	73,335	0	0	73,335	(73,335)	0
Net Increase/(Decrease) before transfers to Earmarked Reserves		**(9,460)**	**0**	**(9,460)**	**0**	**0**	**(9,460)**	**127,385**	**117,925**
Transfers to/from Earmarked Reserves	8	9,460	(9,460)	0	0	0	0	0	0
Increase/(Decrease) in Year		**0**	**(9,460)**	**(9,460)**	**0**	**0**	**(9,460)**	**127,385**	**117,925**
Balance at 31 March 2020 Carried Forward		**0**	**14,990**	**14,990**	**0**	**0**	**14,990**	**(2,570,730)**	**(2,555,740)**
Movement in reserves during 2020/21									
Total Comprehensive Income and Expenditure	1	**(72,787)**	**0**	**(72,787)**	**0**	**0**	**(72,787)**	**(229,629)**	**(302,416)**
Adjustments between accounting basis and funding basis under regulations	7	72,049	0	72,049	0	0	72,049	(72,049)	0
Net Increase/(Decrease) before transfers to Earmarked Reserves		**(738)**	**0**	**(738)**	**0**	**0**	**(738)**	**(301,678)**	**(302,416)**
Transfers to/from Earmarked Reserves	8	738	(738)	0	0	0	0	0	0
Increase/(Decrease) in Year		**0**	**(738)**	**(738)**	**0**	**0**	**(738)**	**(301,678)**	**(302,416)**
Balance at 31 March 2021 Carried Forward		**0**	**14,252**	**14,252**	**0**	**0**	**14,252**	**(2,872,408)**	**(2,858,156)**

Movement in Reserves Statement (MIRS) for the PCC

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

	Notes	Police Fund Balance	Earmarked Police Fund Reserves	Total Police Fund Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Group Reserves
		£000	£000	£000	£000	£000	£000	£000	£000
Opening Balance at 1 April 2019		**0**	**24,450**	**24,450**	**0**	**0**	**24,450**	**36,653**	**61,103**
Movement in reserves during 2019/20									
Total Comprehensive Income and Expenditure	1	**(15,616)**	**0**	**(15,616)**	**0**	**0**	**(15,616)**	**(553)**	**(16,169)**
Adjustments between accounting basis and funding basis under regulations	7	6,156	0	6,156	0	0	6,156	(6,156)	0
Net Increase before transfers to Earmarked Reserves		**(9,460)**	**0**	**(9,460)**	**0**	**0**	**(9,460)**	**(6,709)**	**(16,169)**
Transfers to/from Earmarked Reserves	8	9,460	(9,460)	0	0	0	0	0	0
Increase/(Decrease) in Year		**0**	**(9,460)**	**(9,460)**	**0**	**0**	**(9,460)**	**(6,709)**	**(16,169)**
Balance at 31 March 2020 Carried Forward		**0**	**14,990**	**14,990**	**0**	**0**	**14,990**	**29,944**	**44,934**
Movement in reserves during 2020/21									
Total Comprehensive Income and Expenditure	1	**(9,281)**	**0**	**(9,281)**	**0**	**0**	**(9,281)**	**(1,174)**	**(10,455)**
Adjustments between accounting basis and funding basis under regulations	7	8,543	0	8,543	0	0	0	(8,543)	0
Net Increase before transfers to Earmarked Reserves		**(738)**	**0**	**(738)**	**0**	**0**	**(738)**	**(9,717)**	**(10,455)**
Transfers to/from Earmarked Reserves	8	738	(738)	0	0	0	0	0	0
Increase/(Decrease) in Year		**0**	**(738)**	**(738)**	**0**	**0**	**(738)**	**(9,717)**	**(10,455)**
Balance at 31 March 2021 Carried Forward		**0**	**14,252**	**14,252**	**0**	**0**	**14,252**	**20,227**	**34,479**

Balance Sheets for the Group and the PCC

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Group and the PCC. The net assets of the Group and the PCC (assets less liabilities) are matched by the reserves held by the Group and the PCC. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the Group and the PCC may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example, the Capital Receipts Reserve may only be used to fund capital expenditure or repay debt). The second category of reserves is those that the Group and the PCC are not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example, the Revaluation Reserve) where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the MIRS in the line 'Adjustments between accounting basis and funding basis under regulations'.

The PCC as at 31 March 2020 £000	The Group as at 31 March 2020 £000		Notes	The PCC as at 31 March 2021 £000	The Group as at 31 March 2021 £000
80,173	80,173	Property, Plant & Equipment	20	77,057	77,057
370	370	Investment Property	22	345	345
1,383	1,383	Intangible Assets	23	6,896	6,896
3,620	3,620	Long Term Debtors	24	3,522	3,522
85,546	**85,546**	**Long Term Assets**		**87,820**	**87,820**
0	0	Assets Held for Sale	25		
10,233	21,400	Short Term Debtors and other current assets	26	12,411	19,655
8,843	8,843	Cash and Cash Equivalents	27	9,871	9,871
781	0	Intra-Group Debtor	10	0	0
19,857	**30,243**	**Current Assets**		**22,282**	**29,526**
(10,388)	(10,388)	Short Term Borrowing	30	(11,637)	(11,637)
(17,124)	(31,618)	Short Term Creditors	28	(16,994)	(31,977)
0	(432)	Provisions	29	0	(361)
0	0	Intra-Group Creditor	10	(2,312)	0
(27,512)	**(42,438)**	**Current Liabilities**		**(30,943)**	**(43,975)**
(4,500)	(4,500)	Long Term Creditors	29	0	0
(19,663)	(19,663)	Long Term Borrowing	30	(34,141)	(34,141)
(7,968)	(2,604,102)	Liability Relating to Defined Benefit Pension Schemes	36	(9,144)	(2,895,991)
(702)	(702)	Revenue Grants Receipts in Advance	13	(1,371)	(1,371)
(124)	(124)	Capital Grants Receipts in Advance	13	(24)	(24)
(32,957)	**(2,629,091)**	**Long Term Liabilities**		**(44,680)**	**(2,931,527)**
44,934	**(2,555,740)**	**Net Assets / (Liabilities)**		**34,479**	**(2,858,156)**
14,990	14,990	Usable Reserves	8	14,252	14,252
29,944	(2,570,730)	Unusable Reserves	9	20,227	(2,872,408)
44,934	**(2,555,740)**	**Total Reserves**		**34,479**	**(2,858,156)**

The unaudited Statement of Accounts were issued on 16 June 2021.

Treasurer to the Police and Crime Commissioner for West Mercia

Cash Flow Statements for the Group and the PCC

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

The PCC 2019/20 £000	The Group 2019/20 £000		Notes	The PCC 2020/21 £000	The Group 2020/21 £000
15,616	**82,795**	**Net (surplus) or deficit on the provision of services**	**1**	**9,281**	**72,787**
(20,247)	(87,426)	Adjustments to net (surplus) or deficit on the provision of services for non-cash movements	33	(7,833)	(71,389)
2,480	2,480	Adjustments for items included in the net (surplus) or deficit on the provision of services that are investing and financing activities	33	1,390	1,390
(2,151)	**(2,151)**	**Net cash flows from Operating Activities**		**2,788**	**2,788**
7,211	7,211	Investing Activities	34	11,911	11,911
(9,855)	(9,855)	Financing Activities	35	(15,727)	(15,727)
(4,795)	**(4,795)**	**Net increase or decrease in cash and cash equivalents**		**(1,028)**	**(1,028)**
(4,048)	**(4,048)**	Cash and cash equivalents at the beginning of the reporting period	27	**(8,843)**	**(8,843)**
(8,843)	**(8,843)**	**Cash and cash equivalents at the end of the reporting period**		**(9,871)**	**(9,871)**

Notes to the Financial Statements

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

1. Expenditure and Funding Analysis (EFA)

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

The Group

	2020/21 Net Expenditure Chargeable to the Police Fund Balances	2020/21 Adjustments between the Funding and Accounting Basis	2020/21 Net Expenditure in the CIES
	£000	£000	£000
Policing	219,127	40,769	259,896
Police and Crime Commissioner	14,930	278	15,208
Youth Justice Service	35	0	35
Net Cost of Policing Services	**234,092**	**41,047**	**275,139**
Other income and expenditure	(233,354)	31,002	(202,352)
(Surplus) or deficit on provision of Services	**738**	**72,049**	**72,787**

Opening Police Fund at 31 March 2020	(14,990)
Less Deficit on Police Fund in Year	738
Closing Police Fund at 31 March 2021	**(14,252)**

	2019/20 Net Expenditure Chargeable to the Police Fund Balances	2019/20 Adjustments between the Funding and Accounting Basis
	£000	£000
Policing	222,691	38,062
Police and Crime Commissioner	5,444	425
Youth Justice Service	216	0
Net Cost of Policing Services	**228,351**	**38,487**
Other income and expenditure	(218,891)	34,848
(Surplus) or deficit on provision of Services	**9,460**	**73,335**

Opening Police Fund at 31 March 2019	(24,450)
Less Deficit on Police Fund in Year	9,460
Closing Police Fund at 31 March 2020	**(14,990)**

The PCC

	2020/21 Net Expenditure Chargeable to the Police Fund Balances	2020/21 Adjustments between the Funding and Accounting Basis	2020/21 Net Expenditure in the CIES
	£000	£000	£000
Policing Services	(26,002)	(968)	(26,970)
Police and Crime Commissioner	14,930	278	15,208
Youth Justice Service	35	0	35
Net Cost of Policing Services	**(11,037)**	**(690)**	**(11,727)**
Funding to the Chief Constable for financial resources consumed	245,129	6,002	251,131
Other income and expenditure	(233,354)	3,231	(230,123)
(Surplus) or deficit on provision of Services	**738**	**8,543**	**9,281**

Opening Police Fund at 31 March 2020	(14,990)
Less Deficit on Police Fund in Year	738
Closing Police Fund at 31 March 2021	**(14,252)**

	2019/20 Net Expenditure Chargeable to the Police Fund Balances	2019/20 Adjustments between the Funding and Accounting Basis	2019/20 Net Expenditure in the CIES
	£000	£000	£000
Policing Services	(16,008)	1,828	(14,180)
Police and Crime Commissioner	5,444	425	5,869
Youth Justice Service	216	0	216
Net Cost of Policing Services	**(10,348)**	**2,253**	**(8,095)**
Funding to the Chief Constable for financial resources consumed	238,699	4,902	243,601
Other income and expenditure	(218,891)	(999)	(219,890)
(Surplus) or deficit on provision of Services	**9,460**	**6,156**	**15,616**

Opening Police Fund at 31 March 2019	(24,450)
Less Deficit on Police Fund in Year	9,460
Closing Police Fund at 31 March 2020	**(14,990)**

1(a) Note to the EFA

Adjustments between Funding and Accounting Basis

The Group

2020/21					
Adjustments from Police Fund to arrive at the CIES amounts	**Adjustments for Capital Purposes (note i)**	**Net Change for the Pensions Adjustments (note ii)**	**Financing and Investment Adjustments (note iii)**	**Other Adjustments (note iv)**	**Total Adjustments**
	£000	£000	£000	£000	£000
Policing Services	5,520	34,487	(486)	1,248	40,769
Police and Crime Commissioner	0	278	0	0	278
Youth Justice Service	0	0	0	0	0
Net Cost of Services	5,520	34,765	(486)	1,248	41,047
Other income and expenditure from the Funding Analysis (restated)	685	27,947	486	1,884	31,002
Difference between Police Fund surplus or deficit and CIES surplus or deficit	**6,205**	**62,712**	**0**	**3,132**	**72,049**

2019/20					
Adjustments from Police Fund to arrive at the CIES amounts	**Adjustments for Capital Purposes (note i)**	**Net Change for the Pensions Adjustments (note ii)**	**Financing and Investment Adjustments (note iii)**	**Other Adjustments (note iv)**	**Total Adjustments**
	£000	**£000**	**£000**	**£000**	**£000**
Policing Services	7,000	30,556	(270)	776	38,062
Police and Crime Commissioner	0	425	0	0	425
Youth Justice Service	0	0	0	0	0
Net Cost of Services	7,000	30,981	(270)	776	38,487
Other income and expenditure from the Funding Analysis	(1,402)	36,000	270	(20)	34,848
Difference between Police Fund surplus or deficit and CIES surplus or deficit	**5,598**	**66,981**	**0**	**756**	**73,335**

The PCC

2020/21					
Adjustments from Police Fund to arrive at the CIES amounts	**Adjustments for Capital Purposes (note i)**	**Net Change for the Pensions Adjustments (note ii)**	**Financing and Investment Adjustments (note iii)**	**Other Adjustments (note iv)**	**Total Adjustments**
	£000	**£000**	**£000**	**£000**	**£000**
Policing Services	(356)	0	241	(853)	(968)
Police and Crime Commissioner	0	278	0	0	278
Youth Justice Service	0	0	0	0	0
Net Cost of Services	(356)	278	241	(853)	(690)
Funding to the Chief Constable	5,876	0	(727)	853	6,002
Other income and expenditure from the Funding Analysis (restated)	685	176	486	1,884	3,231
Difference between Police Fund surplus or deficit and CIES surplus or deficit	**6,205**	**454**	**0**	**1,884**	**8,543**

2019/20					
Adjustments from Police Fund to arrive at the CIES amounts	**Adjustments for Capital Purposes (note i)**	**Net Change for the Pensions Adjustments (note ii)**	**Financing and Investment Adjustments (note iii)**	**Other Adjustments (note iv)**	**Total Adjustments**
	£000	**£000**	**£000**	**£000**	**£000**
Policing Services	1,601	0	395	(168)	1,828
Police and Crime Commissioner	0	425	0	0	425
Youth Justice Service	0	0	0	0	0
Net Cost of Services	1,601	425	395	(168)	2,253
Funding to the Chief Constable	5,399	0	(665)	168	4,902
Other income and expenditure from the Funding Analysis	(1,402)	153	270	(20)	(999)
Difference between Police Fund surplus or deficit and CIES surplus or deficit	**5,598**	**578**	**0**	**(20)**	**6,156**

Note (i) Adjustments for Capital Purposes

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

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

Note (ii) Net Change for Pensions Adjustments

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

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

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

Note (iv) Other Adjustments – this column reflects variations in the amount chargeable for Council Tax under Statute and the Code; and timing differences relating to accruing for compensated absences earned but not taken in the year (absorbed by the Accumulated Absences Account). Also included is £0.853m (£0.168m in 2019/20) in respect of the training costs funded by the government from the Apprenticeship Levy.

1(b) Expenditure and Income Analysed by Nature

The Group

2019/20 £000		2020/21 £000
116,464	Police officers pay	125,024
68,187	Police staff pay	73,812
3,308	Police pensions	3,588
2,796	Other Employee Expenses	2,748
73,008	Pensions current cost of service	72,429
(36,469)	Cost of pensions based on cash flows	(38,774)
776	Accumulated absences	1,248
55,610	Other service expenditure	58,451
(5,558)	Non distributed costs	1,110
8,889	Depreciation, Amortisation, Revaluation Loss and REFCUS (see glossary)	8,096
664	Interest payable	727
67,075	Net interest on the net defined benefit liability (restated)	58,666
1,117	Loss on disposal of non-current assets	1,688
355,867	**Total Expenditure**	**368,813**
(11,768)	Fees, charges and other service income	(17,148)
(107)	Investment property income	(17)
(105)	Interest and investment income	(25)
(177)	Finance Lease income	(174)
(96,462)	Income from council tax	(100,420)
(164,453)	Government grants and contributions	(178,242)
(273,072)	**Total Income**	**(296,026)**
82,795	**Deficit on the Provision of services**	**72,787**

The PCC

2019/20 £000		2020/21 £000
3,115	Police staff pay	3,520
62	Other Employee Expenses	84
722	Pensions current cost of service	804
(495)	Cost of pensions based on cash flows	(526)
6,876	Other service expenditure (includes costs of Estates / PPL in 2020/21)	17,340
198	Non distributed costs	0
664	Interest payable	727
153	Net interest on the net defined benefit liability (restated)	176
1,117	Loss on disposal of non-current assets	1,688
1,601	Capital Charge between PCC and Chief Constable - net	0
243,601	Funding to the Chief Constable for financial resources consumed	251,131
257,614	**Total Expenditure**	**274,944**
(11,768)	Fees, charges and other service income	(17,148)
(107)	Investment property income	(17)
(105)	Interest and investment income	(25)
(177)	Finance Lease Income	(174)
(96,462)	Income from council tax	(100,420)
0	Capital Charge between PCC and Chief Constable - net	(356)
(133,378)	Government grants and contributions	(147,523)
(241,997)	**Total Income**	**(265,663)**
15,617	**Deficit on the Provision of services**	**9,281**

2. Accounting standards that have been issued but have not yet been adopted

The Code requires the Group to disclose information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted by the Code for the relevant financial year. The standards are as follows:

- Definition of a Business: Amendments to IFRS 3 Business Combinations;
- Interest Rate Benchmark Reform: Amendments to IFRS 9, IAS 39 and IFRS 7;
- Interest Rate Benchmark Reform – Phase 2: Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16.

None of the above are expected to have a material impact on the Accounts of the Group. The implementation of IFRS 16 – Leases for Public Sector Accounts has again been deferred, until 1 April 2022 so there is no requirement to consider this in the 2020/21 Accounts.

3. Critical judgements in applying accounting policies

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

PCC and Chief Constable group relationship

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

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

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

Alliance

The strategic alliance between West Mercia Police and Warwickshire Police terminated on 31 March 2020 and this judgement no longer applies after that date. Two new S22a Collaborative Agreements were agreed between the two forces for four services that continued to be provided to or shared with Warwickshire during 2020/21. A revised cost sharing mechanism was also agreed. Further information can be found in Note 14 to the Accounts.

During 2019/20 the alliance cost sharing agreement still applied and the allocation of transactions and balances between partners within the alliance affected the values reported in the two entities' respective Accounts for 2019/20.

Judgements taken in the application of accounting policies and the allocation of transactions and balances in the Accounts in respect of the alliance were consistent to those taken in regard to the Group (PCC and CC) and complied with the requirements of the Code. Integral to this judgement was the financial arrangements for the alliance as set out in the Section 22 Agreement in place during 2019/20 and the cost sharing model. The economic reality of the alliance cost sharing model took precedence over the Group in many respects and was influential in determining the treatment of transactions and balances in the Group Accounts in line with accounting policies and our interpretations of the Code.

A judgement, fundamental to the cost sharing model, was that costs and benefits relating to the alliance were apportioned 69% to West Mercia and 31% to Warwickshire. This was arrived at by looking at various indicators including funding, demographics, work force profile, expenditure, crime volumes etc. and was widely consulted on. This judgement no longer applies for 2020/21, as explained above.

Post employment benefits (pension liability)

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

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

Cost of Service – Comprehensive Income and Expenditure Statement (CIES)

As explained in the Accounting Policies, income and expenditure is categorised into three segments: Policing Services, Police and Crime Commissioner and Youth Justice Services, as this is how the organisation monitors and manages its financial performance. Support service costs are reported as part of the services where they are monitored and managed.

The Net Cost of Policing Services has increased by £8.2m compared to 2019/20, mainly due to fluctuations between years relating to the valuations of property assets and pensions costs, as well as reflecting the increased government funding for the recruitment of additional police officers, as explained in the Narrative Statement.

4. Assumptions made about the future and other major sources of estimation and uncertainty

The Accounts contain estimated figures that are based on judgements and assumptions made by the PCC about the future or that are otherwise uncertain. However, because balances cannot be determined with certainty, actual results could be materially different from those that have been estimated. The items in the Group's Balance Sheet at 31 March 2021 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Property, Plant and Equipment

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

The external valuers stated in their valuation report for 2019/20 that due to the Coronavirus outbreak and the ongoing impact there would likely be a significant shift in the property market and values. However, the valuers didn't adjust their property valuations in the 2019/20 and stated that the valuations were reported on the basis of 'material valuation uncertainty'. For 2020/21 this position has now changed and the valuers have commented as follows:

"The pandemic and the measures taken to tackle COVID-19 continue to affect economies and real estate markets globally. Nevertheless, as at the valuation date property markets are mostly functioning again, with transaction volumes and other relevant evidence at returning to levels where an adequate quantum of market evidence exists upon which to base opinions of value. Accordingly, and for the avoidance of doubt, our valuation is not reported as being subject to 'material valuation uncertainty' as defined by VPS 3 and VPGA 10 of the RICS Valuation – Global Standards."

The Net Book Value of Property, Plant and Equipment as at 31 March 2021 is £77.1m (£80.2m as at 31 March 2020), new capital spend has been offset by reductions in asset valuations, disposals and depreciation, and a transfer from Assets Under Construction to Intangible Assets for ICT projects that are now "live", including the Saab SAFE system.

Post Employment Benefits (Pension Liability)

The basis of estimating the net liability to pay pension benefits to police officers and police staff is referred to in the previous section. This estimate depends on a number of complex judgements and assumptions around the discount rates used to calculate the pension liabilities. Any changes could have a material impact on the total liability of the pension funds. The actuaries provide illustrations of variations in assumptions to help the PCC and Chief Constable understand the potential impact of changes in mortality rates, retirement ages and expected returns on fund assets etc. The actuaries provide the Group with advice and illustrations of the potential impact of the changes in assumptions and these are set out at the end of Note 36.

Employee benefits

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

Provisions

The Group and Chief Constable had one provision as at 31 March 2021 relating to the costs of voluntary redundancies and early retirements on the grounds of voluntary redundancy and adjustments to injury pensions relating to the Evans & Ashcroft case. There is a high degree of certainty that the liabilities will materialise and that the amounts have been reliably estimated with a high degree of accuracy. The provision amounts to £0.361m and is held in the Chief Constable's balance sheet as it relates to employment matters; any changes in the assumptions used to estimate these will only have a minor impact on the Accounts.

Further information regarding the Provisions can be found in Note 29.

5. Material items of income and expenditure

The re-measurement of the net defined benefit liability in the Other Comprehensive Income and Expenditure section of the CIES is a loss of £229.2m, compared to a gain of £200.3m in 2019/20. The loss is due to relatively small changes in the assumptions and rates used by the actuaries for calculating inflation, salary increases, and discounting scheme liabilities. Overall, the Pensions Liability held on the Balance Sheet, has increased by £291.9m to £2,896.0m at 31 March 2021. Further information regarding the Pensions Liabilities can be found in Note 36.

6. Events after the Reporting Period

The unaudited Statement of Accounts were issued by the Treasurer to the PCC on 16 June 2021. Events taking place after this date are not reflected in the financial statements or notes.

In March 2020 Worcestershire County Council gave notice of its intention to exit the joint operation known as Place Partnership Limited (PPL) effective from 1st April 2021. The remaining partners agreed to dissolve PPL and it ceased trading 31st March 2021. The final position of PPL in respect of the balance of any assets and liabilities that will fall on the partners has not yet been established as at the date of issuing the Group's unaudited Statement of Accounts; any impact on the Group is expected to be immaterial.

West Mercia Police has continued the majority of its operations throughout the third Coronavirus lockdown period that commenced in January 2021, and was ongoing at the time of issuing these Accounts, providing personal protective equipment to its officers and staff and applying social distancing within its estate. Further information is provided in the Narrative Report. Details of the government grants received by the Group in respect of Covid are set out in Note 13.

7. Adjustments between accounting basis and funding basis under regulations

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

2020/21	Usable Reserves		
	Police Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied
	£000	£000	£000
Adjustments to the Revenue Resources			
Amounts by which income and expenditure included in the CIES are different from revenue for the year calculated in accordance with statutory requirements:			
Pensions Costs (transferred to or from Pensions Reserve)	(62,712)	0	0
Council tax (transfers to or from Collection Fund)	(1,884)	0	0
Holiday pay (transferred to the Accumulated Absences Reserve)	(1,248)	0	0
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items charged to the CAA)	(10,171)	0	0
Total Adjustments to Revenue Resources	(76,015)	0	0
Adjustments between Revenue and Capital Resources			
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	361	(361)	0
Statutory provision for the repayment of debt (transfer from the CAA)	2,335	0	0
Capital expenditure financed from revenue balances (transfer to the CAA)	241	0	0
Total Adjustments between Revenue and Capital Resources	2,937	(361)	0
Adjustments to Capital Resources			
Application of capital receipts to finance capital expenditure	0	505	0
Application of capital grants to finance capital expenditure	1,029	0	0
Cash payments in relation to deferred capital receipts	0	(144)	0
Total Adjustments to Capital Resources	1,029	361	0
Total Adjustments - Group	**(72,049)**	**0**	**0**
Less: Chief Constable only adjustments			
Pensions Costs	62,258	0	0
Holiday pay	1,248	0	0
Total Adjustments – PCC	**(8,543)**	**0**	**0**

2019/20	Usable Reserves		
	Police Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied
	£000	£000	£000
Adjustments to the Revenue Resources			
Amounts by which income and expenditure included in the CIES are different from revenue for the year calculated in accordance with statutory requirements:			
Pensions Costs (transferred to or from Pensions Reserve)	(66,981)	0	0
Council tax (transfers to or from Collection Fund)	20	0	0
Holiday pay (transferred to the Accumulated Absences Reserve)	(776)	0	0
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items charged to the CAA)	(9,967)	0	0
Total Adjustments to Revenue Resources	(77,704)	0	0
Adjustments between Revenue and Capital Resources			
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	549	(549)	0
Statutory provision for the repayment of debt (transfer from the CAA)	1,820	0	0
Capital expenditure financed from revenue balances (transfer to the CAA)	69	0	0
Total Adjustments between Revenue and Capital Resources	2,438	(549)	0
Adjustments to Capital Resources			
Application of capital receipts to finance capital expenditure	0	692	0
Application of capital grants to finance capital expenditure	1,931	0	0
Cash payments in relation to deferred capital receipts	0	(143)	0
Total Adjustments to Capital Resources	1,931	549	0
Total Adjustments - Group	**(73,335)**	**0**	**0**
Less: Chief Constable only adjustments			
Pensions Costs	66,403	0	0
Holiday pay	776	0	0
Total Adjustments - PCC	**(6,156)**	**0**	**0**

8. Usable Reserves

The PCC holds all of the Group’s reserves. This note sets out the amounts set aside from the Police Fund Balances into earmarked reserves to provide financing for future expenditure plans and the amounts used from earmarked reserves to meet Police Fund expenditure in 2020/21.

PCC and Group Earmarked Reserves	Balance at 1 April 2019	Transfers out 2019/20	Transfers in 2019/20	Balance at 31 March 2020	Transfers out 2020/21	Transfers in 2020/21	Balance at 31 March 2021
	£000	£000	£000	£000	£000	£000	£000
General Reserve	**(10,587)**	1,000	0	**(9,587)**	2,236	0	**(7,351)**
Major Investigation	**0**	0	0	**0**	599	(2,450)	**(1,851)**
Investment in Infrastructure	**(4,823)**	4,823	(1,083)	**(1,083)**	1,203	(890)	**(770)**
Road Safety	**(1,564)**	75	(286)	**(1,775)**	571	(17)	**(1,221)**
YJS	**(537)**	216	(32)	**(353)**	34	0	**(319)**
PCC Initiatives	**(1,267)**	478	(746)	**(1,535)**	352	(225)	**(1,408)**
Legal & Insurance claims	**(300)**	143	(500)	**(657)**	214	(557)	**(1,000)**
Council Tax Collection Fund	**0**	0	0	**0**	0	(332)	**(332)**
Budget Reserve	**(913)**	913	0	**0**	0	0	**0**
Transformation	**(2,759)**	2,759	0	**0**	0	0	**0**
Collaboration	**(300)**	300	0	**0**	0	0	**0**
Demand Management	**(500)**	500	0	**0**	0	0	**0**
Income Risk	**(500)**	500	0	**0**	0	0	**0**
Redundancy	**(400)**	400	0	**0**	0	0	**0**
Total Earmarked Reserves	**(24,450)**	**12,107**	**(2,647)**	**(14,990)**	**5,209**	**(4,471)**	**(14,252)**
Capital Receipts Reserve	**0**	692	(692)	**0**	505	(505)	**0**
Capital Grants Reserve	**0**	0	0	**0**	0	0	**0**
Total Usable Reserves	**(24,450)**	**12,799**	**(3,339)**	**(14,990)**	**5,714**	**(4,976)**	**(14,252)**

Capital receipts and capital grants have been used to fund capital expenditure in 2020/21. The purposes of the Earmarked Reserves are as follows:

- **General Reserve** has been created to meet unexpected, unusual and one-off events;
- **Investment in Infrastructure Reserve** is held to support delivery of the Capital Programme;
- **Major Investigation** has been created to support the Force's work on a specific operation;
- **PCC Initiatives Reserve** is held to support the delivery of certain PCC initiatives;
- **Legal & Insurance claims** is held to address specific risks identified;
- **Road Safety Reserve** is the reserves held by the Safer Roads Partnership to be invested into road safety;
- **YJS** is the balance of the income and expenditure relating to the Youth Justice Service.
- **Council Tax Collection Fund Reserve** holds the Council Tax Reduction Grant payable to Forces to smooth the impact of a reduction in Council Tax collection rates during 2020/21 due to Covid-19; this will be used over the next three years to support each year's funding of the revenue budget.

9. Unusable reserves

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

PCC 31 March 2020 £000	Group 31 March 2020 £000		PCC 31 March 2021 £000	Group 31 March 2021 £000
(10,094)	(10,094)	Revaluation Reserve	(9,437)	(9,437)
(22,852)	(22,852)	Capital Adjustment Account	(16,996)	(16,996)
(3,594)	(3,594)	Deferred Capital Receipts Reserve	(3,450)	(3,450)
(1,372)	(1,372)	Collection Fund Adjustment Account	512	512
7,968	2,604,102	Pension Reserve	9,144	2,895,991
0	4,540	Accumulated Absences Account	0	5,788
(29,944)	**2,570,730**	**Total Group Unusable Reserves**	**(20,227)**	**2,872,408**

(i) Revaluation Reserve

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

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

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

2019/20			2020/21	
£000	£000		£000	£000
	(9,831)	**Group and PCC Balance as at 1 April**		**(10,094)**
(1,530)		Upward revaluation of assets	(1,385)	
1,111		Downward revaluation of assets and impairment losses not charged to the Surplus or Deficit on the Provision of Services	1,837	
	(419)	**Surplus or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on the Provision of Services** (Other Comprehensive Income and Expenditure)		**452**
70		Difference between fair value depreciation and historical cost depreciation	91	
86		Accumulated gains on assets sold or scrapped	114	
	156	Amount written off to the Capital Adjustment Account		**205**
	(10,094)	**Group and PCC Balance as at 31 March**		**(9,437)**

(ii) Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the CIES (with reconciling postings from the Revaluation Reserve to convert fair value figures to an historical cost basis). The Account is credited with the amounts set aside by the PCC as finance for the costs of acquisition, construction and enhancement. The Account also contains revaluation gains accumulated on PPE before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.

2019/20			2020/21	
£000	£000			
	(28,151)	**Group and PCC Balance as at 1 April**		(22,852)
		Reversal of items relating to capital expenditure debited or credited to the CIES:		
6,547		Charges for depreciation and impairment of non-current assets	7,137	
1,584		Revaluation losses (gains) on PPE	(356)	
671		Amortisation of intangible assets	1,224	
1,580		Amounts of non-current assets written off on disposal as part of the gain/loss on disposal to the CIES	1,936	
17		Revenue expenditure funded from capital under statute	0	
(593)		Donated Assets	0	
	9,806	**Net written out amount of the cost of non-current assets consumed in the year**		9,941
		Capital financing applied in the year:		
(692)		Use of the Capital Receipts Reserve to finance new capital expenditure	(505)	
(1,931)		Capital grants and contributions credited to the CIES that have been applied to capital financing	(1,029)	
0		Application of grants to capital financing from the Capital Grants Unapplied Account	0	
(1,820)		Statutory provision for the financing of capital investment charged against the General Fund	(2,335)	
(43)		Capital expenditure funded from Reserves	(83)	
(26)		Capital expenditure charged against the General Fund	(158)	
	(4,512)			(4,110)
	5	Movements in the market value of Investment Properties debited or credited to the CIES		25
	(22,852)	**Group and PCC Balance as at 31 March**		(16,996)

(iii) Pensions Reserve

Payments for the cost of post employment benefits and the associated liability are shown in the Chief Constable's Accounts, except for the element that relates specifically to the PCC's employees. The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post employment benefits and for funding benefits in accordance with statutory provisions. The Group Accounts for post employment benefits in the CIES as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Group makes employers contributions to pension funds or eventually pays any pensions for which he is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Group has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits are due to be paid and that the Group can continue to meet the liability in the Chief Constable's Accounts. The liability is made up as follows:

PCC 2019/20 £000	Group 2019/20 £000		PCC 2020/21 £000	Group 2020/21 £000
6,418	**2,737,422**	**Balance as at 1 April**	**7,968**	**2,604,102**
746	(200,301)	Re-measurement of the net defined benefit liability (Other Comprehensive Income and Expenditure)	722	229,177
1,299	134,525	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the CIES	980	132,205
(495)	(67,544)	Employer's pensions contributions and direct payments to pensioners payable in the year	(526)	(69,493)
7,968	**2,604,102**	**Balance as at 31 March**	**9,144**	**2,895,991**

(iv) Collection Fund Adjustment Account

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

2019/20 £000		2020/21 £000
(1,352)	**Group and PCC Balance as at 1 April**	**(1,372)**
(20)	Amount by which council tax income credited to the Comprehensive Income and Expenditure Statement is different from council tax income calculated for the year in accordance with statutory requirements	1,884
(1,372)	**Group and PCC Balance as at 31 March**	**512**

(v) Accumulated Absences Account

The cost of employment benefits and the associated Accumulated Absences liability is shown in the Chief Constable's Accounts. The Accumulated Absences Account absorbs the differences that would otherwise arise on the Police Fund Balance from accruing for compensated absences earned but not taken in the year, e.g. time off in lieu carried forward at 31 March 2021. Statutory arrangements require that the impact on the Police Fund Balance is neutralised by transfers to or from the Account.

2019/20			2020/21	
£000	£000		£000	£000
	3,764	**Group and Chief Constable Balance as at 1 April**		**4,540**
(3,764)		Cancellation of accrual made at the end of the preceding year	(4,540)	
4,540		Amount accrued at the end of the current year	5,788	
	776	Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements		1,248
	4,540	**Group and PCC Balance as at 31 March**		**5,788**

(vi) Deferred Capital Receipts Reserve

The Deferred Capital Receipts Reserve holds the gains recognised on the disposal of non-current assets but for which cash settlement has yet to take place. Under statutory arrangements, the Group does not treat these gains as usable for financing new capital expenditure until they are backed by cash receipts. When the deferred cash settlement eventually takes place, amounts are transferred to the Capital Receipts Reserve. The balance relates to the Finance Lease arrangement with Hereford & Worcester Fire Authority amounting to £3.317m (see Note 19 (i)) and to the disposal of the West Mercia Police share of the Central Counties' Air Operations Unit helicopter in the sum of £0.133m (Note 14).

2019/20 £000		2020/21 £000
(3,737)	**Balance as at 1 April**	**(3,594)**
143	Transfer to the Capital Receipts Reserve upon receipt of cash	144
(3,594)	**Balance as at 31 March**	**(3,450)**

10. Intra-Group funding arrangements between the PCC and the Chief Constable

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

The Intra-Group funding arrangement is eliminated on consolidation of the Group Accounts, a treatment adopted for any transactions between the PCC and Chief Constable. The guarantee from the PCC in respect of the resources consumed by the Chief Constable in 2020/21 amounts to £251.1m (£243.6m in 2019/20). This is included within the Net Cost of Policing Services in the CIES, in line with current best practice for the preparation of Police Accounts.

The PCC's Balance Sheet includes an Intra-Group Creditor of £2.3m (Debtor of £0.8m in 2019/20) being the net balance of funding not settled between the PCC and Chief Constable as at the 31 March; this relates mainly to the balance of Debtors and Creditors shown in each of the single-entity accounts as at this date.

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

2019/20 £000		2020/21 £000
274,933	Chief Constable's Cost of Services	286,866
66,922	Interest on the net defined benefit liability	58,490
(31,075)	Home Office grant towards the cost of retirement	(30,719)
(201,273)	Re-measurement of the net defined benefit liability	228,455
109,507	**Resources consumed**	**543,092**
	Items removed through the MIRS	
134,870	Movement in pensions liability	(290,713)
(776)	Movement in accumulated absences liability	(1,248)
243,601	**Total resources consumed for the year by the Chief Constable and funded by the PCC**	**251,131**

11. Financing and Investment Income and Expenditure

PCC 2019/20 £000	Group 2019/20 £000		PCC 2020/21 £000	Group 20/21 £000
664	664	Interest payable	727	727
(105)	(105)	Interest receivable	(25)	(25)
(177)	(177)	Other interest receivable – Finance Lease income	(174)	(174)
(107)	(107)	Income and expenditure in relation to investment properties and changes in their fair value	(17)	(17)
275	**275**	**Total**	**511**	**511**
153	67,075	Net interest on the net defined benefit liability	176	58,666
428	**67,350**	**Total for the PCC/Group**	**687**	**59,177**

12. Taxation and Non-Specific Grant Income

2019/20 £000	2019/20 £000		2020/21 £000	2020/21 £000
	(96,462)	Council tax precepts		**(100,420)**
(66,844)		Police Grant	(72,092)	
(43,630)		Ex-DCLG Formula Funding	(46,650)	
(9,200)		Local Council Tax Support Grant	(9,200)	
(2,775)		Council Tax Freeze Grant	(2,775)	
0		Local Income Tax Guarantee Grant	(332)	
(746)		Capital Grants	(296)	
(1,778)		Capital Contributions	(733)	
	(124,973)	Total Non-specific Grant Income		**(132,078)**
	(221,435)	**Taxation and Non-Specific Grant Income - PCC**		**(232,498)**
	(31,075)	Home Office grant towards the cost of retirement benefits		(30,719)
	(252,510)	**Taxation and Non-Specific Grant Income – The Group**		**(263,217)**

13. Grant Income

The PCC and Group credited the following grants, contributions and donations to the CIES in 2020/21:

2019/20 £000		2020/21 £000
(221,435)	**Credited to Taxation and Non Specific Grant Income - PCC, as per Note 12**	**(232,498)**
(31,075)	Home Office Grant towards the cost of retirement benefits in Chief Constable Accounts	(30,719)
(252,510)	**Credited to Taxation and Non Specific Grant Income - Group**	**(263,217)**
	Credited to Services	
0	Police Uplift Programme Grant (specific grant to fund additional police officers in local policing)	(2,841)
(1,470)	Victim Support Services	(2,640)
0	Covid Grants – see note below	(2,528)
(2,117)	Police Pensions Specific Grant to support the increase in employer contributions to 31% from 1 April 2019	(2,112)
(2,224)	Speed Awareness Contributions	(1,975)
(1,201)	Youth Justice Board – Effective Practice Grant	(1,215)
(168)	Apprenticeship Levy Grant for Training Costs	(853)
(418)	DBS Vetting Service Fees	(511)
(296)	Proceeds of Crime Contributions	(205)
(151)	National Cyber Specialist Program	(165)
(66)	Emergency Services Network	(89)
0	Safer Streets Grant	(88)
(75)	MOD Covenant Fund	(75)
(54)	Police Care UK Mental Health	(49)
(47)	Communications Capabilities Development Programme	(43)
(28)	AUP Armed Uplift	(23)
(50)	One Public Estate Grant	(17)
(9)	Other minor grants	(17)
(36)	Protective Security Grant	0
(8,410)	**Total Credited to Services – PCC and Group**	**(15,446)**

The Group received a number of grants from government to support policing during the Covid pandemic, totalling £2.704m, with £0.176m carried forward to 2021/22 (total of £2.528m credited to services in 2020/21). This was made up of:

- Covid Surge Fund grants of £0.466m for the enforcement of Covid rules (£0.290m spent in 2020/21 and included in the table above, and £0.176m carried forward to 2021/22 as Income Received in Advance);
- Income Loss Recovery grants of £0.490m; and
- £1.748m of general covid grants for purchase of protective equipment, sanitiser etc, modifications to offices, and purchase of equipment, including ICT.

The income loss recovery grants scheme is for police forces to recover a proportion of income lost due to the pandemic. The scheme applied to sales, fees and charges where forces would usually generate income and enabled forces to recover 75p in every £1 of budgeted income lost due to COVID-19 restrictions in 2020/21, once forces had absorbed 5% of those losses themselves.

The national police distribution hub has been supplying personal protective equipment free of charge to all Forces during 2020/21. The value of the stock held by the Group as at 31 March 2021 is immaterial (£0.046m) and has therefore not been included in Debtors on the Balance Sheet.

The Group received a revenue grant in 2016/17 related to the introduction of the Emergency Services Network, the replacement of the national airwave radio system amounting to £0.841m. Although the grant initially related to the 2017/18 financial year, as there has only been minimal relevant spend relating to the Emergency Services Network since then (£0.071m in 2018/19, £0.066m in 2019/20, and £0.089m in 2020/21 (shown above), plus £0.016m (£0.002m in 2019/20) to fund related capital expenditure) the balance of £0.597m is still being recognised as a receipt in advance.

The Group received £0.774m in 2020/21 from Redditch Borough Council as a pre-payment of demolition costs for Redditch Police Station under the terms of the sale and lease back agreement entered into on 31 March 2021. This will be recognised as a receipt in advance until 2022/23 when the property will be vacated and then demolished by the Group before the end of the lease period (31 March 2023).

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

31 March 2020 £000		31 March 2021 £000
(104)	Telford & Wrekin Council for Safety Cameras (majority of work completed in 2020/21)	(4)
(20)	DfT Laser Scanners Grant for Forensic Collision Investigation	(20)
(124)	**Total**	**(24)**

14. Pooled budgets and joint operations

Alliance with Warwickshire Police during 2019/20

West Mercia Police and Warwickshire Police operated in an alliance that provided an opportunity for the two neighbouring forces to work closely together and to share resources and assets. Each PCC retained strategic control and their own sovereignty, finances, estates and identity, and each Chief Constable retained operational independency. From 1 April 2019, Local Policing was “non-pooled” and operated independently for each Force during 2019/20. The alliance itself ceased on 31 March 2020.

The pooled costs resulting from the alliance policing model for 2019/20 are set out in the following table. Relevant costs were shared across the entities in line with the cost sharing arrangements, West Mercia 69%, Warwickshire 31%. The governance arrangements that were in place during 2019/20 and resulting treatment of transactions and balances is set out in Note 3.

	2019/20 £000
Contribution from Warwickshire	(31,694)
Contribution from West Mercia	(70,556)
Total Funding provided to the alliance	**(102,250)**
Pay and allowances	66,791
Transport costs	5,394
Supplies and Services	29,498
Third Party Payments	9,124
Income	(8,557)
Total Expenditure (pooled)	**102,250**

Hosted and Shared Services with Warwickshire Police during 2020/21

Two new S22a Collaborative Agreements were agreed between the two forces for four services that continued to be provided to or shared with Warwickshire during 2020/21. A revised cost sharing mechanism was also agreed, with costs being recharged to Warwickshire at 31.7%. The services covered by the new s22a agreements are Forensics, Transactional Services / Business Operations Centre, File Storage (all three hosted), and ICT (shared).

Under the new arrangement the costs of the hosted services provided by West Mercia to Warwickshire were shown in full in West Mercia's accounts with the appropriate recharge to Warwickshire shown as income to West Mercia, as set out below. The recharges consist of Direct Costs (Staff Pay, Transport and Supplies & Services), plus an agreed overhead for premises and other costs, charged as a percentage of pay. Where applicable direct overheads are also added, eg external costs from the payroll provider for running Warwickshire's payroll.

Warwickshire Police directly incurred £1.4m of costs in respect of Forensics, mainly relating to pay costs for members of staff employed by Warwickshire, however the figures shown in the Accounts and in the table below are the gross expenditure and income of the Forensics service.

Hosted Services	Trans-actional £000	File Storage £000	Forensics £000	Total £000
Direct Costs of Services:	2,191	63	7,340	9,594
Overheads (including Vehicles for File Storage Team and Forensics)	108	36	356	500
Total Costs for Service:	**2,299**	**99**	**7,696**	**10,094**
Recharge to Warwickshire @ 31.7%:	**(729)**	**(31)**	**(2,440)**	**(3,200)**
Recharge of Direct Overheads:	(73)	(1)	0	(74)
Net Total Payable by Warks to West Mercia:	**(802)**	**(32)**	**(2,440)**	**(3,274)**

The costs of the ICT Shared Service arrangement were incurred by both forces with the appropriate recharge being made to Warwickshire Police after taking into account costs incurred directly by Warwickshire and costs that were solely attributable to either Force. This is summarised below:

ICT Shared Services	£000	£000	£000
West Mercia Total Costs of ICT	14,609		
Less: West Mercia Only Costs:	(757)		
West Mercia Direct Costs:		13,852	
Direct Overheads (Staff Pay):		144	
Overheads (Premises @ 4% and General @ 2%):		268	
Total West Mercia Costs:		**14,264**	
Recharge to Warwickshire @ 31.7%:			**(4,522)**
Warwickshire Total Costs of ICT	2,818		
Less: Warwickshire Only Costs:	(589)		
Total Warwickshire Direct Costs:		**2,229**	
Recharge to West Mercia @ 68.3%:			**1,523**
Adjustment for costs initially charged to one Force but relating solely to the other			
100% West Mercia Costs Charged to Warwickshire		42	
100% Warwickshire Costs Charged to West Mercia		(166)	(124)
Net Total Payable by Warks to West Mercia:			**(3,123)**

Place Partnership Limited

Place Partnership Limited (PPL) was a single asset management company co-owned by West Mercia Police, Warwickshire Police, Worcestershire County Council and Hereford & Worcester Fire Authority that commenced business on 1 September 2015. Each party had equal shares and equal voting rights.

As stated in Note 6, in March 2020 Worcestershire County Council gave notice of its intention to exit PPL effective from 1st April 2021. The remaining partners agreed to dissolve PPL and it ceased trading 31st March 2021; West Mercia Police has now created an in-house Estates team to manage the functions that were being delivered by PPL. The final position of PPL in respect of the balance of any assets and liabilities that will fall on the partners has not yet been established as at the date of issuing the Group's unaudited Statement of Accounts; any impact on the Group is expected to be immaterial.

PPL has been classified as a Joint Operation, because there was joint control and the activity of the arrangement was primarily to provide services to the parties within the parties' boundaries. In 2020/21, the operating costs for West Mercia Police were £7.887m (£8.197m in 2018/19) and this is reflected in the CIES. The PCC took on responsibility for the Estates Function during 2020/21 so these costs are now shown in the PCC's Service line in the CIES. PPL has not been fully consolidated into West Mercia Police's Accounts as a Joint Operation, because there is no material difference to the costs already reflected.

West Mercia Police's share (37.7%) of PPL's Local Government Pension Scheme assets and liabilities as at 31 March 2021 have been incorporated into the Accounts and are shown separately in the tables in Note 36. The actuaries assessed both the total assets and total liabilities relating to PPL as £40.698m as at 31 March 2021 (£33.666m as at 31 March 2020): a net liability of zero. In assessing this position the actuaries have taken into account the guarantee that is in place between the partners and PPL to ensure that PPL's pension position is fully funded at inception and at the year end.

West Midlands Regional Organised Crime Unit

The West Midlands Regional Organised Crime Unit (WMROCU) is a collaboration between the police forces of Staffordshire, Warwickshire, West Midlands and West Mercia to fight organised crime across the region.

The aim of WMROCU is to reduce the impact and increase the disruption of serious and organised crime within the region and beyond. West Midlands Police acts as the lead force for this joint arrangement and provides the financial management service for this unit.

The unit is funded in part by force contributions and also by grants from the Home Office and the National Cyber Security Programme (NCSP). The revenue account for this unit covers all operating costs. The details are as follows:

2019/20 restated with final figures from West Mids		2020/21
£000		£000
(13,293)	Contribution from West Midlands Police	(14,721)
(4,081)	Contribution from West Mercia Police	(4,001)
(3,965)	Contribution from Staffordshire Police	(3,887)
(1,982)	Contribution from Warwickshire Police	(1,944)
(2,400)	WMROCU Grant	(2,399)
(270)	National Cyber Security Programme funding	(140)
(165)	Regional Asset Recovery Team grant	(178)
(693)	ROCU Reserves	(482)
(1,134)	PTF Grants	0
0	UCOL Funding	(1,096)
0	ROCTA Funding	(112)
0	Disruption Team Funding	(256)
0	Dark Web Funding	(250)
0	OPSY Income	(34)
(27,983)	**Total funding provided to the WMROCU**	**(29,500)**
995	Regional Asset Recovery Team (RART)	1,066
196	RART – ACE team	187
637	Regional Cyber Crime Unit	739
288	Regional Fraud Team	320
922	Regional Prisons Intelligence Unit	952
8	UKPPS (protected persons)	0

61	Operational Security (OPSY)	63
50	Regional Government Agency Intelligence Network (GAIN)	61
1,533	Command Team	1,440
5,527	Regional Confidential Unit	5,679
624	TIDU – Technical Intelligence	765
305	Enabling Services	252
4,628	SOCU	5,197
8,266	Regional Surveillance Unit (FSU)	7,531
122	Threat Assessment Team (ROCTA)	112
266	Disruption Team	385
0	Dark Web	249
3,555	Other Regional Operations	3,649
0	Additional Contribution to Reserves	853
27,983	**Total Expenditure**	**29,500**
0	**Total Net Expenditure**	**0**

National Police Air Service (NPAS)

NPAS was set up by the Home Office with effect from 2 October 2012 with administration of the service being provided by the Chief Constable of West Yorkshire. NPAS does not constitute a jointly controlled operation and so the PCC only accounts for the expense of payments to NPAS amounting to in £0.670m 2019/20, (£0.502m in 2019/20) and not for a share of the assets or liabilities.

As part of the transfer arrangements, the PCC receives an annual payment from NPAS to reflect the value of the assets transferred from West Mercia on inception of NPAS. NPAS's liability to the PCC is shown in the PCC's balance sheet as a long term debtor of £0.058m and a short term debtor of £0.075m, representing the discounted value of future expected cash flows in 2019/20 and subsequent years. The discount rate applied to future cash flows is based on Treasury rates contained in the Green Book. Future payments from NPAS will be offset against these debtors and an annual interest amount credited to the CIES.

15. Exit Packages

In order to make savings as part of the Medium Term Financial Plan it has been necessary to review how police services are delivered. As a result a number of exit packages have been approved during 2020/21.

Exit packages include charges by the LGPS in respect of benefits paid before normal retirement age. There were no compromise agreements covering the 2020/21 exit packages. Two of the employees will not leave the organisation until after 1 April 2021 and a provision of £0.226m has been set aside to meet these costs (see Note 29 below). Two of the employees were PPL employees who did not find suitable alternative employment within West Mercia when PPL ceased trading (total of £0.053m, charged to the PCC). The number of exit packages resulting from redundant posts with total cost per band is set out in the table:

Exit Package cost band (including special payments)	Number of Exit Packages		Total cost of Exit Packages in each band	
	2019/20	2020/21	2019/20 £000	2020/21 £000
£0 - £20,000	5	5	48	52
£20,001 - £40,000	1	3	34	79
£40,001 - £60,000	1	1	45	49
£60,001 - £80,000	0	0	0	0
£80,001 - £100,000	1	1	80	84
£100,001 - £150,000	2	1	280	126
£150,001 +	2	2	366	366
Total	**12**	**13**	**853**	**756**

16. Officers' Remuneration

Regulation 7(3) of the Accounts and Audit Regulations 2015 sets out the information to be disclosed to increase transparency and accountability in Local Government for reporting remuneration of senior employees and senior police officers. Remuneration includes all sums paid to or receivable by an employee and expense allowance chargeable to tax, including non-cash benefits in kind. The relevant remuneration information is as follows:

Senior Officer and Relevant Police Officer Emoluments:

		Salary, Fees & Allowances	Bonuses	Expenses Allowances	Benefits in Kind (e.g. car allowance)	Other Payments (Police Officers only)	Exit Packages	Pension Contributions	Total
		£	£	£	£	£	£	£	£
Chief Constable - Mr A Bangham	2020/21	155,101	0	0	9,422	4,281	0	48,081	216,885
	2019/20	151,317	0	0	8,569	4,281	0	46,908	211,075
Deputy Chief Constable 1 – Note 1	2020/21	127,950	0	0	6,855	0	0	39,665	174,470
	2019/20	29,833	0	0	1,243	875	0	9,248	41,199
Deputy Chief Constable 2 – Note 2	2020/21	0	0	0	0	0	0	0	0
	2019/20	72,284	0	0	3,000	2,150	0	22,408	99,842
Asst Chief Constable 1 – Note 3	2020/21	90,057	0	0	6,772	0	0	27,918	124,747
	2019/20	0	0	0	0	0	0	0	0
Asst Chief Constable 2 – Note 4	2020/21	115,792	0	0	7,541	4,281	0	35,895	163,509
	2019/20	106,788	0	0	7,378	4,281	0	33,104	151,551
Asst Chief Constable 3 – Note 5	2020/21	0	0	0	0	0	0	0	0
	2019/20	108,318	0	0	6,982	2,500	0	33,578	151,378

Asst Chief Constable 4 – Note 6	2020/21	14,919	0	0	207	0	0	4,625	19,751
	2019/20	91,180	0	0	1,239	0	0	27,466	119,885
Asst Chief Constable 5 – Note 7	2020/21	92,744	0	0	1,239	0	0	27,776	121,759
	2019/20	86,161	0	0	1,239	0	0	25,620	113,020
Director of Business Services – Note 8	2020/21	104,526	0	0	5,802	0	0	17,142	127,470
	2019/20	85,514	0	0	1,239	0	0	12,143	98,896
Head of Commercial Services – Note 9	2020/21	98,796	0	0	0	0	0	16,203	114,999
	2019/20	40,573	0	0	0	0	0	5,761	46,334
Police & Crime Commissioner	2020/21	76,500	0	0	0	0	0	12,546	89,046
	2019/20	76,500	0	0	0	0	0	10,863	87,363
Deputy PCC	2020/21	48,450	0	0	0	0	0	7,946	56,396
	2019/20	51,000	0	0	0	0	0	7,242	58,242
Chief Executive to the PCC	2020/21	99,900	0	1,239	0	0	0	16,384	117,523
	2019/20	99,900	0	1,239	0	0	0	14,186	115,325
Treasurer to the PCC – Note 10	2020/21	56,077	0	0	0	0	0	9,197	65,274
	2019/20	59,361	0	0	0	0	0	8,429	67,790

Notes:	
1	Commenced in post on 6 January 2020.
2	Left the Force on 31 October 2019.
3	Commenced in post on 15 June 2020.
4	Commenced in post on 8 July 2018; acted up to DCC from 21 October 2019 to 5 January 2020; left the Force 17 April 2021.
5	Left the Force on 12 March 2020.
6	Acted up from Chief Superintendent to ACC from 21 October 2019 to 29 December 2019; left the Force 31 May 2020.
7	Acting up from Chief Superintendent to ACC from 2 March 2020 to 14 June 2020.
8	New post in 2019/20 - temporarily promoted from 21 October 2019 to 20 December 2019; promoted permanently from 18 March 2020.
9	Section 151 Officer for West Mercia Police, commenced in post 1 November 2019. The previous section 151 Officer during 2019/20 was in an alliance role and was employed by Warwickshire Police, with the costs shown in the Warwickshire Group and Chief Constable Accounts.
10	The post of Treasurer to the Commissioner in the PCC's office was shared 50/50 between the West Mercia and Warwickshire PCCs up until 8 October 2019. The Treasurer is employed by West Mercia PCC: the whole salary for this post is shown in the table above.

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

Number of Employees			Number of Employees	
Group	PCC	Remuneration Band	Group	PCC
2019/20	2019/20		2020/21	2020/21
140	2	£50,000 - £54,999	138	0
115	2	£55,000 - £59,999	126	2
27	0	£60,000 - £64,999	47	1
13	0	£65,000 - £69,999	13	1
9	0	£70,000 - £74,999	5	0
5	1	£75,000 - £79,999	11	1
7	0	£80,000 - £84,999	2	0
3	0	£85,000 - £89,999	3	0
1	0	£90,000 - £94,999	2	0
0	0	£95,000 - £99,999	1	0
1	1	£100,000 - £104,999	1	1
0	0	£105,000 - £109,999	0	0
1	0	£110,000 - £114,999	2	0
1	0	£115,000 - £119,999	0	0
0	0	£120,000 - £124,999	1	0
0	0	£130,000 - £134,999	1	0
1	0	£155,000 - £159,999	0	0
0	0	£160,000 - £164,999	1	0
324	**6**	**Total**	**354**	**6**

17. External Audit Costs

The Group has incurred £70,038 (£40,818 in 2019/20) in relation to the Statement of Accounts statutory audit provided by the Group's external auditors, Grant Thornton. The PCC's share of the audit fees is £42,778 (£26,380 in 2019/20) and the Chief Constable's share is £27,260 (£14,438 in 2019/20). The increases from 2019/20 are in relation to additional audit fees charged by Grant Thornton for additional work on the 2018/19 Accounts during 2020 (£6,000 for the PCC and £12,500 for the Chief Constable) and for additional work on the 2019/20 Accounts (£9,198 PCC and £3,511 Chief Constable). A rebate of £3,190 was received from Public Sector Audit Appointments in respect of the Chief Constable's audit fees for 2019/20.

Grant Thornton provided no non-audit services during the year (nil in 2019/20).

18. Related Parties

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

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

Central government has significant influence over the general operations of the Group. It is responsible for providing the statutory framework within which the Group operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Group has with other parties (e.g. council tax bills). Grants received from government are set out in Notes 12 and 13.

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

The PCC and Chief Constable participate in various partnerships with a range of public bodies, previously the most significant of which was the strategic alliance under a Section 22 Agreement with Warwickshire Police, which ceased on 31 March 2020. As set out in Note 14, two new S22a Collaborative Agreements were agreed between the two forces for four services that continued to be provided to or shared with Warwickshire during 2020/21, resulting in income to West Mercia amounting to £6.4m.

As explained in Note 14, Place Partnership Limited (PPL) was a single asset management company co-owned by West Mercia Police, Warwickshire Police, Worcestershire County Council and Hereford & Worcester Fire Authority that commenced business on 1 September 2015. Following Worcestershire County Council giving notice in March 2020 of its intention to exit PPL effective from 1st April 2021, during 2020/21 the remaining partners agreed to dissolve PPL and it ceased trading 31st March 2021. Each party held two shares of £1 each (held by the PCC). The PCC received no remuneration from PPL. The Deputy PCC was a Director of PPL from April 2020 and also received no benefit or remuneration.

The Deputy PCC is a County Councillor for Worcestershire and a District Councillor in Wyre Forest, and the PCC's sister is also a District Councillors in Wyre Forest. No personal benefit is obtained by them from these positions. In 2020/21, the Group incurred spend of £0.239m (£0.461m in 2019/20) with Worcestershire County Council (rental, room hire, grants and other items of general expenditure) and £0.163m (£0.156m in 2019/20) with Wyre Forest District Council (mainly business rates).

During 2017/18, the PCC submitted a business case to the Home Office proposing that the governance responsibilities for the functions of the Fire and Rescue Authority transfer to the PCC. As explained in the Narrative Report, implementation has been delayed firstly by legal action from the Fire and Rescue Authorities and then subsequently by the exceptional circumstances relating to Covid-19. The Government has since announced that it will consider mandating transfer of governance, and it is likely that process will supersede the original implementation.

The following table shows the extent of the Force's expenditure and income with other local authorities, police forces (excluding Warwickshire Police, shown above), and PPL.

	Expenditure £000	Income £000
Local Authorities in the Policing Area	4,070	(972)
Other Local Authorities	126	0
Seconded Police Officers	0	(548)
Other Police Forces	7,182	(1,359)
Place Partnership Limited	7,887	0
Total	**19,265**	**(2,879)**

There are no other related party transactions for the PCC and Chief Constable other than those set out above, which require adjustment of or disclosure in the financial statements or the accompanying notes. All contracts have been entered into in compliance with the Scheme of Delegation and Financial and Contract Regulations 2020/21. The following table shows the six suppliers with which the Group incurred the greatest expenditure in 2020/21 (excluding PPL):

	Expenditure £000
West Midlands Police	5,122
Specialist Computer Centres PLC	4,686
Saab	3,119
Virgin Media Business	2,736
Home Office Accounting Officer	1,468
Noonan Services Group	1,435

19. Leases

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

The Group as Lessee

The PCC occupies 23 premises (24 in 2019/20) on an operating lease basis. The lease payments due in future years are:

31 March 2020 £000		31 March 2021 £000
559	Not later than one year	597
1,924	Later than one year and not later than five years	1,924
2,023	Later than five years	2,023
4,506	**Total PCC and Group**	**4,544**

The amount paid in 2020/21 was £0.7m (£0.7m in 2019/20).

The Group as Lessor

(i) Finance Lease

The PCC entered into a partnership with Hereford and Worcester Fire Authority (H&WFA) to build a joint facility in Bromsgrove. The costs of the build were met fully by West Mercia PCC with H&WFA leasing its part of the building over an initial 30 year term, commencing with effect from 1 April 2014. This arrangement has been identified as a finance lease and has a remaining term of 23 years.

The PCC has a gross investment in the lease, made up of the minimum lease payments expected to be received over the remaining term and the residual value anticipated for H&WFA's part of the property when the lease comes to an end. The minimum lease payments comprise settlement of the long-term debtor for the interest in the property acquired by the lessee (see Note 24) and finance income that will be earned by the PCC in future years whilst the debtor remains outstanding. The gross investment is made up of the following amounts:

31 March 2020 £000		31 March 2021 £000
	Finance Lease debtor (net present value of minimum lease payments):	
66	Current	70
2,932	Non-current	2,862
2,762	Unearned finance income	2,588
385	Unguaranteed residual value of property	385
6,145	**Gross investment in the lease**	**5,905**

The gross investment in the lease and the minimum lease payments will be received over the following periods:

Gross Investment in the Lease	Minimum Lease Payments		Gross Investment in the Lease	Minimum Lease Payments
31 March 2020 £000	31 March 2020 £000		31 March 2021 £000	31 March 2021 £000
240	240	Not later than one year	240	240
960	960	Later than one year and not later than five years	960	960
4,945	4,560	Later than five years	4,705	4,320
6,145	**5,760**	**Total PCC and Group**	**5,905**	**5,520**

(ii) Operating Leases

The PCC leases out property under operating leases for the following purposes:

- for the provision of community services such as the Community Hub in Evesham (see also Note 22);
- for the tenancy of Hindlip Farm (land only);
- for the provision of equipment on masts (a change in legislation now means only a minimal amount can be charged).

The lease payments receivable in future years are:

31 March 2020 £000		31 March 2021 £000
112	Not later than one year	64
24	Later than one year and not later than five years	18
0	Later than five years	0
136	**Total PCC and Group**	**82**

The amount received in 2020/21 was £0.02m (£0.2m in 2019/20).

20. Capital Expenditure and Capital Financing

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

2019/20 £000		2020/21 £000
44,935	**Opening Capital Financing Requirement – PCC and Group**	**48,980**
	Capital investment:	
8,312	Property, plant and equipment	11,045
227	Intangible assets	1,950
17	Revenue expenditure funded from capital under statute	0
	Sources of finance:	
(692)	Capital receipts	(505)
(1,931)	Government grants and other contributions	(1,029)
	Sums set aside from revenue:	
(26)	Direct revenue contributions	(158)
(42)	Contribution from Reserves	(83)
(1,820)	Minimum Revenue Provision	(2,335)
48,980	**Closing Capital Financing Requirement – PCC and Group**	**57,865**
	Explanation of movements in the year	
5,865	Increase in underlying need to borrow in respect of capital expenditure not financed by other means (and unsupported by government financial assistance)	11,220
(1,820)	Decrease in underlying need to borrow in respect of Minimum Revenue Provision for the year	(2,335)
4,045	**Increase/(Decrease) in Capital Financing Requirement**	**8,885**

Capital Commitments

As at 31 March 2021, the Group had capital commitments of £2.0m (£4.4m as at 31 March 2020), relating mainly to spend on ICT projects that had been ordered during 2020/21 but had not been delivered as at 31 March 2021.

21. Property, Plant and Equipment (PPE)

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

Previously, assets created under the alliance with the PCC for Warwickshire were jointly controlled with only the PCC's share being held in the Balance Sheet. Where the PCC's share of these assets was originally purchased by the PCC for Warwickshire, they were been donated by the latter to the PCC. The PCC then made a REFCUS payment to the PCC for Warwickshire equivalent to the expenditure incurred. ICT Equipment Assets amounting to £0.017m were treated in this manner in 2019/20. Conversely, where the PCC for Warwickshire's share of these assets was originally purchased by the PCC for West Mercia, they have been donated to the PCC for Warwickshire. The PCC for Warwickshire then made a grant payment to the PCC equivalent to the expenditure incurred. ICT Equipment Assets amounting to £0.379m and ICT Assets under Construction amounting to £0.783m were treated in this manner during 2019/20.

In 2020/21 the latter arrangement was in place only for a small number of joint projects that were continuing under the IT Shared Services agreement. This resulted in grant payments from the PCC for Warwickshire being received amounting to £0.106m for ICT Equipment Assets and £0.610m for Assets under Construction, with the equivalent amount of assets being donated to the PCC for Warwickshire.

The movements on the balances of the PPE assets are shown in the following tables:

PCC and Group Movements in 2019/20	Land & Buildings	Vehicles	Plant, Furniture & Equipment	Surplus Assets	Assets Under Construction	Total PPE
	£000	£000	£000	£000	£000	£000
Cost or valuation at 1 April 2020	**59,102**	**12,998**	**18,967**	**2,075**	**10,469**	**103,611**
Additions	370	2,015	4,015	0	4,644	11,044
Transfer from / (to) Assets under Construction	6	0	3,134	0	(7,927)	(4,787)
Transfer from / (to) Assets Held for Sale	0	0	0	0	0	0
Donated Assets	0	0	0	0	0	0
Revaluation increases / (decreases) recognised in the Revaluation Reserve	(1,570)	0	0	(25)	0	(1,595)
Revaluation increases / (decreases) recognised in the Surplus/Deficit on the Provision of Services	356	0	0	0	0	356
De-recognition – disposals	(1,760)	(1,601)	0	(225)	0	(3,586)
De-recognition – donated	0	0	(211)	0	(611)	(822)
De-recognition – other	0	0	(2,631)	0	0	(2,631)
At 31 March 2021	**56,504**	**13,412**	**23,274**	**1,825**	**6,575**	**101,590**
Less Accumulated Depreciation and Impairment						
At 1 April 2020	**(2,750)**	**(8,515)**	**(12,173)**	**0**	**0**	**(23,438)**
Depreciation charge						
Depreciation written out to the Revaluation Reserve	(91)	0	0	0	0	(91)
Depreciation written out to the Surplus/Deficit on the Provision of Services	(1,367)	(1,840)	(3,929)	0	0	(7,136)
Revaluation increases / (decreases) recognised in the Revaluation Reserve	1,144	0	0	0	0	1,144
Transfer (from) / to Assets Held for Sale	0	0	0	0	0	0
De-recognition – disposals	846	1,511	2,631	0	0	4,988
De-recognition – donated	0	0	0	0	0	0
De-recognition – other	0	0	0	0	0	0
At 31 March 2021	**(2,218)**	**(8,844)**	**(13,471)**	**0**	**0**	**(24,533)**
Net book value at 31 March 2021	**54,286**	**4,568**	**9,803**	**1,825**	**6,575**	**77,057**
Net book value at 31 March 2020	**56,352**	**4,483**	**6,794**	**2,075**	**10,469**	**80,173**

During 2019/20, Warwickshire PCC and Chief Constable took the decision not to proceed with the implementation of the Telephony system. This was a joint project with West Mercia PCC and Chief Constable and 31% of the total costs to 31 March 2019 had been donated from West Mercia to Warwickshire and were being shown in the Warwickshire PCC balance sheet as an Asset under Construction, amounting to £0.576m. REFCUS payments from Warwickshire to West Mercia had been made to fund this expenditure. The Warwickshire portion of the Asset was donated back to West Mercia in 2019/20 and is shown as a Donated Asset in the table below. This project has now been transferred from Assets under Construction to a "live" asset in 2020/21 and is now shown in Plant, Furniture and Equipment in the table above.

PCC and Group Movements in 2019/20	Land & Buildings	Vehicles	Plant, Furniture & Equipment	Surplus Assets	Assets Under Construction	Total PPE
	£000	£000	£000	£000	£000	£000
Cost or valuation at 1 April 2019	**58,869**	**12,330**	**20,402**	**1,825**	**9,275**	**102,701**
Additions	954	2,153	1,634	0	3,571	8,312
Transfer from / (to) Assets under Construction	2,170	0	0	0	(2,170)	0
Transfer from / (to) Assets Held for Sale	356	0	0	0	0	356
Donated Assets (see Telephony note above)	0	0	17	0	576	593
Revaluation increases / (decreases) recognised in the Revaluation Reserve	(1,464)	0	0	250	0	(1,214)
Revaluation increases / (decreases) recognised in the Surplus/Deficit on the Provision of Services	(1,584)	0	0	0	0	(1,584)
De-recognition – disposals	(199)	(1,485)	0	0	0	(1,684)
De-recognition – donated	0	0	(439)	0	(783)	(1,222)
De-recognition – other	0	0	(2,647)	0	0	(2,647)
At 31 March 2020	**59,102**	**12,998**	**18,967**	**2,075**	**10,469**	**103,611**
Less Accumulated Depreciation and Impairment						
At 1 April 2019	**(3,093)**	**(8,029)**	**(11,411)**	**0**	**0**	**(22,533)**
Depreciation charge						
Depreciation written out to the Revaluation Reserve	(70)	0	0	0	0	(70)
Depreciation written out to the Surplus/Deficit on the Provision of Services	(1,254)	(1,884)	(3,409)	0	0	(6,547)
Revaluation increases / (decreases) recognised in the Revaluation Reserve	1,633	0	0	0	0	1,633
Transfer (from) / to Assets Held for Sale	0	0	0	0	0	0
De-recognition – disposals	34	1,398	0	0	0	1,432
De-recognition – donated	0	0	0	0	0	0
De-recognition – other	0	0	2,647	0	0	2,647

At 31 March 2020	**(2,750)**	**(8,515)**	**(12,173)**	**0**	**0**	**(23,438)**
Net book value at 31 March 2020	**56,352**	**4,483**	**6,794**	**2,075**	**10,469**	**80,173**
Net book value at 31 March 2019	**55,776**	**4,301**	**8,991**	**1,825**	**9,275**	**80,168**

Revaluations

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

2019/20 PCC and Group		Land and buildings	Vehicles, Plant, Furniture & Equipment	Assets Under Construction	Total 2020/21 PCC and Group
£000		£000	£000	£000	£000
12,622	Carried at historical cost	0	2,015	6,575	8,590
0	Carried at current value at 31 March 2021	21,536	12,356	0	33,892
43,984	Carried at current value at 31 March 2020	28,469	0	0	28,469
19,356	Carried at current value at 31 March 2019	4,281	0	0	4,281
2,136	Carried at current value at 31 March 2018	0	0	0	0
78,098	**Total Valuations**	**54,286**	**14,371**	**6,575**	**75,232**

Surplus Assets are defined as properties that are not being used to deliver services, but that do not meet the Code's criteria to be classified as either Investment Properties or an Assets Held for Sale. Surplus Assets are valued at fair value and the following table summarises the valuations of these assets, measured using significant observable inputs (Level 2 of the fair value hierarchy):

2019/20 PCC and Group		2020/21 PCC and Group
£000		£000
0	Carried at current value at 31 March 2021	1,825
2,075	Carried at current value at 31 March 2020	0
2,075	**Total Valuations**	**1,825**

22. Investment Properties

Rental income of £0.042m from Evesham Customer Contact Centre has been accounted for in 2019/20 (£0.112m in 2019/20) in the Financing and Investment Income and Expenditure line in the CIES. A new tenant occupied the premises with effect from 1 March 2019 and the rental has subsequently been re-negotiated during 2020/21 resulting in some credit notes being raised, hence the reduction in income in 2020/21. There are no restrictions on the PCC's ability to realise the value inherent in its investment property or on the PCC's right to the remittance of income and the proceeds of disposal. The PCC has no contractual obligations to purchase, construct or develop investment property or undertake repairs, maintenance or enhancement. The following table summarises the movement in the fair value of investment properties over the year, measured using significant observable inputs (Level 2 of the fair value hierarchy):

2019/20 £000		2020/21 £000
375	Balance at start of the year – PCC and Group	370
(5)	Net gains/losses from fair value adjustments	(25)
370	**Balance at end of the year – PCC and Group**	**345**

23. Intangible Assets

Software is accounted for as intangible assets, to the extent that the software is not an integral part of a particular ICT system and accounted for as part of the hardware item in PPE. All software is given a finite useful life of 5 years. The carrying amount of software assets is amortised on a straight-line basis. The amortisation charge to revenue expenditure is absorbed as an overhead across all divisions of service. It is not possible to quantify exactly how much of the amortisation is attributable to each service heading. Amortisation costs are charged to the Net Cost of Services in the CIES.

Previously, intangible assets created under the alliance with the PCC for Warwickshire were jointly controlled and only the PCC's share was held in the Balance Sheet. Where the PCC for Warwickshire's share of these assets was originally purchased by the PCC for West Mercia, they were donated to the PCC for Warwickshire. The PCC for Warwickshire then made a grant payment to the PCC equivalent to the expenditure incurred. Intangible Assets amounting to £0.005m were treated in this manner in 2019/20. No intangible assets were treated in this manner during 2020/21 as part of the IT Shared Services agreement.

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

2019/20		2020/21
Software £000		Software £000
	Balance at start of year – PCC and Group	
4,443	Gross carrying amounts	3,827
(2,611)	Accumulated amortisation	(2,444)
1,832	**Net carrying amount at start of year**	**1,383**
227	Additions - purchased	1,950
0	Additions – transfer from Assets Under Construction	4,787
(5)	Donated Assets to Warwickshire PCC	0
0	Disposals	0

(838)	De-recognition – other	(726)
(671)	Amortisation for the period	(1,224)
838	De-recognition depreciation – other	726
1,383	**Net carrying amount at end of year**	**6,896**
	Comprising:	
3,827	Gross carrying amount	9,838
(2,444)	Accumulated amortisation	(2,942)
1,383	**Balance at end of the year – PCC and Group**	**6,896**

24. Long-Term Debtors

This note shows money owed to the Group and PCC for funding and services provided on or before 31 March 2020 where the money will be received in excess of one year from this date. The balance mainly relates to NPAS's liability to the PCC in respect of the disposal of the helicopter as explained in Note 14 (£0.058m - with £0.075m being shown as a short-term debtor) and the net investment in the Finance Lease in respect of the partnership with Hereford and Worcester Fire Authority (H&WFA) to build a joint facility in Bromsgrove (£3.317m), as explained in Note 19 (i). These two items are matched by balances held as Deferred Capital Receipts. A pre-payment of 10 years' rental on leased premises at Pershore was made in 2017 and the balance relating to the 5 years from 2022/23 onwards is shown as a long-term debtor (£0.145m).

2019/20 £000		**2020/21 £000**
3,870	**Balance at start of year**	**3,620**
(29)	Pre-payment of rent for Pershore Police Station for 2021/22 moved to short term debtors	(29)
(158)	NPAS – Helicopter (correction of duplication of movement to short-term debtors in 2019/20)	5
(63)	Settlements relating to the Finance Lease	(66)
0	Other minor additions / (repayments)	(8)
3,620	**Total**	**3,522**

25. Assets Held for Sale

An asset rationalisation plan has been developed by the OPCC and assets that potentially could be disposed of have been identified, however, the implementation of the plan is still at any early stage and, although two properties were sold during 2020/21, no asset meets the criteria to be classified as an asset held for sale in the Accounts as at 31 March 2021. Further to this an annual impairment review is also carried out.

Where the characteristics of an asset matches the definition of an asset held for sale in the Code, it is necessary to show these separately in the Accounts and ensure the carrying value is estimated in accordance with the accounting policy. Further details of the basis for valuation of these assets is set out in Accounting Policy xviii. There are no assets that meet the strict definition of assets held for sale as at 31 March 2021.

2019/20 £000		2020/21 £000
542	**Balance outstanding at start of year**	**0**
	Assets newly classified as held for sale:-	0
0	Property, Plant and Equipment	0
0	Revaluation increases recognised in the Revaluation Reserve	0
(356)	Re-categorisation to Operational Assets	0
(186)	Assets sold	0
0	**Total**	**0**

The loss of £1.688m on disposal of non-current assets shown in the CIES consists of the assets donated to Warwickshire PCC of £0.717m, REFCUS spend on ANPR cameras owned by West Midlands Police of £0.105m, plus the loss on disposal of vehicles of £0.090m, and the losses on the sales of Shifnal Police Station - £0.090m and Redditch Police Station - £0.688m.

26. Debtors and other current assets

This note shows money owed to the Group and PCC for funding and services provided on or before 31 March 2021 where the money has not been received by this date. Further information regarding Debtors is shown in Notes 30 and 31 – Financial Instruments. Inventories amounting to £0.561m (£0.387m in 2019/20) are now shown as part of prepayments.

31 March 2020 £000		31 March 2021 £000
913	Trade Receivables	1,311
1,675	Prepayments	2,456
18,812	Other Receivables	15,888
21,400	**Group Debtors**	**19,655**
(388)	**Less** Chief Constable Debtors: Prepayments	(561)
(10,779)	**Less** Chief Constable Debtors: Other receivables	(6,683)
10,233	**PCC Debtors**	**12,411**

27. Cash and Cash Equivalents

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

31 March 2020 £000		31 March 2021 £000
26	Cash held by the Group	22
2,816	Bank current accounts	898
6,001	Short term deposits	8,951
8,843	**Total Group and PCC**	**9,871**

28. Creditors

This note shows money owed by the Group and PCC for goods and services purchased and received on or before 31 March 2021 where the money has not been paid by this date. Further information regarding Creditors is shown in Note 30 – Financial Instruments.

31 March 2019 £000		31 March 2020 £000
(3,786)	Trade Payables	(8,925)
(27,832)	Other Payables	(23,052)
(31,618)	**Group Creditors**	**(31,977)**
14,494	**Less** Chief Constable Creditors	14,983
(17,124)	**PCC Creditors**	**(16,994)**

29. Provisions and Contingent Liabilities

Termination Benefits

This provision was established to meet the costs of voluntary redundancies and early retirements on the grounds of voluntary redundancy agreed during the 2020/21 financial year but falling into the following financial year. A balance of £0.135m remains from 2019/20 relating to adjustments to injury pensions in respect of the Evans & Ashcroft case that have since been settled in April and May 2021.

	Termination Benefits £000
Balance at 1 April 2019	**0**
Additional provisions made in 2019/20	432
Amounts used in 2019/20	0
Balance at 1 April 2020	**432**
Additional provisions made in 2020/21	226
Amounts used in 2020/21	(297)
Balance at 31 March 2021 for the Group and Chief Constable	**361**

No other provisions were charged to the CIES in 2020/21 in respect of events or decisions which are likely to give rise to payments in the future.

Insurance and Legal claims – Contingent Liability

The Group has assessed its outstanding Insurance and Legal claims and has identified some higher risk cases that may result in a settlement amount not covered by insurance. In accordance with Accounting Policy xix, it has been determined that the probability of an outflow of resources being required is not great enough to make a provision for these amounts: a contingent liability is therefore disclosed. In the event that a future payment is required an earmarked reserve is held under usable reserves (see Note 8) to fund any settlements.

30. Financial Instruments

Categories of Financial Instruments

The PCC holds simple financial instruments (investments (cash) and borrowings), which is reflected in the scope of this Note to the Accounts. A new temporary loan amounting to £10m was taken out with London Borough of Tower Hamlets during the year and will be repaid in July 2021. Two additional PWLB loans were also taken out during the year: one being an annuity loan for £10m, maturing in 2035, and the other an EIP (Equal Instalment of Principal) loan for £6m, maturing in 2031.

The following categories of financial instruments are carried in the Balance Sheet:

Financial Assets	Long Term		Current	
	Investments	Debtors	Investments / Cash	Debtors
As at 31 March 2021	£000	£000	£000	£000
Fair value through profit or loss	0	0	0	0
Amortised cost (previously loans and receivables)	0	3	9,871	12,944
Fair value through other comprehensive income	0	0	0	0
Debtors that are not financial instruments (taxes and payments in advance)	0	145	0	7,119

Financial Assets	Long Term		Current	
	Investments	Debtors	Investments / Cash	Debtors
As at 31 March 2020	£000	£000	£000	£000
Fair value through profit or loss	0	0	0	0
Amortised cost (previously loans and receivables)	0	11	8,843	15,673
Fair value through other comprehensive income	0	0	0	0
Debtors that are not financial instruments (taxes and payments in advance)	0	174	0	5,727

Financial Liabilities	Long Term		Current	
	Borrowings	Creditors	Borrowings	Creditors
As at 31 March 2021	£000	£000	£000	£000
Fair value through profit or loss	0	0	0	0
Amortised cost	34,141	0	11,637	23,395
Creditors that are not financial instruments (taxes, National Insurance and prepayments)	0	0	0	8,582

Financial Liabilities As at 31 March 2020	Long Term		Current	
	Borrowings £000	Creditors £000	Borrowings £000	Creditors £000
Fair value through profit or loss	0	0	0	0
Amortised cost	19,663	0	10,389	24,659
Creditors that are not financial instruments (taxes, National Insurance and prepayments)	0	0	0	6.959

Income, Expense, Gains and Losses

The interest received on Financial Assets (investments) and interest paid on Financial Liabilities (borrowings) are as follows:

	Surplus or Deficit on the Provision of Services	Other Comprehensive Income and Expenditure
	£000	£000
2020/21		
Interest Revenue: financial assets measured at amortised cost	(25)	0
Interest Expense Payable	727	0
2019/20		
Interest Revenue: financial assets measured at amortised cost	(105)	0
Interest Expense Payable	664	0

Fair Value of Assets and Liabilities

Financial liabilities, financial assets represented by loans and receivables and long-term debtors and creditors are carried in the Balance Sheet at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that will take place over the remaining term of the instruments, using the following assumptions (other significant observable inputs – Level 2 of the fair value hierarchy):

- estimated interest rates at 31 March 2021 of 0.52% for loans from the Public Works Loans Board (PWLB);
- where an instrument will mature in the next 12 months the carrying amount is assumed to approximate to fair value;
- discount rates of between 0.4% and 2.1% for Arlingclose’s calculation of fair value of PWLB loans, based on local authority bonds in issue;
- no early repayment or impairment is recognised;
- where an instrument will mature in the next 12 months the carrying amount is assumed to approximate to fair value;
- as the Salix loans are interest free the carrying amount is equal to the fair value amount;
- the fair value of trade and other receivables is taken to be the invoiced or billed amount (equal to the carrying amount shown in the table above).

The fair values calculated are as follows:

PCC and Group	31 March 2021		31 March 2020	
	Carrying amount	Fair Value	Carrying amount	Fair Value
	£000	£000	£000	£000
Financial Liabilities - PWLB	35,600	40,525	19,823	24,715
Financial Liabilities – Short-term, temporary borrowing	10,015	10,000	10,016	10,000
Financial Liabilities – Salix	163	163	213	213
Total Borrowing	45,778	50,688	30,052	34,928

The fair value of the liabilities is higher than the carrying amount because the Group's portfolio of loans includes two fixed rate loans where the interest rate payable is significantly higher than the prevailing rates at the Balance Sheet date. This shows a notional future gain (based on economic conditions at 31 March 2021) arising from a commitment to pay interest to lenders at a different rate from current market rates. A calculation of the fair value amount is supplied by the PWLB, using redemption rates, however, IFRS13 requires a different basis to be used and the fair value figures in the table have been calculated by the PCC's Treasury Advisers, Arlingclose, using the basis above. The PWLB calculations were £44.2m (£30.425m as at 31 March 2020).

31. Nature and Extent of Risks Arising From Financial Instruments

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

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

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

Credit Risk

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

The principal risks are minimised by the Annual Investment Strategy, which forms part of the overall Treasury Management Strategy. It is a requirement of the Strategy that cash balances are invested with banks and building societies with strong short-term credit rating, other local authorities and the UK Government Debt Management Office.

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

It is recognised that ratings or the ratings of any one agency should not be given undue weighting or be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector and economic and political environments in which the institutions operate. The assessment will also take account of information that reflects the opinion of the markets and overlay that information on top of the credit ratings. Other information sources used will include the financial press and share price in order to establish the most robust scrutiny process on the suitability of potential investment counterparties. The aim of the strategy is to generate a list of highly creditworthy counterparties, which will allow investments to spread rather than be concentrated with a limited range of institutions. The creditworthiness of institutions is monitored on an on-going basis in conjunction with the PCC's Treasury Advisers, Arlingclose. Should an institution no longer meet the minimum criteria and be deemed no longer appropriate to invest with then investments will be moved immediately.

At 31 March 2021 the short- term investment (cash) balances were as follows:

2019/20 £000		2020/21 £000
5,342	- On call (available immediately) (variable rate)	7,871
3,501	- Repayable in 1 month (fixed rates)	1,000
0	- Repayable in 2 months (fixed rates)	1,000
8,843	**Total PCC and Group**	**9,871**

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

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

Receipts from customers for sales of services and recoupable costs from other public bodies are a relatively small part of the Group's income (£17.3m in 2020/21). No old, overdue invoices amounting were written off in 2020/21.

The Group generally allows a 30 day standard credit term for customers such that £0.7m of the £1.2m balance outstanding from customers at 31 March 2021 was past the point of 30 days from the date of invoice; this has increased slightly from 2019/20. This past due amount can be analysed as follows:

31 March 2020 £000		31 March 2021 £000
154	Less than 3 months	278
128	3 to 6 months	58
158	6 to 12 months	55
102	Over 12 months	281
542		**672**

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

	%	£000
Balance of debtors ledger at 31 March 2021		1,187
Historical experience of default	1	
Historical experience adjusted for market conditions at 31 March 2021	4	
Estimated maximum exposure to default at 31 March 2021		47
Estimated maximum exposure to default at 31 March 2020		41

Liquidity Risk

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

Borrowing limits for the Group are set in the Prudential Indicators prepared as a requirement of the CIPFA Prudential Code. Maximum borrowing limits for 2020/21 were set at £80m, due to the high level of the capital programme in the Medium Term Financial Strategy. Long-term PWLB borrowing has again been taken out in 2020/21 to fund the capital programme. Further external borrowing will also be required during 2021/22 to replace the £10m short-term loan that matures in July 2021 and to fund the capital programme. The maturity analysis of the financial liabilities is as follows:

31 March 2020 £000		31 March 2021 £000
10,389	Less than one year – Short-term Borrowing (includes accrued interest of £0.116m at 31 March 2021 (£0.089 at 31 March 2020))	11,637
300	Between one and two years	1,528
5,863	Between two and five years	9,535
3,500	Between five and twenty years	13,078
10,000	Over 20 years	10,000
30,052	Total Borrowing for the Group / PCC	**45,778**

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

Market Risk

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

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

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

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

The approach to borrowing for capital projects is to delay borrowing and to temporarily use working capital balances for as long as possible. The present relative rates of interest for borrowing and lending mean that it is advantageous to delay long-term borrowing whilst the overall cash flow is positive. Capital expenditure temporarily funded from working capital up to 31 March 2021 was £12.203m (£19.018m at 31 March 2020) this has reduced by £7m, due to the £16m of new external borrowing being partly offset by the increase in the Capital Financing Requirement of £9m.

Working capital balances as at 31 March 2021 are again at their lowest possible level and some of the capital expenditure in 2021/22 will require external borrowing during the year. There is a risk that rates may be adverse when and if this borrowing takes place. Monitoring medium and long-term borrowing costs versus the opportunity costs of not investing working capital mitigates this risk. The Treasury Management team has an active strategy for assessing interest rates exposure that feeds into setting the Medium Term Financial Plan and annual budget and is used to update the budget quarterly during the year. The working capital position and the potential timing of external borrowing are being monitored closely by the Treasury Management team in consultation with the Treasurer and the external Treasury advisers, Arlingclose.

It is calculated that if interest rates had been 1% higher for 2020/21 with all other variables held constant, the financial effect would be:

	£000
Increase in interest payable on fixed rate borrowings	455
Increase in interest receivable on fixed rate short term investments	(84)
Impact on Surplus or Deficit on then Provision of Services	**371**

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

32. Proceeds of Crime

The Act gives powers to the Police and Customs to seize cash derived from, or intended for use in crime, and to secure its forfeiture in civil magistrates' court proceedings. The PCC is currently holding cash totalling £0.993m.

33. Cash Flow Statement – Operating Activities

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

2019/20 £000		2020/21 £000
87	Interest received	25
(647)	Interest paid	(727)
(560)	**Total – Group and PCC**	**(702)**

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

PCC 2019/20 £000	Group 2019/20 £000		PCC 2020/21 £000	Group 2020/21 £000
(6,617)	(6,617)	Depreciation	(7,228)	(7,228)
(1,584)	(1,584)	(Downward)/Upward valuations	356	356
(671)	(671)	Amortisation of intangible assets	(1,224)	(1,224)
(2,511)	(11,132)	(Increase)/decrease in revenue creditors	3,437	2,948
(5,319)	(8,694)	Increase/(decrease) in revenue debtors	2,398	(1,698)
0	(144)	Increase/(decrease) in inventories	0	173
(11,796)	0	Movement in Intra-Group Funding	(3,093)	0
(578)	(66,981)	Movement in pension liability	(454)	(62,712)
10,500	10,068	Movement in provisions	0	71
(5)	(5)	Movement in value of Investment Properties	(25)	(25)
(1,666)	(1,666)	Carrying amount of non-current assets sold	(2,050)	(2,050)
(20,247)	**(87,426)**	**Total – Group and PCC**	**(7,883)**	**(71,389)**

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

2019/20 £000		2020/21 £000
549	Proceeds from the sale of property, plant and equipment	361
1,931	Capital Grants	1,029
2,480	**Total – Group and PCC**	**1,390**

34. Cash Flow Statement – Investing Activities

2019/20 £000		2020/21 £000
9,500	Purchase of property, plant and equipment and intangible assets	13,619
(549)	Proceeds from the sale of property, plant and equipment	(361)
(1,740)	Other receipts from investing activities	(1,347)
7,211	**Total – Group and PCC**	**11,911**

35. Cash Flow Statement – Financing Activities

2019/20 £000		2020/21 £000
(9,855)	Cash receipts of short- and long-term borrowing	(15,727)
(9,855)	**Total – Group and PCC**	**(15,727)**

36. Defined Benefit Pension Schemes

The costs and liabilities associated with retirement benefits are primarily recorded in the Chief Constable's Accounts. However, with effect from 1 April 2016, the PCC became responsible for the Youth Justice Service (YJS) in the West Mercia area. Following the transfer of the YJS staff to the employment of the PCC, the net pension liability for the PCC single entity became material and is now disclosed in the PCC's Financial Statements. The notes below show the PCC's element of the pensions assets and liabilities in a separate column.

Participation in Pension Schemes

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

The Group participates in two defined benefit pension schemes:

- the Local Government Pension Scheme (LGPS), for police staff and PCSOs, administered locally by Worcestershire County Council. This is a funded, defined benefit scheme, meaning that the Chief Constable and the employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets. With effect from 1 April 2014, the LGPS became a career average (CARE) scheme rather than a final salary scheme.

- the Police Pension Scheme 1987 (OPPS), the New Police Pension Scheme 2006 (NPPS) and the Police Pension Scheme 2015 (PPS) are administered by XPS Pensions Group. These are unfunded defined benefit final salary schemes, meaning that there are no investment assets built up to meet the pensions liabilities, and cash has to be generated to meet the actual pensions payments as they eventually fall due. The disclosures for the various Police Pension Schemes, including the Injury Awards

Scheme, are consolidated in the notes below, as the rules of the schemes are not materially different. The income and expenditure incurred by the police pension schemes and how they are funded is summarised in the section covering the Police Pension Fund Account.

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

As explained in Note 14, West Mercia's 37.7% share of PPL's LGPS assets and liabilities as at 31 March 2021 have been incorporated into the Accounts and are shown separately in the tables below. The actuaries assessed both the total assets and total liabilities relating to PPL as £40.698m as at 31 March 2021 (£33.666m as at 31 March 2020): a net liability of zero.

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

McCloud / Sargeant Ruling - Police Pension Scheme 2015 (CARE scheme) Legal Challenge

Legal Cases

The Chief Constable, along with other Chief Constables and the Home Office, currently has a number of claims in respect of unlawful discrimination arising from transitional provisions in the Police Pension Regulations 2015. The claims against the Police Pension Scheme (the Aarons case) had previously been stayed behind the McCloud/Sargeant judgement, but a case management was held in Oct 2019, with the resulting Order including an interim declaration that the claimants are entitled to be treated as if they had been given full transitional protection and had remained in their existing scheme after 1 April 2015. Whilst the interim declaration applied only to claimants, the Government made clear through a Written Ministerial Statement on 25 March 2020 that non-claimants would be treated in the same way.

On 16 July 2020, HM Treasury issued a consultation regarding transitional arrangements for public sector pensions to eliminate discrimination as identified through the McCloud/Sargeant cases. This consultation introduced a requirement for members to have been members of the scheme on or before 31 March 2012 and on or after 1 April 2015 to be eligible for remedy.

On 4 February 2021, HM Treasury issued their response to the consultation which confirmed the remedy arrangements set out in the consultation, and states that members would be given a choice as to whether to retain benefits from their legacy pension scheme, or their new scheme, during the remedy period (2015-2022). This choice will be deferred for members until retirement. As the findings of the original Employment Tribunal did not identify that the introduction of the new public sector pension schemes were discriminatory (rather it was the transitional provisions), the legacy schemes will be removed from April 2022 to be replaced by the new pension schemes originally introduced in 2015.

Impact on pension liability

Allowing for all eligible members to accrue benefits from their legacy scheme during the remedy period would lead to an increase in the Police Pension Scheme liabilities. GAD initially estimated the potential increase in scheme liabilities for the force to be approximately £106m of pension scheme liabilities. This increase was reflected in the IAS 19 disclosure as a past service cost in the 2018/19 accounts. GAD re-calculated the 2019/20 disclosures in August 2020 in light of the eligibility criteria set out in HM Treasury's remedy consultation exercise and issued revised figures to the force after the draft Accounts were produced. The revised figures were incorporated into the Audited Accounts, and resulted in a £26m reduction in the pension liability.

The impact of an increase in scheme liabilities arising from McCloud/Sargeant judgement will be measured through the pension valuation process, which determines employer and employee contribution rates. The next Police Pension valuation is due to be reported in 2023/24, although this timetable is subject to change.

The impact of an increase in annual pension payments arising from McCloud/Sargeant is determined through the Police Pension Fund Regulations 2007. These require a police authority to maintain a pension fund into which officer and employer contributions are paid and out of which pension payments to retired officers are made. If the police pension fund does not have sufficient funds to meet the cost of pensions in year the amount required to meet the deficit is then paid by the Secretary of State to the police authority in the form of a central government top-up grant.

Compensation Claims

Claimants have lodged claims for compensation. Test cases for these claims are due to be heard by the Employment Tribunal in December 2021. Claims for financial losses are currently stayed as consideration is given to the HM Treasury consultation response. As at 31 March 2021, it is not possible to reliably estimate the extent or likelihood of these claims being successful, and therefore no liability in respect of compensation claims is recognised in these accounts.

Transactions relating to post-employment benefits

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

2020/21	LGPS (CC element) £000	LGPS (PCC ele-ment) £000	LGPS (PPL ele-ment) £000	Police Pension Schemes £000	Group Total £000
CIES					
Cost of Services:					
– current service costs	15,978	804	327	55,320	72,429
– past service costs and gain/loss from settlements	500	0	0	610	1,110
Financing and Investment Income and Expenditure					
– net interest expense	4,153	176	(3)	54,340	58,666
Total Post Employment Benefit charged to the surplus or deficit on the Provision of Services	**20,631**	**980**	**324**	**110,270**	**132,205**
Other Post-Employment Benefits charged to the CIES					
Re-measurement of the net defined benefit liability and return on plan assets	23,136	722	(149)	205,468	229,177
Total Post Employment Benefit charged to the CIES	**43,767**	**1,702**	**175**	**315,738**	**361,382**
MIRS					
Reversal of net charges made to the Surplus or Deficit on the Provision of Services for post-employment benefits in accordance with the Code.	(20,631)	(980)	(324)	(110,270)	(132,205)
Actual amount charged against the Police Fund Balance for pensions in the year					
– employers' contributions payable to the scheme	10,804	526	175	55,298	66,803
– benefits paid direct to beneficiaries	0	0	0	2,690	2,690

2019/20	LGPS (CC element) £000	LGPS (PCC ele-ment) £000	LGPS (PPL ele-ment) £000	Police Pension Schemes £000	Group Total £000
CIES					
Cost of Services:					
- current service costs	14,724	722	372	57,190	73,008
- past service costs and gain/loss from settlements	3,523	198	211	(9,490)	(5.558)
Financing and Investment Income and Expenditure					
- net interest expense	3,515	153	(3)	63,410	67,075
Total Post Employment Benefit charged to the surplus or deficit on the Provision of Services	**21,762**	**1,073**	**580**	**111,110**	**134,525**

Other Post-Employment Benefits charged to the CIES					
Re-measurement of the net defined benefit liability and return on plan assets	20,679	972	(370)	(221,582)	(200,301)
Total Post Employment Benefit charged to the CIES	**42,441**	**2,045**	**210**	**(110,472)**	**(65,776)**
MIRS					
Reversal of net charges made to the Surplus or Deficit on the Provision of Services for post-employment benefits in accordance with the Code.	(21,762)	(1,073)	(580)	(111,110)	(134,525)
Actual amount charged against the Police Fund Balance for pensions in the year					
– employers' contributions payable to the scheme	10,292	495	210	53,867	64,864
– benefits paid direct to beneficiaries	0	0	0	2,680	2,680

Pensions assets and liabilities recognised in the balance sheets for the PCC and the group

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

2020/21	LGPS (CC element) £000	LGPS (PCC element) £000	LGPS (PPL element) £000	Police Pension Schemes £000	Group Total £000
Present value of the defined benefit obligation	(531,264)	(20,082)	(15,343)	(2,674,391)	(3,241,080)
Fair value of plan assets	318,809	10,938	15,343	0	345,090
Net liabilities arising from the defined benefit obligation	**(212,455)**	**(9,144)**	**0**	**(2,674,391)**	**(2,895,990)**

2019/20	LGPS (CC element) £000	LGPS (PCC element) £000	LGPS (PPL element) £000	Police Pension Schemes £000	Group Total £000
Present value of the defined benefit obligation	(435,089)	(16,685)	(12,692)	(2,416,641)	(2,881,107)
Fair value of plan assets	255,597	8,717	12,692	0	277,006
Net liabilities arising from the defined benefit obligation	**(179,492)**	**(7,968)**	**0**	**(2,416,641)**	**(2,604,101)**

Reconciliation of present value of the scheme liabilities (defined benefit obligation) for the PCC and the group

2020/21	LGPS (CC element) £000	LGPS (PCC element) £000	LGPS (PPL element) £000	Police Pension Schemes £000	Group Total £000
Opening balance at 1 April	**(435,089)**	**(16,685)**	**(12,692)**	**(2,416,641)**	**(2,881,107)**
Current service cost	(15,978)	(804)	(327)	(55,320)	(72,429)
Interest cost	(10,368)	(380)	(303)	(54,340)	(65,391)
Contributions by scheme participants	(3,375)	(175)	(75)	(10,580)	(14,205)
Re-measurement of liabilities	(75,548)	(2,565)	(2,104)	(206,920)	(287,137)
Benefits paid	9,594	527	158	70,020	80,299
Past service costs	0	0	0	(610)	(610)
Curtailments	(500)	0	0	0	(500)
Closing balance 31 March	**(531,264)**	**(20,082)**	**(15,343)**	**(2,674,391)**	**(3,241,080)**
2019/20	**LGPS (CC element) £000**	**LGPS (PCC element) £000**	**LGPS (PPL element) £000**	**Police Pension Schemes £000**	**Group Total £000**
Opening balance at 1 April	**(412,888)**	**(15,164)**	**(11,658)**	**(2,583,660)**	**(3,023,370)**
Current service cost	(14,724)	(722)	(372)	(57,190)	(73,008)
Interest cost	(10,263)	(379)	(322)	(63,410)	(74,374)
Contributions by scheme participants	(3,094)	(162)	(82)	(9,860)	(13,198)
Re-measurement of liabilities	1,586	(319)	859	220,739	222,865
Additional share of PPL liability (see note above)	0	0	(1,156)	0	(1,156)
Benefits paid	7,817	259	250	67,250	75,576
Past service costs	(2,895)	(198)	(211)	9,490	6,186
Curtailments	(628)	0	0	0	(628)
Closing balance 31 March	**(435,089)**	**(16,685)**	**(12,692)**	**(2,416,641)**	**(2,881,107)**

Reconciliation of the movements in the fair value of the scheme assets for the PCC and the group

Reconciliation of fair value of the scheme assets (LGPS)	CC element 2019/20 £000	PCC element 2019/20 £000	PPL element 2019/20 £000	Group Total 2019/20 £000	CC element 2020/21 £000	PCC element 2020/21 £000	PPL element 2020/21 £000	Group Total 2020/21 £000
Opening balance at 1 April	**265,545**	**8,746**	**11,658**	**285,949**	**255,597**	**8,717**	**12,692**	**277,006**
Interest income	6,748	226	325	7,299	6,215	204	306	6,725
Re-measurement gain/loss: The return on plan assets, excluding the amount included in the net interest expense	(22,077)	(644)	(484)	(23,205)	52,616	1,853	2,258	56,727
Administration expenses	(188)	(9)	(5)	(202)	(204)	(10)	(5)	(219)
Contributions by employer	10,292	495	210	10,997	10,804	526	175	11,505
Contributions from employees into the scheme	3,094	162	82	3,338	3,375	175	75	3,625
Additional share of PPL assets (see note above)	0	0	1,156	1,156	0	0	0	0
Benefits paid	(7,817)	(259)	(250)	(8,326)	(9,594)	(527)	(158)	(10,279)
Closing balance 31 March	**255,597**	**8,717**	**12,692**	**277,006**	**318,809**	**10,938**	**15,343**	**345,090**

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the Balance Sheet date. Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets. The Police Pension Scheme has no assets to cover its liabilities.

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

The total contributions expected to be made to the LGPS by the Group in the year to 31 March 2022 is £10.6m (PCC: £0.4m). Expected contributions for the Police Pension Schemes by the Chief Constable in the year to 31 March 2022 are £27.7m.

Reconciliation of the re-measurement of the net defined benefit liabilities for the PCC and the group

The analysis of the re-measurement of the net defined benefit liabilities for 2019/20 is shown in the table below. The two actuaries concerned have different approaches in providing their respective analyses and the table below is therefore a composite analysis.

2020/21	LGPS (CC element) 2019/20 £000	LGPS (PCC element) 2019/20 £000	LGPS (PPL element) 2019/20 £000	Police Pension Schemes £000	Group Total £000
Changes in financial assumptions	84,299	2,798	2,351	280,798	370,246
Changes in demographic assumptions	0	0	0	0	0
Re-measurement of assets	(52,412)	(1,843)	(2,253)	0	(56,508)
Experience gains and losses	(8,751)	(233)	(247)	(75,330)	(84,561)
Total re-measurement	**23,136**	**722**	**(149)**	**205,468**	**229,177**
2019/20	**LGPS (CC element) 2019/20 £000**	**LGPS (PCC element) 2019/20 £000**	**LGPS (PPL element) 2019/20 £000**	**Police Pension Schemes £000**	**Group Total £000**
Changes in financial assumptions	147	363	(422)	(93,792)	(93,704)
Changes in demographic assumptions	0	0	0	(76,910)	(76,910)
Re-measurement of assets	22,265	653	489	0	23,407
Experience gains and losses	(1,733)	(44)	(437)	(50,880)	(53,094)
Total re-measurement	**20,679**	**972**	**(370)**	**(221,582)**	**(200,301)**

LGPS Assets

The LGPS assets consist of the following categories, by proportion of the total assets held (excluding PPL):

Group

	Total 31 March 2020 £000	Split of Assets between Investment categories %	Total 31 March 2021 £000	Split of Assets between Investment categories %
Equities	186,608	71	280,036	85
Government Bonds	19,296	7	0	0
Other Bonds	13,215	5	294	0
Property	15,330	6	15,443	5
Alternatives–UK Infrastructure	28,281	10	33,974	10
Cash-Liquidity	1,584	1	0	0
Total Assets	**264,314**	**100**	**329,747**	**100**

PCC

	Total 31 March 2020 £000	Split of Assets between Investment categories %	Total 31 March 2021 £000	Split of Assets between Investment categories %
Equities	6,155	71	9,290	85
Government Bonds	637	7	0	0
Other Bonds	436	5	10	0
Property	505	6	512	5
Alternatives–UK Infrastructure	933	10	1,126	10
Cash-Liquidity	51	1	0	0
Total Assets	**8,717**	**100**	**10,938**	**100**

Basis for estimating assets and liabilities

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

The assets and liabilities of the LGPS which is administered by Worcestershire County Council (County Council Fund) have been assessed by Mercer Ltd, an independent firm of actuaries, estimates for the County Council Fund being based on the latest full valuation of the scheme as at 31 March 2019, rolled forward to 31 March 2021. The liabilities for the Police Pension Schemes have been assessed by the Government Actuary's Department. The principal assumptions used by the actuaries have been:

2019/20			2020/21	
LGPS	Police Pension Schemes		LGPS	Police Pension Schemes
		Mortality assumptions		
		Longevity at 65 for current pensioners:		
22.6 years	21.9 years	Men	22.7 years	22.0 years
25.0 years	23.6 years	Women	25.1 years	23.7 years
		Longevity at 65 for future pensioners:		
24.2 years	24.6 years	Men	24.4 years	23.7 years
27.0 years	26.2 years	Women	27.1 years	25.3 years
2.1%	2.0%	Rate of CPI inflation	2.7%	2.4%
3.6%	4.0%	Rate of increase in salaries (long-term)	4.2%	4.2%
n/a	1.0%	Rate of increase in salaries (short-term)	n/a	1.0%
2.2%	2.0%	Rate of increase in pensions	2.8%	2.4%
2.4%	2.25%	Rate for discounting scheme liabilities	2.1%	2.0%
-	3.25%	CARE Revaluation rate	-	3.65%
50%	100%	Take-up of option to convert annual pension into retirement lump sum	50%	100%

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

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant.

The assumptions in longevity, for example, assume that life expectancy increases or decreases equally for men and women. In practice this is unlikely to occur, and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

Group

	Impact on the Defined Benefit Obligation in the Scheme	
	Increase in assumption	Decrease in assumption
	£000	£000
Longevity (increase or decrease in 1 year)	330,267	(330,267)
Rate of inflation (increase or decrease by 1%) – Police staff only	232,527	(232,527)
Rate of increase in salaries (increase or decrease by 1%)	283,205	(283,205)
Rate of increase in pensions (increase or decrease by 1%) – PPS only	478,000	(478,000)
Rate for discounting scheme liabilities (increase or decrease by 1%)	(295,121)	295,121

PCC

	Impact on the Defined Benefit Obligation in the Scheme	
	Increase in assumption	Decrease in assumption
	£000	£000
Longevity (increase or decrease in 1 year)	9,720	(9,720)
Rate of inflation (increase or decrease by 1%) – Police staff only	9,582	(9,582)
Rate of increase in salaries (increase or decrease by 1%)	9,244	(9,244)
Rate for discounting scheme liabilities (increase or decrease by 1%)	8,716	(8,716)

Police Pension Fund Account

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

2019/20			2020/21	
£000	£000		£000	£000
		Contributions Receivable		
		From employer		
(22,822)		- Normal at 31% of pensionable pay	(24,583)	
(476)		- Ill Health Capital Sum Income	(884)	
(9,865)		From members (serving police officers)	(10,604)	
	(33,163)			**(36,071)**
	(379)	**Individual Transfers In from other schemes**		**(705)**
		Benefits Payable		
54,257		Pensions	56,218	
10,264		Commutations and Lump Sum retirement benefits	11,185	
90		Lump sum death benefits	0	
	64,611			**67,403**
		Payments to and on account of leavers		
6		Refunds of contributions	92	
0		Individual transfers out to other schemes	0	
	6			**92**
	31,075	**Sub-total for the year before transfer from the Group of amount equal to the deficit**		**30,719**
	(31,075)	**Additional funding payable by the Group to meet deficit for the year**		**(30,719)**
	0	**Net Amount Payable / Receivable for the year**		**0**

Notes to the Police Pension Fund Account

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

1. The Account collects the costs and income relating to retired police officers that are in receipt of pensions and income associated with serving police officers that are members of the Police Pension Scheme 1987 (OPPS), the New Police Pension Scheme 2006 (NPPS) or the Police Pension Scheme 2015 (PPS). There are certain exceptions to this arrangement, such as pensions payable under the Police Injury Pension Regulations, which are charged directly to the Cost of Services in the CIES;

2. The Account is prepared on an accruals basis with the exception of accounting for lump sum transfer values to and from other pension schemes. Due to the unpredictable nature of transfer values they have been attributed to or transferred from the Account on a payment and receipts basis;

3. The annual cost of police pensions is met, in part, by contributions from the employer and serving police officers and other minor sources of income. Under the Police Pension Fund Regulations 2007, if the Account is in deficit an amount equal to the deficit is transferred from the Police Fund to meet the deficit; the cost to the Police Fund is subsequently reimbursed by the Home Office by way of the Pensions Top Up. Conversely, if the Account was to be in surplus, this would be transferred to the Police Fund and subsequently paid over to the Home Office;

4. The amounts due from the Home Office in respect of the shortfall on the Account is the responsibility of the Chief Constable and has therefore been included in the Chief Constable's (and the Group's) Balance Sheet;

5. This Account does not take account of long-term liabilities to pay future pension benefits after the year end, details of the Group's pension liability can be found in Note 36;

6. Employers' contributions, which are set by the Home Office subject to the Government Actuary's Department triennial valuation, are calculated at 31% of police officer pensionable pay from 1 April 2019;

7. Police officer contributions are deducted from officer salaries. The contribution rates were increased on 1 April 2012 to reflect the agreement reached between the Home Secretary and the Police Negotiating Board. Contribution rates range between 11.00% and 15.05% dependant on the range the police officer's salary falls into and whether the officer is a member of the OPPS, NPPS or PPS;

8. There are no related party transactions to the Account.

Glossary of Terms

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

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

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

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

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

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

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

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

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

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

Billing Authority – A local authority that, by statute, collects the council tax and manages the Collection Fund.

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

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

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

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

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

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

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

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

Cash Equivalents – Short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

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

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

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

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

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

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

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

Corporation Sole – this a legal entity consisting of a single incorporated office, occupied by a sole person. This allows corporations to pass from one office holder to the next successor-in-office, giving the positions legal continuity with subsequent office holders having identical powers to their predecessors.

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

Creditors – Individuals or organisations to which the Police and Crime Commissioner owes money.

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

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

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

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

Debtors – Individuals or organisations who owe the PCC money.

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

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

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

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

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

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

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

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

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

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

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

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

Financial Year – The period of twelve months from 1 April to 31 March.

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

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

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

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

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

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

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

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

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

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

Accounting Standards Board, on which the Statement of Accounts is based. The Code is prepared in accordance with the IFRS.

Inventories – Assets acquired in the form of materials or supplies to be held for consumption in the future delivery of policing services.

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

Investment Properties – Property assets that are held solely to earn rentals and/or for capital appreciation.

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

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

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

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

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

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

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

Non-Current Assets (Fixed Assets) – Tangible assets, such as buildings and equipment are assets that yield benefits for a period of more than one year.

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

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

Outturn – The actual amount spent in the financial year.

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

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

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

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

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

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

Police and Crime Commissioner (the PCC) – an elected representative charged with securing efficient and effective policing of a police area in England and Wales. PCCs replaced the now abolished Police Authorities from 2012.

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

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

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

Police Fund Balance - The Police Fund Balance is the statutory fund into which all the receipts of the PCC are required to be paid and out of which all liabilities of the PCC are to be met, except to the extent that statutory rules might provide otherwise. These rules can also specify the financial year in which liabilities and payments should impact on the Police Fund, which is not necessarily in accordance with proper accounting practice. The Police Fund Balance therefore summarises the resources that the PCC is statutorily empowered to spend on his services or on capital investment.

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

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

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

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

Public Works Loan Board (PWLB) – A statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury, which provides long-term loans to local authorities at interest rates only slightly higher than those at which the government itself can borrow.

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

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

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

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

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

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

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

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

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

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

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

(Strategic) Alliance – The alliance formed by Warwickshire Police and West Mercia Police to use their combined resources to deliver all policing services to the people and communities of Herefordshire, Shropshire, Telford & Wrekin, Warwickshire and Worcestershire; the alliance ended on 31st March 2020.

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

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

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

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

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

APPENDIX 1

Police and Crime Commissioner for West Mercia Annual Governance Statement 2020/21