

**Report of the Directors and  
Financial Statements for the Year Ended 31 March 2017  
for  
The Association Of Police And Crime  
Commissioners**

**The Association Of Police And Crime  
Commissioners**

**Company Information  
for the year ended 31 March 2017**

**DIRECTORS:**

Ms V Baird  
S D Duckworth  
Mrs J R Mulligan  
M Burns-Williamson  
D E Lloyd  
M J Surl  
D Llywelyn

**SECRETARY:**

N Afzal (Resigned 25<sup>th</sup> May 2017)

**REGISTERED OFFICE:**

5-8 The Sanctuary  
The Sanctuary  
London  
SW1P 3JS

**REGISTERED NUMBER:**

05214716 (England and Wales)

**AUDITORS:**

Barnes Roffe LLP  
Chartered Accountants & Statutory Auditors  
Charles Lake House  
Claire Causeway  
Crossways Business Park  
Dartford  
Kent  
DA2 6QA

**The Association Of Police And Crime  
Commissioners**

**Report of the Directors  
for the year ended 31 March 2017**

**DIRECTORS**

The following directors have held office since July 21st, 2016 AGM:

Simon Duckworth  
Vera Baird  
Mark Burns-Williamson  
Martin Surl  
David Lloyd  
Julia Mulligan

Other changes in directors holding office are as follows:

Winston George Roddick - resigned 5 May 2016  
Dafydd Llywelyn - appointed 10 December 2016

The Board of Directors is elected annually, with the Chair rotating on an annual basis. The Board provides strategic direction to the work of the Association; represents the Association in negotiations with government, NPCC and other bodies; and has power to take executive decisions on urgent matter

**Constitution**

The company is limited by guarantee and as such has no issued share capital. The liability of each member in the event of winding up is limited to £1.

**APCC General Meetings**

The main business of the Association is conducted at General Meetings, which take place at least four times a year.

**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**AUDITORS**

The auditors, Barnes Roffe LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

The above report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and within FRS 102 Section 1A Small Entities (effective January 2015).

**ON BEHALF OF THE BOARD:**



.....  
Ms V Baird - Director

Date: 19/7/2017

**Report of the Independent Auditors to the Members of  
The Association Of Police And Crime  
Commissioners**

We have audited the financial statements of The Association Of Police And Crime Commissioners for the year ended 31 March 2017 on pages seven to fourteen. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of directors and auditors**

As explained more fully in the Directors' responsibilities statement on, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council's Ethical Standards for Auditors

**Scope of the audit of the financial statements**

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

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2017 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with those financial statements and such reports have been prepared in accordance with applicable legal requirements.

**The Association Of Police And Crime  
Commissioners**

**Income Statement  
for the year ended 31 March 2017**

	Notes	2017 £	2016 £
<b>TURNOVER</b>		1,544,191	1,273,338
Cost of sales		<u>(148,535)</u>	<u>(42,893)</u>
<b>GROSS SURPLUS</b>		1,395,656	1,230,445
Administrative expenses		<u>(1,468,516)</u>	<u>(1,096,405)</u>
<b>OPERATING (DEFICIT)/SURPLUS</b>	3	(72,860)	134,040
Loss on disposal of tangible fixed assets	4	<u>(10,535)</u>	<u>-</u>
		(83,395)	134,040
Interest receivable and similar income	5	<u>2,461</u>	<u>3,042</u>
		(80,934)	137,082
Other finance costs	12	<u>(16,000)</u>	<u>(17,000)</u>
<b>(DEFICIT)/SURPLUS BEFORE TAXATION</b>		(96,934)	120,082
Tax on (deficit)/surplus	6	<u>-</u>	<u>-</u>
<b>(DEFICIT)/SURPLUS FOR THE FINANCIAL YEAR</b>		(96,934)	120,082
<b>OTHER COMPREHENSIVE INCOME FOR THE YEAR</b>			
Actuarial (loss)/gain on defined benefit pension scheme		(228,000)	119,000
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<u>(321,934)</u>	<u>239,082</u>

The notes form part of these financial statements

Notes to the Financial Statements  
for the year ended 31 March 2017

1. ACCOUNTING POLICIES

**Basis of preparing the financial statements**

These financial statements have been prepared in accordance with the provisions of Section 1A "Small Entities" of Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Information on the impact of first-time adoption of FRS 102 is given in note 14.

**Turnover**

Income represents subscriptions, grants, sponsorship and other contributions and are accounted for when the company is entitled to receipt, the revenue can be measured reliably and it is probable that the company will receive the consideration due.

**Tangible fixed assets**

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Leasehold improvements	- over the period of the lease
Computer equipment	- over a period of 3 years
Fixtures, fittings and equipment	- over a period of 5 years

Assets specifically utilised for the Police Reform project are depreciated over the life of the project which is estimated to be a 1 year period.

Fixtures and fittings	- over a period of 1 year
Computer equipment	- over a period of 1 year

**Pension costs and other post-retirement benefits**

The company operates a defined benefit plan. A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The liability recognised in the balance sheet in respect of the defined benefit plan is the present value of the defined benefit obligation at the reporting date less the fair value of the plan assets at the reporting date.

The defined benefit obligation is calculated using the projected unit credit method. Annually the company engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating the estimated period of the future payments ('discount rate').

The fair value of plan assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with the company's policy for similarly held assets. This includes the use of appropriate valuation techniques.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed in other comprehensive income.

The cost of the defined benefit plan, recognised in profit or loss as employee costs, except where included in the cost of an asset, comprises:

- (a) the increase in pension benefit liability arising from employee service during the period; and
- (b) the cost of plan introductions, benefit changes, curtailments and settlements.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is recognised in profit or loss as 'finance expense / income'.

**The Association Of Police And Crime  
Commissioners**

**Notes to the Financial Statements - continued  
for the year ended 31 March 2017**

**7. TANGIBLE FIXED ASSETS**

	Land and buildings £	Plant and machinery etc £	Totals £
<b>COST</b>			
At 1 April 2016	20,988	66,095	87,083
Additions	17,212	14,278	31,490
Disposals	<u>(20,988)</u>	<u>(4,052)</u>	<u>(25,040)</u>
At 31 March 2017	<u>17,212</u>	<u>76,321</u>	<u>93,533</u>
<b>DEPRECIATION</b>			
At 1 April 2016	8,395	26,989	35,384
Charge for year	4,135	17,911	22,046
Eliminated on disposal	<u>(12,243)</u>	<u>(2,261)</u>	<u>(14,504)</u>
At 31 March 2017	<u>287</u>	<u>42,639</u>	<u>42,926</u>
<b>NET BOOK VALUE</b>			
At 31 March 2017	<u>16,925</u>	<u>33,682</u>	<u>50,607</u>
At 31 March 2016	<u>12,593</u>	<u>39,106</u>	<u>51,699</u>

**8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2017 £	2016 £
Trade debtors	-	7,762
Other debtors	<u>515,229</u>	<u>303,412</u>
	<u>515,229</u>	<u>311,174</u>

**9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2017 £	2016 £
Trade creditors	51,913	85,044
Taxation and social security	36,390	17,869
Other creditors	<u>104,624</u>	<u>65,927</u>
	<u>192,927</u>	<u>168,840</u>

**10. LEASING AGREEMENTS**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2017 £	2016 £
Within one year	60,093	60,093
Between one and five years	<u>55,085</u>	<u>115,177</u>
	<u>115,178</u>	<u>175,270</u>

Notes to the Financial Statements - continued  
for the year ended 31 March 2017

12. EMPLOYEE BENEFIT OBLIGATIONS - continued

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	2017	2016
	£	£
Opening fair value of scheme assets	1,477,000	1,420,000
Contributions by employer	61,000	51,000
Contributions by scheme participants	41,000	32,000
Interest Income	56,000	49,000
Actuarial gains/(losses)	157,000	(41,000)
Benefits/transfers paid	(4,000)	(32,000)
Administration expenses	(2,000)	(2,000)
	<u>1,786,000</u>	<u>1,477,000</u>

The amounts recognised in other comprehensive income are as follows:

	Defined benefit pension plans	
	2017	2016
	£	£
Actuarial gains/(losses) on pension scheme	(228,000)	119,000
	<u>(228,000)</u>	<u>119,000</u>

The amounts recognised in the balance sheet are as follows:

	2017	2016
	£	£
Fair value of plan assets	1,786,000	1,477,000
Fair value of plan liabilities	(2,512,000)	(1,930,000)
	<u>(726,000)</u>	<u>(453,000)</u>

The major categories of scheme assets as amounts of total scheme assets are as follows:

	Defined benefit pension plans	
	2017	2016
	£	£
Equities	957,000	766,000
Government Bonds	71,000	68,000
Other Bonds	204,000	167,000
Property	139,000	131,000
Cash/liquidity	61,000	50,000
Other	354,000	295,000
	<u>1,786,000</u>	<u>1,477,000</u>



**The Association Of Police And Crime  
Commissioners**

**Detailed Income and Expenditure Account  
for the year ended 31 March 2017**

	2017		2016	
	£	£	£	£
<b>Turnover</b>				
Membership Fees	884,000		884,000	
Other Income	475,066		148,611	
Recharges	7,337		145,176	
Office Space Rental	2,500		15,000	
Donations	-		80,551	
Summit Profit 2015	16,158		-	
Summit Revenue 2016	<u>159,130</u>		<u>-</u>	
		1,544,191		1,273,338
<b>Cost of sales</b>				
Other direct costs	-		42,499	
Summit Costs	<u>148,535</u>		<u>394</u>	
		<u>148,535</u>		<u>42,893</u>
<b>GROSS SURPLUS</b>		1,395,656		1,230,445
<b>Other income</b>				
Deposit account interest		<u>2,461</u>		<u>3,042</u>
		1,398,117		1,233,487
<b>Expenditure</b>				
Rent	91,956		85,962	
Rates and water	12,100		12,000	
Insurance	7,384		9,839	
Depreciation of tangible fixed assets	22,045		19,255	
Directors' (members) salaries	8,000		8,000	
Wages	657,812		545,690	
Social security	70,605		56,676	
Pensions	95,299		77,386	
Staff training	-		5,093	
Telephone	3,173		18,082	
Post and stationery	7,889		(1,081)	
Advertising	-		2,847	
Travelling (staff and members)	11,539		5,357	
Recruitment expenses	13,248		16,403	
IT software & consumables	18,493		14,621	
Repairs and renewals	-		45	
HR services	6,626		5,201	
Household and cleaning	7,197		8,396	
Research & consultancy	5,217		15,045	
General & board meetings	36,589		21,512	
Sundry expenses	4,514		1,601	
Temporary & agency staff	17,766		70,328	
Accountancy	21,230		21,168	
Attendance at Conferences	462		2,327	
Conference Costs	-		5,217	
Communication subscriptions	15,005		-	
Emergency contingency	(15,364)		-	
Legal fees	5,738		60,740	
Health & safety	2,204		-	
Member welfare/ support	183		-	
	<u>1,126,910</u>	<u>1,398,117</u>	<u>1,087,710</u>	<u>1,233,487</u>
Carried forward	1,126,910	1,398,117	1,087,710	1,233,487

This page does not form part of the statutory financial statements

