

AGENDA

KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held **Online on Thursday, 4th February, 2021, at 2.00 pm** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor/Joel Cook on 03000 416478/416892

Membership

Councillor Peter Feacey	Ashford Borough Council
Councillor Ashley Clark	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Nigel Collor	Dover District Council
Councillor Shane Mochrie-Cox	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fay Gooch	Maidstone Borough Council
Councillor Habib Tejan	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Jenny Hollingsbee	Folkestone and Hythe District Council
Councillor Richard Palmer	Swale Borough Council
Councillor Lesley Game	Thanet District Council
Councillor Mark Rhodes	Tonbridge and Malling Borough Council
Councillor Sarah Hamilton	Tunbridge Wells Borough Council
Councillor Gary Hackwell	Co-opted member – Medway Council
Councillor John Burden	Co-opted member – Labour Group
VACANCY	Co-opted member
VACANCY	Co-opted member
Elaine Bolton	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

- 1 Introduction
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 8 December 2020 (Pages 1 - 8)

A - Items for consideration under Statutory Obligation

- A1 Draft Safer in Kent Plan & Precept Proposal 2021/22 (Pages 9 - 78)

B - Commissioner's reports requested by the Panel/Offered by the Commissioner

- B1 Mental Health - verbal update

C - Commissioner's Decisions - none for this meeting

D - Questions to the Commissioner

- D1 Questions to the Commissioner (Pages 79 - 80)

E - Panel Matters

- E1 Panel Annual Report - 2020/21 (Pages 81 - 84)
- E2 Panel Work Programme (Pages 85 - 86)
- E3 To note 2021/2022 Kent and Medway Police and Crime Panel meeting dates

All meetings will begin at 10am.

17 June 2021
7 September 2021
7 December 2021

2 February 2022
15 February 2022
16 June 2022

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel
03000 416814

Wednesday, 27 January 2021

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KENT COUNTY COUNCIL

KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held online on Tuesday, 8 December 2020.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Mr N J Collor, Cllr L Dyball (Substitute for Cllr P Fleming), Cllr P Feacey, Mrs L Game, Ms S Hamilton, Cllr Mrs J Hollingsbee, Cllr S Mochrie-Cox, Cllr R Palmer, Cllr M Rhodes, Cllr H Tejan, Cllr R Wells, Cllr G Hackwell, Mrs E Bolton and Cllr J Burden

ALSO PRESENT: Mr M Scott (Kent Police and Crime Commissioner), Mr A Harper (PCC's Chief Executive) and Mr Robert Phillips (PCC's Chief Finance Officer)

IN ATTENDANCE: Mr M Dentten (Democratic Services Officer) and Mrs A Taylor (Scrutiny Research Officer)

UNRESTRICTED ITEMS**359. Apologies and Substitutes**

(Item 2)

Apologies had been received from Cllr Gooch, Cllr Clark and Cllr Dyball was substituting for Cllr Fleming.

360. Minutes of the Police and Crime Panel held on 8 September 2020

(Item 4)

1. A Member requested an update on Safe Haven operations. The Commissioner confirmed that Kent and Medway Clinical Commissioning Group and Mental Health Matters had set up the Safe Havens and were responsible for operations, he agreed to request an update at the next meeting of the Kent Mental Health Crisis Care Concordat.

RESOLVED that the minutes of the meeting held on 8 September 2020 were a correct record and that they be signed by the Chairman.

361. Police Officer Recruitment Update

(Item B1)

1. The Commissioner began the Recruitment Update by noting the positive impact the Panel's scrutiny had on increasing Officer diversity. He attested that the increase in Officer numbers had been possible with further financial support from Kent's council taxpayers and central government. The Commissioner gave an overview of the growth in Officer numbers throughout his term in office and confirmed that despite the fulfilment of staffing targets, recruitment would continue.

2. The Commissioner highlighted the operations and impact of the Chief Constable's Crime Squad, which he noted had been council tax funded and had successfully combated burglary and robbery in fulfilment of Kent's Police and Crime Plan. He outlined the impact the council tax and central government funded County lines and gangs Team had in the reduction of county lines operations in Kent. The Commissioner noted that town centre policing had increased, and that Kent Police's Rural Team had doubled in size.
3. Members asked a range of questions in relation to the Police Officer Recruitment Update. Key issues raised by the Panel and responded to by the Commissioner included the following:
 - What were the dropout rates of new Officers during their training and first year, as well as the common themes which had led to dropouts? The Commissioner confirmed that the dropout rate in training groups of 30-40 averaged between 1-2 and that 5% of Officers left Kent Police before achieving independent status. He noted that finances and work life balance were the most common factors in Officers leaving at both stages.
 - What was the overall level of Officer retention during the Commissioner's term in office? The Commissioner informed the Panel that the Office of National Statistics (ONS) published information on a 6 monthly basis which outlined the number of Officers leaving Kent Police. He cited retirement as the greatest overall factor in Officers leaving the force, which had averaged a rate of 18 per month.
 - Were Officers encouraged to progress and develop their careers at Kent Police. The Commissioner affirmed that the force had been proactive in encouraging applications to posts ranging from Sergeant to Chief Superintendent, he noted that recruitment to higher posts was regular and that the diversity of promotions had increased. The Commissioner also highlighted lateral development which had been encouraged and included secondment opportunities for Officers.
 - Whether changes in the profile of new recruits had occurred, including recruits from other lines of work or older age groups. The Commissioner confirmed that a greater number of Officers from the 30-50 age bracket had been recruited and that the range of employment backgrounds had expanded. He noted Kent Police's strong relationship with the military in Kent, which had contributed to recruitment in the cited age bracket.

RESOLVED that the Kent and Medway Police and Crime Panel note the report.

362. Police response to Covid - 19

(Item B2)

1. The Commissioner provided a verbal overview of his written report on Kent Police's response to Covid-19. He began by acknowledging the role many public services across Kent had played in responding to the demands of the pandemic. The Commissioner stated that the force's overall response to changing guidance

had been good and highlighted the role effective communication had played when updating front line Officers.

2. The Commissioner affirmed that a policy of proportionate and reasonable policing had been operated throughout the pandemic. He informed the Panel that Kent Police had used the National Police Chiefs Council's 4 Es (Engage, Explain, Encourage, Enforce) approach when dealing with members of the public. The Commissioner noted that the number of fixed penalty notices issued in relation to pandemic law enforcement had been stable prior to the second national lockdown, though added that the number of fixed penalty notices had doubled during the second lockdown.
3. The impact of the pandemic on Kent Police's staff was addressed by the Commissioner. He notified the Panel that the number of incidents where Officers had been spat at by members of the public had increased. The Commissioner informed the Panel that individuals had received short prison sentences as a result. Staff sickness rates were covered, it was noted that Kent's rate of 2.5-3% during the pandemic compared favourably to a national average of 5.5% and a predicted rate of 15-20%.
4. Recorded crime was addressed by the Commissioner. He confirmed that recorded crime had fallen during the first national lockdown and had since remained at a lower overall rate when compared to the same period in 2019. The Commissioner recognised that increases in Anti-social Behaviour and Domestic Abuse offenses had occurred during the pandemic.
5. The Commissioner explained that the force control room had operated exceptionally. Demand on the service had increased as many members of the public shifted their contact with the Police online, though it was noted that this had the benefit of freeing up 999 and 101 lines.
6. Regarding scrutiny, the Commissioner informed the Panel that Performance and Delivery Boards had continued, in an online format and that they remained open to the public. He confirmed that Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) were due to publish a report in early 2021 analysing policing responses to the pandemic, which had involved multiple forces across the country.
7. Members asked a range of questions in relation to the Police response to Covid-19. Key issues raised by the Panel and responded to by the Commissioner included the following:
 - What had been done to increase Covid-19 regulation enforcement in rural areas? The Commissioner drew attention to his previous remarks that the number of fines had doubled in the three weeks preceding the meeting. He added that £744,000 had been received from central government for the operation of further proactive patrols.
 - What occurred in the instance that emergency calls were not answered by the force control room? The Commissioner confirmed that calls were

transferred to another force if unanswered, he noted that Kent Police also answered calls on the behalf of other forces, as was standard practice.

- Whether there had been any Covid-19 outbreaks within Kent Police and if so, what effect that had. The Commissioner reassured the Panel that there had been no serious outbreaks, with instances few, low level and localised, which had made the impact on services manageable. He added that access to sufficient PPE and testing had aided resilience. It was noted that front line teams had been able to function at full strength throughout the pandemic.
- Had there been a role for the Police in vaccination activities? The Commissioner stated that the Police had not been involved, though would be at the appropriate time. He added that there remained no immediate concern that a police response was required.
- What lessons had been learnt during the first national lockdown and how had public communication been used, especially when addressing Domestic Abuse? The Commissioner confirmed that cooperation with local partners, which included Domestic Abuse services, charities and local authorities, on communications had been successful in raising awareness of Domestic Abuse. He noted that the Adolescent to Parent Violence Programme had highlighted an increase in intergenerational violence during the first lockdown. The Commissioner insisted that monitoring service demand with all partners was vital to ensure future resilience.
- Whether future pandemic related challenges to Kent Police were anticipated. The Commissioner noted that the single local restriction tier categorisation in Kent had been beneficial to operations. He specified future changes in guidance and regulations as the foremost short-term challenges. It was acknowledged that Kent Police were prepared to adapt operations in the event of local restriction tier changes.

8. Members thanked the Community Safety Unit (CSU) for their work and expressed gratitude to the Commissioner for contributing funding towards its operation.

RESOLVED that the Kent and Medway Police and Crime Panel note the report.

363. Victim Satisfaction Update

(Item B3)

1. The Commissioner began his Victim Satisfaction Update by highlighting his role within the sphere of victim satisfaction; the key areas covered by previous surveys and the consistent themes addressed across all three previous surveys. He added that there had been an improvement in victim satisfaction in the last year.
2. The introduction of new Domestic Abuse support teams was identified by the Commissioner as an expected area for future victim satisfaction improvements. He cited the Witness Care Unit and the Chief Constable's Crime Squad as services which would continue to improve victim confidence in Kent Police.

3. The Commissioner reminded the Panel that his previous Annual Policing Survey had contained a question on satisfaction and that he had been concerned with several responses.
4. Engagement was raised by the Commissioner as an area for future improvement. He confirmed that he had planned to increase satisfaction through engagement with victims in the following months and that efforts to increase cooperation with victim support charities would be built upon.
5. Members asked a range of questions in relation to the Victim Satisfaction Update. Key issues raised by the Panel and responded to by the Commissioner included the following:
 - Whether the Commissioner had been satisfied with Kent Police's response to low victim satisfaction rates. The Commissioner noted that figures had improved when compared to the previous year. He stated that improving the first point of contact with victims was key in achieving high rates of satisfaction. It was added that the impact of a failure to prosecute individuals could impact levels of satisfaction.
 - For the Commissioner to outline the actions he had taken to improve victim satisfaction. He confirmed that a new Victim's Code and Witness Charter had been introduced. The Commissioner added that the 2020 Annual Policing Survey satisfaction rate was greatly anticipated and that he would consider a separate survey for victim satisfaction if necessary.
 - How the views of young and vulnerable residents had been accounted for when considering the use of contextual qualitative data. The Commissioner noted that commissioned services were an important resource for relaying the views of vulnerable individuals and disclosing their satisfaction with services, Independent sexual violence advisors (ISVAs) were cited as a service specific example. With regard to engagement with young people, the Commissioner highlighted the Young People's Advisory Group (YPAG), school PCSOs and the Ministry of Justice's Victim's Panel as key engagement channels. The Panel was reminded that the Annual Policing Survey gave residents the chance to provide qualitative data, though it was noted that further work could be done to give individuals a greater opportunity to submit qualitative responses.
 - Whether PCSO community newsletters could be shared with communities using other means, including social media platforms. The Commissioner advised the Panel that Parish Councils published PCSO reports and newsletters. He noted that it was difficult to share community newsletters on social media platforms as members of the public had used previous posts as a means for reporting crime. The Commissioner confirmed that trials had taken place to test Next Door as a community information sharing platform.

RESOLVED that the Kent and Medway Police and Crime Panel note the report.

364. Mental Health - verbal update

(Item B4)

1. The Commissioner provided a verbal overview of mental health data and confirmed that a reduction in Section 136 cases had been anticipated for 2020, the first reduction in cases since monitoring began in 2014.
2. The Commissioner updated the Panel on national Mental Health developments, which he had been involved in as the Association of Police and Crime Commissioners' National Lead for Mental Health. He confirmed that he had conducted an inquiry into how Police forces had experienced mental health demands during the pandemic. He detailed the timeline for the inquiry, preliminary statistics and noted trends.
3. Safe Havens were addressed by the Commissioner. He reminded the Panel that four sites had been in operation and remained open during the second national lockdown. As well as physical services he noted that virtual and telephone support had been provided throughout. He confirmed that the Folkestone Safe Haven was operational and run by Hestia.
4. The Commissioner agreed to circulate the inquiry report with the Panel and confirmed that it was also available in the public domain.

RESOLVED that the Kent and Medway Police and Crime Panel note the verbal update.

365. Future work programme

(Item D1)

1. The Chairman outlined the future work programme and thanked the Commissioner for his reports, verbal updates and recent work during the pandemic.
2. A Member requested a report to address how the Commissioner had held Kent Police to account regarding their operations related to Britain's departure from the European Union.
3. At the request of a Member, the Commissioner agreed to provide a report on the actions taken to improve Victim Satisfaction, at a future meeting.

RESOLVED that the work programme be noted.

366. Questions to the Commissioner

(Item)

Question 1:

What do you see as the key learnings for the Police from the pandemic and how will you ensure that Kent Police action these learnings? (Elaine Bolton – Independent Member)

- The Commissioner outlined the positive impact of remote working arrangements which had highlighted the flexibility of Kent Police as an organisation. He confirmed that the organisation had not encountered PPE stock or supply chain issues.

Question 2:

We are keen to explore more ways to support victims of hate crime and see this as a priority, to also educate around what a hate crime is and change the mindset of those who commit these crimes. Will the PCC be supporting any key initiatives going forward in regards to hate crime? (Cllr Jenny Hollingsbee – Folkestone & Hythe Borough Council)

- The Commissioner confirmed that third party reporting hubs, which were used in Medway, had been a successful means of reporting hate crimes and supporting victims. He added that similar arrangements could have a positive impact in other local areas across Kent.

Question 3:

During 2020, the PCC undertook a survey of motoring offences on behalf of the Association of PCCs to support their Road Safety and Enforcement Survey. This discussed whether punishments for those offences should change. I am aware that some of the public also perceive sentencing of other crimes as being far too light, i.e. Life sentences should mean life, shop lifting punishments appear derisory. In fact the whole spectrum of sentencing, in my view, needs reviewing. As part of the PCC's previously stated objective to lobby for greater criminal justice powers and responsibilities, would this include working with other PCCs in lobbying government to undertake a review of all sentencing, taking into account the public desire to see the punishment fit the crime. (Cllr Mark Rhodes – Tonbridge and Malling Borough Council)

- The Commissioner stated that in some instances short sentences had had a negative impact on victims. He confirmed that he had supported the Police Federation of England and Wales in their campaign to increase sentences for crimes committed against public front line workers. The Commissioner added that he supported a future review of sentences; that rehabilitation be considered and that sentences reflect the severity of the crime committed.

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From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: 'Safer in Kent: The Community Safety and Criminal Justice Plan - Continuation for April 2021 to March 2022' and 2021/22 precept proposal
Date: 4 February 2021



Introduction:

1. The [Police Reform and Social Responsibility Act 2011](#) (PRSRA 2011) sets the requirement for Police and Crime Commissioners (PCCs) to formulate a Police and Crime Plan which covers their term of Office.
2. A Police and Crime Plan must include the following information:
 - the police and crime objectives to be delivered;
 - the policing that the Chief Constable should provide;
 - the financial and other resources to be provided to the Chief Constable to exercise their functions;
 - the means by which the Chief Constable will be held to account for the provision of policing; and
 - the crime and disorder reduction grants that will be made and any conditions associated with them.
3. Whilst every plan will be localised in nature, they all share a common aim in communicating a PCC's vision and objectives.
4. The plan will also impact upon a wide variety of stakeholders and has a number of intended audiences including the public, victims of crime and witnesses, the Chief Constable, police officers and staff, the Secretary of State, the Police and Crime Panel, the private and voluntary sector and partner agencies.
5. PCCs are required to keep their plan under review, and before issuing or varying their plan must:
 - prepare a draft of the plan;
 - consult the Chief Constable in preparing the draft plan;
 - send the draft plan to the Police and Crime Panel;
 - have regard to any report or recommendations made by the Panel in relation to the draft plan;
 - give the panel a response to any such report or recommendations; and
 - publish any such response.
6. PCCs are also required to notify the Police and Crime Panel of the precept which is proposed to be issued for the financial year.
7. This report fulfils the requirements as set out in paragraphs 5 and 6.

The Safer in Kent Plan:

8. On 1 April 2017, the PCC published his Police and Crime Plan, titled 'Safer in Kent: The Community Safety and Criminal Justice Plan – April 2017 to March 2021'.
9. Ordinarily the PCCs term of office should have run from May 2016 to May 2020 when elections were due to take place. As per the PRSRA 2011, the plan's end date was set as March 2021 to allow for the elections and to afford the incoming PCC time to prepare and publish a new Police and Crime Plan.
10. However, there was nothing ordinary about the year 2020 and as a result of Covid-19 the PCC elections were postponed and are now scheduled for May 2021.
11. As a result, and having carefully considered the situation, the PCC has decided that the current plan will continue for up to a further year for the following reasons:
 - Whilst there is uncertainty about the timing of the elections due to Covid-19, they are due to take place in May and therefore the plan may be superseded within a matter of months.
 - The Government commenced a review of the PCC model in July 2020 and it seems prudent to await the outcomes of part one which are due to be announced before the elections.

- At this time of crisis and uncertainty, there is a need for policing to focus on the priorities set by Government.
- Fundamentally the plan still reflects the PCC’s ambitions and public’s priorities; consistency of message for Kent Police at this time is also beneficial given the current challenges.

12. Attached as Appendix A is the draft version of ‘Safer in Kent: The Community Safety and Criminal Justice Plan – Continuation for April 2021 to March 2022’ in text only format. Once the text has been finalised, photographs and graphics will be added and it will be presented in a similar format to previous years.
13. As a continuation, there have been very minimal changes and only where absolutely necessary. For example, the ‘Introduction and context’ has been amended to reflect that it is a continuation plan and the ‘Lobbying for a fairer funding settlement for Kent’ section updated as the UK has now left the EU. The only exception is the ‘Resources and Medium Financial Plan’ section which has been extensively re-written to take account of the latest financial information, including HM Government’s Police Grant announcement.
14. In accordance with the PRSRA 2011, the PCC consulted with the 1.8 million people living in Kent and Medway. This was for two reasons: firstly, to ensure the plan continues to reflect the concerns of local communities; and secondly, with the elections scheduled for May, to help inform the incoming PCC’s new plan.
15. The fifth Annual Policing Survey was open from 1 December 2020 to 7 January 2021. A total of 3,276 responses were received; whilst a decrease on last year (3,648) it should be noted that the survey ran for just over five weeks, compared to six months in 2019. The number of responses also exceeded that received in 2018 (1,400), 2017 (1,661) and 2016 (1,690).
16. Against a total Kent and Medway population of around 1.8 million, 3,276 responses is considered statistically significant at the 95% confidence level (a commonly accepted level of probability).
17. The aim of the survey was to reach out to residents and offer them the opportunity to answer a number of questions. A report outlining the survey methodology, and the full results is attached as Appendix B (and can also be accessed [here](#)).
18. Below is an overview of some of the key questions along with a precis of the results (previous year’s figures are included where comparative data is available):

Q5. Overall, do you believe that the current priorities I have set for Kent Police are the correct ones? (Strongly agree / Agree / Neither agree or disagree / Disagree / Strongly disagree)

	<i>% of respondents who strongly agreed or agreed</i>
<i>Put victims first</i>	<i>79.9</i>
<i>Fight crime and antisocial behaviour</i>	<i>84.5</i>
<i>Tackle abuse, exploitation and violence</i>	<i>83.5</i>
<i>Combat organised crime and gangs</i>	<i>84.5</i>
<i>Provide visible neighbourhood policing and effective roads policing</i>	<i>76.1</i>
<i>Deliver an efficient and effective service</i>	<i>79.6</i>

- Q6. How safe do you feel where you live, on a scale of 1 to 10? (1 = very unsafe / 10 = very safe)
 ➤ Respondents across Kent and Medway felt 7.0/10 safe where they live (2019 = 6.4 / 2018 = 6.5)
- Q7. Have you been a victim of crime in Kent in the last year?
 ➤ 15.9% of respondents indicated ‘Yes’ (2019 = 19.7% / 2018 = 23.3%)
- Q8. If so, how satisfied were you with the service Kent Police gave you? (1 = very unsatisfied / 10 = very satisfied)
 ➤ On average victims rated the service received from Kent Police 4.3/10 (2019 = 4.5)

Q11. Which of the following issues do you feel are the most important?

- *Respondents could select up to six issues from a pre-defined list of 22; the top five were:*
 1. *Antisocial behaviour*
 2. *Gangs and county lines*
 3. *Child sexual exploitation*
 4. *Knife crime*
 5. *Burglary*

Q15. Kent Police is recruiting more officers thanks to my budget and the Government's investment in 20,000 more police officers. What issues do you think they should focus on?

- *Respondents could select up to four areas from a pre-defined list of nine; the top four were:*
 1. *Preventing crime & antisocial behaviour*
 2. *Neighbourhood policing*
 3. *Targeting gangs and organised crime*
 4. *Investigating crime*

Q16. The Government has given PCCs the ability to increase the policing element of council tax by £1.25 per month (£15 a year) for an average Band D property. In the past, any surplus raised from council tax that is not needed to meet running costs has been spent on things like more police officers and staff. Would you support an increase of £1.25 per month?

- *75.1% of respondents indicated 'Yes' and 24.9% 'No'*

19. To assess how representative the sample was of Kent and Medway's population, respondents were also asked to select the district they live in, to provide demographic information and to indicate whether they worked for or volunteered with Kent Police.

20. For a second year the survey was hosted on a third-party platform, Smart Survey; in addition to minimising costs and impact on staff workload, Covid-19 restrictions prevented attendance at, or the hosting of physical engagement events. A link to the survey was posted on the OPCC website and shared widely through various social media channels, including a relatively new platform called 'NexDoor' which gave access to a captive audience of over 181,000 verified Kent residents. A link to the survey was included on all outgoing OPCC e-mail correspondence and a special edition 'Annual Policing Survey' e-newsletter was circulated to over 1,600 subscribers. It was also sent out by post to members of the public who contacted the OPCC and requested a copy.

21. The majority of publicity was free of charge, but the PCC did take the decision to spend £1,249 to promote the survey through Kent Online sponsored content and a digital advertisement. On 4 December the PCC took the opportunity to promote the survey whilst on Radio 4, and a number of consultation events for the public were also held using Facebook Live and Microsoft Teams, including one for police cadets only.

22. Based on the survey results, it should be noted that the top five issues that respondents felt were most important were consistent with last year; therefore they were already included in the plan and remain valid:

- Antisocial behaviour
- Gangs and county lines
- Child sexual exploitation
- Knife crime
- Burglary

23. The survey was only one element of the consultation. It also included feedback from partners/community organisations throughout the year and took account of correspondence received by the OPCC.

24. The Chief Constable has been made aware of the survey results and the PCC's intention to continue the Police and Crime Plan for up to a further year.

25. Further to any recommendations made by the Panel, the continuation plan will be published on 1 April 2021.

26. The PCC would like to take this opportunity to thank all those who completed the survey and provided feedback on policing and crime across the county.
27. With the next PCC election scheduled for 6 May 2021, it should be noted that the plan may be superseded prior to March 2022 (as referenced at paragraph 11).

Policing precept proposal for 2021/22:

28. On 17 December, Kit Malthouse MP, Minister of State for Policing and the Fire Service announced the provisional police funding settlement for 2021/22. In a written statement to the House of Commons, the Minister said:

“As set out as part of the spending review 2020, PCCs will also be able to raise further funding through precept flexibility, subject to confirmation at the final local government finance settlement. PCCs will be empowered to increase their band D precept by up to £15 in 2021-22, without the need to call a local referendum. If all PCCs decide to maximise their flexibility, this would result in up to an additional £288 million of funding for local policing next year. It is for locally accountable PCCs to take decisions on local precept.”

29. Whilst a difficult decision, in light of the Minister’s statement the PCC is proposing to increase the policing precept by the maximum allowable amount of £15 per year, or 7.4% for an average Band D property (equivalent to £1.25 per month). In addition, Kent Police will be required to make £6.5m of savings in 2021/22.
30. The financial impact from the Covid pandemic has been substantial and wide-ranging. It has impacted the funding available both nationally and locally. However, the PCC is determined to ensure that Kent Police builds on the successes of previous years whilst establishing a strong financial position to enable continued innovation and class leading policing.
31. As part of the Governments national uplift programme, the police funding settlement has provided additional funding for the Chief Constable to recruit a further 145 officers during 2021/22. Through this uplift and the officers recruited as a result of previous years precept increases, Kent Police will have the highest number of officers in its history by March 2022.
32. The precept flexibility allows the PCC to support the Chief Constable in ensuring that Kent Police remains as efficient and as effective post pandemic as it has been throughout the crisis. The increase will fund some substantial costs incurred through the Covid pandemic, pay inflation, equipment and IT projects that will support front line officers in fighting crime and protecting the vulnerable, as well as placing Kent Police on a substantial financial footing for the future. It will also mean that the officers and staff recruited through previous years precepts can be maintained.
33. In developing his proposal, the PCC has also considered a number of other factors including:
- Over 75% of respondents to the Annual Policing Survey indicating that they would support an increase of £1.25 per month.
 - Professional guidance and advice from the Chief Constable.
 - Kent Police’s Force Control Strategy - an annual assessment of long-term key issues; it includes exploitation, serious violence and abuse and sexual offences.
 - The National Crime Agency’s Strategic Assessment - an annual assessment of the threat to the UK from serious and organised crime. Identified threats include child sexual abuse, modern slavery and human trafficking, immigration crime, drugs and cybercrime.
34. Subject to the Police and Crime Panel’s approval, the PCC confirms his intention to increase the policing precept in 2021/22 to £218.15 for an average Band D property. This represents an increase of £15 per year (or 7.4%) on the current precept.
35. Attached as Appendix C is a detailed report dealing with financial matters prepared by the Chief Finance Officer.

List of Appendices:

- Appendix A** Draft 'Safer in Kent: The Community Safety and Criminal Justice Plan – Continuation for April 2021 to March 2022'
- Appendix B** Annual Policing Survey: Summary report – January 2021
- Appendix C** Chief Finance Officer Report

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Safer in Kent: The Community Safety and Criminal Justice Plan

Continuation for April 2021 to March 2022

Version: Spring 2021_Draft

Safer in Kent 2021-2022: Plan on a Page

Leadership:

Strong ethics, transparency and integrity at all times

Guiding principles:

People suffering mental ill health need the right care from the right person
Crime is important no matter where it takes place
Vulnerable people must be protected from harm

My priorities, for the Chief Constable to deliver are to:

1. Put victims first
2. Fight crime and antisocial behaviour
3. Tackle abuse, exploitation and violence
4. Combat organised crime and gangs
5. Provide visible neighbourhood policing and effective roads policing
6. Deliver an efficient and accessible service

As the Police and Crime Commissioner, I will:

1. Hold the Chief Constable to account for the delivery of Kent Police's priorities
2. Enhance services for victims of crime and abuse
3. Commission services that reduce pressure on policing due to mental health
4. Invest in schemes that make people safer and reduce re-offending
5. Make offenders pay for the harm that they have caused
6. Actively engage with residents in Kent and Medway

Opportunities for the future:

1. Calling for more criminal justice powers for Police and Crime Commissioners
2. Lobbying for a fairer funding settlement for Kent
3. Further collaboration with other organisations
4. Oversight of the police complaints process
5. Developing new crime prevention and diversion practices
6. Backing volunteering

Introduction and context

As Kent's Police and Crime Commissioner (PCC) I am required to publish a Police and Crime Plan which covers my term of office.

Ordinarily my term of office should have run from May 2016 to May 2020 when PCC elections were due to take place. However, there was nothing ordinary about the year 2020 and as a result of Covid-19 the elections were postponed and are currently scheduled for May 2021.

Having considered the ongoing Covid crisis, uncertainty about the PCC elections, and the current review of the PCC model by HM Government, I have decided that the 'Safer in Kent: The Community Safety and Criminal Justice Plan' should continue for a further year – or until the elections are held and it is superseded.

'Safer in Kent: The Community Safety and Criminal Justice Plan' sets out the priorities that will drive the work of Kent Police, partners and my office for up to a further year until March 2022, as well as the overall strategic direction for policing and community safety in the county.

Informed by [extensive consultation](#), it also takes into account national guidance such as the [Policing Vision 2025](#). It will be kept under review, including in light of any recommendations made by the Kent and Medway Police and Crime Panel or guidance issued by HM Government. More importantly, it will be updated in line with what local communities want.

Progress against this plan will be published in an Annual Report which will be made public via my website and also submitted to the Police and Crime Panel. However, progress will not be judged on stipulated numerical targets, but consider other feedback, including Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports and other independent publications.

Leadership: strong ethics, transparency and integrity at all times

The public rightly expects the highest standards of behaviour from everyone in public life, particularly those engaged in policing and criminal justice. Trust in policing is vital. From the Chief Constable, to the police officer on the street, all must play their part in instilling and upholding ethical standards. Their honesty, integrity, impartiality and openness must be beyond reproach.

PCCs, elected by residents, have a key role to play in this. PCCs hold the Chief Constable to account on all elements of policing, and I believe that strong ethics, transparency and integrity must be at the heart of this, both personally and professionally. For four consecutive years, HMICFRS have graded Kent Police 'Outstanding' for Legitimacy, and I will continue to ensure the [College of Policing's Code of Ethics](#) forms the bedrock of standards and behaviour within Kent Police.

It is equally important that PCCs themselves operate with integrity and the highest standards of conduct and behaviour. I am clear on what my statutory duties are and the responsibilities I have been entrusted to undertake by the electorate of Kent. I will never interfere with operational decisions made by the Chief Constable, or any other police officer or professional staff, but will hold the force to account on behalf of the public for the delivery of the priorities set out in this plan.

To demonstrate my own commitment to ethics and integrity, I have also [signed and published the Committee on Standards in Public Life ethical checklist](#) and my [personal Code of Conduct](#) which reflects the Seven Principles of Public Life:

- **Selflessness** – I will act solely in terms of the public interest; not to gain financial or other material benefits for myself, my family, or my friends.
- **Integrity** – I will not place myself under any financial or other obligation to outside individuals or organisations that might seek to influence me in the performance of my official duties.
- **Objectivity** – In carrying out my duties, including making appointments, awarding contracts, or recommending individuals for rewards and benefits, my choices will be based on merit.
- **Accountability** – I am accountable to the public for any decisions and actions I take and will submit myself to whatever scrutiny is appropriate for PCCs.
- **Openness** – I will be as open as possible about all the decisions and actions that I take. I will give reasons for my decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** – I will declare any private interests relating to my role as the PCC and take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** – I will promote and support these principles through my leadership and by setting an example to those around me.

As I commit to making my decisions open and transparent, I will ensure that Kent Police does the same so that public confidence can be maintained.

Policing is unique and increasingly challenging, with officers and staff dealing with more complex issues, greater demand and higher public expectations. The workforce of Kent Police is its greatest strength and asset, but they need support to make the best possible decisions, and the right skills and knowledge to fight crime and address community concerns. As a result, I am committed to working with the Chief Constable to develop and support the workforce in terms of service delivery, but also their own wellbeing.

I am also uniquely placed to bring a diverse range of partners together and provide leadership to tackle all forms of inequality. As a [White Ribbon Ambassador](#) I will lead by example in taking a stand against sexism and all forms of gender-based violence, including against women and girls. I will also encourage equality and diversity and ensure unlawful discrimination is eliminated in order to make the policing family more diverse and a better representation of the communities it serves. In addition, I will hold the Chief Constable to account for equality and diversity, including delivery of the duties described in the Equality Act 2010.

Guiding principles

For a Police and Crime Plan to be successful, not only should PCCs seek to hold the Chief Constable to account for the delivery of the priorities, but there has to be clear principles that guide the actions and decisions taken by both the Chief Constable and the PCC. This plan sets out both what residents want to see Kent Police focus on, but also what I will do to support communities and protect people from harm.

1. People suffering mental ill health need the right care from the right person

It is estimated that more than a third of Kent Police's time is spent dealing with individuals and cases involving mental health illness. It is sadly the case that there has been an increasing reliance on Kent Police to assist those in mental health crisis. More people in crisis are coming to the police's attention and being assisted by officers and staff, sometimes in place of healthcare professionals.

This clearly isn't always best for a person in crisis. Nor is it fair on police officers, who are not healthcare professionals, to be relied on so heavily and so frequently.

Policing has always had an element of mental health crisis that it must deal with, and that will not change, particularly when there is a criminal allegation involved. However, it is not sustainable for forces to have to spend so much time dealing with this important issue, when there are other bodies that should be involved. The Policing and Crime Act 2017 banned the use of police stations for children detained under Section 136 of the Mental Health Act 1983, and placed extreme limitations on police stations being used for adults; it is vital therefore that people suffering mental ill health get the right support from the right person at the right time.

The Chief Constable and I will continue to raise awareness of this issue and work with others in order to both reduce demand on policing, and ensure that vulnerable people are being helped in the right and appropriate way.

2. Crime is important, no matter where it takes place

Kent and Medway are fortunate to both have a mixture of urban, rural and coastal communities. As the PCC, I believe that crime should be considered important and investigated, no matter where it takes place. That includes offences committed in residential, business and online environments, or on our roads.

Victims come from all sections of society and the impact can be devastating. It is therefore important that Kent Police has the right resources in the right places to address both the threat from terrorism, and demand from Kent's local communities.

3. Vulnerable people must be protected from harm

Nationally, there is a greater emphasis on police forces protecting 'vulnerable' people and communities. It is a priority for the Home Office and something that Kent Police is inspected upon independently by HMICFRS. Kent Police has a fully embedded policing model built around vulnerability and the Control Strategy features many of the key themes – child sexual exploitation, abuse, gangs, county lines, modern slavery and human trafficking.

Kent Police, other key bodies and I need to continue to work together to raise awareness of these issues in order to protect both adults and young people from harm, support victims of crime and witnesses, tackle hate crime and ensure those perpetrating serious and heinous crimes are brought to justice.

Joint Vision

The Chief Constable and I are committed to working together to secure the best possible outcomes for policing and community safety in Kent. This commitment is reflected in our joint vision for policing which focuses on partnership working, protecting the public from harm, neighbourhood policing and providing a first class service:

“Our vision is for Kent to be a safe place for people to live, work and visit. By protecting the public from harm, we will allow our communities to flourish and by working with the public and partners, we will provide a first class policing service that is both visible and accessible. We will retain neighbourhood policing as the bedrock of policing in Kent. We will be there when the public need us and we will act with integrity in all that we do.”

Kent Police's Priorities – 2021 to 2022:

The following priorities are based on my on-going engagement and consultation with local residents, community and youth organisations, schools, partner organisations and elected officials, as well as letters and correspondence received by my office. The Chief Constable is expected to formally respond and outline how the plan will be delivered. As the PCC, I will then hold him to account for the progress made.

1. Put victims first

Being a victim of crime or witness can affect people in very different ways and have a significant impact on the person's life, their family, and the local community. Their initial contact will often be with the police, but thereafter they may have to go to court, give evidence and await a verdict – whilst also dealing with the emotional after-effects of what unfortunately can be a traumatic and understandably life-changing experience.

Victims of some crimes, such as modern slavery and stalking and harassment may also be reluctant to report what's happened to the police because they are worried about their safety, getting into trouble or not being believed.

It is paramount that victims and witnesses feel confident to report crime to Kent Police and subsequently receive swift and effective help and support to cope, with their needs identified and met from the outset. That is why Kent Police must provide a quality service that puts victims and witnesses first and foremost and meets the expectations of the [Victims Code](#) and [Witness Charter](#).

Victims and witnesses must be at the heart of everything the force does and be treated with fairness, respect and dignity so they have the confidence to come forward.

2. Fight crime and antisocial behaviour

Crime and antisocial behaviour are issues that residents and local communities care deeply about and this is reflected through my on-going engagement and consultation.

Kent Police must ensure it has the right resources with the right skills to investigate, and where possible, bring to justice those who harm individuals and businesses by committing offences such as burglary, fraud, sexual abuse/exploitation and cybercrime. It must also continue to combat knife crime, targeting and tackling those who choose to carry a weapon.

In addition, Kent Police must work with the county's Community Safety Partnerships, other statutory and non-statutory bodies, and local communities to understand, prevent and tackle crime and antisocial behaviour wherever it takes place, and address its sometimes complex causes. Urban, rural and coastal communities across Kent need to feel safe and secure.

3. Tackle abuse, exploitation and violence

There is no place for abuse, violence or exploitation in our society. However, crimes such as child sexual exploitation and human trafficking pay little respect to traditional borders, and present unique challenges for policing.

Criminals are targeting the most vulnerable in Kent. Those involved in modern slavery, child sexual exploitation and human trafficking are not just using Kent as a gateway to and from the continent, but committing these crimes in our local communities. They are often involved with complex criminal networks which require substantial investment to investigate and disrupt.

There are also many individuals in relationships facing abusive behaviour and violence on a daily basis, but are too afraid to seek help. Domestic abuse may occur behind closed doors but the consequences are often devastating and long term, affecting victims' physical health and mental well-being. It can also have a significant and long-lasting effect on children in the household, the wider family and the local community.

4. Combat organised crime and gangs

Tackling organised crime and gangs presents considerable challenges at a local, regional, national and global level. The impact on individuals and whole communities can be significant.

Kent Police must continue to develop and share intelligence to build a detailed local picture of threats, risk, harm and vulnerabilities, to enable the deployment of the right resources to prevent, disrupt and investigate offending in order to keep the county safe. There also needs to be a combination of effective local, regional, national and international coordinated activity, and seamless working between Kent Police and other partners and law enforcement agencies.

In addition, as technology develops, so too does criminality. Cybercrime for example, is becoming an increasing problem, with organised criminals exploiting the internet to commit a diverse range of crimes.

5. Provide visible neighbourhood policing and effective roads policing

Neighbourhood policing is fundamental to delivering policing in the county. By focusing on local problem solving, together with partners and local communities, it improves the quality of life within those communities, helps keep people safe, and importantly builds public confidence and trust.

Kent's roads are shared spaces, used by drivers of different types of vehicle, alongside vulnerable road users with little or no protection in traffic, such as motorcyclists, pedestrians, cyclists and horse-riders. All road users have a responsibility to use them as safely as possible. However, Kent Police must continue to crackdown on the main factors which contribute to people being killed and seriously injured on Kent's roads – including speeding, using a mobile phone, not using a seatbelt, drink/drug-driving – and work with partners to address other behaviour that puts road users at risk.

In addition, many criminals use the road network to access the county and in the planning and commission of their crimes. There is also a link between the illegal use of vehicles and other serious crime. Working with partners, and using intelligence and targeted enforcement, Kent Police must continue to deter and disrupt criminality by making the roads a hostile place for those intent on causing harm to urban, rural and coastal communities.

6. Deliver an efficient and accessible service

Kent Police must continue to exploit opportunities to collaborate with Essex Police and neighbouring forces. As part of the Seven Force Strategic Collaboration, with Essex, Norfolk, Suffolk, Cambridgeshire, Hertfordshire and Bedfordshire, opportunities are available to share procurement and other functions in order to increase efficiency and innovation.

The Policing and Crime Act 2017 placed collaboration with other emergency services on a statutory footing. Kent Police must continue to explore opportunities to work with Kent Fire and Rescue Service (KFRS), South East Coast Ambulance Service and the other emergency services to deliver an efficient and effective service to local communities.

Whether through the development of new technology, a reduction or shifting of demand, or investment in its people, Kent Police must also continue to reduce bureaucracy, streamline processes and deliver value for money, whilst remaining accessible to the public for urgent and non-urgent matters and addressing the needs of local communities.

Kent taxpayers deserve to know their money is being well spent.

The Strategic Policing Requirement

Like all forces, Kent Police must be ready to make an effective contribution to tackling the national threats set out in the [Strategic Policing Requirement](#) which is currently being reviewed by the Home Office. At any moment it may need to share and pool resources with other forces in order to tackle incidents that cause serious harm or are a threat to the nation's security and public safety. This may include acts of terrorism, serious and organised crime, cybercrime, child sexual abuse, major public unrest or civil emergencies such as flooding. The Chief Constable must ensure there are sufficient resources to meet these important responsibilities.

The force must also continue to work with other emergency services to respond to major or complex incidents effectively.

What I will do:

PCCs have a broad set of responsibilities that expand beyond policing and it is important that I carry out these functions effectively to support local people's priorities.

1. Hold the Chief Constable to account for the delivery of Kent Police's priorities

A key duty of PCCs is to be democratically accountable to the public for the provision of an efficient and effective police force by holding the Chief Constable to account.

It is important for these accountability arrangements to be visible to the public, and for policing to be responsive to local communities. It is vital that the public's voice is heard on how policing is delivered across the county and my office will ensure this happens.

To exercise my powers and duties in holding the Chief Constable to account, my governance arrangements will include:

- Weekly one-to-one briefings with the Chief Constable that focus on delivery of the priorities in this plan, including regular updates on topics such as recruitment, finance, estates, innovation, technology, criminal justice and serious crime.
- A quarterly Performance and Delivery Board meeting with the Chief Constable, where the following force papers are required in advance and published by my office: Safer in Kent Plan – Delivery & Performance; Inspections, Audits & Reviews; People; Finance; and Collaboration & Partnership Working. The meeting will be open to the public.
- A joint Audit Committee that looks at financial and risk management as well as internal controls.
- Attendance at the internal Kent Police Culture Board, which is chaired by the Chief Constable. The Board's purpose is to continue the development of a culture which is consistent with the Chief Constable's and my shared Mission, Vision, Values and Priorities. Where there is a relentless focus on quality of service, putting victims and witnesses first and where officers and staff are confident to do the right thing.
- An established scheme of Independent Custody Visitors (ICVs), who check on the welfare of people in police custody by visiting police stations unannounced. I will continue to receive quarterly updates, and the published Annual Report will outline the scheme's objectives and plans for the future.
- Requesting bespoke briefings from the force on significant and/or sensitive issues.

Kent Police and Essex Police also share a number of operational and non-operational resources and I will ensure appropriate governance arrangements are in place to oversee these shared resources.

In specific circumstances, PCCs may also call upon public bodies, such as HMICFRS, to inspect their force.

2. Enhance services for victims of crime and abuse

It is my responsibility to commission support services for victims of crime across the county. I am committed to providing services that treat victims as individuals and can be tailored to their needs. I also believe services should support victims in not only dealing with the often complex criminal justice system, but empower individuals to cope and recover from the crime they have suffered.

The services I will support and develop range from the core victim referral service for those who have suffered crimes such as burglary, theft and vehicle crime, to specialist services for victims with more complex needs, such as domestic abuse, rape, sexual assault and hate crime. These services are available to victims and in a number of cases immediate family members, regardless of whether the crime has been reported to the police.

I will continue to support and enhance services for all victims, providing the following:

- Engagement and Support Service (core referral service)

Currently awarded to Victim Support and delivering free and confidential support, advice, information, signposting and referrals for Kent residents who have been a victim of crime and have reported it to the police. Victim Support also provides self-referral opportunities for those that have experienced a crime but do not wish to report it to the police. This service works in collaboration with specialist services to ensure victims receive the most appropriate support for their needs.

- Compass House

This is the hub for victim and witness support services in Kent. Victim Support, Kent Police's Witness Care Unit, Citizens Advice Court Based Witness Service, the Independent Sexual Violence Adviser Service and the Restorative Justice Service are co-located within the building on a permanent basis. In addition, other services also co-locate based on need to meet with victims or work collaboratively with the permanently based agencies on delivering improved services to victims.

Compass House provides some facilities for victims and witnesses including counselling rooms and a vulnerable victim's suite, but they are not required to visit in order to access support, as this is delivered within Kent's communities. Victim Support also operate community based Compass Points where victims can discuss their needs face-to-face; the Witness Service and Restorative Justice Service also provide community based support.

- Specialist Victims' Services

In addition to the core referral service, it is important to ensure victims have access to specialist support services where they have more complex and specialist needs. These services might include support for domestic abuse victims, underrepresented groups, sexual assault victims or trauma counselling. These services work alongside the core referral service to ensure victims have access to the support they need to help them cope and recover from their experience. My office will continue to identify opportunities to develop and enhance these services, which may include making funding available such as through the Victim Specialist Services Fund.

- Restorative Justice

Recognising that the recovery process is unique, I have commissioned a Restorative Justice Service that supports the delivery of victim-led restorative justice opportunities to support their recovery and reduce re-offending. This service is available any time during the victim's recovery process and I am committed to ensuring that we work in collaboration to ensure effective use of restorative justice in Kent.

- Independent Sexual Violence Advisers and Sexual Assault Support Services

I will seek to provide greater sustainability for Independent Sexual Violence Advisers in Kent, ensuring that effective support is available to victims of rape and sexual assault. This will include fully understanding the needs of victims to ensure the service reflects demand. I will also work closely with NHS England, Kent and Medway Clinical Commissioning Group and other partners to ensure the right services are available at the right time.

- Domestic Abuse

I will continue to work in collaboration with partners to ensure victims of domestic abuse, whether male or female, including the Lesbian, Gay, Bisexual and Trans (LGBT) community, are able to access appropriate support services, and that prevention and early intervention opportunities are identified. This includes working with both Kent County Council and Medway Council on delivering effective commissioned services for domestic abuse victims. I will also provide any extra resources that are needed to guarantee future provision of domestic homicide reviews and raise awareness of domestic abuse services for men.

- Child Sexual Assault

Part of the funding I receive from HM Government is to specifically support victims of child sexual assault. I will continue to work with partners and providers to identify the best opportunities for supporting children who have suffered sexual assault, including adults who now feel able to access services to help them deal with non-recent abuse.

To ensure the best possible service for victims of crime in the county, it is important I understand their needs and views on the services being delivered. I will continue to engage with victims through a range of forums, including the Victims Panel.

Importantly, I am committed to continually enhancing victim services in Kent to ensure the best possible support is provided. This includes identifying opportunities to improve the reach and scope of services to ensure victims receive support that is responsive to their needs. I will also explore greater utilisation of technology and research to enhance services, ranging from developing more effective methods for contacting victims to providing greater access to support through facilities such as Live Chat.

3. Commission services that reduce pressure on policing due to mental health

I will continue to provide funding and facilitate discussions with key partners to support schemes and/or projects that reflect my commitment to this issue. This includes those projects already in existence or implemented since I took up office, including providing officers with greater access to advice from mental health professionals, provision of safe places or alternative places of safety, and importantly helping those with mental health issues who come into contact with the police access the right and appropriate support. I also want to work with those who help keep vulnerable people, with conditions such as dementia, safe from harm and exploitation.

Importantly, the funding will not be used to support mental health services which are the responsibility of the NHS, or to support those services where statutory funding has been withdrawn or reduced.

In addition, research conducted by the mental health charity Mind shows that members of the emergency services are more at risk of experiencing a mental health problem than the general population, but less likely to seek support. I will work with the Chief Constable to ensure that police officers and staff are supported in their own wellbeing and have access to the right support services.

4. Invest in schemes that make people safer and reduce re-offending

I will continue to look at opportunities to allocate funding that supports innovative local working to tackle issues linked to this plan, such as communities working together to prevent and/or reduce crime and antisocial behaviour. In addition, I already allocate grants to key partners such as the Community Safety Partnerships to support delivery of this plan through tailored local projects. I will further enhance this activity by ensuring effective scrutiny of how the grants are used and also look at further collaborative opportunities and sharing of good practice.

Police forces are not responsible for funding CCTV schemes, and Kent Police does not fund any at present. Unfortunately, due to financial pressures, this policy will not change.

I will continue to fund the drug and alcohol partnerships in Kent and Medway in order to support individuals to turn their lives around and tackle the harm that can be caused in communities. I shall also fund work to reduce youth offending and to help prevent those within the criminal justice system from re-offending.

○ Violence Reduction Challenge

Launched in June 2018, the Violence Reduction Challenge (VRC) was my response to HM Government's Serious Violence Strategy.

The VRC's primary objective was to determine what could be done to prevent and tackle violent crime within urban, rural and coastal communities across Kent.

To achieve this, I brought together Kent Police and other key partners from the emergency services, the criminal justice sector, local authorities, businesses, charities and community groups to address violent crime.

As a result of the VRC several actions were identified and implemented including:

- creating a Violence Reduction Fund to support relevant community schemes;
- requiring Community Safety Partnerships to use more of their funding to prevent and tackle violent crime;
- developing a bespoke stalking and harassment service in conjunction with the charity Victim Support; and
- setting up a multi-agency taskforce in Medway to tackle the underlying causes of violent crime.

In 2019 a number of PCCs, including my office, received funding from HM Government to establish a Violence Reduction Unit (VRU) to bring together police, local government, health and education professionals, community leaders and other key partners to tackle serious violence and its causes. Its aim is to support a multi-agency, public health, long term approach to preventing and tackling serious violence across Kent and Medway with a special focus on knife crime involving those under 25. My office chairs the VRU Oversight Board, attended by all partners, to ensure effective delivery of the VRU.

5. Make offenders pay for the harm that they have caused

An important principle of criminal justice is to ensure that those who cause harm give back to victims and the community they have hurt. The Proceeds of Crime Act (POCA) allows forces to keep some of the revenue from illegal activity, which is shared between HM Government, the Crown Prosecution Service (CPS), victims and policing. I will ensure Kent Police continues to re-invest POCA proceeds to drive up performance on asset recovery and to fund crime fighting priorities for the benefit of local communities.

There are also other mechanisms to ensure that offenders repay communities. For example, I will use money raised through forfeiture under the Misuse of Drugs Act 1971 to support the fight against drug trafficking and misuse of illegal substances that devastates lives and harms communities. When people are fined, or their cars seized after breaking the law on our county's roads, depending on the offence some of this money is retained by Kent Police. I will use money from those found to have been driving without insurance to support community safety projects.

6. Actively engage with residents in Kent and Medway

A fundamental duty of PCCs is to ensure the public's concerns are listened to and acted upon. Good public engagement also improves the quality of decisions PCCs take, since they are based on a broad knowledge of the issues that matter most to local communities.

That is why I have developed a wide-ranging engagement programme that enables the diversity of residents, irrespective of background, to have their say on how their streets and communities are policed. The programme has been designed to allow people to express their views in a way which is most convenient for them, including in urban, rural and coastal locations right across the county, and opportunities outside of normal office hours.

They include the following:

- A more accessible website;
- 'Street stalls' in high-footfall locations;
- Regular public consultations;
- Talking to pupils at the county's schools;
- Traditional and social media channels;
- Visits to various community organisations and representative groups;
- Direct engagement with partners and other elected officials;
- Newsletters and proactive e-news alerts.

Alongside this plan, I have also published ['Safer in Kent: Backing Young People'](#), a document which sets out how I will increase my direct engagement with young people to ensure that they are adequately represented, and those who face particular challenges, such as looked after children and unaccompanied asylum-seeking children are supported.

In addition, many Kent Police officers and staff live within the county, and so their feedback is important. As a result, I will continue to engage with them and meet with representatives of the Kent Police Federation, UNISON and staff support associations such as Kent Network of Women and the Racial Equality Network (formerly the Kent Minority Ethnic Police Association).

Opportunities for the future:

1. Calling for more criminal justice powers for Police and Crime Commissioners

Criminal justice is delivered by a number of organisations including the police, CPS, courts, probation and prisons. Through the Kent Criminal Justice Board which I chair, I will hold these organisations to account and seek to strengthen partnership working to improve the efficiency and effectiveness of the criminal justice system.

There is more that can be done though, and I believe further devolvement of criminal justice powers to PCCs has the potential to improve the journey for all service users. Whilst the Ministry of Justice (MoJ) considers this, I will explore opportunities to ensure that victims and witnesses in Kent receive the best possible services to support them in coping and recovering from the crime they have experienced.

PCCs can also play a pivotal role in developing and improving partnership working. I want to ensure those organisations involved in Kent – not just the police – play their part and will continue to engage with Ministers in calling for further criminal justice powers to be devolved to PCCs.

2. Lobbying for a fairer funding settlement for Kent

As the PCC, part of my role is to ensure the Chief Constable has the resources he needs to deliver effective policing across the county.

As the 'Gateway to Europe', Kent Police faces some very unique policing challenges with ferry ports, the Channel Tunnel and miles of coastline within our county. Kent's officers and staff are on the frontline in protecting the country from terrorism and international criminality, including human trafficking and drugs smuggling.

The UK has now left the European Union and Kent Police continues to work closely with the Home Office and partners to minimise any impact on the county. Preparations have been challenging; I have engaged with HM Government on behalf of the police service and secured additional funding for Kent Police. However, change brings uncertainty and I will continue to engage with HM Government on policing issues nationally, as well as seek additional funding for any unavoidable and unexpected costs incurred by Kent Police in the future.

World events have led to increased international migration and the plight of those trying to enter the country illegally is a reality in Kent, as are protests over immigration. There are also significant challenges in relation to the number of unaccompanied asylum-seeking children being looked after in the county, many of whom are in the care of local authorities, but at risk of being exploited by gangs and unscrupulous criminals.

Kent Police has the UK's longest Strategic Road Network and some of the busiest, with significant levels of traffic flowing through the ports and a corresponding high level of freight and HGVs. This takes up substantial police resources and at times of major disruption at the ports, requires the implementation of contingency plans. Ramsgate port also has live animal exports, which in turn can attract protests which require policing.

The county's proximity to London also presents opportunities for gangs and organised crime groups to cross borders and operate in our county. I will continue to lobby HM Government to get a good deal on police funding for Kent, so these unique challenges, and many more, are properly recognised.

3. Further collaboration with other organisations

Over recent years, Kent Police has embraced collaboration, for example, leading the way nationally in its work with Essex Police to develop a Serious Crime Directorate and shared Support Services, as well as co-locating KFRS staff in the Force Control Room, the first fire service to do so in the UK.

To support blue light collaboration, provisions in the Policing and Crime Act 2017 placed collaboration between the emergency services on a statutory footing, and also empowered me to engage at a strategic level as a member of the Kent and Medway Fire and Rescue Authority.

The force also works closely with a number of statutory and non-statutory partners to tackle crime and address community safety issues, including the Community Safety Partnerships, local authorities, health and probation services.

Kent is formally linked with two regional groups of police forces. The Eastern Region group of seven forces, which includes Essex, Norfolk, Suffolk, Cambridgeshire, Hertfordshire and Bedfordshire, is where the most collaboration is done and where there is greater potential to explore benefits to policing. However, Kent also works with Surrey, Hampshire, Thames Valley and Sussex Police in the South Eastern region.

By collaborating with other organisations, it is possible to tackle crime and community issues more effectively through improved communication and by making better use of limited resources and greater sharing of skills and expertise. We can also share best practice across a wider area on issues like mental health and innovation.

As the PCC, I continue to develop positive relationships with the county's MPs, Council Leaders and other key stakeholders, so even more can be delivered for Kent residents.

4. Oversight of the police complaints process

The Policing and Crime Act 2017 substantially increased a PCC's role in the complaints system, both in terms of the actual handling of complaints, and also how the Chief Constable is held to account for performance in complaints management. Previously, my office only had a statutory duty in terms of complaints made against the Chief Constable and worked with the force to assess complaints handling.

The relevant provisions were enacted on 1 February 2020 with all PCCs taking on the 'Appellate' function, providing a review process for complainants to contact the PCC if they are not satisfied with the outcome of their complaint (for matters below the level of misconduct). PCCs also have an explicit statutory responsibility to increase their level of oversight of the complaints system at a local level. Whilst the Act allows PCCs to take on other functions within the system, at this time I do not believe it would be right for Kent, and so the force will continue to receive, record and resolve complaints.

Through these changes and the Independent Office for Police Conduct (IOPC) – the reformed police watchdog previously known as the Independent Police Complaints Commission (IPCC) – more confidence can be given to the public, seeking resolution, when things do not go right.

5. Developing new crime prevention and diversion practices

As with so many of the challenges we face as a society, the prevention of crime is better than cure. Stopping crime before it happens, and preventing harm being caused to victims, will always be preferable to picking up the pieces afterwards. However, crime is changing and so working with Kent Police, other partners and the private sector, I am keen to build on past successes and explore how new technologies and tools may be used to better protect the communities of Kent.

I am also keen to develop diversion schemes that help support those arrested or at risk of arrest. Research shows that deepening involvement in the justice system actually makes individuals more likely to re-offend and also comes with a range of collateral consequences, such as a criminal record. As well as being a better way of addressing criminal behaviour, operating schemes within police custody should enable Kent Police to re-direct more police officer time into frontline services, maximising the use of its resources. And of course, diversion activity that helps prevent individuals becoming lifelong offenders will serve to reduce crime in the future.

6. Backing volunteering

Kent Police is lucky to have so many dedicated officers and professional staff working within the organisation, who are also supported by our award-winning Special Constabulary and police volunteers. With match-funding from my office, we have seen the return of Volunteer Police Cadets for young people and further opportunities will be developed for those who give up their time to work within Kent Police.

I am also keen to back those organisations which support Kent Police and complement policing across the county, but do not formally wear a police logo. Without the extensive support of a great number of charities and volunteers, there would be extra costs and resources that Kent Police would need to find.

Resources and Medium Term Financial Plan:

Setting the budget and deciding on the level of council tax is one of the most important decisions I take. Requesting money from taxpayers is a decision not to be taken lightly and I will ensure that every spending decision is challenged to ensure it delivers value for money for the Kent taxpayer.

○ Funding

I receive all funding for policing and crime in Kent. This includes:

- £212.2m General Government Grant. The amount I receive in direct revenue funding (excluding specific grants) from HM Government has increased by £10m for 2021/22. This is for the recruitment of 145 police officers which is Kent's allocation of the national uplift of 6,000 in 2021/22.
- £21.5m of Specific Government Grant. This includes funding for victims and the continuation of pension grant. This also includes £2.4m of incentivisation grant that is being paid in arrears and will be received as and when we achieve our recruitment targets. However, I am confident that through my budget and previous year's recruitment that Kent Police is already in a strong position to be able to meet the recruitment target of 145 new officers set by HM Government for the end of 2021/22. Therefore, the release of Kent's share of the incentivisation funding has been included within the budget.
- £2.8m in council tax support grants from HM Government. These are one-off grants received to mitigate against the impact of the Covid pandemic on the council tax in 2021/2022. This includes Local Government Income Grant which helps spread the deficit on the collection fund over three years and the Local Council Tax Support Grant which mitigates against the reduction in the tax base.
- £138.2m from the council tax. This includes the estimated deficit on the collection fund that has been spread over three years.
- £28.1m from miscellaneous income.

The funding above plus £6.5m savings means the gross budget for 2021/22 is £409.3m. This is £25.5m greater than the gross budget in 2020/21.

● Budget and medium-term financial challenges

For 2021/22 I find myself in a vastly different place than I was expecting 12 months ago. The financial impact from the Covid pandemic has been substantial and wide-ranging. It has impacted the funding available both nationally and locally. However, I am determined to ensure that Kent Police build on the successes of previous years whilst establishing a strong financial position to enable continued innovation and class leading policing.

Nationally, the police funding settlement has provided additional funding for the Chief Constable to recruit another 145 officers during 2021/22. I am pleased that the leadership shown in Kent in using the precept to increase officer numbers in previous years continues to be replicated across the country through police grant and has been determined to ensure that Kent receives its fair share of the uplift. Through this uplift and the officers recruited through previous years precept increases, Kent Police will have the highest number of officers in its history.

The precept flexibility allows me to provide support to the Chief Constable to ensure that Kent Police can be as efficient and as effective post pandemic as they have been throughout the crisis. The increase will fund some substantial costs incurred by the force regarding the Covid pandemic, pay inflation, equipment and IT projects that will support front line officers fight crime and protect the innocent, as well as place Kent Police on a substantial financial footing for the future. It also means that the officers and staff recruited through previous years precepts can be maintained.

The Medium Term Financial Plan (MTFP) is agreed each February as part of the budget setting process and is updated and refreshed throughout the year as further information becomes available. The plan covers the current year plus four from 2021/22 through to 2025/26. For obvious reasons there is more certainty around the figures included in the early years than for those towards the end of the plan. A range of optimistic and pessimistic scenarios are produced by the force's and my Chief Finance Officer with a number of differing assumptions; these are then discussed with myself and my Chief Executive before a final version is completed.

The current iteration of the MTFP shows potentially substantial savings required over the lifetime of the plan. However, the assumptions included are on the pessimistic side and as they become actual it is expected that the savings position will change.

The settlement outlined the Policing Minister's expectations in return for additional funding invested in policing. These are:

- Forces to recruit another 6,000 officers by the end of March 2022 (some of these officers are expected to go into Counter Terrorism Policing, Regional Organised Crime Units and the National Fraud Intelligence Bureau).
- £120m efficiency savings from across the law enforcement sector (reflected as part of this funding settlement). These are expected to be delivered through a combination of improved procurement practices as well as savings in areas such as estates, agile working and shared services. They are broken down as follows:
 - £95m against core grant;
 - £8m against Counter Terrorism Policing;
 - £2.8m from the National Crime Agency;
 - £14.2m from programmes within reallocations.
- High quality data should be collected and used to support local delivery, identify efficiencies and support the National Policing Board's drive to deliver the best possible outcomes within policing.

I am confident that this budget and the medium-term plan demonstrate Kent's commitment to these expectations.

• **Council tax**

HM Government sets a limit on how much can be raised through the council tax before I have to call a referendum. For 2021/22 HM Government announced that PCCs could increase their precept by up to £15 for an average Band D property.

Ideologically, I am a low-tax Conservative and I have repeatedly stated my desire to not increase the precept unless it is needed to protect frontline policing. This increased flexibility for 2021/22 has allowed me to continue to protect what Kent Police already has, as well as provide additional resources for the frontline and the prevention of crime. I believe for 2021/22 this announcement exceeds that test and that the council tax for Kent will increase by £15 for an average Band D property, an equivalent increase of 7.4% (equivalent to £1.25 per month).

I have made no assumptions on increases over and above 1.99% in future years.

• **Commissioning and working with partners**

Working with partners to reduce crime and antisocial behaviour, deliver community safety initiatives and to support victims is vital. I have been given additional responsibilities and funding to support this and my approach is set out annually in my Commissioning Strategy.

At the time of writing, the MoJ have yet to formally announce their allocations but it has been assumed that the £2.1 million received last year for the specific purpose of delivering support services for victims of crime, regardless of whether the crime has been reported to the police will continue in 2021/22. In total, the combined commissioning and victim services budget is expected to be £4.2m for 2021/22. As 2021/22 is an election year, I have chosen not to allocate all of the funding available. This will allow any incoming PCC to allocate it in accordance with their priorities. Any decisions regarding funding prior to the PCC election will seek to ensure continuity of services for victims and witnesses. Details of these will be made available on my website.

My Commissioning Strategy sets out the detail of this budget and how responsibilities will be managed during the financial year. I also intend to take the opportunity to consolidate the impact of the funding I provide and use this to help inform commissioning decisions for the future. This strategy will be released once all allocations from the MoJ have been announced. However, a broad outline is shown below.

Commissioning Budget Strategic Overview 2021/22

Funding Streams	2021/22 £m
Crime Reduction Grant	1.8
Victim Specialist Services	2.3
Preventative & Engagement Projects	0.1
Total	£4.2*

* These are indicative allocations of the 2021/22 funding streams and will be subject to further amendment. Finalised allocations will be published online.

A number of allocations from the above funding streams are in the process of being agreed in order to sustain key provision of services pending the outcome of the PCC elections in May 2021.

Once the outcome is known, further allocations will be made in line with any incoming PCC's priorities.



Annual Policing Survey

Summary Report

January 2021

Background and methodology

As part of his commitment to actively engage with the diverse communities of Kent and Medway, the elected Police and Crime Commissioner (PCC) for Kent, Matthew Scott, launched his fifth Annual Policing Survey in December 2020.

Like previous years, the aim of the exercise was to survey a large and representative sample of residents on their views and experiences of policing in their communities. Collecting information from the sample enables the PCC and his staff to draw meaningful conclusions to help inform the Police and Crime Plan and decisions with regards to the council tax precept.

The questions asked of residents included:

- Do you believe the current priorities set for Kent Police are the correct ones?
- How safe do you feel where you live, on a scale of 1 to 10?
- Have you been a victim of crime in the last year?
- Which issues do you feel are the most important?
- Would you be willing to pay more in council tax towards the costs of policing?

The survey also requested information about the district respondents live in, their age, gender, ethnicity, and whether they work for or volunteer with Kent Police. These questions were not mandatory but the information, where given, assists the OPCC to monitor the representativeness of the sample in comparison to the population of Kent and Medway.

The decision was taken to host the survey online via Smart Survey for a second year; in addition to minimising costs and impact on staff workload, Covid-19 restrictions prevented attendance at, or the hosting of physical engagement events. To ensure due diligence and compliance with GDPR legislation, advice was sought from Kent Police's Information Security Department.

Publicising the survey

A link to the survey was posted on the OPCC website and shared widely on social media, making use of the OPCC's Twitter account, Facebook, and Instagram feeds. The survey was also posted on a relatively new platform called 'NextDoor'; via this, the office was able to access a captive audience of 181,055 verified Kent residents. The OPCC also posted the link and a short explanation on community-run Facebook pages, and to local councillors who were encouraged to share it amongst their own public contacts. A handful of Kent MPs also kindly shared the survey. Throughout the survey period, regular reminders were sent out across all social media channels.

A link to the survey was included on all outgoing OPCC e-mail correspondence and staff email signatures. A special edition 'Annual Policing Survey' e-newsletter was also circulated to the more than 1,600 subscribers. A minimal number of surveys were also sent out by post to anyone who requested a copy, and returned surveys manually inputted.

The majority of publicity was free of charge; however, Mr Scott took the decision to promote the survey via Kent Online, one of the county's most popular news websites. As a result of the pandemic, expenditure on engagements was minimal and so a fraction of the unused budget was used for sponsored content and a digital advertisement (screenshots and the results are attached as an Appendix). A combination was chosen in order to achieve the best of both worlds: a digital advert to achieve mass awareness and sponsored content to educate.

The PCC also took the opportunity to promote the survey whilst speaking to Radio Kent on 4 December 2020. Mr Scott also held public consultations online using Facebook live and Microsoft Teams in order to give people an opportunity to ask questions and to go through the content of the survey before completing. In addition, a police cadet-only event was held to give young people an opportunity to ask the PCC questions and complete the survey.

The survey remained open for five weeks from 1 December 2020 to 7 January 2021, with **3,276** completed responses received. This represents a good return for the Annual Policing Survey when compared with the years 2016 (1,690 responses), 2017 (1,661 responses) and 2018 (1,400 responses). Despite running for a much shorter period, it was also close to the record-breaking number of responses received last year (3,468 responses).

Against a total population of Kent and Medway of around 1.8 million, a sample size of 3,276 is considered statistically significant at a 95% confidence level (a commonly accepted level of probability).

The OPCC acknowledges that the results were unfortunately not representative of some cohorts within Kent and Medway, including younger people and those from BAME backgrounds. It is possible that this was linked to the inability to attend specific locations, or host physical engagement events due to Covid-19. It is certainly an issue that the OPCC will look at in the future in an effort to ensure better representation from all communities in the county.

Results of the Annual Policing Survey

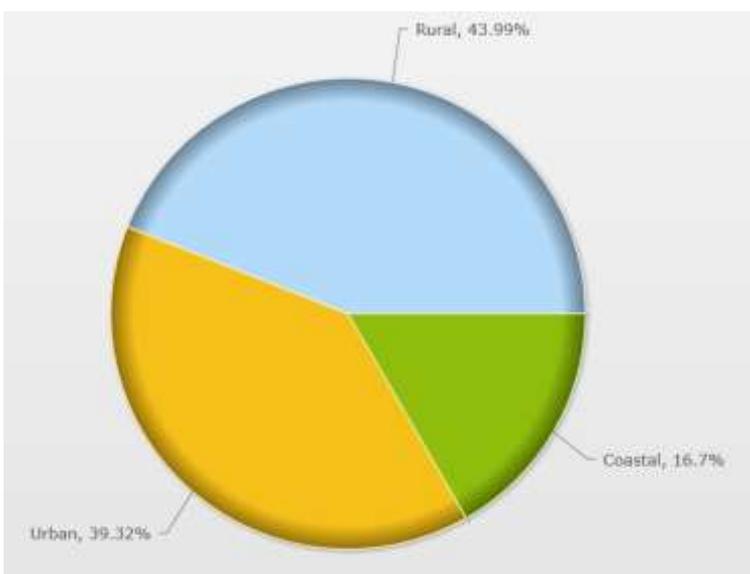
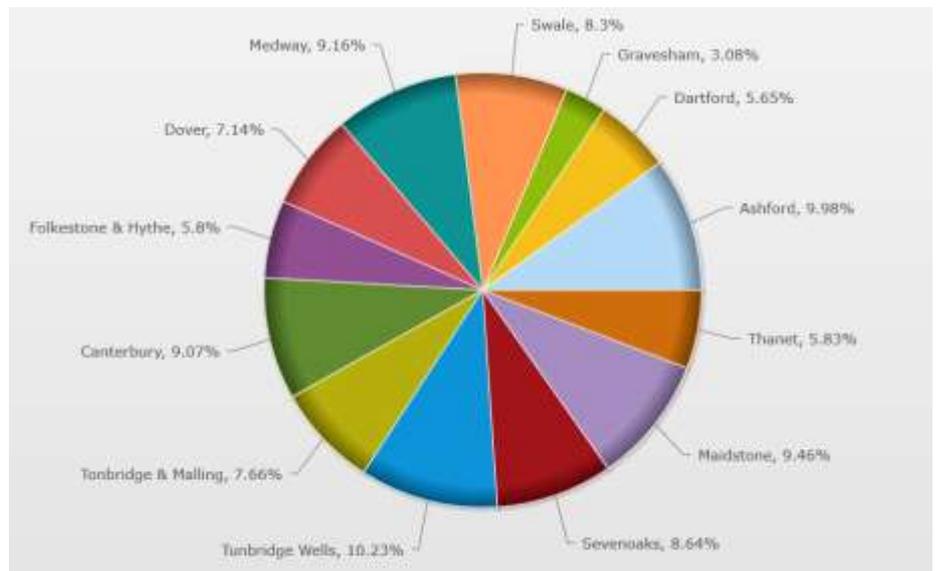
Part One: Introduction

Q1 asked for respondents' email addresses if they wished to be kept informed about the work of the PCC via a quarterly newsletter.

This resulted in an extra 1,633 email addresses being added, increasing the overall number on the newsletter circulation list to 3,313. This will enable the OPCC to send important updates to a wider network of Kent and Medway residents.

Q2 Which district do you live in?

As the chart shows, responses were received from every district, indicating that the survey was widely received. The data also provides an indication as to where the OPCC might need to better promote the survey in the future (e.g. Gravesham).



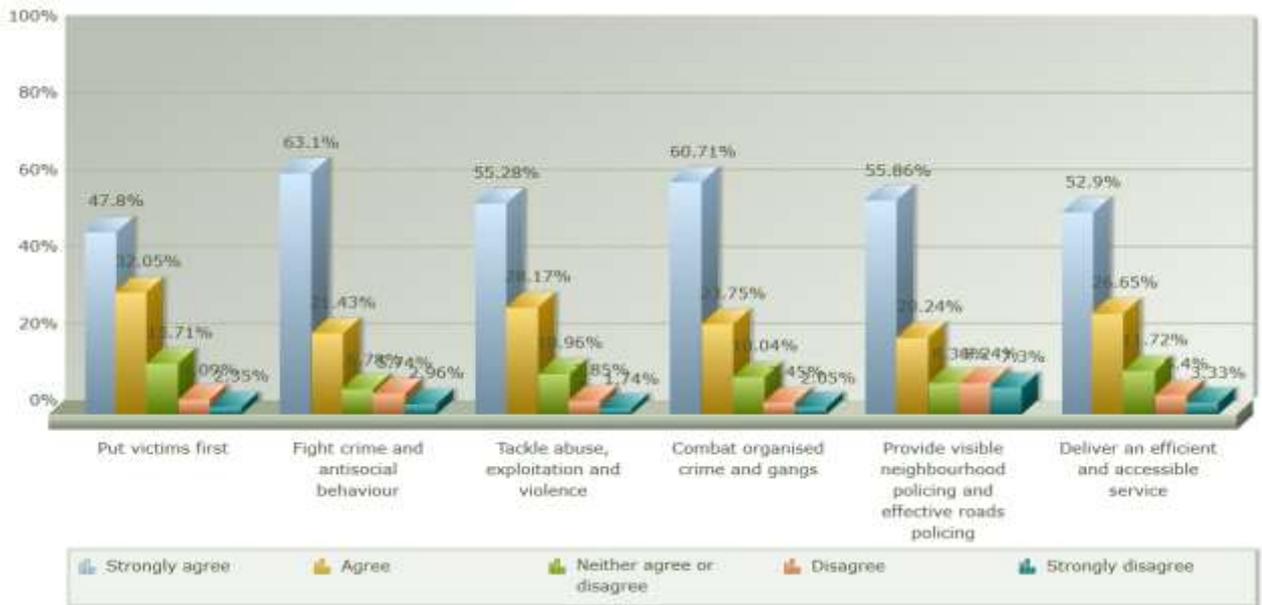
Q3 asked respondents to describe the area they lived in.

The greatest number of respondents (43.9%) indicated that they live in a rural area (although it should be recognised that the classifications were self-defined).

Part Two: Current priorities

Q5 Overall, do you believe the current priorities I have set for Kent Police are the correct ones?

The graph clearly shows the majority of people chose either 'strongly agree' or 'agree' for each of the current priorities – an average of **81.3%**. This was consistent across all age groups.



Part Three: Your experiences

Q6 How safe do you feel where you live, on a scale of 1 to 10? (1 = very unsafe / 10 = very safe)

The mean average of all 3,276 responses was a score of **6.97** out of 10, an increase on last year's **6.38**.

There were small variations when the total sample was divided into sub-groups¹, for example:

- Those living in an 'urban' area responded with a score of **6.78** for how safe they felt where they live.
- Those living in a 'rural' area responded with a score of **7.09** for how safe they felt where they live.
- Those living in a 'coastal' area responded with a score of **7.06** for how safe they felt where they live.

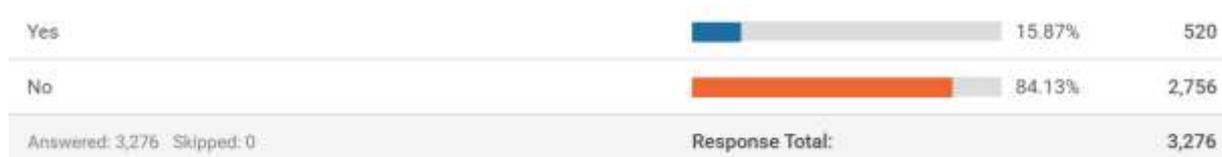
Breaking this down into districts we were able to delve deeper into the differences in perception of safety across Kent. On average, respondents from some coastal areas in East Kent and areas in West Kent felt safest (Folkestone & Hythe, Tonbridge & Malling and Dover). Medway, Dartford and Thanet had the lowest feelings of safety, although were still above six on average.

District	Feeling of safety
Folkestone & Hythe	7.57
Tonbridge & Malling	7.45
Dover	7.30
Sevenoaks	7.20
Tunbridge Wells	7.12
Canterbury	7.03
Gravesham	6.98
Maidstone	6.90
Ashford	6.87
Swale	6.77
Thanet	6.57
Dartford	6.48
Medway	6.38

- Those aged 29 and below responded with a score of **6.78**.
- Those aged between 30 and 59 responded with a score of **6.76**.
- Those aged 60 and above responded with a score of **7.18**.
- Those who defined their ethnicity as "White" responded with a score of **7.04**.
- Those from a BAME background responded with a score of **6.57**.

¹ Throughout this report, answers given to questions within the **Part Ten: Concluding questions** section have been used to subdivide the total sample of 3,276 into smaller demographic groups in order to identify any trends. Where totals across the sub-groups do not add up to the total sample size of 3,276 this is due to some respondents choosing not to answer the questions within the **Part Ten: Concluding questions** section.

Q7 Have you been a victim of a crime in Kent in the last year?



520 or 15.87% of respondents indicated that they had been a victim of crime in Kent in the last year; this compares to 19.7% in last year's survey.

Those who said they had been a victim of a crime in Kent within the last year (520 people) responded to Question 6 with a score of **5.50** out of 10 for how safe they felt where they live (last year = **5.08** out of 10). This was on average 1.74 less than those who had not been a victim of crime and supports research that suggests being a victim of crime negatively impacts on people's feelings of safety.

Q8 If so, how satisfied were you with the service Kent police gave you? (1 = very unsatisfied / 10 = very satisfied)

For those who had been a victim of crime in Kent within the last year, their average score in terms of satisfaction with Kent Police was **4.33** out of 10. This compares to **4.49** last year.

In relation to those who had been a victim of crime and the service provided by Kent Police: Q9 asked what went well and Q10 asked what could be improved?

Of the 520 people who indicated that they had been a victim of crime in the last year, 445 made a comment in the free text field for what went well and 463 in the free text field for what could be improved. Examples of responses from across the 1-10 scoring range spectrum are given below.

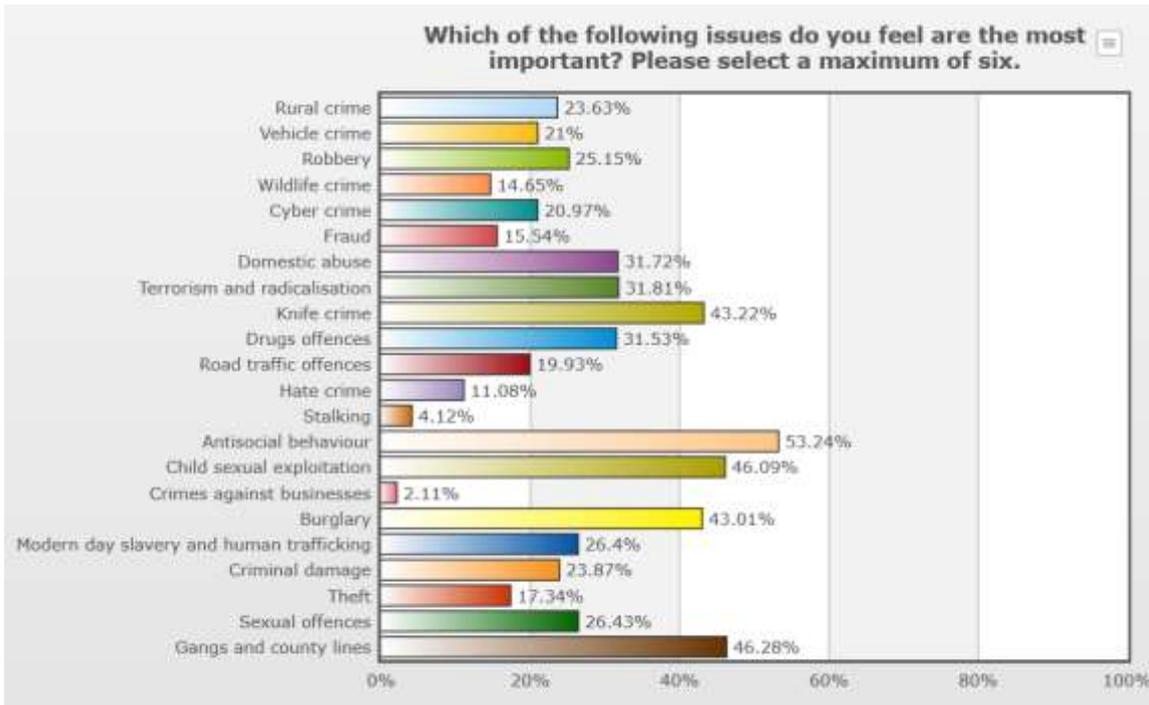
Q8) How satisfied with service Kent Police gave you?	Individual	Q9 & Q10) Use this space to briefly explain what went well, or what could be improved
1 (very unsatisfied)	A person in their 40's from urban Ton & Malling	<i>"Nothing, didn't even take details for a crime report"</i>
2	A man in his 40's from rural Dover	<i>"Response, should not be days, time to get justice is ridiculous and still non existent"</i>
3	A person in their 30's from rural Sevenoaks	<i>"Case follow-up, I haven't received an update in months"</i>
4	A woman in her 40's from urban Swale	<i>"It was only very low level crime (theft of milk from doorstep) but we had video evidence and a name but it couldn't be pursued. Very minor, of course, but it makes us uneasy, especially as the thief came back a few months later and yelled abuse at my partner. We didn't feel there was any point in reporting the second incident. Obviously I would prefer you focus on bigger crimes and resources are limited. It's just a little frustrating that they get away with it"</i>
5	A person in their 60's from urban Medway	<i>"Follow up call, as there did not appear to be a resolution"</i>
6	A person in their 40's from urban Gravesham	<i>"It would have been good if an officer had come out to check the damage and check with neighbours for cctv"</i>
7	A woman in her 20's from rural Ashford	<i>"More police presence in rural areas"</i>
8	A woman in her 50's from Thanet	<i>"Given the budgets set by government and difficulties of coping with this pandemic I think the police are doing an outstanding job"</i>
9	A man in his 40's from Canterbury	<i>"Easy to contact, professional, supportive"</i>
10 (very satisfied)	A man in his 70's from Maidstone	<i>"From time it took police to arrive, the following investigation and taking of statements, all was done with greatest respect and efficiency"</i>

Part Four: What matters to you?

Q11) Which of the following issues do you feel are the most important? Please select a maximum of six.

The survey asked respondents to select up to six issues from a pre-defined list of 22, to illustrate which they felt to be the most important. In order to verify past results as more than just people choosing those crime types at the start of the alphabet (for example: *Anti-social behaviour, Burglary and Child sexual exploitation*), the options were mixed up in a random order. 3,276 people selected at least one issue. The issues which most people selected most often were: *Antisocial behaviour, Gangs and county lines, Child sexual exploitation, Knife crime and Burglary*.

The results are very similar to previous years, indicating that the same issues remain important to the people of Kent.



When the sample size was divided into sub-groups, the top issues selected remained broadly the same, albeit with some slight differences.

For example, younger people ranked *Sexual offences, Domestic abuse and Child sexual exploitation* as the most important issues, whereas older people ranked *Antisocial behaviour* as their top issue, but also *Child sexual exploitation, Gangs and county lines, Knife crime and Burglary* as important. People in rural areas ranked *Rural crime* higher than those in coastal and urban areas, however the top priorities in rural areas corresponded with the overall picture (*Antisocial behaviour, Child sexual exploitation, Burglary and Gangs and county lines*).

Compared to the overall picture, the main differences were with young people aged below 21, BAME and rural respondents. Young people did not prioritise *Antisocial behaviour* by ranking it joint 13th out of 22, whereas BAME respondents ranked *Hate crime* high up the list of issues coming in at joint 6th along with *Drugs offences*. Finally, respondents who lived in rural areas ranked *Rural crime* as 5th.

Top issues among those aged 29 and under:

1. Sexual offences
- Domestic abuse
- Child sexual exploitation
2. Knife crime
3. Gangs and county lines

Top issues among those aged 30 to 59:

1. Anti-social behaviour
2. Child sexual exploitation
3. Gangs and county lines
4. Burglary
5. Knife crime

Top issues among those aged 60 and over:

1. Anti-social behaviour
2. Gangs and county lines
3. Child sexual exploitation
4. Burglary
Knife crime

Top issues among BAME respondents:

1. Anti-social behaviour
2. Burglary
3. Gangs and county lines
4. Child sexual exploitation
5. Knife crime

Top issues among those living in rural areas:

1. Antisocial behaviour
2. Child sexual exploitation
3. Burglary
4. Gangs and county lines
5. Rural crime

Top issues among those living in coastal areas:

1. Antisocial behaviour
2. Gangs and county lines
3. Child sexual exploitation
4. Knife crime
5. Burglary

Top issues among those living in urban areas:

1. Antisocial behaviour
2. Knife crime
3. Gangs and county lines
4. Child sexual exploitation
5. Burglary

Q12 Are there any other issues which Kent Police deal with in partnership with other agencies that you feel are important?

1,328 respondents completed this free text field, although a number of the responses referred to issues already captured within the list at Q11. A selection of the additional answers are below:

- Fly-tipping
- Homelessness
- Pet theft/animal cruelty
- Illegal immigration
- Child protection
- Enforcing Covid restrictions
- Vehicle noise
- Better use of speedwatch
- HGV issues
- Mental health
- Night-time economy
- Electric scooters and mopeds on paths
- Speeding through villages
- Arson
- Elder abuse
- Unauthorised encampments/issues with traveller communities

Part Five: Quality of service

Q13) What do you think Kent Police do well?

Q14) What do you think Kent Police could improve on?

More than 2,225 respondents completed these free text fields with a meaningful answer. Typical example responses are listed, unedited, below.

What do you think Kent Police do well?

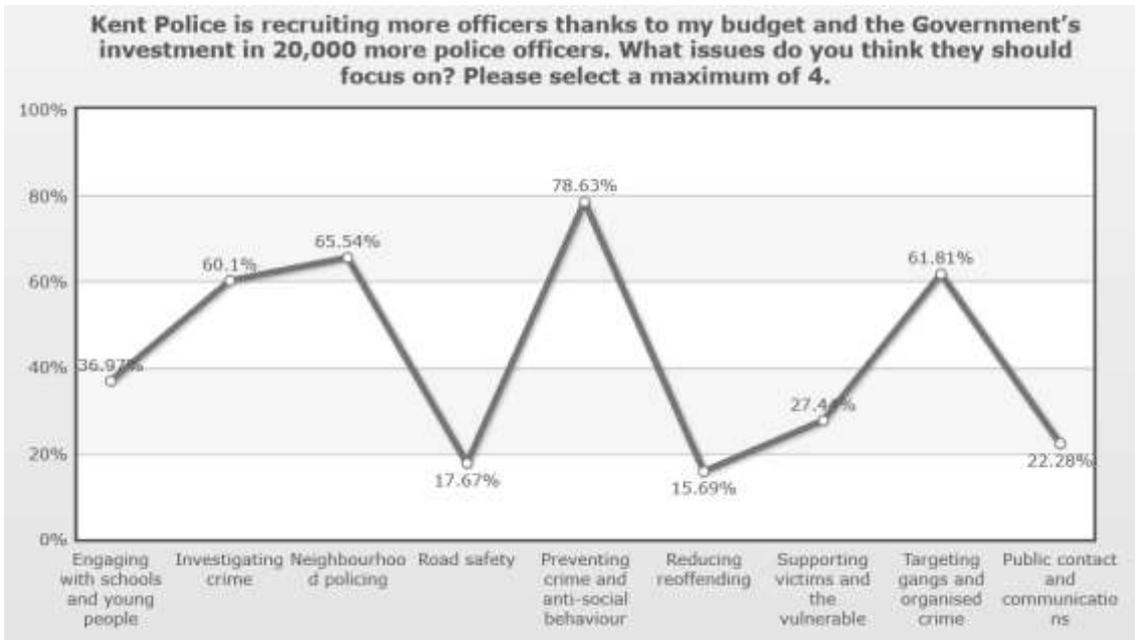
- *“Respond quickly in online chat”*
- *“There seems to be visibility on motorways of police”*
- *“There has been a good response to County Lines issues, drug and knife crime”*
- *“Frontline officers are professional and friendly, they work hard with the lack of resources they have”*

What do you think Kent Police could improve on?

- *“More visible presence. Tackle anti-social behaviour in a more robust manner”*
- *“Slow response rate, timely process to call police on 101, better visibility and attendance on high street”*
- *“Improve communication for reporting suspicious activity and suspected crime”*
- *“More resources to tackle low level crime, ignoring the ‘small stuff’ just pushes up the threshold and almost give low level crime the green light”.*

Part Six: Increasing police numbers

Q15 Kent Police is recruiting more officers thanks to my budget and the Government’s investment in 20,000 more police officers. What issues do you think they should focus on?



Respondents could select up to four role areas, from a pre-defined list of nine. 3,276 respondents selected at least one option; the role areas selected most often were:

- 1) Preventing crime and antisocial behaviour (ASB)
- 2) Neighbourhood policing
- 3) Targeting gangs and organised crime
- 4) Investigating crime

Again, when the sample was divided into sub-groups, the responses given remained broadly the same, albeit showing some slight differences.

Top choices among those aged 29 and under:

1. Preventing crime and ASB
2. Investigating crime
3. Targeting gangs and organised crime

Top choices among BAME respondents:

1. Preventing crime and ASB
2. Neighbourhood policing
3. Targeting gangs and county lines

Top choices among those aged 30 to 59:

1. Preventing crime and ASB
2. Neighbourhood policing
3. Investigating crime

Top choices among those in urban areas:

1. Preventing crime and ASB
2. Neighbourhood policing
3. Targeting gangs and organised crime

Top choices among those aged 60 and over:

1. Preventing crime and ASB
2. Neighbourhood policing
3. Targeting gangs and organised crime

Top choices among those in coastal areas:

1. Preventing crime and ASB
2. Targeting gangs and organised crime
3. Neighbourhood policing

Top choices among those living in rural areas:

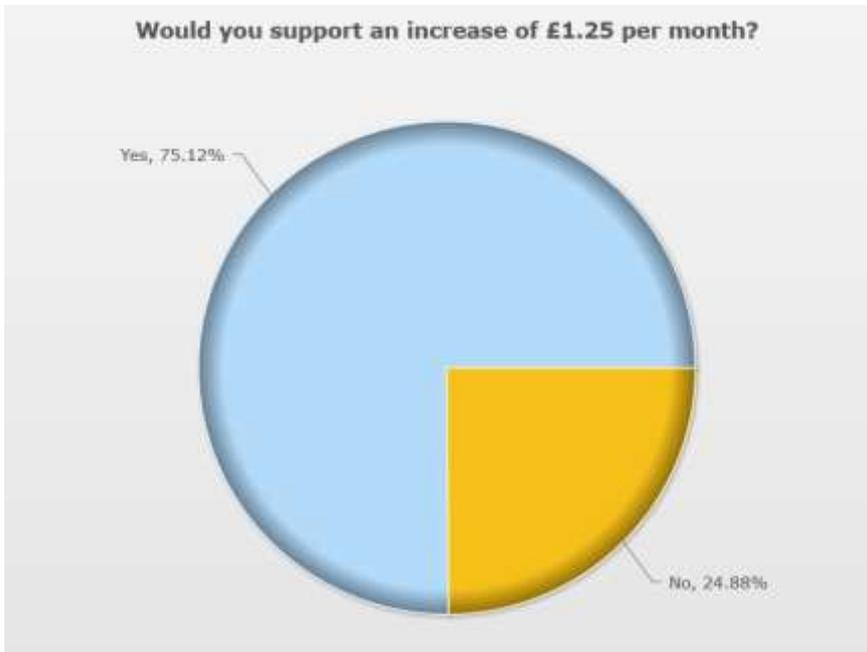
1. Preventing crime and ASB
2. Neighbourhood policing
3. Investigating crime

Interestingly, those living in coastal areas saw *Targeting gangs and organised crime* as a higher priority than *Neighbourhood policing* and *Investigating crime*. Apart from this anomaly, there was broadly a consensus in relation to the top four, with *Preventing crime and ASB* as the top role area.

Part Seven: Funding for policing

Q16) The Government has given PCCs the ability to increase the policing element of council tax by £1.25 per month (£15 a year) for an average Band D property. In the past, any surplus raised from council tax that is not needed to meet running costs has been spent on things like more police officers and staff.

Would you support an increase of £1.25 per month?



A total of 2,461 respondents out of 3,276 supported an increase in council tax precept of £1.25 per month (75.12%).

The majority across all sub-groups supported paying an extra £1.25 per month in council tax to fund additional resources, albeit in relation to BAME respondents the size of the majority was lower than other groups. Younger respondents were also less supportive than those in older age groups:

Aged 29 and under:	70.9% in favour (100 yes; 41 no)
Aged 30 to 59:	72.8% in favour (964 yes; 360 no)
Aged 60 and over:	77.9% in favour (1386 yes; 393 no)
Urban respondents:	74.2% in favour (956 yes; 332 no)
Rural respondents:	76.1% in favour (1096 yes; 345 no)
Coastal respondents:	74.7% in favour (409 yes; 138 no)
White respondents:	77.2% in favour (2305 yes; 680 no)
BAME respondents:	66.3% in favour (67 yes; 34 no)

Breaking the responses into districts, there was a correlation between feelings of safety and support for an increase in the council tax precept. Medway, Dartford, Thanet, and Maidstone were amongst the districts with the lowest feelings of safety (Q6), and also showed the lowest support for an increase in the precept.

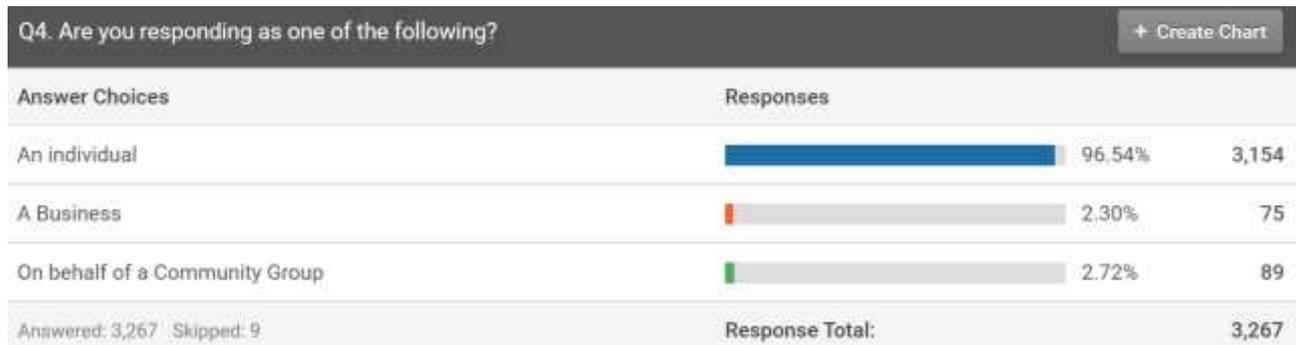
For many respondents their support for an increase in the council tax precept was conditional. For example, a number of respondents stated that if the precept increased, they would like to see a difference in policing visibility/effectiveness in their area. Alternatively, a number stated that the lack of policing in their area was a reason why they were against an increase in council tax precept. Some of the unedited, free text responses to **Q17) Would you like to suggest a different amount per month** are shown below the following table and paint a more vivid picture.

District	% in support of £1.25 per month increase
Tunbridge Wells	79.1
Ashford	78.2
Swale	77.9
Gravesham	76.2
Dover	76.1
Canterbury	75.1
Tonbridge & Malling	74.9
Sevenoaks	74.9
Folkestone & Hythe	74.7
Dartford	73.5
Thanet	72.7
Maidstone	71.6
Medway	70.3

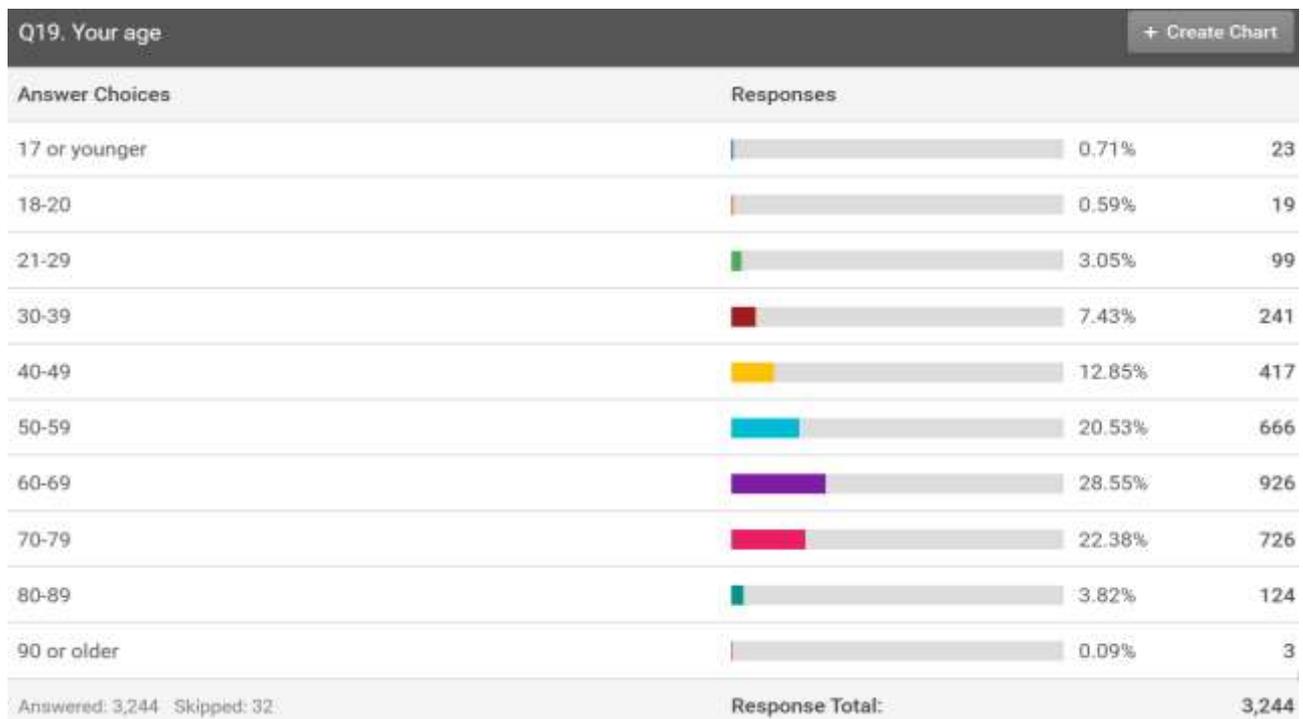
- *“£5 per month for those that can afford it. as long as we see a change in the level of crime in their areas”*
- *“Happy to pay but only if there is a difference”*
- *“We have had increases every year with no Benefit why should we pay even more money for something central government is responsible for (cutting police)”*
- *“There have been big rises in recent years without any obvious improvement in service”*

The overall feeling from the written responses was that respondents were supportive of an increase in the precept, but as a result would like to see greater officer visibility and improved quality of service

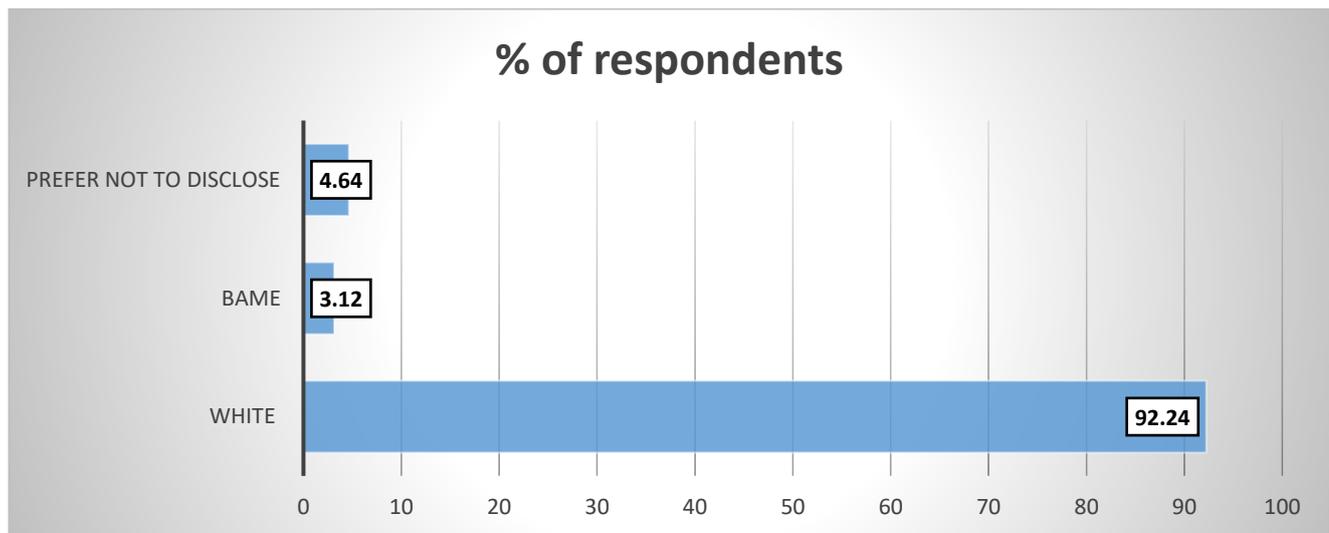
Questions from the survey that are not included in the main report



Demographic questions



Q20 asked about the respondents self-defined ethnicity



Q21. Gender + Create Chart

Answer Choices	Responses
Non-binary / third gender	0.31% 10
Female	48.71% 1,570
Male	46.73% 1,506
Prefer to self-describe	0.19% 6
Prefer not to say	4.28% 138
Answered: 3,223 Skipped: 53	Response Total: 3,223

Q22 gave a free text field for respondents to describe their sexuality. There were various responses; however, the majority selected the following categories:

- Heterosexual/straight
- Bisexual
- Lesbian
- Gay
- Asexual
- Pan-sexual

Q23. Do you consider yourself to have a disability? + Create Chart

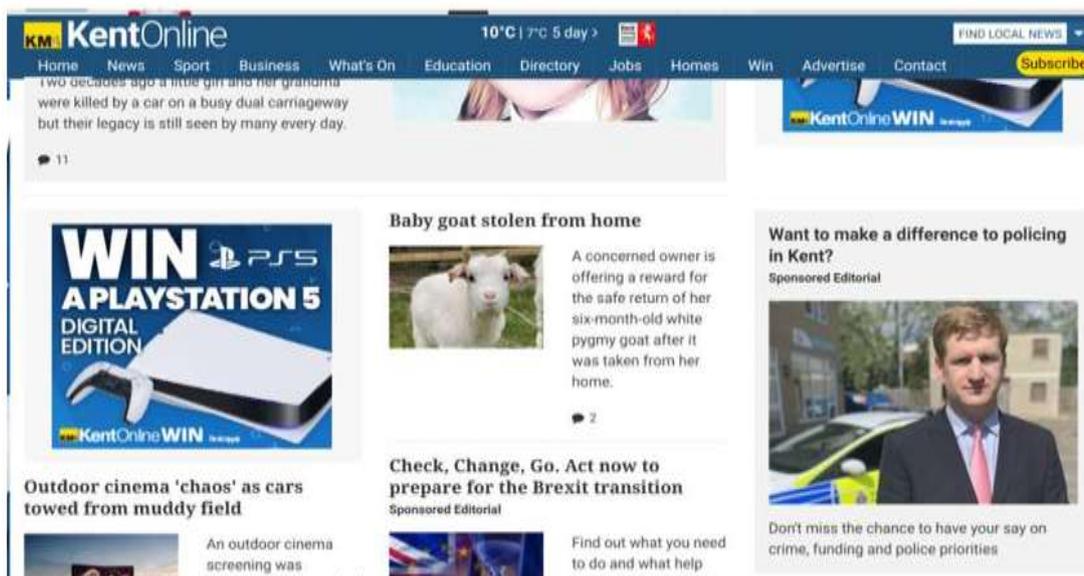
Answer Choices	Responses
Yes	14.61% 472
No	85.39% 2,758
Answered: 3,230 Skipped: 46	Response Total: 3,230

Appendix

Kent online digital advert: 250,000 impressions.



Sponsored content: 75,000 impressions



Results:

The sponsored content was read 536 times by 479 people (some read it twice). Average time reading was 35 seconds.

Page Views	Visitors	Minutes	Avg. Time
536	479	283	0:35

Additional to the story, the digital advert was clicked on 737 times (these went straight through to the survey).

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Key Points

1. The key points from the 2021/22 budget and precept proposal from the Police and Crime Commissioner (PCC) are:
 - A proposed increase in the precept of £15 a year, or 7.39% for a Band D property, equivalent to £1.25 per month.
 - A council tax for an average Band D property of £218.15.
 - Nationally, this still leaves Kent in the lower quartile of precepting PCCs.
 - Increase in Central Government Funding from the Home Office of £10m to recruit 145 new additional police officers for Kent.
 - The number of police officers at the end of 2021/22 will be the highest in Kent Police history.
 - Home Office funding provides support for the increasing number of police officers through recruitment, training and providing the best equipment, vehicles, IT infrastructure to enable Kent Police to continue to be the best force in the country now and in the future.
 - The increase in precept to be used to fund:
 - continuing and post Covid-19 pandemic recovery;
 - national and local cost pressures not covered through national grant;
 - maintaining officer and staff numbers and continued support for the recruitment of new officers;
 - continued support to front line officers through investment in equipment and estates;
 - ensuring Kent Police remains efficient and effective now and in the future;
 - continuation of the Kent and Medway Violence Reduction Unit, working across public health partners to reduce violence, especially knife crime amongst young adults.
 - A net revenue budget after savings of £350.4m.
 - A potential savings requirement over the medium-term of £22.6m.
 - A capital programme of £12m for 2021/22 and £60m to 2024/25.
 - The transfer of £7.9m into reserves.
 - A balance in reserves at the end of the Medium Term Financial Plan (MTFP) of £18.5m.
2. This budget and MTFP will enable Kent Police to remain at the forefront of policing nationally, consolidate its recovery from policing through the continuing pandemic and prepare for the challenges that face policing in the next decade.

Background

3. The purpose of this report is to set out the proposed budget and precept proposals by the PCC. It delivers one of the key responsibilities of the PCC under the Police Reform and Social Responsibility Act 2011.
4. In determining his budget proposals, the PCC has had regard to:
 - The priorities within the 'Safer in Kent' Police and Crime Plan.
 - National targets and objectives including the Strategic Policing Requirement.
 - Consultation with the Chief Constable.
 - The results of consultation with the public and partners.
 - The plans and policies of other partner agencies relating to community safety and crime reduction.
 - Government policy on public spending and the Police Funding Settlement including extraordinary Covid-19 pandemic funding.
 - Medium Term Financial Plan.
 - The Reserves Strategy and the prudent use of reserves over the medium-term.
 - The Capital Strategy and investment programme.
 - The Commissioning Strategy.
 - Continuous improvement and value for money for the taxpayer of Kent.
 - The CIPFA Financial Management Code of Practice.

5. This report will set out the:
 - Impact of Covid-19 pandemic.
 - Achievements from 2020/21.
 - Government's police funding settlement for 2021/22.
 - 2021/22 budget and precept proposal.
 - 2021/22 funding pressures.
 - The PCC's 2021/22 Commissioning Strategy.
 - Medium Term Financial Plan 2021/22 to 2025/26.
 - The Reserves Strategy.
 - The Capital Strategy.
 - Chief Finance Officer's Professional Statement.

Impact of Covid-19 pandemic

6. Due to the unprecedented nature of Covid-19, 2020/21 has been a difficult and challenging year. Kent Police and the Office of the Police and Crime Commissioner (OPCC) have had to adapt at pace in order to not only protect their workforce, but to continue delivering critical services that support and protect local communities. The Force's approach has been to 'police through' the pandemic and not to 'police the pandemic'. In light of the changing circumstances and associated government policy, it has taken a pragmatic approach to enforcing the legislation and maintained the expectation on officers and staff to:
 - put victims and witnesses at the heart of everything;
 - provide a quality service; and
 - 'do the right thing'.
7. The focus has remained on maintaining a visible presence and delivering core policing services that prevent crime and protect local communities. The message to communities has been to follow national advice. Like all forces, Kent Police has adopted the College of Policing's four phase approach – otherwise known as the four 'E's; Engage; Explain; Encourage; and finally, Enforce. The four 'E's are based on evidence that people are more likely to comply after a police encounter if they feel they have been treated fairly, have received an explanation, and have been given the opportunity to give their view.
8. This approach has been praised by HMICFRS. Kent Police's 'really inclusive response to Covid-19', not seen in many other forces, was also highlighted along with praise for Reconnection Hubs, the innovation shown in continuing to recruit and train in a very challenging environment, optimising digital technology and maintaining the quality of service to the public even when delivered differently.
9. In addition to managing operational demands, the Force and the OPCC have introduced a flexible approach to working and endeavoured to protect all officers and staff from infection. This has required the provision of appropriate personal protective equipment; rapid deployment of hardware and development of products to support remote working; temporary revisions to numerous policies and protocols; completion of Covid-19 risk assessments for teams as well as work activities; and physical changes to working environments across the county.
10. The Force and the OPCC continue to also work closely with partners to keep the county safe, provide reassurance, and protect the most vulnerable in local communities.
11. All this exceptional work does not come without financial implications. The costs being incurred by Kent Police during the pandemic are still accruing and run to several million pounds. The majority of the direct impact costs of Covid, such as the purchase of personal protective equipment have been reimbursed by Government. Loss of income that would have been generated during the year, including that raised through the training school, is being recovered from Government but at a discounted level meaning there is still pressure on the income budgets. There has been some recompense for the loss of council tax collected during 2020/21 and collection fund deficits. Even with this help, it still leaves almost £2m of Covid costs that cannot be claimed back from the Government. These costs include, additional IT costs, overtime and building and working from home adaptations.

12. However, the pandemic has also had a number of indirect impacts on Kent Police that have led to substantial increases in costs. Many officers and staff due to retire during the year have chosen to remain working to support the Force through the pandemic. These indirect impacts can be seen throughout this report and have led to a substantial overspend on the revenue budget for 2020/21.
13. This is a budget and MTFP that will enable Kent Police to deal with those indirect impacts and after effects of the pandemic, to continue policing through the pandemic in 2021/22 and set a stable and sound financial platform for the future.

Achievements in 2020/21

14. In 2020/21 the PCC increased the precept by £10 to increase the number of police officers in Kent by 181. This increase will be achieved by the end of March 2021. Kent now has more officers in its ranks than at any time in its history. These officers continue the expansion of the policing model and deal with high harm issues, as well as more visible neighbourhood policing, including rural and roads policing, local communities, schools, fighting cybercrime and providing greater public protection. Despite the pandemic, more officers have enabled Kent Police to catch more criminals, target gangs and violence, boost visible policing and help more victims.
15. A key part of the PCC's role is to provide support to victims and witnesses and during the pandemic this has been challenging. The PCC took a pro-active approach and the OPCC helped organisations providing support to victims and witnesses reallocate their PCC funding and re-organise service delivery, for example moving therapy services online, to enable them to continue. The OPCC also adapted the victims hub at Compass House to enable certain critical face-to-face services to be delivered when allowed.
16. £0.9m of additional funding was received from the Ministry of Justice (MoJ) to support domestic violence and sexual violence services to manage increased demand and adapt their services as a result of Covid-19. This enabled the PCC to increase capacity for domestic abuse and sexual violence trauma counselling and trial a new restorative justice process dealing with adult to parent violence. The PCC also launched a new countywide stalking advocate service.
17. The PCC set aside £0.1m from his own commissioning budget to help support those charities that provided other crucial services that did not meet the criteria of the MoJ funding. This supported smaller charities and organisations during the difficult lockdown period.
18. The PCC was successful in acquiring additional funding for the provision of two specialist independent sexual violence advisors, one dealing with those affected by gang related violence and the other dealing with universities and students. These have proved successful and are run by two local specialist organisations.
19. The PCC was also successful in applying for funding through the Safer Streets Fund. This project is working with partners in Medway including the Medway Task Force to target acquisitive crime in specific areas. The Maidstone Task Force is also up and running delivered through Force funding and tackling the areas of greatest concern in the Maidstone area.
20. A new complaints process was introduced in 2020 with all PCCs taking on the appeals function. While the transfer itself was a significant challenge it has led to a substantial increase in the number of complaints (up by 20.9%) and related correspondence (up by 23.7%) received by the OPCC, a trend that is likely to continue into 2021/22. This is primarily due to the new definition that any expression of dissatisfaction now constitutes a complaint.
21. The support provided to the Force Control Room (FCR) and boost in number of call handlers answering 999 and 101 calls continues to improve performance. The average answering time for 101 calls has reduced further to less than one minute (at the end of December) and call attrition (where callers hang up as they have had no response) is below 5%. All of these improvements have had no impact on 999 call response with typical answering times of around 10 seconds and a less than 1% attrition rate. There has also been a noticeable increase in the number of people using the Live Chat service during 2020/21

with nearly 39,000 contacts compared to 11,600 the previous year. This means that people are getting the help they need quicker and more information is being provided to the police.

22. The PCC's successful application for Violence Reduction Unit (VRU) funding of £1.2m to work with partners across the public health arena continues to reduce the incidences and impact of violence, especially knife crime, across Kent and Medway. The PCC, through his Chief Finance Officer (CFO) chairs the VRU Oversight Panel which brings together partners from across the county. The funding has been allocated to organisations across the county for projects that help understand the nature of violent crime and its causes and provide workable solutions to help reduce the impact in Kent. This has proved particularly difficult during 2020/21 due to the pandemic, but the VRU has been successful in securing additional funding from the Home Office which has enabled more services to be delivered and helped sustain smaller, micro-charitable organisations through the pandemic. Funding for this initiative has recently been agreed for 2021/22 (subject to successful application) so the role and impact of this cross-county partnership can be developed further.
23. Kent is the UK's gateway to and from Europe and as such Kent Police worked on a variety of contingency plans for whatever agreement was expected to happen at the end of 2020. The transition to the new agreement occurred on 31 December 2020 and the contingency planning led by Kent Police in conjunction with its partners ensured this went smoothly. However, the enforced border closure by the French just before Christmas due to the new Covid strain put these contingency plans to the test and led to the implementation of relevant traffic management plans. Discussions are just concluding with the Home Office concerning the funding and it is hoped that the full costs of the operation will be met by the Home Office. The planning and implementation of the change in arrangements also incurred significant cost to Kent Police. The PCC has already written to the Home Office and secured funding to cover the costs of all of the preparations undertaken by Kent. This has totalled £5m so far and means that the costs have not been a burden to the Kent council taxpayer. Discussions with the Home Office are continuing regarding any costs incurred during the remainder of 2020/21 as the new rules are embedded and become business as usual.
24. The PCC had another year of high levels of engagement in relation to his Annual Policing Survey. More than 3,200 people responded, with the results appended to the refreshed Safer in Kent Plan and precept proposal report. This is testament to the considerable engagement work undertaken by the PCC and his office during a time when engagement has been difficult.

2021/22 Funding Settlement

25. During 2020/21 the Government were working towards a three-year Comprehensive Spending Review (CSR) due to be announced in the autumn of 2020. A considerable amount of work had taken place and the policing service as a whole were expecting a generally favourable multi-year settlement. However, the ongoing pandemic and the need for a second (and now third) national lockdown and the uncertainty over funding requirements for the economy as a whole meant that only a one-year spending review was announced in September 2020.
26. On 17 December 2020, the Policing Minister announced the provisional police grant allocation for each force area for 2021/22. The headlines nationally were:
 - Core Grant (including the Police Uplift Programme grant) increases from £7.8bn to £8.2bn, a difference of £413.6m and increase of 5.3%.
 - £15 precept flexibility for all PCCs, or equivalent.
 - 75% of council tax losses (due to Covid-19) to be compensated.
 - Flat cash pension grant allocations compared to 2020-21.
 - Capital grant remains cash flat for PCCs.
 - £52.3m capital funding for national priorities and infrastructure.
27. The settlement outlined the Policing Minister's expectations in return for the additional funding invested in policing. These are:
 - Forces to recruit another 6,000 officers by the end of March 2022 (some of these officers are expected to go into Counter Terrorism Policing, Regional Organised Crime Units and the National Fraud Intelligence Bureau).

- £120m efficiency savings from across the law enforcement sector (reflected as part of this funding settlement). These are expected to be delivered through a combination of improved procurement practises as well as savings in areas such as estates, agile working and shared services. They are broken down as follows:
 - £95m against core grant;
 - £8m against Counter Terrorism Policing;
 - £2.8m from the National Crime Agency;
 - £14.2 from programmes within reallocations.
- High quality data should be collected and used to support local delivery, identify efficiencies and support the National Policing Board’s drive to deliver the best possible outcomes within policing.

28. The PCC is confident that through this budget and through previous years’ recruitment that Kent Police is already in a strong position to be able to meet the recruitment target of 145 new officers set by central Government for the end of 2021/22. Therefore, the release of Kent’s share of the incentivisation funding has been included within the budget. The PCC is equally confident that this budget and MTFP shows Kent’s commitment to the above expectations. Furthermore, the PCC’s continued role as the national lead for Blue Light Commercial, provides assurance of the organisation’s delivery of the Government’s expectations.

29. Locally, as a result of the settlement, the funding received by Kent is as follows:

Table 1: Funding Settlement

Funding Stream	2021/22	2020/21	Variance
	£m	£m	£m
Police Core Settlement	123.4	115.5	7.9
Ex DCLG Funding	75.5	71.6	3.9
Specific Grant: Officer Uplift	2.4	4.1	(1.7)
Legacy Council Tax Grants	13.3	13.3	0.0
Pension Grant Allocation	3.4	3.4	0.0
MoJ Victims Funding*	2.2	2.2	0.0
HO Capital Grant	0.3	0.3	0.0
Total	220.5	210.4	10.1

Note: * not announced but assumed to remain the same as previous year

30. The 2021/22 settlement although not as positive as was initially hoped when a three-year CSR was expected to be announced did continue to provide funding for the increase in police officers that is being driven nationally. Other inflationary costs, such as the pay increase and general price increases were not. These will be funded through precept and savings.

31. The Government have also provided two grant schemes to PCCs to help mitigate for the losses incurred within the council tax base and the Collection fund. The first is the Local Council Tax Support Grant, this is expected to be approximately £2.4m for the PCC and is provided to compensate for the increased council tax support to residents in 2020/21 which impacts the tax base. The second grant is the Local council Tax Guarantee scheme. This allows billing authorities to spread any deficit on the Collection fund across 3 years and the government will compensate billing and precepting authorities for 75% of those losses. Although this will not be finalised and paid until well into 2021/22, we have forecast this to be around £1.0m and this has been used to offset the expected deficit on the Collection fund over the 3 years. As it is only 75% reimbursement it means it does not cover the full loss faced by the PCC.

2021/22 Budget and Precept Proposal

32. For 2021/22 the PCC and Kent Police find themselves in a vastly different place than was expected 12 months ago. The financial impact from the Covid pandemic has been substantial and wide ranging. It has impacted the funding available both nationally and locally. However, the PCC is determined to ensure that Kent Police build on the successes of previous years whilst establishing a strong financial position to enable continued innovation and class leading policing.

33. Nationally, the police funding settlement has provided additional funding for the PCC and Chief Constable to recruit another 145 officers during 2021/22. The PCC is pleased that the leadership shown in Kent in using the precept to increase officers continues to be replicated across the country through police grant and has been determined to ensure that Kent receives its fair share of the uplift. These officers will be used to support areas of vulnerability reflecting the PCC's Annual Policing survey results.
34. The funding settlement also provides for all of the ancillary costs involved in recruiting additional officers; training, equipment, IT etc., which allows the precept increase to cover inflationary cost pressures and to support the Force through the continuing pandemic.
35. The precept flexibility allows the PCC to provide support to the Chief Constable to ensure that Kent Police can be as efficient and as effective post pandemic as they have been throughout the crisis. The increase will fund some substantial costs incurred by the Force regarding the Covid pandemic, pay inflation, equipment and IT projects that will support front line officers fight crime and protect the innocent as well as place Kent Police on a substantial financial footing for the future. It also means that the officers and staff recruited through previous years precepts can be maintained.
36. The budget for 2021/22 will also continue to support frontline policing through the investment programme, ensuring that police officers have the most effective equipment, access to the best technology and have the most efficient support services.
37. The budget and precept proposal for 2021/22 is as follows:

Table 2: Budget Requirement and Precept

Budget Requirement	£350.4m
Less Police Grant	£123.4m
Less Revenue Support Grant	£75.5m
Less Legacy Council Tax Grants	£13.3m
Sub Total	£138.2m
Add Collection Fund Deficit	£0.5m
Amount to be raised by Council Tax	£138.7m
Divided by aggregate council tax base	635,941.2
Band D Council Tax	£218.15

Note: Table may not calculate correctly due to rounding

38. The Force received an 'Outstanding' grading from HMICFRS on Efficiency in the last round of inspections, however, the PCC has remained steadfast in his view that Kent Police should continue to strive to become ever more efficient. The decision to increase the precept does not absolve the need for the Force to make savings. Last year's MTFP identified the need for savings and £2.5m of these have already been delivered. This year's plan requires a further £6.5m of savings to be made. While these have yet to be delivered the Force are making substantial plans to be able to meet this robust savings target.

2021/22 Funding Pressures

39. Despite the additional funding for new officers and associated costs, the PCC did not receive any additional funding for inflationary pressures or other significant cost pressures facing Kent Police. The increase in precept will be used to mitigate the impact of these additional costs. The major pressures facing Kent Police for 2021/22 are:
- £4.0m for police officer and staff pay pressures. More than 80% of the Kent Police budget is staffing costs and therefore any increase in pay is a significant cost pressure. This includes the increased number of officers and staff recruited and planned to be up to and during 2021/22. The Government pay freeze, which applies to policing, applies from April 2021. The latest pay award for policing was 2.5% and applies from September 2020, therefore the cost is the pressure relating to the 2.5% pay increase from April to August 2021. This also includes the £250 for those earning less than the median wage (£24,000).
 - £2.5m for other inflationary and cost pressures. All non-pay costs are subject to inflationary pressures, including contract inflation, fuel costs and utilities as well as a number of additional cost pressures such as increasing costs for national collaboration, contractual costs and the

ongoing revenue costs of successful investment programme projects. It should be noted that any national recommendations on low pay and minimum wage will impact on contract inflation.

- £1.0m Internal borrowing costs for the investment programme. The investment programme is funded through capital grant, the use of reserves, receipts from the sale of assets and borrowing. The PCC borrowed internally for the investment programme due to robust cashflow and the ability to mitigate external borrowing costs. However, this borrowing still requires 'repayment', and this is the current cost of this internal borrowing.
- A further £5.3m to support investment in equipment, technology and support services. This investment is part of a continuing medium-term investment plan supporting the PCC's ambition to provide the best support to police officers and staff.
- £9.1m for indirect Covid related pressures. The pandemic has had a financial impact in a number of different ways. Police officers and staff who were planning to leave the organisation during the year, largely through retirement, have not left in the numbers expected. There are any number of reasons why, but many wanted to stay on and support Kent Police through a difficult time but also, understandably a lockdown period with a global pandemic is not particularly the best time to leave and enjoy your retirement. There is expected turnover rate of around 25 leavers a month which has reduced to around 20 on average but has been as low as 9 in some months. These are people who have had long careers and tend to be on higher pay grades, so the additional costs can be substantial. There have also been a number of other Covid related pressures, such as increased overtime and enabling officers and staff to work at home safely and securely. These additional indirect Covid cost pressures cannot be claimed back from government funding and have led to the Force forecasting a significant overspend for the end of 2020/21. Work is continuing to identify ways to reduce the overspend before the end of the year, through reducing expenditure and increasing funding which will therefore reduce the pressure on this budget. As reported in the Statement of Accounts published in November 2020, the additional costs incurred have meant that all useable reserves will have been absorbed and will require support from general reserves. This is exactly what general reserves have been set aside for and is part of the previously published Reserves Strategy and MTFP's. However, general reserves require replenishing to 3% of net budget as recommended by the CFO to the PCC and supported by HMICFRS. This will be a first call on the 2021/22 revenue budget and adds to the Covid pressure related costs.

Commissioning Strategy

40. The PCC's Safer in Kent Plan has as a key priority to 'enhance services for victims of crime and abuse'. The MoJ has yet to announce funding for the specific victims' grant allocations for 2021/22 and therefore for this budget it has been assumed that the allocation will remain at £2.1m for Kent. This means that services can continue or be put in place for the beginning of the financial year. This funding will be allocated as per the Commissioning Strategy on vital services for victims, including those delivered from Compass House, including the Victim Support service, the newly commissioned Independent Sexual Violence Advisor service and the PCC's Restorative Justice service.
41. The PCC has again agreed to match fund the figure from the MoJ so in total, the MoJ funding plus the commissioning and victims support budget means £4.2m will again be available for allocation in 2021/22, the same level of funding as the previous two years.
42. As the PCC is still awaiting details of the MoJ funding, no Commissioning Strategy is available for this paper but will be published on the PCC website before the end of 2020/21.

Medium Term Financial Plan – 4 years to 2025/26

43. The MTFP is agreed each February as part of the budget setting process and is updated and refreshed throughout the year as further information becomes available. The plan covers the current year plus four from 2021/22 through to 2025/26. For obvious reasons there is more certainty around the figures included in the early years than for those towards the end of the plan. A number of optimistic and pessimistic scenarios are produced with a number of differing assumptions; these are discussed with the PCC, Chief Executive and both PCC and Force CFOs before a final version is completed. The key assumptions included in the plan are:

Funding assumptions

- The precept will increase by £15 in 2021/22 but thereafter will increase by 1.99% each year.
- The precept referendum limit will be 2% in 2022/23 and in future years, in line with the precept flexibility referendum limits and that the greater precept flexibility afforded to PCCs in 2021/22 will not continue.
- The council tax base will decrease by 0.85% in 2021/22, with a further decline in 2022/23 moving incrementally towards a 1% growth (similar to pre-Covid levels) by 2025/26.
- That funding of the additional officers in 2022/23 will continue to be matched by an increase in central Government grant funding.
- The increase for the officer uplift in 2021/22 will form part of the base budget in future settlements as per the 2020/21 funding.
- The police revenue grant and officer uplift funding will be flat cash settlements i.e. there is no growth each year to cover inflationary costs.
- That the additional pension grant received in 2020/21 will be maintained as part of the ongoing funding to police.
- Any top slicing and reallocating from the overall police grant by the Home Office will remain at 2021/22 levels in real terms.
- That there will be no impact on the level of funding post any CSR.

Cost Assumptions

- Up to 145 police officers will be recruited in 2021/22, with a further 196 in 2022/23 as announced by central Government.
- These officers will form part of the ongoing establishment and be fully funded from Government grant.
- Pay cost inflation for officers and staff will be 0% for September 2021 to September 2022 and then a 1% increase every September after.
- Any additional bonus payment or pay award above those highlighted above will be funded through any in-year underspend, reserves or additional savings.
- Non-pay inflation will be 1% for 2021/22 increasing to 2% each year of the MTFP after that, in line with the Bank of England's target.
- The employer's pension contribution will be maintained at its current level over the life of the plan.
- That an ongoing investment in equipment and technology to support police officers through capital investment of £1m introduced in 2020/21 will continue with a further £1m in each subsequent year of the MTFP to help ensure Kent Police has the funds to provide the best support now and in the future.

44. With these assumptions, across the life of the MTFP there are potentially £22.6m savings to be made by the Force. While the Force has a good track record of identifying savings ahead of schedule the changes in savings required for each year will need careful management. Any changes in the assumptions above, for example in the level of Government grant received, could lead to more or less savings having to be made. £2.5m of savings have already been identified and removed from the budget for 2021/22 leaving a further £6.5m to be found. The Chief Constable has provided assurance to the PCC that he will protect front line policing and find savings elsewhere within the budget.

45. A summary of the medium-term plan is set out at Annex A. On the basis of these assumptions the savings profile would be as follows:

Table 3: Savings requirement

Savings	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Delivered (cumulative)	2.5	9.0	9.9	15.3	19.8
Required (each year)	6.5	0.9	5.4	4.5	2.8
Total (cumulative)	9.0	9.9	15.3	19.8	22.6

46. The significant drop in the savings target for 2022/23 is due to the one-off requirement to re-establish general reserves in 2021/22 not being required in future years. The Force has a savings plan to cover this period from the previous year's MTFP and are already identifying opportunities for future savings. Any savings identified during the year that are not required to balance the budget in 2021/22 will be invested in reserves to support reserves and the investment programme over the medium-term.

Reserves Strategy

47. An important element of the PCC's overall financial strategy is the use of reserves over the life of the MTFP. The following section summarises the current and medium-term position on reserves. The full Reserves Strategy is attached at Annex B.

48. The PCC's Reserves Strategy has the following key elements:

- A general non-earmarked reserve of 3% of the net budget will be maintained for unknown and/or unforeseeable events.
- A prudent approach to risk management will be maintained and accordingly earmarked reserves will be created where appropriate to cover for possible significant risks.
- In the interest of the council taxpayer, the PCC will where possible build up and maintain a level of reserves for investment, borrowing only where the life of the asset and economic environment make it the most efficient way of financing investment.
- The PCC will take a long-term approach to protecting, maintaining and investing in all assets, supporting policing for the long term as well as short term.
- Reserves not required for the above purposes will be clearly identified as available for other discretionary opportunities.

49. The total general and earmarked reserves are expected to be £5.9m as at 31 March 2021. Of this, general reserves will amount to £2.6m or broadly 0.8% of the net budget. This is substantially below the current level of reserves recommended by the PCC CFO and the strategy of holding the equivalent of 3% of the net revenue budget for general contingency and what is regarded as general best practice. However, as noted elsewhere in the report this is due to the impact of indirect Covid-19 costs on the Force and PCC. The MTFP, budget and Reserves Strategy all have clear guidance on the use of general reserves, and these have been used in accordance with these documents. This means that the first call on the budget is to replenish the general reserves to 3% of the net revenue budget.

50. Therefore, the total general and earmarked reserves at 1 April 2021 are expected to be £14.7m. Of this, general reserves will amount to £10.5m or 3% of the net budget.

51. The remaining reserves are all earmarked. It should be noted that the investment reserve is expected to have a balance of £0.3m at the start of the financial year. Capital investment in 2021/22 will be funded from asset sales during the year and largely borrowing. In the first instance this will be internal borrowing, where the PCC 'borrows' from cashflow during the year, reducing the level of funds available for investing in the money markets but reducing the cost of borrowing.

52. The level of reserves has reduced significantly over the last few years due to the planned use of reserves to support recruitment, strong performance in delivering capital projects and reducing asset sales. This reflects a strong direction from the Government to reduce policing reserves from a high level in 2017/18. The overspend for 2020/21 has reduced this level further. With the current expected levels of reserves for 2021/22, it means that reserves can only be used for capital expenditure and contingencies. Contributions made over the life of the MTFP will support reserves over the 5 years of the plan.

53. The PCC has notified the Chief Constable that any underspend will be taken back into reserves in order to mitigate risks over the medium-term. Any in-year reallocations of underspends will only be considered by the PCC where an exceptional business case is made.

54. The reserves position over the medium-term is set out below:

Table 4: Reserves

Reserve	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m	£m
General	2.6	10.5	10.9	11.0	11.1	11.3
Risk (inc Insurance)	3.0	3.9	4.4	4.8	5.7	6.6
Investment	0.3	0.3	12.3	5.6	1.2	0.0
PCC (inc Op Morris)	0.0	0.0	0.6	0.6	0.6	0.6
Total	5.9	14.7	28.2	22.0	18.6	18.5

55. Over the medium-term, taking all the plans and provisions into account, total reserves are expected to increase to £18.5m at the start of 2025/26.

56. The expenditure from the investment reserve is increasingly reliant on borrowing and in-year asset disposals being realised and available to spend. A contribution to capital investment is made to support the investment in ensuring that police officers have the appropriate equipment and technology to be as effective as possible and this will increase by a further £1m each year over the medium-term.

Capital

57. The Capital Strategy is a key document for the PCC and forms part of the integrated revenue, capital and balance sheet planning. It provides a high-level overview of how capital expenditure; capital financing and treasury management activity contribute to the delivery of desired outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure. This document is published alongside the budget report and can be found at Annex C.

58. The key themes driving capital investment can be summarised as follows:

- Policy led with clear linkages to operational requirements and the Safer in Kent Plan.
- Using technology and innovation to reduce demand and increase the time and focus officers can devote to core policing.
- Generate revenue savings.
- Putting victims and witnesses at the heart of the service.
- Ensuring sound and reliable equipment and facilities for officers.
- Exploiting tangible efficiency and effectiveness opportunities in partnership with others.
- Maximising the efficiency and effectiveness of the estate.

59. Usually, a summary of the planned schemes and projects is shown below, however a revised process is being introduced in 2021/22. This identifies funding available for the investment programme for the year and subsequent years but does not allocate this to specific departments or areas. All projects expecting to be funded from the investment reserve will have to produce a business case and projects will be identified on the strength of that case and the priority to the organisation. This reflects a more agile way of working within a constantly changing environment and provides substantial flexibility to the delivery of the investment programme. As per normal practice, actual release of funding next year and in future years will depend on the completion of sound business cases.

Table 5: Investment Programme

	2021/22	2022/23	2023/24	2024/25	2025/26
Expenditure	£m	£m	£m	£m	£m
Total	12.0	12.0	12.0	12.0	12.0
Funded by					
Capital Grant	0.3	0.3	0.3	0.3	0.3
Investment Reserves	0.0	0.0	10.9	9.4	6.0
Capital Receipts	6.0	11.7	0.8	2.3	0.0
Borrowing	5.7	0.0	0.0	0.0	5.7
Total	12.0	12.0	12.0	12.0	12.0

60. The investment programme is funded by a combination of investment reserves, capital grant received from the Government, borrowing and the use of capital receipts from the disposal of assets during the year. In regard to capital receipts all asset disposals are subject to a business case and require approval by the PCC.
61. The PCC will have to borrow to fund the capital programme in the first and last year of the MTFP. Any decision to borrow will be made, like all decisions, with value for money for the taxpayer in mind and only be done when it is the most cost-effective way of delivering a project and will consider the project, business case and asset life expectancy. A decision to borrow will also take into account taxpayer equity, this is where taxpayers of today may be funding assets that future taxpayers will use. Spreading the cost of a long-term asset over its life cycle will ensure that all taxpayers who benefit from the asset will be contributing to the cost.
62. In the first instance, borrowing is likely to consist of internal borrowing. This is where the PCC will borrow against future cashflow, foregoing the interest that could have been earned through investing the funds in the money markets. This is a way of borrowing with the lowest cost. This internal borrowing does require repaying back into the cashflow and the impact of this has been taken into account within the MTFP.
63. The overall planned investment programme has been restricted to expenditure of £12m in each financial year. This is in line with the capacity to deliver projects, resources and expenditure achieved in previous years. The level of resources available to fund the projects without borrowing has reduced but the programme above reflects a balance between ongoing maintenance and asset replacement such as vehicles and investment in new technology and invest to save projects. This provides a clear focus on the key priority projects and reduces the amount of slippage that is typically incurred at the end of the year.
64. The PCC is keen to maximise the use of the police estate and considers all options from disposal through to refurbishment and income generation. The PCC is keen to increase collaborative work on estates with our partners, particularly the Kent Fire and Rescue Service so that both organisations can benefit from efficiencies and increased understanding of collaborative opportunities.
65. The PCC will be holding the Chief Constable to account for the delivery of the investment programme on a regular basis throughout the year.

Chief Finance Officer - Professional Statement

66. It is a statutory requirement that the designated Section 151 Officer, in this case, the CFO must issue a professional statement on the adequacy of reserves, the robustness of estimates and the overall effectiveness of the systems of financial control and risk management.
67. In determining the above the CFO has reviewed the financial environment and the risks facing policing in Kent and has taken the following into account:
68. The impact of the Covid-19 pandemic, globally, nationally and locally cannot be ignored. The work undertaken by Kent Police officers and staff and by the staff of the OPCC has been remarkable. The ability to continue policing and protecting the vulnerable and keeping their own officers and staff working and safe is a fantastic achievement. It reflects not only the agility and flexibility of both organisations to meet ever changing demands but the dedication and commitment of all who work for them.
69. However, the pandemic and the response to it has not come without financial implications. The Force and PCC have incurred costs directly related to the pandemic such as the purchase of personal protective equipment (for other forces as well as Kent), loss of income through training, additional cleaning and purchase of equipment to enable home working. Most of these costs have either been fully or in the case of income loss, partially reimbursed by Government which is to be welcomed. However, there have been a number of indirect impacts from the pandemic that have led to significant cost pressures for the Force and PCC. This has led to a forecast overspend in 2020/21 that will impact on the level of reserves available for 2021/22 including the drawing down of general reserves. Work to

reduce this overspend is continuing to the end of 2020/21 and it is hoped that this will be effective in reducing the pressure on reserves.

70. However, it cannot be ignored that the forecast level of reserves at the end of this year is well below the recommended level. The need to draw down general reserves to support the budget during 2021/22, while understandable, does create an immediate significant budget pressure for 2021/22. Nevertheless, general reserves are set aside to deal with unprecedented circumstances and therefore these are the circumstances in which they can and have to be used. Previous budget reports have been clear on this and have stated that should these reserves be required the first call on the budget is to re-establish the level of reserves back to the 3% of net budget. This is a plan that has been in place for a number of years and has been scrutinised by HMICFRS, our external auditors and the Joint Audit Committee (JAC) as being appropriate and the budget and MTFP shows that, while challenging, it is effective.
71. As stated in previous years' reports the level of general reserves has been maintained at 3% of the net revenue budget over the MTFP in line with the Reserves Strategy. This level of general reserves will account for any major event that may require recourse to the Government's Special Police Grant. This covers the cost of any major unforeseen cost incurred to policing over and above 1% of the net revenue budget. The 3% in general reserves covers us for two such events and a further 1% contingency.
72. This policy outlined in the Reserves Strategy will serve the PCC well during 2021/22. The budget report outlines a number of the difficult financial pressures that Kent Police and the PCC are facing. The indirect negative impact of Covid-19 on police officer and staff turnover and non-reclaimable lost income has meant the Force are facing a significant overspend in 2021/22. This is covered through the use of all usable reserves i.e. those not earmarked for Insurance purposes and through the use of general reserves. The decision to use general reserves to cover these costs is not taken lightly, but as previously stated, general reserves are held precisely for these unprecedented occasions.
73. This means that the first call on the 2021/22 budget is to re-establish the general reserve to its 3% of net revenue budget. This brings the reserves back into line with the strategy and places the Force and PCC on a sound financial footing to not only be able to deal with any continued impacts of the Covid-19 pandemic during 2021/22 but also any other unforeseen events. Continued support into reserves across the MTFP ensures the level of reserves remains minimal but robust.
74. The Force has a good track record of identifying and managing savings through effective financial management and planning and unfortunately significant savings are once again potentially required over the medium-term. These savings are a forecast of the future and will change as we go through the MTFP. But the Force has a continuing medium-term savings plan which seeks early opportunities to identify savings and deliver them wherever possible. Any savings identified and not required to meet savings targets will be taken into reserves.
75. It is recognised that the delivery of savings becomes harder each year. The Force has a good track record in meeting savings targets, but these are usually delivered ahead of the year required. Due to settlement dates and the impact of the Covid pandemic, 2021/22 will require delivery of savings in year. Plans are being developed for meeting the in-year target for 2021/22. There are also a number of longer-term plans that will generate significant savings in future years including the move away from the Sutton Road site. However, it has to be recognised that the level of savings required is challenging and will require significant managing over the MTFP.
76. 2021/22 will be the second year that Kent Police have overspent on their budget allocation. 2021/22 has been an exceptional year with the Covid-19 pandemic, the transition from the EU and the closure of the border with France. While a lot of the costs of these have been or are hoped to be reimbursed from the Government it has had an indirect impact on other costs that cannot be reclaimed. It is anticipated that the Force will return to normal spending patterns (i.e. within budget) in 2021/22, although no presumption of in-year underspending should be made because, having agreed the budget the PCC authorises its spending. With strong budget management arrangements and the medium-term savings plan, which sets out where and how savings may be found, this increases the flexibility of the Force to bring forward or push back savings plans dependent on future funding settlements.

77. At a national level the Government have been responding to financial pressures caused by Covid, supporting businesses, individuals and the economy. This has meant that a planned three-year Comprehensive Spending Review turned into a one-year CSR. The Minister's announcement of the additional funding in the settlement to recruit additional officers for 2021/22 is to be welcomed as these officers on top of those already recruited through previous precept increases and government support means that Kent Police will have more police officers than ever before. It is particularly pleasing that the Government continues to cover all of the costs associated with recruiting the officers and not just the salaries. There are a number of supporting mechanisms (HR, training, equipment) that are essential for new officers and these costs should be covered.
78. The funding settlement for 2021/22 continues the incentive funding where the Government has held back a portion of funding for the uplift in officers and will only release to forces when they have recruited the officers. Kent Police has been recruiting significant numbers of officers over the last few years and is well placed to achieve the recruitment targets set by central Government. Therefore, this 'incentive funding' has been included within the budget for next year. This will, of course, be closely monitored during the year.
79. There is still considerable uncertainty over Government funding for policing in the future. It is hoped that the funding for additional officers will continue in the same vein as that for 2021/22 and that a multi-year CSR will be finalised next year. The lack of future funding settlements makes it difficult to plan financial resources over the medium-term, however, the assumptions included within the MTFP are prudent and the organisation has proved itself agile enough to respond to changing levels of resources.
80. The Government's planned review of the formula for distributing the national pot of general police grants between forces is now on hold and is unlikely to be reviewed until after the new CSR has been agreed. As has been stated in previous budget reports this could be a significant risk on the funding received by Kent particularly in the latter years of the MTFP. However, due to the decision to place this on hold and the unknown timing of any review and implementation of the formula there is no requirement to have some protection against this risk and therefore no provision in reserves has been made.
81. The Government's planned rectification to the public sector Pension Funds due to recent court cases (e.g. McCloud) could have a substantial financial impact on employers' contributions to the pension schemes as well as other administrative costs. At this stage it is hard to ascertain just what the financial impact will be, but it could become a budget pressure of several million pounds in 2023/24. There are conversations nationally across the public sector to determine how the rectification of pensions schemes is resolved and funded. Until further clarity is provided this has not been included within the MTFP but will be monitored closely as a risk.
82. The increase in precept flexibility for 2021/22 is appreciated and provides PCCs with scope to set a precept in line with their Police and Crime Plan priorities. However, it should be noted that the concentration of new Government funding towards recruitment means that a number of significant budget pressures are having to be funded from the precept increase rather than central grant including some significant indirect cost pressures relating to the Covid pandemic.
83. As has been stated in previous CFO commentaries this leaves PCCs facing potential fluctuations in tax collection and the tax base that any local tax incurs. The Covid pandemic has left the PCC in just that position with a reduced tax base (when growth was expected) and a deficit on the collection fund (when it's usually a surplus). The Government have provided funding for 75% of the deficit on the collection fund surplus and also given billing authorities the ability to spread these deficits over three years. This is helpful, although does not cover the full loss of funding. The deficit grant is not expected to be confirmed before the new financial year and will not be paid until well into 2021/22. However, through our partners in the billing authorities we have been able to include an estimated level of grant within the current budget to compensate for the deficit in 2021/22 and the following two years.

84. The Government have also allocated billing and precepting authorities a Local Council Tax Support Grant. This grant is in recognition of the increased costs of providing local council tax support and other help to economically vulnerable households following the pandemic. Although council tax support is largely a billing and unitary authority responsibility, the outcome of any council tax support influences the tax base, therefore this is being split between billing and precepting authorities. The indicative amount for the PCC is £2.4m and is expected to be confirmed and paid in April 2021. The budget proposal expects to use this grant to support the budget in 2021/22.
85. The additional funding from central government is welcome and helps mitigate some of the impact of the ability to raise funding through local taxation and reduces the expected savings that Kent Police and the PCC are required to make in 2021/22.
86. This is the fifth consecutive year that PCCs have received greater precept flexibility than expected, but this flexibility has been consistent in its inconsistency with limits of £5, £12, £24, £10 and now £15. Due to this uncertainty any future flexibility has not been included within the MTFP and assumptions have reverted to the pre-flexibility referendum limit of 2%. Any decision on future precept levels will be taken by the PCC at the appropriate time.
87. The Government is still planning for the replacement of ESN. This is the communication network for all emergency services with the police service being the largest user and therefore the largest financial contributor. The initial estimated capital investment is £1bn, with expected revenue savings of £350m. The implementation of this new network has been delayed several times and has an impact on local forces. The delay in implementation incurs additional costs to policing and it is not yet clear where these additional costs will fall, either at a national or local level. Some estimated costs have been included within the revenue budget, but these are under constant review. Any additional revenue costs over and above this estimate would be met from further efficiencies or if later, in the MFTP reserves. Any additional capital costs would be met through authorised borrowing. The inclusion of these estimates within the revenue budget means that there is no requirement for a provision to be included within reserves in this budget and MTFP.
88. At the time of the budget we have assumed that pay awards will resume from September 2021 and are limited to 1.0% over the life of the MTFP and an average 1% for increments. However, with the Government finances still dealing with the pandemic it is unclear whether the pay freeze will continue. For non-pay we are assuming general inflation at 1% for the first year and 2% for the remaining years.
89. The key assumption on funding is that general police grant, legacy grants and first year uplift funding will be flat cash settlements over the life of the MTFP. Although funding is unknown it seems prudent to reflect the current settlement as a continuing commitment. Any further funding that is announced in future years will help offset proposed savings targets. Beyond the precept announced for 2021/22 it is assumed precept limits will return to historic levels of 2% in line with non-pay inflation forecasts.
90. The increased demand for capital investment coupled with the reducing ability to produce capital receipts means that the investment programme for future years has been capped at £12m. Even with this, the expenditure is increasingly reliant on internal borrowing and the sale of assets in year. This increases the risk that funding may not be available for the investment programme. This risk is being managed in three ways. Firstly, a £1m revenue contribution to capital outturn introduced in 2020/21 continues and this contribution will be increased by £1m in 2021/22 and each year over the medium-term. Secondly, the PCC will look to internal borrowing to fund elements of the investment programme. This significantly reduces the cost of borrowing as it is the opportunity cost of investing the funds that is lost. This does cause a revenue pressure as this borrowing still needs to be repaid (albeit without the interest element) and this has been included within the MTFP. The closure and sale of the Sutton Road site will support funding of capital projects as and when funds are received. Thirdly, the PCC will review the capital projects that come forward as part of the plan and determine whether external borrowing to fund the project may be the most effective and efficient way of using resources. This is likely to be used sparingly and for long life estate projects or potentially longer life IT schemes. Any decision to borrow will be fully costed to ensure affordability, efficiency and taxpayer equity. The investment programme is a crucial element of the PCC's determination to support Kent Police wherever he can. The programme is an

essential element of making the Force more efficient and effective and ensuring officers are equipped with the best tools to enable them to be more visible in the community.

91. The UK's final transition from the EU occurred on 31st December 2020 and at the time of writing the transition has gone relatively smoothly. The contingency planning undertaken by Kent Police and its partners has proved beneficial and the PCC has been successful in obtaining funding from the Government for those transitional and planning costs. This means that the Kent taxpayer is not funding the consequences of national decisions. It is still unclear as to what 'business as usual' will be at the borders post transition and therefore the impact that it will have on policing and in particular Kent. This will become apparent over the next few months, the PCC and the Force are actively engaging with the Home Office to ensure Kent's voice is heard in the discussions and to take advantage of any funding opportunities should they arise. With the additional funding received and the commitment to fund future costs received, there is no need to hold funds aside in reserves to cover the impact of post transition work. However, should business as usual have any unexpected impact or costs then this would be managed through the general reserves in the first instance with a view to reimbursement from the government.
92. The Force and the OPCC maintain active risk registers and associated risk management processes for operational and management risks which are monitored by the independent JAC. As well as the financial challenges described above, many of the key risks inevitably fall on the Force, rather than the OPCC, from both existing and newer threats. Examples of the latter include the local response to counter terrorism threats, child sexual exploitation, organised crime and cybercrime. Within the OPCC, on-going strategic risks relate to ensuring the core statutory functions of the PCC are met; this includes overall financial governance and value for money and the newly introduced complaints regulations.
93. Overall, I have considered the level and need for reserves against the strategic risk registers of the Force and the OPCC. While the level of reserves at the end of 2020/21 is forecast to be lower than the recommended limit, this is not unexpected due to the unprecedented impact of the Covid-19 pandemic and there is a robust plan in place to replenish and maintain these reserves. Therefore, I am satisfied that the reserves for next year and over the life of the plan are prudent and appropriate after consideration of the latest key risk assessments. I am satisfied that the estimates have been drawn up in a robust way, recognising that medium-term forecasts beyond 2021/22 will inevitably carry more uncertainty. I am also satisfied that the operation of internal and external audit and the operation of financial controls are sound. Regular monitoring and review of delivery plans and active risk management, including via the independent JAC, remain vital parts of the local governance arrangements.

Rob Phillips
Chief Finance Officer
Office of the Police and Crime Commissioner for Kent
February 2021

Supporting information:

Annex A – Summary of Medium Term Plan, 2021/22 to 2025/26

Annex B – Reserves Strategy 2021/22

Annex C – Capital Strategy 2021/22

Summary of Medium Term Plan, 2021/22 to 2025/26

	Budget 2020/21	Inflation or Growth	Savings	Budget 2021/22	Inflation or Growth	Savings	Forecast 2022/23	Inflation or Growth	Savings	Forecast 2023/24	Inflation or Growth	Savings	Forecast 2024/25	Inflation or Growth	Savings	Forecast 2025/26
	£m	£m	£m	£m												
Expenditure																
Pay (Officers and Staff)	287.2	3.6	0.0	290.8	1.7	0.0	292.5	2.9	0.0	295.4	3.0	0.0	298.3	3.0	0.0	301.3
Overtime	7.5	0.4	0.0	7.9	0.4	0.0	8.3	0.4	0.0	8.7	0.4	0.0	9.1	0.4	0.0	9.5
Premises	21.2	0.7	0.0	21.8	0.4	0.0	22.3	0.4	0.0	22.7	0.5	0.0	23.2	0.5	0.0	23.6
Transport	8.2	0.1	0.0	8.3	0.2	0.0	8.4	0.2	0.0	8.6	0.2	0.0	8.8	0.2	0.0	8.9
Other non pay costs including IT, supplies etc.	43.4	0.9	0.0	44.3	0.9	0.0	45.2	0.9	0.0	46.1	0.9	0.0	47.0	0.9	0.0	48.0
Cost of the OPCC	1.4	0.0	0.0	1.4	0.0	0.0	1.4	0.0	0.0	1.4	0.0	0.0	1.4	0.0	0.0	1.4
Commissioning and Victim Services	4.2	0.0	0.0	4.2	0.0	0.0	4.2	0.0	0.0	4.2	0.0	0.0	4.2	0.0	0.0	4.2
New Pressures (identified 2019/20)																
Support for Officers through capital investment (RCCO)	1.0	1.0	0.0	2.0	1.0	0.0	3.0	1.0	0.0	4.0	1.0	0.0	5.0	1.0	0.0	6.0
ESMCP (estimated costs)	0.0	0.0	0.0	0.0	3.0	0.0	3.0	2.2	0.0	5.2	2.2	0.0	7.4	1.0	0.0	8.4
Additional PEQF Pressure	0.0	0.1	0.0	0.1	0.2	0.0	0.3	0.0	0.0	0.3	0.0	0.0	0.3	0.0	0.0	0.3
Mobile Policing Revenue Costs	0.0	1.7	0.0	1.7	0.0	0.0	1.7	0.0	0.0	1.8	0.0	0.0	1.8	0.0	0.0	1.8
Ill Health Retirements	0.0	0.5	0.0	0.5	0.0	0.0	0.5	0.0	0.0	0.5	0.0	0.0	0.5	0.0	0.0	0.5
New Pressures (identified 2020/21)																
Decrease in employee turnover	0.0	3.2	0.0	3.2	0.0	0.0	3.2	0.0	0.0	3.2	0.0	0.0	3.2	0.0	0.0	3.2
Support for Reserves	0.0	5.9	0.0	5.9	(4.9)	0.0	1.0	0.0	0.0	1.0	0.0	0.0	1.0	0.0	0.0	1.0
Revenue Consequences of Capital Programmes	0.0	1.9	0.0	1.9	1.0	0.0	2.9	0.0	0.0	2.9	0.0	0.0	2.9	0.0	0.0	2.9
Apprentice Levy pressure	0.0	0.6	0.0	0.6	0.0	0.0	0.6	0.0	0.0	0.6	0.0	0.0	0.6	0.0	0.0	0.6
Estates Costs	0.0	0.8	0.0	0.8	0.0	0.0	0.8	0.0	0.0	0.8	0.0	0.0	0.8	0.0	0.0	0.8
IT Growth	0.0	0.8	0.0	0.8	0.0	0.0	0.8	0.0	0.0	0.8	0.0	0.0	0.8	0.0	0.0	0.8
Equipment: Taser Uplift	0.0	0.1	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.1
Sexual Assault Referral Centre - increased costs	0.0	0.0	0.0	0.0	0.3	0.0	0.3	0.0	0.0	0.3	0.0	0.0	0.3	0.0	0.0	0.3
Additional Officers																
Kent Share of national 20,000 officer uplift	9.9	5.7	0.0	15.5	7.7	0.0	23.2	0.2	0.0	23.4	0.2	0.0	23.7	0.2	0.0	23.9
Savings																
Savings Achieved	0.0	(2.5)	0.0	(2.5)	0.0	(6.5)	(9.0)	0.0	(0.9)	(9.9)	0.0	(5.4)	(15.3)	0.0	(4.5)	(19.8)
Total Gross Spending	383.8	25.5	0.0	409.3	11.9	(6.5)	414.7	8.3	(0.9)	422.1	8.4	(5.4)	425.1	7.2	(4.5)	427.8
less Income:																
Specific Grant - Victims Funding	(2.1)	0.0	0.0	(2.1)	0.0	0.0	(2.1)	0.0	0.0	(2.1)	0.0	0.0	(2.1)	0.0	0.0	(2.1)
Specific Grant - Counter Terrorism	(13.6)	0.0	0.0	(13.6)	0.0	0.0	(13.6)	0.0	0.0	(13.6)	0.0	0.0	(13.6)	0.0	0.0	(13.6)
Specific Grant - Officer Uplift Funding Incentivisation	(4.1)	(2.4)	4.1	(2.4)	0.0	0.0	(2.4)	(0.1)	0.0	(2.5)	0.0	0.0	(2.5)	0.0	0.0	(2.5)
Specific Grant - Pension Uplift Grant	(3.4)	0.0	0.0	(3.4)	0.0	0.0	(3.4)	0.0	0.0	(3.4)	0.0	0.0	(3.4)	0.0	0.0	(3.4)
Specific Grant - LGIS Grant	0.0	(1.0)	0.0	(1.0)	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Specific Grant - LCTS Grant	0.0	(2.4)	0.0	(2.4)	2.4	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)
Locally Generated Income	(29.0)	0.9	0.0	(28.1)	0.0	0.0	(28.1)	0.0	0.0	(28.1)	0.0	0.0	(28.1)	0.0	0.0	(28.1)
Contribution (from) / to Reserves - new policies	0.0	0.6	0.0	0.6	(0.9)	0.0	(0.3)	0.0	0.0	(0.3)	0.3	0.0	0.0	0.0	0.0	0.0
Total Net Spending	331.6	21.2	4.1	356.9	14.4	(6.5)	364.8	8.2	(0.9)	372.1	8.7	(5.4)	375.4	7.2	(4.5)	378.1
Savings (Required)/ Overachieved	0.0	0.0	(6.5)	(6.5)	6.5	(0.9)	(0.9)	0.9	(5.4)	(5.4)	5.4	(4.5)	(4.5)	4.5	(2.8)	(2.8)
Total Net Spending after savings	331.6			350.4			363.9			366.7			370.9			375.3
Funding:																
Police Grant	(174.0)	(24.8)	0.0	(198.9)	0.0	0.0	(198.9)	0.0	0.0	(198.9)	0.0	0.0	(198.9)	0.0	0.0	(198.9)
Legacy Council Tax Grants	(13.3)	0.0	0.0	(13.3)	0.0	0.0	(13.3)	0.0	0.0	(13.3)	0.0	0.0	(13.3)	0.0	0.0	(13.3)
Officer Uplift Core Funding	(13.0)	13.0	0.0	(0.0)	(11.4)	0.0	(11.4)	0.0	0.0	(11.4)	0.0	0.0	(11.4)	0.0	0.0	(11.4)
Estimated Council Tax (Surplus) / Deficit	(1.0)	1.5	0.0	0.5	0.0	0.0	0.5	0.0	0.0	0.5	(0.6)	0.0	(0.1)	0.0	0.0	(0.1)
Council Tax Precept	(130.3)	(8.4)	0.0	(138.7)	(2.1)	0.0	(140.8)	(2.8)	0.0	(143.6)	(3.6)	0.0	(147.2)	(4.4)	0.0	(151.6)
Total Net Financing	(331.7)	(18.8)	0.0	(350.4)	(13.5)	0.0	(363.9)	(2.8)	0.0	(366.7)	(4.2)	0.0	(370.9)	(4.4)	0.0	(375.3)
Council Tax Base	641,422.51			635,941.2			632,761.5			632,761.5			635,925.3			642,284.6
Band D Precept	(£203.15)			(£222.15)			(£226.50)			(£226.92)			(£231.44)			(£236.04)
£ Increase in Precept	(£10.00)			(£15.00)			(£4.34)			(£4.43)			(£4.52)			(£4.61)
% Increase in Precept	5.18%			7.39%			1.99%			1.99%			1.99%			1.99%
% Growth in Tax Base	1.7%			-0.9%			-0.5%			0.0%			0.5%			1.0%

Kent Police and Crime Commissioner

Reserves Strategy 2021/2022

Introduction

1. An important element of the Police and Crime Commissioner's (PCC's) overall financial strategy is the use of reserves over the life of the Medium Term Financial Plan (MTFP). How and why the PCC holds reserves is outlined in this Reserves Strategy which is reviewed and updated annually.
2. The Reserves Strategy is published as part of the police and crime plan and budget papers which are reported to the Police and Crime Panel in February each year. This forms part of the overall financial environment taken into account when the PCC sets the level of precept.

Background

3. Reserves are used by the PCC both for the annual budget and over the medium-term as part of an overall medium-term financial strategy. There are a number of legislative safeguards in place that help prevent the PCC from over-committing financially. These include:
 - The requirement to set a balanced budget as set out within the Local Government Finance Act 1992.
 - The requirement for the PCC to make arrangements for the proper administration of their financial affairs and the appointment of a Chief Finance Officer (CFO), or Section 151 Officer, to take responsibility for the administration of those affairs.
 - The requirements of the Prudential Code, Treasury Management in Public Services Code of Practice and the Financial Management Code of Practice.
 - The CFO's duty to report on the robustness of estimates and the adequacy of reserves when the PCC is considering his budget requirement.
4. This is reinforced by Section 114 of the Local Government Act 1988 which requires the CFO to report to the PCC, Police and Crime Panel and the External Auditor if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where the PCC does not have sufficient resources to meet expenditure in a particular year.
5. The Local Government Finance Act 1992 also requires PCCs as a 'precepting' authority to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
6. It should be noted that there is no defined minimum level of reserves that PCCs should hold. Local circumstances in terms of resourcing, expenditure and demand vary significantly across the country and so the level of reserves held is a judgement by the PCC, with advice from the CFO taking into account all local and national circumstances. However, any level of general reserves over 5% requires explanation within the Reserves Strategy.

Financial Regulations

7. The Kent Police Financial Regulations set out the key responsibilities of the PCC's CFO, Chief Constable and the PCC in regard to reserves and how they are used and maintained.

Reserves Strategy

8. The PCC holds reserves for three reasons:
 - a) As a general contingency against unknown or unforeseen events
 - b) To manage strategic risks in the organisation
 - c) To manage change within the organisation
 There are also a number of specific named reserves held for statutory reasons.

9. The PCC's Reserves Strategy has the following key elements:
- A general non-earmarked reserve of 3% of the net budget will be maintained for unknown and/or unforeseeable events.
 - A prudent approach to risk management will be maintained and accordingly earmarked reserves will be created to cover for possible significant risks.
 - In the interest of the council taxpayer, the PCC will where possible build up and maintain a level of reserves for investment, borrowing only where the life of the asset and economic environment make it the most efficient way of financing investment.
 - The PCC will take a long-term approach to protecting, maintaining and investing in all assets, supporting policing in the long term as well as short term.
 - Reserves not required for the above purposes will be clearly identified as available for other discretionary opportunities.
10. These elements are the aims of the PCC's Reserves Strategy and have not changed, however, the attainment of them has come under pressure during the Covid-19 pandemic. The aims are the overarching guiding principle to which the Reserves Strategy of the PCC will target.

Reserve Levels

11. The total general and earmarked reserves are expected to be £5.9m as at 31 March 2021. Of this, general reserves will amount to £2.6m or broadly 0.8% of the net budget. This is below the level of reserves recommended by the PCC's CFO and the strategy of holding the equivalent of 3% of net revenue budget for general contingency and what is regarded as general best practice and comparable with other PCCs. However, this is due to the impact of indirect Covid-19 costs on the Force and PCC. The MTFP, budget and Reserves Strategy all have clear guidance on the use of general reserves, and they have been used in accordance with these documents. This means that the first call on the budget is to replenish the general reserves to 3% of the net revenue budget.
12. The total general and earmarked reserves as at 1 April 2021 are expected to be £14.7m. Of this, general reserves will amount to £10.5m or 3% of the net budget.
13. The remaining reserves are all earmarked. It should be noted that the investment reserve is expected to have a balance of £0.3m at the start of the financial year. Capital investment in 2021/22 will be funded from asset sales during the year and also largely borrowing. In the first instance this will be internal borrowing, where the PCC 'borrows' from cashflow during the year, reducing the level of funds available for investing in the money markets but reducing the cost of borrowing.
14. The level of reserves has reduced significantly over the last few years due to the planned use of reserves to support recruitment, strong performance in delivering capital projects and reducing asset sales. This reflects a strong direction from the Government to reduce policing reserves from a high level in 2017/18 but also the strict financial environment in which policing operates. The overspend in 2020/2021 has reduced this level further. With the current expected levels of reserves, it means that reserves can only be used for capital expenditure and contingencies. Contributions made over the life of the MTFP will increase the level of reserves over the 5 years of the plan.
15. The PCC has notified the Chief Constable that any underspends will be taken back into reserves in order to mitigate risks over the medium-term. Any in-year reallocations of underspends will only be considered by the PCC where an exceptional business case is made.

16. The reserves position over the medium-term is set out below:

Table 1: Reserves over the MTFP

Reserve	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
General	2.6	10.5	10.9	11.0	11.1	11.3
Risk (incl. Insurance)	3.0	3.9	4.4	4.8	5.7	6.6
Investment	0.3	0.3	12.3	5.6	1.2	0.0
PCC (incl. Op Morris)	0.0	0.0	0.6	0.6	0.6	0.6
Total	5.9	14.7	28.2	22.0	18.6	18.5

17. Over the medium-term, taking all the plans and provisions into account, total reserves are expected to total £18.5m at the start of 2025/26.

18. The expenditure from the investment reserve is increasingly reliant on borrowing and in-year asset disposals being realised and available to spend. A contribution to capital investment continues to be made over the life of the MTFP to support the investment in ensuring that police officers have the appropriate equipment and technology to be as effective as possible.

19. Any revenue underspends not required for unforeseen expenditure will be taken back into reserves.

20. The reserves are held for the following:

- **General** is used to mitigate against unknown and unexpected events that incur considerable cost that could not be borne within the revenue budget such as public order, major investigation costs or to fund initial costs of a major disruption/ disaster response (i.e. Covid-19 pandemic, flooding). This would be used before applying to the Government's Special Grant scheme should the criteria be met. The Special Grant scheme usually only accepts applications from PCCs who have incurred costs greater than 1% of their net revenue budget. This reserve covers two such instances plus a further 1% for unknown and unexpected costs.
- **Risk** is used to mitigate any sudden or unexpected changes in funding levels. This also includes the **Insurance Reserve** which is held to cover potential liabilities in any insurance claim. In order to keep our insurance premiums at a reasonable level we self-insure to a significant degree. This level is suggested by our insurance advisors as an appropriate amount to keep in reserve should we incur a large insurance claim. This is reviewed annually.
- **Investment** is used to fund capital investments in our investment programme. The investment programme is a number of medium and long-term projects that are designed to improve/create assets for the Force that will reduce financial commitments and improve policing in Kent. All sales of assets (capital receipts) fall into this reserve to be used for future capital investment. Capital projects will typically incur some revenue investment and this reserve helps fund that part of the investment programme without impacting on the ongoing revenue budget.
- **PCC** is a fund set aside from the PCC's own budget to fund innovative projects to help transform policing and fund local PCC priorities.

21. The expenditure from the investment reserve is increasingly reliant on borrowing as in-year asset disposals reduce. A revenue contribution to capital was introduced in 2020/21 to support the investment programmes maintenance projects and this will continue to increase by £1m each year over the medium-term. Any fluctuations in asset disposals may mean a reduction in investment or where appropriate for long term projects, a need to borrow.

22. The MTFP includes provision for further contributions to reserves over the life of the plan. This will be reviewed during the annual budget setting process to determine its use.

Home Office Classification

23. The Home Office set out clear guidance on publishing the Reserves Strategy. It also states that the information on each revenue reserve should make clear how much of the funding falls into one of the following three categories:

Classification	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Funding for planned expenditure on projects and programmes over the period of the current MTFP	0.3	0.3	12.3	5.6	1.2	0.0
Funding for specific projects and programmes beyond the current planning period	0.0	0.0	0.6	0.6	0.6	0.6
Funding held as a general contingency or resource to meet other expenditure needs in accordance with sound principles of financial practice	5.6	14.4	15.3	15.8	16.8	17.9

24. Further details of the PCC's reserves can be found in Annex B1.

Summary of Reserves Position

		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Reason	Planned Use
	Classification	£m	£m	£m	£m	£m	£m		
General	Contingency	2.6	10.5	10.9	11.0	11.1	11.3	3% of NRB. Held to mitigate against unknown and unexpected events. Will fund major operations, public order, major investigation costs that are not expected or to fund initial costs of major disruption/ disaster response (i.e. Covid 19, flooding) before applying for Police Special Grant.	This is the minimum level of reserves we would be expected to hold. 2020/21 is expected to use a substantial amount of these reserves due to the Covid 19 pandemic and associated costs. These will immediately be replenished in the 2021/22 budget to 3% of NRB as per the reserves strategy. The increase in the net budget means this reserve will increase over the medium term.
Risk	Contingency	3.0	3.9	4.4	4.8	5.7	6.6	This reserve is held to support the budget in times of funding changes (both increases and decreases) to avoid precipitous decisions being made. It also covers our potential liabilities in any insurance claim. In order to keep our insurance premiums at a reasonable level we self insure to a significant degree. £2.9m is suggested by our insurance advisors as an appropriate amount to keep in reserve should we incur a large insurance claim.	There is no planned use of the reserve during the MTFP. £2.9m is the minimum level of reserves we have been advised to hold by our insurance as it mitigates against large insurance claims of which we currently do not have any. This may fluctuate over the medium term depending on our advisor's advice.
Investment Reserve	Planned	0.3	0.3	12.3	5.6	1.2	0.0	This reserve funds the capital and revenue investment in our investment programme. The investment programme is a number of long term projects that are designed to improve/ create assets for the Force that will reduce financial commitments and improve policing in Kent. All sales of assets (capital receipts) fall into this reserve to be used for future capital investment. This reserve funds the revenue investment involved in our investment programme. Capital projects will typically incur some revenue investment and this reserve helps fund that part of the investment programme without impacting on the ongoing revenue budget.	This reserve is planned to be used over the medium term. It will fund the investment programme for Kent Police.
Police and Crime Commissioner	Planned	0.0	0.0	0.6	0.6	0.6	0.6	This reserve holds funds set aside from the PCC's budget to fund innovative projects to help transform policing and fund local PCC priorities.	This reserve is used during 2020/21 to underwrite the substantial costs incurred during the Covid 19 pandemic. There are plans to reinstate this reserve during the MTFP to provide flexibility to the PCC.
Total Reserves		5.9	14.7	28.2	22.0	18.6	18.5		

KENT POLICE AND CRIME COMMISSIONER

CAPITAL STRATEGY 2021/2022

1 Purpose

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires Police and Crime Commissioners (PCCs) to produce a Capital Strategy to demonstrate that capital expenditure and investment decisions are taken in line with desired outcomes and take account of stewardship, value for money, prudence, sustainability and affordability.

The Capital Strategy is a key document for the PCC and Kent Police and forms part of the integrated revenue, capital and balance sheet planning. It provides a high-level overview of how capital expenditure; capital financing and treasury management activity contribute to the delivery of desired outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure.

Throughout this document the term Kent Police is used to refer to the activities of both the PCC and the Force.

2 Scope

This Capital Strategy includes all capital expenditure and capital investment decisions for Kent Police. It sets out the long-term context in which decisions are made with reference to the life of the projects/assets.

3 Capital expenditure

Capital expenditure is incurred on the acquisition or creation of assets, or expenditure that enhances or adds to the life or value of an existing fixed asset. Fixed assets are tangible or intangible assets that yield benefits to Kent Police generally for a period of more than one year, e.g. land and buildings, ICT, equipment and vehicles. This is in contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services.

The capital programme is Kent Police's plan of capital works for future years, including details on funding of the schemes.

4 Capital vs. Treasury Management investments

Treasury Management investment activity covers those investments which arise from the organisation's cash flow and debt management activity, and ultimately represent balances which need to be invested until the cash is required for use in the course of business.

For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Annual Treasury Management Strategy.

The CIPFA Treasury Management Code recognises that some organisations are entitled to make investments for policy reasons outside of normal treasury management activity. These may include service and commercial investments. However, like all police bodies, Kent Police does not have a General Power of Competence, which gives councils the power to do anything an individual can do provided it is not prohibited by other legislation and as such is prevented from entering into commercial investment activities.

5 Links to other corporate strategies and plans

The PCC produces a Police and Crime Plan every four years. The Safer in Kent: The Community Safety and Criminal Justice Plan is refreshed annually.

The PCC and the Chief Constable have produced a Joint Vision which is supported by the Chief Constable's Police Model.

To support these overarching documents a number of interrelated strategies and plans are in place, such as the Medium Term Financial Plan (MTFP), Medium Term Capital Plan (MTCP), Reserves Strategy, Asset Management Plan and the Treasury Management Strategy.

The operation of all these strategies and plans is underpinned by the Code of Corporate Governance and Financial Regulations.

Capital resources should be directed to those programmes and projects that optimise the achievement of the outcomes contained within those documents. The following processes are designed to ensure this happens.

6 The capital budget setting process.

Kent Police is committed to rolling Medium Term revenue and capital plans that cover the current financial year plus four years. The plans are drawn up, reassessed and extended annually and if required re-prioritised to enable Kent Police to achieve the aims and objectives established in the PCC's Police and Crime Plan, the Chief Constable's Policing Model and to support national drivers like the National Policing Vision for 2025.

The MTCP provides the Kent Police infrastructure and major assets through capital investment, enabling Kent Police to strengthen and streamline core assets and systems, and provides the framework for delivering innovative policing with a lower resource profile.

Key focus of the capital programme:

- To ensure the property estate remains fit for purpose, identifying opportunities to streamline assets and develop the estate infrastructure; maintaining core sites, improving core training facilities and progressing the Asset Management Plan.
- To ensure provision is made for ICT and Business Change Technology to maintain and develop the existing infrastructure and invest in the core technologies required to provide innovative digital policing services.
- The maintenance and replacement of other core assets where necessary, e.g. vehicles and communication infrastructure.

The plans acknowledge the constrained financial position of Kent Police and maximise both the available financial resources and the capacity that the Force has to manage change projects.

7 Collaboration & wider sector engagement

Although Kent Police has its own Capital Strategy and MTCP, the natural drivers that encourage local and regional forces to collaborate, such as cost and resource sharing, along with structured collaborations and national plans, can have a significant influence on local decision making.

One of the focal points therefore of Kent Police's Capital Strategy is to acknowledge regional and national partnership working, both with other forces/PCCs and in the wider context of engagement with local authorities and councils, other emergency services, and the Crown Prosecution Service, to improve overall service to the public.

8 Affordability and financial planning

Prior to submission of the draft MTCP in late autumn, a significant amount of financial work will have already been undertaken on revenue budgets. This work will have identified the potential financial position for Kent Police in respect of the coming medium term, considering core known information and stated assumptions.

The work will include forecasts on inflation, committed growth requirements, forecast productivity and efficiency savings, assumptions around grant and council tax funding and any other information introduced during the budget process.

The revenue financial position is also influenced by the Capital Bid process and the MTCP – in terms of both revenue consequences of capital programmes and also through the ability or requirement to financially support capital investment, either through direct financing or borrowing.

9 Capital sustainability

Kent Police's financial position is changing. For many years Kent Police has benefitted from substantial capital reserves, supported by the sale of operational buildings or police houses or from revenue reserves built up over a number of years from in year revenue underspends.

Looking ahead over the medium term at the prudent use of reserves, the level of overspending and the reducing number of assets available for sale means that alternative ways of funding the capital programme need to be considered. With this in mind a Revenue Contribution to Capital Outturn (RCCO) was introduced to set aside an increasing level of revenue expenditure over the medium term to provide revenue funding for short life programmes. Kent Police will also use internal borrowing to fund the programme. This means borrowing against future cashflow. It is recognised that this reduces the availability of funds for investment and the impact considered in the Treasury Management Strategy. For longer term projects, namely asset builds, then consideration will be given to borrowing or direct financing. It is also recognised that borrowing internally will impact on the revenue budget as this borrowing is repaid into the cashflow. This will be considered when making decisions on the level of capital funding available.

The Kent Police strategy is to invest in core infrastructure now that will not only offer overall service improvements to the public, but also maximise revenue savings into the future through more efficient and mobile use of police personnel, enabled by improved ICT and other core infrastructure for example, connected vehicle fleet and building assets.

Its investment strategy will also be influenced by and take account of national visions for policing, regional and local priorities.

10 The formal MTCP approval process

As indicated, the PCC receives the updated capital programme in January each year as part of the overall suite of budget reports.

The PCC approves the funding levels in February each year. The taking of loans, if required, then becomes a decision for the PCC's Chief Finance Officer (PCCCFO) in conjunction with the Force Chief Finance Officer (FCFO) who will decide on the basis of the level of reserves, current and predicted cashflow, and the money market position whether borrowing should be met from internal or external borrowing.

Once the PCC has approved the capital programme, then expenditure can be committed against these high-level schemes subject to a full business case being submitted, within normal contract procedure rules and terms and conditions of funding.

Whether capital projects are funded from grant, contributions, capital allocations or borrowing, the revenue costs must be able to be met from existing revenue budgets or identified (and underwritten) savings or income streams.

Following approval by the PCC the capital programme expenditure is then monitored on a regular basis through regular financial monitoring reports and reported at the PCC's Performance and Delivery Board on a quarterly basis.

11 Individual project management

Capital projects are subject to high levels of scrutiny. This varies dependant on the type of project and may be influenced by size or the makeup of any regional involvement. Each project will have a Project Manager and potentially a team to implement the project.

Typically, projects will have a dedicated Project Board, which, if part of a larger programme may sit under a Programme Board. Programme and Project Boards will have a Senior Responsible Officer or Chairperson.

Detailed oversight is further provided through the ICT Project Management Office, Strategic Estate Group and Force Change Board.

Regional projects or programmes may also report into regional boards.

12 Monitoring of the capital programme

The FCFO will submit capital monitoring reports to both the Chief Officer Senior Management Team and the PCC on a regular basis throughout the year. These will usually be submitted to the quarterly Capital Monitoring Board. These reports will be based on the most recently available financial information. These monitoring reports will show spending to date and compare projected income and expenditure with the approved capital budget.

For proposed in-year amendments to the annual capital budget, for schemes not already included in the MTCP, the FCFO will prepare a business case for submission to the PCC for consideration and approval, including details on how the new scheme is to be funded.

Monitoring reports presented and discussed with the PCC at his Performance and Delivery Board meeting with the Chief Constable are published on his website. The reports are also presented to the Joint Audit Committee on a quarterly basis.

In addition, for those business change programmes where a formal board has been established, a detailed scheme monitoring report is presented to each board meeting.

13 Multi-year schemes

Payments for capital schemes often occur over many years, depending on the size and complexity of the project. Therefore, estimated payment patterns are calculated for each project so that the expected capital expenditure per year is known. This is called a cash flow projection or budget profiling.

The approval of a rolling multi-year capital programme assists Kent stakeholders in a number of ways. It allows the development of longer-term capital plans for service delivery. It allows greater flexibility in planning workloads and more certainty for preparation work for future schemes. It also allows greater integration of the revenue budget and capital programme. It also matches the time requirement for scheme planning and implementation since capital schemes can have a considerable initial development phase.

14 In year changes to the capital programme

A MTCP is produced which shows all planned expenditure over the next five years. This plan will include a schedule to show how the planned expenditure is likely to be funded subject to business case approval.

A separate annual capital budget is produced before the start of the financial year. Initially this budget will only include ongoing schemes from previous years as well as annual provisions such as vehicles, plant and equipment. Additional schemes from the MTCP are included in the annual budget after cases have been accepted and timescales are known.

15 Funding strategy and capital policies

This section sets out Kent Police policies and priorities in relation to funding capital expenditure and investment.

15.1 Government Grant

The police service only receives limited financial support from the Home Office; annual capital grant in 2021/2022 is £0.3m per annum. This grant is not hypothecated and can be carried forward if not spent in the year of receipt.

15.2 Capital receipts

A capital receipt is an amount of money which is received from the sale of an item on the fixed asset register. This can only be spent on other capital expenditure and cannot be used to fund revenue items.

These capital receipts, once received, are used to finance the capital programme. The pool of assets available for sale is rapidly declining.

15.3 Revenue funding

Recognising that the pool of assets available for sale is declining a RCCO is seen as a sustainable funding alternative. An appropriate provision for RCCO is included in both the annual revenue budget and the medium-term financial plan.

15.4 Prudential Borrowing

Local authorities, including police bodies, can set their own borrowing levels based on their capital need and their ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. The borrowing costs are not supported by the Government so Kent Police needs to ensure it can fund the repayment costs. The authority's Minimum Revenue Provision (MRP) Policy, published within the Treasury Management Strategy sets out a prudent approach to the amount set aside for the repayment of debt.

In recent years, Kent Police have consistently avoided external borrowing by using internal resources (reserves, capital receipts), however, the reduction in resources available may mean that for long-term estate projects external borrowing would be more appropriate.

15.5 Internal borrowing

The PCC holds significant invested funds, representing income received in advance of expenditure plus any balances and reserves held. The level of funds for investment is determined by the cashflow into and out of the organisation. In order to minimise borrowing costs, any surplus funds that would normally be held for investment can be used to fund projects within the capital programme. This is called internal borrowing and means the cost of borrowing is the return on investment foregone. While interest rates are at a stable low level it is more cost effective to borrow internally than go to the money markets for funds. The impact of this will be reflected within the Treasury Management Strategy.

15.6 Reserves and balances

Unspent capital grant and capital receipt monies can be carried forward in the Balance Sheet until they are required to fund the capital programme. Kent Police can also hold revenue reserves built up over a number of years to fund elements of the capital programme. Reserves are held and controlled by the PCC through the PCCCFO.

15.7 Leasing

Kent Police may enter into finance leasing agreements to fund capital expenditure. However, a full option appraisal and comparison of other funding sources must be made and the FCFO and the PCCCFO must both be satisfied that leasing provides the best value for money method of funding the scheme before a recommendation is made to the PCC.

Under the Prudential Code finance leasing agreements are counted against the overall borrowing levels when looking at the prudence of the authority's borrowing.

16 Procurement and value for money

Procurement is the purchase of goods and services. Kent Police are now part of the 7F procurement project that ensures that all contracts, including those of a capital nature, are legally compliant and best value for money.

It is essential that all procurement activities comply with prevailing regulations and best practice as set out in the Code of Corporate Governance, which includes Contract and Financial Regulations. Guidance on this can be sought from the Procurement team.

The main aim is to hold 'value for money' as a key goal in all procurement activity to optimise the combination of cost and quality.

17 Partnerships and relationships with other organisations

Wherever possible and subject to the usual risk assessment process Kent Police will look to expand the number of capital schemes which are completed on a partnership basis and continually look for areas where joint projects can be implemented. In support of this initiative Kent has a joint ICT Department with Essex Police and a number of ICT and business change programmes are being delivered collaboratively.

Where Kent Police procures capital items on behalf of other consortium partners, only Kent Police related expenditure which will be included in the fixed asset register will be included in the MTCP and the annual capital budget.

18 Management framework

The PCC has given legal consent for the Chief Constable to own short life assets, such as ICT, equipment and vehicles. On a day to day basis, the Head of Estates manages the estate on his behalf.

The PCCCFO and FCFO manage the MTCP and the annual capital budget. The FCFO provides regular updates to the Chief Officer Strategic Meeting (COSM) who, collectively, maintain oversight of planned expenditure.

The PCCCFO is responsible for developing and then implementing the strategic documents; Capital Strategy; Reserves Strategy and the Treasury Management Strategy Statement, including the Annual Investment Strategy.

During the budget preparation process COSM take a strategic perspective to the use and allocation of Kent Police capital assets and those within its control in planning capital investment. They receive reports on proposed capital projects and make formal recommendations to the PCC during the development of the capital programme.

Having approved the MTCP and the annual capital budget in January each year the PCC formally holds the Chief Constable to account for delivery of capital projects at the Performance and Delivery Board meetings.

19 Performance management

Clear measurable outcomes should be developed for each capital scheme. After the scheme has been completed, the Chief Constable is required to check that outcomes have been achieved.

Post scheme evaluation reviews should be completed by Kent Police for all schemes over £0.5 million and for strategic capital projects.

Reviews should look at the effectiveness of the whole project in terms of service delivery outcomes, design and construction, financing etc. and identify good practice and lessons to be learnt in delivering future projects. These reviews will be presented to the Capital Management Board.

20 Risk management

Risk is the threat that an event or action will adversely affect Kent's ability to achieve its desired outcomes and to execute its strategies successfully.

Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.

The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties. The corporate risk register sets out the key risks to the successful delivery of Kent's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks or maximise opportunities.

To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.

It is important to identify the appetite for risk by each scheme and for the capital programme as a whole, especially when investing in complex and costly business change programmes.

Kent accepts there will be a certain amount of risk inherent in delivering the desired outcomes of the Police and Crime Plan and will seek to keep the risk of capital projects at a low level whilst making the most of opportunities for improvement. Where greater risks are identified as necessary to achieve desired outcomes, Kent will seek to mitigate or manage those risks to a tolerable level. All key risks identified as part of the capital planning process are considered for inclusion in the corporate risk register.

The FCFO and the PCCCFO will report jointly on the deliverability, affordability and risk associated with this Capital Strategy and the associated capital programme. Where appropriate they will have access to specialised advice to enable them to reach their conclusions.

20.1 Credit risk

This is the risk that the organisation with which we have invested capital monies becomes insolvent and cannot complete the agreed contract. Accordingly, Kent will ensure that robust due diligence procedures cover all external capital investment. Where possible contingency plans will be identified at the outset and enacted when appropriate.

20.2 Liquidity risk

This is the risk that the timing of any cash inflows from a project will be delayed, for example if other organisations do not make their contributions when agreed. This is also the risk that the cash inflows will be less than expected, for example due to the effects of inflation, interest rates or exchange rates. Our exposure to this risk will be monitored via the revenue and capital budget monitoring processes. Where possible appropriate interventions will occur as early as possible.

20.3 Interest Rate risk

This is the risk that interest rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Interest rates will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

20.4 Exchange Rate risk

This is the risk that exchange rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Where relevant, exchange rates will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

20.5 Inflation risk

This is the risk that rates of inflation will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Rates of inflation will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

20.6 Legal and Regulatory risk

This is the risk that changes in laws or regulation make a capital project more expensive or time consuming to complete, make it no longer cost effective or make it illegal or not advisable to complete. Before entering into capital expenditure or making capital investments, Kent will understand the powers under which the investment is made. Forthcoming changes to relevant laws and regulations will be kept under review and factored into any capital bidding and programme monitoring processes.

20.7 Fraud, Error and Corruption

This is the risk that financial losses will occur due to errors or fraudulent or corrupt activities. Officers involved in any of the processes around capital expenditure or funding are required to follow the agreed Code of Corporate Governance. Kent has a strong ethical culture which is evidenced through its values, principles and appropriate behaviour. This is supported by the national Code of Ethics and detailed policies such as Anti-Fraud and Corruption and Declaration of Interests.

21 Other considerations

Capital schemes must comply with legislation, such as the Disability Discrimination Act, the General Data Protection Regulations (GDPR), building regulations etc.

February 2021

KENT AND MEDWAY POLICE & CRIME PANEL

By: Joel Cook & Anna Taylor – Panel Officers
To: Kent and Medway Police & Crime Panel
Subject: Questions to the Commissioner
Classification: Unrestricted

Introduction

1. The Questions to the Commissioner item provides an opportunity for Members to submit questions to the Commissioner in writing in advance of each meeting, which may not be related to other planned items from the work programme.

Recommendation:

To note the answers provided by the Commissioner to the questions submitted by Panel Member.

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KENT AND MEDWAY POLICE & CRIME PANEL

By: Joel Cook & Anna Taylor – Panel Officers
To: Kent and Medway Police & Crime Panel
Subject: Draft Panel Annual Report – 2020/21
Classification: Unrestricted

Summary:

Preparation and publication of an Annual Report by the Panel is a legal requirement under the Police Reform and Social Responsibility Act 2011.

The Panel is asked to consider and approve the below content for the 2020/21 Panel Annual Report.

Draft Annual Report**Introduction**

1. This report summarises the work of the Panel between February 2020 and February 2021. It follows annual reports that have been produced every year since the Panel was established in November 2012.

Meetings

2. During this period (2020) the Panel met formally 3 times – 6 February, 8 September and 8 December. The Panel also received a COVID-focused briefing from the Commissioner during the summer prior to the restarting of formal committee meetings under the remote meetings regulations. In addition to this, the Chair communicated with the Commissioner to assist and support the smooth running of Panel business.

Panel business

3. The Panel met its statutory duty in February to consider and make recommendations on the Commissioner's refreshed draft "Safer in Kent: The Community Safety and Justice Plan 2017-21", as well as his proposed budget and precept. The Panel supported the Plan.
4. The Panel unanimously approved the Commissioner's proposed maximum permitted precept increase of £10 for the year for an average Band D, which

equated to a 5.18% precept increase. The Panel noted that this would keep Kent as 7th lowest precept Force in England & Wales.

5. The Panel met its statutory duty to consider the Commissioner's Annual Report for 2019/2020, which it considered at its meeting on 8 September 2020.
6. The Commissioner has continued to place a strong emphasis on mental health, in relation to policing, in his plan and the Panel received updates on his work in this area at every meeting.
7. The Panel received reports on the following issues between February 2020 and February 2021:
 - a. The Commissioner's Annual Report 2019/20 – the report identified the operating dichotomy before and during the pandemic, the increase in Officer numbers, confirmed a fall in crime during 2019/20 and outlined the projects and services commissioned during the period. Discussions focused on crime reporting, Officer impact and multi-agency efforts.
 - b. Covid-19 Emergency Funding – this updated the Panel on Central Government grant funding, financial resilience and gave assurances that Kent Police had received adequate PPE stock throughout the pandemic.
 - c. Police response to Covid-19 – this addressed the impact on staff, increased rates of Anti-Social Behaviour, changes in control room demand and the adoption of the 4 Es (Engage, Explain, Encourage, Enforce) policing approach.
 - d. Police Officer Recruitment – this allowed discussion on the continuation of Officer recruitment, the change in recruit age demographics and the use of virtual training and recruitment events.
 - e. Mental Health Update – verbal updates outlined the reduction in Section 136 detentions, increased engagement with youth organisations and led to discussions on the impact of Safe Havens in providing multi-agency Mental Health support whilst reducing the demand on Police services.
 - f. Victim Satisfaction – this confirmed an increase in victim satisfaction over the past year, addressed the impact of a new Witness Care Unit and Domestic Abuse support teams and led to dialogue on strengthening engagement, recognising the impact of prosecution on satisfaction and the introduction of new victim and witness codes.

8. "Questions to the Commissioner" continued as a regular item at each meeting. The Panel welcomed the Commissioner's willingness to answer questions, of which he had been given prior notice. This agenda item continues to provide a greater opportunity for Panel members to raise issues with the Commissioner that do not form part of his formal reports. Question topics included issues such as multi-agency Mental Health and Domestic Abuse support services, qualitative data use in crime recording, third party CCTV use in combating crime and providing evidence, the lessons learnt by Kent Police during the pandemic, increasing support for victims of Hate Crimes and encouraging a review of PCC criminal justice powers.

Complaints

9. The Panel, via its Officers, maintained oversight over formal complaints made against the Commissioner under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. No complaints were progressed to a Complaints Sub-Committee hearing. Officer contact with other Panels suggests that the number of complaints (recorded or otherwise) against the Kent Commissioner remains low compared with other Commissioners.

Commissioner's decisions

10. The Commissioner published one Key Decision in 2020, which was considered by the Panel. This was to inform the Police and Crime Panel of the decision of the Police & Crime Commissioner to extend the term of appointment of Chief Constable Mr Alan Pughsley QPM.

Panel terms of reference

11. The Panel's terms of reference require them to be reviewed annually. It is considered convenient to do this at the same time as the Panel reviews its work over the past year. In year, the Terms of Reference were amended in line with updates to the Independent Co-optee recruitment process and timescales, as agreed by the Panel at a formal meeting. Other minor wording changes, clarifications or consequential amendments to address changes in law or external arrangements may be made from time to time by Officers, subject to review by the KCC Monitoring Officer. No significant changes to the terms of reference are proposed at this time for the Panel's consideration and approval. The full terms of reference can be found by following this [link](#).

Panel budget

12. The Panel's terms of reference also require the Panel to review its budget on an annual basis. Finance for the Panel's work comes from an annual Home Office grant of £64,340. Historically, expenditure increased annually in line with

support staff pay changes, the introduction of Co-optee Member allowances and relevant membership fees / subscriptions. However, the impact of virtual meetings during 2020/21 has led to a reduced forecast this year. In 2018/19 expenditure was £33,931 and in 2019/20 it was £37,710. The forecast final outturn for 2020/21 is £33,670. The Panel has, while meeting all statutory obligations and undertaking appropriate work as a Panel, kept its costs contained well within the existing Home Office Grant, demonstrating that Kent and Medway Police and Crime Panel continues to deliver good value for money.

Conclusions

13. This year saw the postponement of the Police and Crime Commissioner elections, which were due to be held in May 2020. At the time of writing, the PCC elections are due to be held in May 2021. In response to COVID-19 the Government legislated to permit remote attendance by Elected Members at formal meetings. The Panel adapted well to these virtual arrangements, with good attendance and engagement in the difficult task of working with the Commissioner as a critical friend during a time of uncertainty and significant operational challenge across the whole criminal justice system. The Panel also welcomed the positive approach taken by the Commissioner in his management of his Performance & Delivery Boards, ensuring continued access to observe the Commissioner hold the Chief Constable to Account. As in previous years, the professional and balanced approach taken by all parties involved, with an emphasis on transparency and constructive criticism, has ensured that Panel Members have been able to make appropriate challenges to and ask important questions of the Commissioner, who has in turn been in a position to provide relevant information, assurances and commitments for the benefit of the wider public. This process allows for transparency around the strategic criminal justice and policing arena in Kent and Medway and also highlighted the many examples of excellent work by Kent Police. The Panel and Commissioner have, at several of the formal meetings this year, jointly recorded their praise for frontline officers, who face significant daily challenges in their role, notably during the increased risk period of the pandemic. They have also recognised the vital contribution made by support and specialist officers and staff whose work allows policing to function effectively.

Recommendation:

To consider and approve the draft Kent and Medway Police & Crime Panel 2020/21 Annual Report.

Contact: Anna Taylor / Joel Cook

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Police and Crime Panel Forward work programme (February 2021)

The Work programme for the 2021-22 period will be subject to review, pending the outcome of the PCC Elections.

Members are encouraged to contact the Chair of the Panel and Panel Officers to suggest items for future consideration. Officers routinely liaise with the OPCC Staff to develop and maintain an effective work programme throughout each year, based on direction from the Panel Membership and in the context of identified challenges, successes or issues of interest in the criminal justice arena which are relevant to the remit of the Panel and the Commissioner.

The following standing item approach will also be reviewed following the elections:

Standard item at each meeting

Questions to the Commissioner

Mental Health – verbal update

Items to note at each meeting if available / when applicable

Commissioner's decisions

Performance and Delivery Board minutes

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