

## 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 in the on **Wednesday, 2nd February, 2022, at 10.00 am** when the following business will be transacted

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

#### Membership

Councillor Peter Feacey	Ashford Borough Council
Councillor Ashley Clark	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Oliver Richardson	Dover District Council
Councillor Shane Mochrie-Cox	Gravesham Borough Council
Mr Mike Hill	Kent County Council
Councillor Jonathan Purle	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 George Kup	Thanet District Council
Councillor Des Keers	Tonbridge and Malling Borough Council
Councillor Andrew Fairweather	Tunbridge Wells Borough Council
Councillor Gary Hackwell	Co-opted member – Medway Council
Mr Mark Hood	Co-opted member – Green Group
Councillor John Burden	Co-opted member – Labour Group
Mr Ian Chittenden	Co-opted member – Liberal Democrat Group
Mrs Elaine Bolton	Independent Member
Mr Gurvinder Sandher	Independent Member

## **UNRESTRICTED ITEMS**

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

- 1 Introduction/Webcast Announcement
- 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 2021 (Pages 1 - 6)

### **B - Commissioner's reports requested by the Panel/offered by the Commissioner**

- B1 Draft April 2022 to March 2025 Police and Crime Plan 'Making Kent Safer' and Precept Proposal for 2022/23 (Pages 7 - 76)

### **C - Commissioner's Decisions**

None for this meeting.

### **D - Questions to the Commissioner**

- D1 Questions to the Commissioner

### **E - Panel Matters**

- E1 Panel Annual Report - 2021/22 (Pages 77 - 82)
- E2 Future work programme (Pages 83 - 84)

### **F - For Information**

- F1 Date of next programmed meeting - 15 February 2022 (Budget Reserved Date). 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

**Tuesday, 25 January 2022**

**KENT COUNTY COUNCIL**

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**KENT AND MEDWAY POLICE AND CRIME PANEL**

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 8 December 2021.

PRESENT: Mr P M Hill, OBE (Chairman), Mr G Sandher (Vice-Chairman), Mrs E Bolton, Cllr A Clark, Cllr G Hackwell, Mr M A J Hood, Cllr S Mochrie-Cox, Cllr R Palmer, Cllr J Purle, Cllr H Tejan and Cllr L Dyball

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

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

**UNRESTRICTED ITEMS**

**24. Membership**

*(Item 2)*

RESOLVED that the change in membership be noted.

**25. Declarations of Interests by Members in Items on the Agenda for this Meeting**

*(Item 4)*

No declarations were made.

**26. Minutes of the Police and Crime Panel held on 7 September 2021**

*(Item 5)*

RESOLVED that the minutes of the meeting held on 7 September 2021 were an accurate record and that they be signed by the Chairman.

**27. Appointment of Independent Members**

*(Item 6)*

1. The Scrutiny Research Officer gave an overview of the Independent Member open recruitment process. It was confirmed that all applicants were interviewed by a sub-panel consisting of three Panel Members and that they recommended the reappointment of Mrs Elaine Bolton and Mr Gurvinder Sandher to the Panel.
2. The Chair welcomed Mrs Bolton and Mr Sandher back to the Panel.

RESOLVED that the Panel re-appoint Mrs Bolton and Mr Sandher as Independent Members of the Panel for a further four years and that an application process be run at the end of this four-year term to recruit two new Independent Members.

## **28. Victim Satisfaction**

*(Item B1)*

1. The Commissioner congratulated the Independent Members on their reappointment and welcomed the Panel's new Members.
2. The Commissioner updated the Panel on victim satisfaction in Kent. Members were reminded that putting victims first was one of his key priorities for the Chief Constable, as outlined in the Safer in Kent Plan 2021-2022. He confirmed that Kent Police ran surveys to better understand the experiences of hate crime, domestic abuse and rape victims. An overview of each survey's results was given. He recognised that overall victim satisfaction had remained stable and highlighted his scrutiny of the Chief Constable on the issue, at the Performance and Delivery Board, 1 December 2021. In relation to the plausibility of further surveys, the Commissioner noted significant financial and manpower constraints, though committed to investigate how the resources of his Office and other independent organisations could be used to expand survey capabilities. Reassurance was given to the Panel that satisfaction requirements would be included in the recommissioning of victim support services in 2022.
3. 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:
  - a. A Member asked how the Commissioner would ensure that the positive progress made on hate crime victim satisfaction was sustained and whether social restrictions during the pandemic had made it easier to counter hate crime. The Commissioner acknowledged that as a result of the need to police the pandemic, officers had faced difficulty tackling hate crime. He informed the Panel that a Diversity and Inclusion Academy had been set up by the force to tackle the issue and expand its expertise in the area.
  - b. Following a request from a Member, the Commissioner agreed to closely monitor rape victim satisfaction, given the small decrease over the past year. He added that the issue was of significant importance, especially when the link to Violence Against Women and Girls (VAWG) and the increase in reports following the easing of social restrictions was considered.
  - c. The Commissioner was asked to consider an anti-social behaviour (ASB) victim satisfaction survey. The Commissioner recognised the merits of an ASB survey and noted that it was an issue which required a cross authority response.
  - d. A Member encouraged the use of contextual data when understanding rape victim satisfaction. The Commissioner agreed to share a briefing note with the Panel, on the use of contextual data.
  - e. The Commissioner was asked to provide an indication of the percentage of victims which chose not to complete a victim satisfaction survey. He agreed to share the statistic with the Panel after the meeting.

RESOLVED that the report be noted.

## **29. Violence Against Women and Girls Inquiry**

*(Item B2)*

1. The Commissioner introduced the report which detailed national and local VAWG developments. The Panel were reminded that Government ran a 10-week public consultation on the issue to inform a new national strategy, which closed on 26 March 2021. The new national strategy was published on 21 July and made multiple policy commitments. He confirmed that he had launched his own local inquiry on 4 August, in order to better understand the extent of VAWG in Kent; required prevention and necessary police response. The local survey ran for 2 months, and the Commissioner attested that it had succeeded in engaging women in Kent widely, with 8,200 responses. He noted that a quantitative and qualitative analysis of survey responses was being carried out. General findings were shared and included widespread night-time safety concerns. The Commissioner reassured Members that further information would be published in 2022. In relation to the victim workshops mentioned in the report, the Commissioner confirmed that he had attended three and sought to continue public engagement. He concluded by informing Members that VAWG had been discussed at the Kent Criminal Justice Board.
2. Members asked a range of questions in relation to the Violence Against Women and Girls Inquiry. Key issues raised by the Panel and responded to by the Commissioner included the following:
  - a. A Member asked how the Commissioner held the Chief Constable to account on the work done to safeguard areas with high amounts of nightlife. The Commissioner confirmed that he had encouraged the Chief Constable to pursue a perpetrator focused response and that there had been an increase in visible and non-uniform patrols in Canterbury and other areas with significant night life as a result.
  - b. Members commended the Commissioner on his inclusion of qualitative research methods in the VAWG call for evidence survey.
  - c. Concerns were raised by a Member on the organisation of women's community outreach events organised by Kent Police. The Commissioner recognised that some events had been organised poorly and with little notice and agreed to ensure that the Chief Constable delivered accessible events in the future.
  - d. A Member asked that online abuse and interactions be taken into account in future policies. The Commissioner recognised the importance of addressing online abuse and hoped that the upcoming Online Safety Bill would help to counter the issue.
  - e. A Member highlighted the importance of tackling concerning male behaviour in schools and asked that the Commissioner work with other local partners on the issue. The Commissioner recognised the key role officers within the

Schools Team played in tackling the issue, highlighted workshops and their role in antibullying week.

- f. A Member asked that the Commissioner share future public surveys with local councillors in order that they can be disseminated further and shared with community groups. The Commissioner agreed to share future surveys with councillors at their request.
- g. In relation to community outreach, a Member asked if any work had been planned to engage minority communities on VAWG. The Commissioner confirmed that there was no specific programme planned, though agreed to discuss the topic with the Member outside of the meeting.
- h. Following a question from a Member on police officer vetting and training, the Commissioner reassured the Panel that home visits were carried out and that all new officers underwent a comprehensive education and training programme.

RESOLVED that the report be noted.

### **30. Kent and Medway Violence Reduction Unit** (Item B3)

- 1. The Commissioner provided a brief overview of the Kent and Medway Violence Reduction Unit's work. He noted that the Unit was in its third year of operation, highlighted its strategic objectives, noted its benefits in streamlining multiple authorities' work into one response and confirmed that Mr Phillips chaired the VRU Oversight Board on his behalf. The work of the Unit on issues including young people and gang intervention, as well as rehabilitation and community based preventative programmes was brought to the Panel's attention.
- 2. Mr Phillips provided further detail on partner collaboration and the Unit's financial arrangements. He noted that there had been good participation from all authorities involved, with new partners, including housing associations, added. He explained the Oversight Board's role of holding the VRU's leadership to account on performance against its strategic objectives. Regarding funding, he confirmed that the Unit was funded annually and that there was an ambition to secure multiyear funding. He concluded by recognising that many of the Unit's objectives were long term and required a sustained effort.
- 3. The Chair asked that the performance of the Violence Reduction Unit be reported back to the Panel, at the appropriate time.
- 4. Members asked a range of questions in relation to the Kent and Medway Violence Reduction Unit update. Key issues raised by the Panel and responded to by the Commissioner included the following:
  - a. The importance of prevention was emphasised by a Member who asked that the Commissioner ensure that all partners, including district councils, be given

a say in shaping the Unit's work. The Commissioner agreed to ensure that views from all local authorities were received and considered.

- b. In relation to measuring prevention, a Member asked whether the Commissioner would investigate the use of technology in modelling behaviour, in order that the Unit be given a better understanding of what prevention is required. The Commissioner recognised the importance of involving data in the Unit's work and stressed the need to properly understand the significance and quality of any data used.

RESOLVED that the report be noted.

### **31. Questions to the Commissioner**

*(Item D1)*

*In his role in holding the Chief Constable to account, can the PCC offer reassurances to concerns about community policing across Kent, which does not seem to be sufficiently resourced or allocated correctly? Residents continue to be concerned with a lack of visible policing on the streets and in busy areas with a lack of policing resource being given as the reason. Access and reporting via 101 also seems to feature in these concerns which results in crime and anti-social behaviour not being reported and therefore not being taken into account regarding Kent Police's approach to resource allocation. (Cllr Shane Mochrie-Cox, Gravesham Borough Council)*

1. In response to the question, the Commissioner stated that he had regularly held the Chief Constable to account on community policing. He recognised the influence police presence had on public perception. Regarding 101, he confirmed that information published and discussed at the Performance and Delivery Board had corroborated the Member's view and that demand had not changed. The Commissioner reassured the Panel that he had begun a review of the service. He agreed to speak to the Member on any specific local issues.

RESOLVED that the answers provided by the Commissioner be noted.

### **32. Future work programme**

*(Item E1)*

1. The Scrutiny Research Officer detailed the work programme and confirmed that further updates on Violence Against Women and Girls (VAWG) and the Kent and Medway Violence Reduction Unit (VRU) had been added.

RESOLVED that the work programme be noted.

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**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Draft April 2022 to March 2025 Police and Crime Plan 'Making Kent Safer' and Precept Proposal for 2022/23  
**Date:** 2 February 2022



### **Introduction:**

1. The [Police Reform and Social Responsibility Act 2011](#) (PRSRA 2011) sets the requirement for Police and Crime Commissioners (PCCs) to issue a police and crime plan that covers their term of Office within the financial year they are elected.
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. PCC's are required to keep the plan under review and at any time, may issue or vary a police and crime plan; in doing so, they must have regard to the Strategic Policing Requirement issued by the Secretary of State.
5. Before issuing or varying a police and crime plan, PCCs must:
  - prepare a draft of the plan or variation;
  - consult the Chief Constable in preparing the draft plan or variation;
  - send the draft plan or variation to the Police and Crime Panel;
  - have regard to any report or recommendations made by the Panel in relation to the draft plan or variation;
  - give the panel a response to any such report or recommendations; and
  - publish any such response.
6. In exercising their discrete functions, PCCs and Chief Constables must have regard to the issued police and crime plan.
7. However, the police and crime plan also impacts upon a wide variety of stakeholders and has a number of intended audiences including the public, victims of crime and witnesses, police officers and staff, the Secretary of State, Police and Crime Panels, community safety partners, criminal justice agencies and the private and voluntary sector.
8. The PRSRA 2011 also requires PCCs to notify the Police and Crime Panel of the precept which is proposed to be issued for the financial year.
9. The Police and Crime Panel must review the proposed precept and make a report to the PCC, which may include recommendations, including as to the precept that should be issued for the financial year.
10. This report fulfils the requirements set out in paragraphs 5 and 8 with regards to the Police and Crime Panel.

### **Development of the Police and Crime Plan:**

11. Under the PRSRA 2011 there is a duty on PCCs to consult with victims and the wider community in the development of their plans and on the priorities, although the nature and extent of that consultation is at their discretion.

12. Mr Scott's consultation with residents and local communities began in the lead up to the May 2021 PCC election as part of his campaign activity. As a result of this engagement, Mr Scott developed and was re-elected on the basis of the following Manifesto commitments:
- Recruit another 300 police officers and ensure they are active in our urban and rural areas
  - Work with residents, businesses and communities to prevent and reduce crime and antisocial behaviour
  - Expand the popular Police Cadets scheme for young people and bring back teams of Schools Officers
  - Make our streets safer for all road users
  - Boost the support available for all victims of crime and abuse
  - Tackle gangs and county lines and get drugs and weapons off our streets
13. Whilst Mr Scott's Manifesto commitments were integral to the new plan, with circa 1.9 million people living in diverse urban, rural and coastal communities across Kent and Medway, the PCC was keen to positively encourage further feedback from victims, communities and partner agencies.
14. The PCC's second Police and Crime Plan Survey was launched on 4 September and ran for 10 weeks, closing on 12 November 2021. As with the first survey in 2016 which informed the PCC's Safer in Kent Plan, the aim was to reach out to and hear from as many of Kent's communities as possible.
15. In total, 2,848 responses were received, which against Kent and Medway's population of circa 1.9 million is considered statistically significant at the 95% confidence level (a commonly accepted level of probability). It was also a significant increase on the 1,690 responses received in the first survey ran in 2016.
16. A report outlining the survey methodology and the full results is attached as Appendix A (and can also be viewed online [here](#)).
17. Below is an overview of some of the key questions and a precis of the results (previous year's figures are included where comparative data are available):

Q1. Overall, do you believe the current priorities I have set for Kent Police are the correct ones?  
(Strongly agree / Agree / Neither agree or disagree / Disagree / Strongly disagree)

	% strongly agreed or agreed	
	2021	2020
<i>Put victims first</i>	79.4	79.9
<i>Fight crime and antisocial behaviour</i>	84.7	84.5
<i>Tackle abuse, exploitation and violence</i>	84.3	83.5
<i>Combat organised crime and gangs</i>	84.9	84.5
<i>Provide visible neighbourhood policing and effective roads policing</i>	78.6	76.1
<i>Deliver an efficient and effective service</i>	81.3	79.6

Q2. 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  
[2020 = 7.0 / 2019 = 6.4 / 2018 = 6.5]

Q3. Have you been a victim of crime in Kent in the last year?

- 16.8% of respondents indicated 'Yes'  
[2020 = 15.9% / 2019 = 19.7% / 2018 = 23.3%]

Q4. 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  
[2020 = 4.3 / 2019 = 4.5]

Q7. 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. Sexual offences, including rape
  2. Serious violence, including gangs/weapons offences
  3. Child sexual exploitation
  4. Burglary / Robbery
  5. Antisocial behaviour

Q9. *To what extent do you feel safe on the roads where you live?*  
(*Very safe / Safe / Neither safe nor unsafe / Unsafe / Very unsafe*)  
➤ 21.2% of respondents indicated they felt either 'unsafe' or 'very unsafe' on the roads

Q11. *To what extent do you agree that offences which occur on the roads where you live require more enforcement?*  
(*Strongly agree / Agree / Neither agree or disagree / Disagree / Strongly disagree*)  
➤ 76.5% respondents 'strongly agreed' or 'agreed' that more enforcement was required

18. Whilst not mandatory, to monitor how representative the sample was of Kent and Medway's population, respondents were also asked to select the district they live in, provide demographic information and indicate whether they worked for, or volunteered with Kent Police.

19. As well as the results of the Police and Crime Plan Survey, findings from other consultations were also taken into account, namely:

- The PCC's [Business Crime Survey](#) which ran from 21 September 2020 to 3 January 2021 with the aim of better understanding how much crime was being committed against businesses in the county, and why some of it was not reported to the police.
- The PCC's [Violence against Women and Girls Survey](#) which opened in August 2021 and ran for 3 months, with the aim of understanding the extent of violence and abuse being perpetrated against women and girls in Kent and how safe women and girls feel in the county. An unprecedented 8,263 people responded.
- The Association of PCCs [Road Safety & Enforcement Survey](#) which was used to influence a Department for Transport consultation on roads policing.

20. In addition, a number of other documents and factors were considered by the PCC, including:

- The requirements of the PRSRA 2011, in particular those relating to securing an efficient and effective police force and holding the Chief Constable to account.
- The [Strategic Policing Requirement](#)<sup>1</sup> which sets out the national threats and the appropriate national policing capabilities required to counter them.
- The wider public conversation around women and girls safety, including the Governments [Tackling violence against women and girls strategy](#).
- The Government's '[Beating crime plan](#)' and other documents, such as the [Tackling Child Sexual Abuse strategy](#) and [Net Zero strategy](#).
- The [Policing Vision 2025](#) which sets out the future for policing.
- Feedback and observations from the Kent and Medway Police and Crime Panel.
- Emerging local threats and risks.
- The priorities of local criminal justice bodies (as Chair of the Kent Criminal Justice Board).
- The priorities and views of community safety partners, as well as wider stakeholders.
- The [Domestic Abuse strategy](#) for Kent and Medway and Kent County Council's [Vision Zero Road Safety strategy](#).
- The recommendations of [Part One of the Government's PCC Review](#) and potential opportunities associated with [Part Two](#) which is underway.
- Legislation such as the [Domestic Abuse Act 2021](#) and the [Police, Crime, Sentencing and Courts Bill](#).
- The National Crime Agency's [Strategic Assessment of Serious and Organised Crime](#).

21. Inevitably, the plan also takes account of feedback from the hundreds of engagements undertaken by the PCC since being elected in 2016, as well as the thousands of pieces of correspondence received by his Office.

22. The Chief Constable has been fully consulted, and of course the PCC's own objectives and principles, as well as overall vision for policing and community safety have been crucial to its development.

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<sup>1</sup> Currently being reviewed by the Home Office

### **The 'Making Kent Safer' Plan:**

23. Attached as Appendix B is a draft of the PCC's new plan titled 'Making Kent Safer – April 2022 to March 2025' in text only format. Once it has been finalised, photographs and graphics will be added and it will be presented in a similar format to the current plan.

24. In summary, the structure of the plan is as follows:

- **Foreword**
- **Integrity and transparency**
- **Guiding principles**
  - Crime is important no matter where it takes place – urban, rural or coastal communities
  - Victims and witnesses at the heart of everything we do
  - Ensure that vulnerable people and those suffering mental ill health get support from the right agency
- **Joint Vision**
- **Kent Police's Priorities – 2022 to 2025**
  - Work with residents, communities and businesses to fight crime and antisocial behaviour
  - Tackle violence against women and girls
  - Protect people from exploitation and abuse
  - Combat organised crime and county lines
  - Be visible and responsive to the needs of communities
  - Prevent road danger and support Vision Zero
  - Protect young people and provide opportunities
- **What I will do**
  - Hold all agencies to account for the delivery of an effective and efficient criminal justice system
  - Work in partnership with the police and others to prevent crime and antisocial behaviour
  - Be responsive to emerging issues and trends through innovation
  - Secure the funding that Kent needs through specific grants and the funding formula review
  - Support volunteering
  - Commission services for victims that are needs-led
- **National expectations**
  - The Strategic Policing Requirement
  - National Crime and Policing Measures
  - Policing Vision 2025
  - Legislation
- **Resources and Medium Term Financial Plan**
  - Funding
  - Council tax
  - Budget and medium-term financial challenges
  - Commissioning and working with partners

25. In accordance with the PRSRA 2011, the PCC will keep the plan under constant review, particularly in light of changes to the Strategic Policing Requirement or recommendations made by the Police and Crime Panel.

26. Further to any recommendations made by the Panel, the plan will be published on 1 April 2022. Subsequently, the PCC will submit updates to the Panel as required.

27. The PCC would like to take this opportunity to thank all those who took the time to have their say on policing and crime in the county and have helped to shape the way forward over the next three years.

### **Policing Precept Proposal for 2022/23:**

28. In the Autumn Budget and Spending Review (SR) presented to Parliament on 27 October 2021, Chancellor Rishi Sunak announced *'The settlement also provides Police and Crime Commissioners (PCCs) in England with the flexibility to increase funding in each year of the SR21 period with a £10 council tax referendum limit. If all PCCs in England and Wales were to take full advantage of this flexibility, this would raise up to an additional £774 million by 2024-25 based on current forecasts.'*

29. Subsequently, in a written statement on the Provisional Police Grant Report (England and Wales) 2022/23, dated 16 December 2021, Kit Malthouse, The Minister of State for Fire and Policing said the *‘Spending Review 2021 confirmed that PCCs will be empowered to raise additional funding through precept flexibility. We propose to enable PCCs to increase their Band D precept by up to £10 in each of the next three years without the need to call for a local referendum, the equivalent of less than £1 per month. If all PCCs decide to maximise their flexibility, this would result in up to £246 million additional funding for local policing next year. It is for locally accountable PCCs to take decisions on local precept.’*
30. Whilst a difficult decision, in light of the Minister’s statement the PCC is proposing to increase the police precept in 2022/23 by the maximum allowable amount of £10 per year, or 84 pence per month for an average Band D property. In addition, Kent Police will be required to make a further £6.8m of savings in 2022/23.
31. As a result of previous increases in the precept that were supported by the Police and Crime Panel, and extra funding from the Government’s Uplift Programme, police officer numbers have risen by 788 since 2016. Kent will soon have 3,970 officers - the highest number in its history - with a further 195 to be recruited by March 2023 (although the Government has mandated that 10 will go to the Regional Organised Crime Unit).
32. The increase in officer numbers has allowed Kent Police to expand the policing model to provide more visible neighbourhood policing, rural and roads policing, greater public protection and to deal with high harm issues. It has also enabled the Chief Constable to set up specialist teams to tackle crime and make communities safer including the Crime Squad, Medway Task Force, Maidstone Task Force and Schools Team to name but a few.
33. However, whilst previous years precept proposals have, by and large been relatively positive in terms of helping to fund additional officers and PCSOs and the appropriate equipment, 2022/23 sees Kent Police face significant financial challenges that will require the delivery of a number of savings proposals.
34. The disappointing financial settlement from the Government and their expectation that PCC’s use the allowed precept increase to meet other cost pressures, means the PCC needs to increase the precept to the maximum to help mitigate the savings that have to be made, to maintain operational policing and to limit the impact on frontline services. Even with the increase, £37m of savings are required over the medium-term, £6.8m of which are required in 2022/23 to balance the budget and maintain Kent Police’s class leading position across the country.
35. Despite the savings, the PCC is determined to ensure that Kent Police can build on the successes of previous years and will therefore make prudent investments in:
- Police buildings, namely Coldharbour and Maidstone, Sittingbourne, Folkestone, Tonbridge and Ashford police stations.
  - A new digital evidence system that will allow dash cam uploads.
  - Expanding the Volunteer Police Cadet programme.
36. In developing this proposal, the PCC has sought the Chief Constable’s professional guidance and advice.
37. On 6 January, the PCC announced his proposal to increase the council tax precept by 84 pence per month, or £10 a year. Comments and views were invited up to 23 January via a dedicated email account. Attached as Appendix C is a copy of the PCC’s proposal.
38. The proposal was published on the OPCC website and circulated to over 4,000 e-newsletter subscribers, with Kent Online, Heart, BBC Radio Kent, KMFM and KMTV all reporting on it. It was also heavily promoted via the Office’s social media platforms and the PCC’s own personal accounts, through which it reached more than 20,000 residents.
39. In total, the PCC received 222 interactions about the proposal:
- 135 were positive (60.8%)
  - 44 were negative (19.8%)
  - 43 were questions or comments with no indication either way (19.4%)

40. Subject to the Police and Crime Panel's approval, the PCC confirms his intention to increase the policing precept in 2022/23 to £228.15 for an average Band D property. This represents an increase of £10 per year (or 4.58%) on the current precept.
41. Attached as Appendix D is a detailed report dealing with financial matters prepared by the Chief Finance Officer.

List of Appendices:

- Appendix A** Police and Crime Plan Survey: Summary Report – December 2021
- Appendix B** Draft Police and Crime Plan 'Making Kent Safer – April 2022 to March 2025'
- Appendix C** Copy of the PCC's council tax precept proposal
- Appendix D** Chief Finance Officer's Report



# Police and Crime Plan Survey

## Summary Report

### December 2021

# Background and methodology

As part of his commitment to actively engage with the diverse communities of Kent and Medway, the re-elected Police and Crime Commissioner (PCC) for Kent, Matthew Scott, launched his second Police and Crime Plan Survey in September 2021. His first survey was undertaken in 2016, following his first term's election and formed the basis of the Safer in Kent Plan.

The aim of this year's questionnaire was to survey a large and representative sample of residents, to find out their views and experiences of policing and their feelings of safety in their communities. Collecting information from the sample enables the PCC and his staff to draft the new Police and Crime Plan for 2022 to 2025.

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?
- Have you added additional security devices at your home?
- How safe do you feel on the roads in your community?

The survey also requested information about the districts 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 PCC's office (OPCC) to monitor how representative the sample is, in comparison to the population of Kent and Medway.

The decision was taken to host the survey mainly online via Smart Survey, but hard copies were also available and were handed out at engagement events, like the Kent Police Open Day, freshers' week roadshows, at religious centres and coffee mornings.

## 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 the social media site NextDoor, reaching an audience of 255,631 verified Kent residents. The OPCC also posted the link and a short explanation on community-run Facebook pages, including pages popular with Black, Asian and Minority Ethnic (BAME) communities, which combined had a target audience of more than 200,000.

Local councillors and MPs were also encouraged to share the link amongst their own public contacts. 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 circulated to more than 3,000 subscribers. Hard-copy surveys were also posted to residents without internet access, on request.

The survey remained open for ten weeks from 4 September 2021 until 12 November 2021. There were **2,848** completed responses received. The OPCC regards this as a good return - especially as this survey contained no questions directly related to the council tax precept payment which normally trigger wider public and media interest. When the PCC's first Police and Crime Plan survey was undertaken in 2016, the OPCC received **1,690** responses.

It should be noted that no OPCC funds were spent on paid-for digital or print advertising this year. Also the pandemic curtailed many of the PCC's usual external engagements, with understandable caution about encouraging and attending large-scale gatherings when Covid-19 cases remained high.

The OPCC acknowledges that the results are not fully representative of all communities within Kent and Medway, including those from BAME backgrounds, and younger people. Respondents from a BAME background total just under 4% and those aged under 30, 6.7%. This is something the OPCC will continue to seek to improve upon in future years.



# Results of the Police and Crime Plan Survey

## Part One: Current priorities

### Q1: Overall, do you believe the current priorities I have set for Kent Police are the correct ones?

The table below clearly shows the majority of people chose either 'strongly agree' or 'agree' for each of the priorities contained within the current Police and Crime Plan – an average of **82%** .

Answer Choices	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Response Total
Put victims first	52.32% 1,490	27.07% 771	12.57% 358	5.44% 155	2.60% 74	2,848
Fight crime and antisocial behaviour	63.34% 1,804	21.35% 608	6.46% 184	5.83% 166	3.02% 86	2,848
Tackle abuse, exploitation and violence	57.37% 1,634	26.93% 767	9.27% 264	4.04% 115	2.39% 68	2,848
Combat organised crime and gangs	60.71% 1,729	24.19% 689	9.27% 264	3.83% 109	2.00% 57	2,848
Provide visible neighbourhood policing and effective roads policing	59.80% 1,703	18.79% 535	7.37% 210	6.36% 181	7.69% 219	2,848
Deliver an efficient and accessible service	55.23% 1,573	26.02% 741	9.62% 274	5.06% 144	4.07% 116	2,848

Further analysis of the data showed that people broadly agreed with the priorities irrespective of whether they had recently been a victim of crime or not; though people who had not been victims agreed more strongly than those who had.

	Victims who either strongly agreed or agreed (Combined %)	Non-victims who either strongly agreed or agreed (Combined %)	% Difference between the two
Put victims first	69.7	81.4	11.7
Fight crime and antisocial behaviour	75.1	86.6	11.5
Tackle abuse, exploitation and violence	74.3	92.2	17.9
Combat organised crime and gangs	76.4	88.9	12.5
Provide visible neighbourhood policing and effective roads policing	69.7	80.4	10.7
Deliver an efficient and accessible service	72.7	83.0	10.3

## Part Two: Your experiences

**Q2. How safe do you feel where you live, on a scale of 1 to 10?** (1 = very unsafe / 10 = very safe)

On average **75.48%** of respondents selected a number on the scale of 6 or more, meaning they feel safe.

**14.08%** selected a number of 4 or lower meaning they feel unsafe. 10.4% selected 5.

The mean average of all 2,848 responses was a score of **7** out of 10, a very slight increase on last year's **6.97** and up from **6.38** in 2019. Further analysis showed that respondents from West Kent felt safest (Tunbridge Wells and Tonbridge & Malling). Medway, Dartford and Swale had the lowest feelings of safety, although were still above 6 on average.

District	Feelings of safety (out of 10)
Tunbridge Wells	7.54
Tonbridge & Malling	7.38
Ashford	7.25
Canterbury	7.24
Dover	7.18
Folkestone & Hythe	7.10
Sevenoaks	7.07
Gravesham	7.03
Thanet	6.91
Maidstone	6.89
Swale	6.81
Medway	6.76
Dartford	6.25

- Those aged 29 and below responded with a score of **7.04**.
- Those aged between 30 and 59 responded with a score of **6.85**.
- Those aged 60 and above responded with a score of **7.18**.
- Those who defined their ethnicity as "White British" responded with a score of **7.08**.
- Those from a BAME background, including other White backgrounds, responded with a score of **6.93**.

Unsurprisingly those who had been a victim of crime in the past year reported feeling less safe than those who had not. On average they selected a figure 1.55 lower on the scale.

	How safe do you feel where you live? (Out of 10)
<b>Victims</b>	5.73
<b>Non-victims</b>	7.28
<b>Difference between the two</b>	<b>1.55</b>

## Part Three: Victims of Crime

### Q3. Have you been a victim of a crime in Kent in the last year?

479 (16.82%) of all 2,848 respondents said they had been a victim of crime in the last year, compared to 15.87% last year and 19.7% the year before. The pandemic and release from lockdowns will likely have contributed to changing data.

Answer Choices	Responses
Yes	 16.82% 479
No	 83.18% 2,369
Answered: 2,848 Skipped: 0	Response Total: 2,848

The table below shows the districts where those who responded to the survey and said they had been victims of crime in the last year, live.

District	% of Kent victims
Maidstone	14.14%
Medway	10.42%
Swale	10.42%
Ashford	8.68%
Dover	7.69%
Canterbury	7.20%
Thanet	6.95%
Tonbridge and Malling	6.70%
Dartford	5.46%
Sevenoaks	4.96%
Tunbridge Wells	4.96%
Folkestone and Hythe	4.71%
Gravesham	2.73%
<b>Did not give location</b>	<b>4.96%</b>

Medway, Swale and Maidstone saw the highest percentages of victims, which correlates with the previous question of how safe residents felt. Residents in these three districts also felt the least safe.

Dartford was the anomaly here because although this had the 9<sup>th</sup> lowest % of victims, the residents felt the least safe compared to all other districts.

### Q4. If so, how satisfied were you with the service Kent Police gave you?

(1 = very unsatisfied / 10 = very satisfied)

Of the 479 people who had been a victim of crime in Kent within the last year, their average score in terms of satisfaction with Kent Police was **4.26** out of 10. This compares to **4.3** last year.

District	Satisfaction levels out of 10
Maidstone	5.39
Ashford	4.46
Swale	4.43
Tonbridge & Malling	4.33
Thanet	4.25
Canterbury	4.24
Sevenoaks	4.20
Tunbridge Wells	4.10
Dover	3.97
Medway	3.81
Dartford	3.77
Gravesham	3.64
Folkestone & Hythe	3.32

When comparing the levels of satisfaction across districts, the table shows that even though Maidstone had the highest percentage of victims, these people also had the highest levels of satisfaction. On the opposite end of the spectrum, the areas with the fewest victims felt the least satisfied (Folkestone & Hythe, Gravesham, Medway, and Dartford).

#### **Q5. This question asked victims of crime what went well.**

Of the 479 people who indicated that they had been a victim of crime in the last year, 334 made a comment in the free text field. Below are a few typical examples, although many people wrote *“nothing went well”* in this section.

*“I was spoken to at my pace, manner and level of understanding, as well as given respect throughout my situation.”*

*“Kent police came really quickly after calling 999, great support from them. they helped my mum a lot. She got scared the next day, thinking someone is trying to break in again. The 999 police operator was brilliant at helping her and supporting her.”*

*“Response officer keeping contact and updating.”*

*“The initial police involvement and some of their input with victim support.”*

#### **Q6. This question asked victims of crime what could be improved.**

Of the 479 who indicated they had been a victim of crime in the last year, 359 made comment in the free text field. Below are some examples of the most common grievances:

*“Speedier response, quick action taken against the offenders, robust consequences to the crime.”*

*“If they could respond quicker”*

*“I don't bother with 101 as it takes 'forever' to get past the automated preamble and then 'all our operators are busy.’”*

*“There was no face to face discussion, it was all phone or computer, not good if you are older or if you haven't got access to the internet. No ability to talk through things you don't understand or explain any challenge you wish to make.”*

*“Contact to victim. Especially when it is an assault to a disabled man. Being given a crime number but no contact for weeks after and no attempt to take finger-prints from vehicle which would have confirmed the perpetrator to take the case further. Now it is too late and likely nothing will happen to someone that goes round punching normal citizens in the middle of the day. How many more people has this person got to injure to be stopped?”*

*"A response would be helpful. Contact from the police to acknowledge the crime and a bit of interest in solving it or stopping it happen again would have been good. Instead, I received an automated response to my online report. At no point did I feel "Victim First". Some crime prevention advice would have been useful instead of telling me you have provided other people with free shed alarms, but not us. Also, you asked if we wanted victim support. We had our shed broken into - we didn't need victim support, but you gave them our details anyway."*

*"If your officers would actually investigate the crime."*

*"The courts said they were going to prosecute then changed their mind and said they wouldn't, which caused significant stress to my family."*

*"Response. CPS & Courts need to speed up. Delays too long."*

*"The crime was minor level assault. The assailant clearly had no expectation that he might be caught. Low level criminality occurs frequently because of the low expectation of being apprehended, tried and convicted."*

*"I was a victim and continue to be of online racial abuse, Kent police, the pcc, need to work with online social media companies and media outlets to tackle online abuse."*

*"No one from victim support contacted me about my case. I may have been shrewd enough not to give this person money but I had still been a victim of deception by this person. Online dating needs to be regulated as they just take your money but don't vet their customers at all. Dangerous."*

## Part Four: What matters to you?

### Q7. 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. The options were not laid out in alphabetical order but were presented in a random fashion; this was to encourage people to look at the options and not just tick the first six.

2,844 people answered this section. **Sexual Violence, Serious Violence including gangs and weapons, Child Exploitation, and Burglary and Robbery** offences were the most commonly selected issues.

This compares with last year where **Anti-social behaviour, Gangs and county lines, Child sexual exploitation, Knife crime, and Burglary** were popular. High-profile cases involving violence against women and girls, including sexual offences, will almost certainly have influenced respondents' choices this year.

Answer Choices	Responses		
Rural crime		24.16%	687
Vehicle crime		17.97%	511
Burglary / Robbery		53.20%	1,513
Stalking and harassment, including online harassment		26.23%	746
Fraud and Cyber crime		26.79%	762
Domestic abuse, including coercion and control		40.68%	1,157
Terrorism and radicalisation		35.62%	1,013
Drugs offences		34.67%	986
Road traffic offences		19.97%	568
Hate crime		14.03%	399
Antisocial behaviour		50.74%	1,443
Child sexual exploitation		53.34%	1,517
Business crime, including shoplifting		5.63%	160
Serious violence, including gangs/weapons offences		61.32%	1,744
Human trafficking / modern day slavery		28.09%	799
Sexual offences, including rape		64.49%	1,834
Public disorder, including protests / demonstrations		17.19%	489
Answered: 2,844 Skipped: 4	Response Total:		2,844

Further analysis of the data shows differing top selections among different sub-groups.

When broken down in “What TYPE of area do you live in: urban, rural or coastal?”, the top 3 priorities were:

<b>Rural inhabitants:</b>	<b>Urban inhabitants:</b>	<b>Coastal inhabitants:</b>
1) Rural Crime	=1) Hate Crime	1) Hate crime
2) Vehicle crime	=1) Business Crime	2) Stalking and harassment
3) Road traffic offences	3) Stalking and harassment	3) Antisocial behaviour

When broken down into age groups, older people were more concerned about burglary and robbery and anti-social behaviour, whereas younger people consider stalking and harassment, including online harassment, more important:

#### **Top 3 priorities for Under 20s**

- 1) Sexual offences including rape
- 2) Child sexual exploitation
- 3) Stalking and harassment, including online.

#### **Top 3 priorities for 60s-80s**

- 1) Sexual offences, including rape
- 2) Serious violence, including gangs
- 3) Antisocial behaviour

#### **Top 3 priorities for 20-40s**

- 1) Sexual offences, including rape
- 2) Serious violence including gangs.
- 3) Child sexual exploitation

#### **Top 3 priorities for 80+ group**

- 1) Serious violence, including gangs
- 2) Burglary and robbery
- 3) Child sexual exploitation

#### **Top 3 priorities for 40s-60s**

- 1) Sexual offences, including rape
- 2) Serious violence, including gangs
- 3) Child sexual exploitation

Respondents who self-defined as either **mixed race** or **BAME** selected:

- 1) Sexual Offences including rape
- 2) Child sexual exploitation
- 3) Antisocial behaviour.

Respondents who self-defined as **white** recorded similar priorities:

- 1) Sexual offences, including rape
- 2) Child sexual exploitation
- 3) Burglary and robbery

Victims of crime broadly chose the same crimes as non-victims, however they saw anti-social behaviour as more important than burglary or child sexual exploitation.

Top 5 crimes respondents feel are the most important	Victims (%)		Non-victims (%)	% Difference between the two groups
1	Sexual offences, including rape (54.3%)		1 Sexual offences, including rape (66.4%)	12.1
1	Serious violence, including gangs/weapons offences (54.3%)		2 Serious violence, including gangs/weapons offences (62.6%)	8.3
3	Antisocial behaviour (52.2%)		3 Child sexual exploitation (54.0%)	1.8
4	Child sexual exploitation (49.7%)		4 Burglary/Robbery (53.9%)	4.2
5	Burglary/Robbery (49.3%)		5 Antisocial behaviour (50.4%)	1.1

**Q8 Are there any other issues which Kent Police deal with in partnership with other agencies that you feel are important?**

1,004 respondents completed this free text field, although a number of the responses referred to issues already captured within the list in Q7. A selection of additional comments are below:

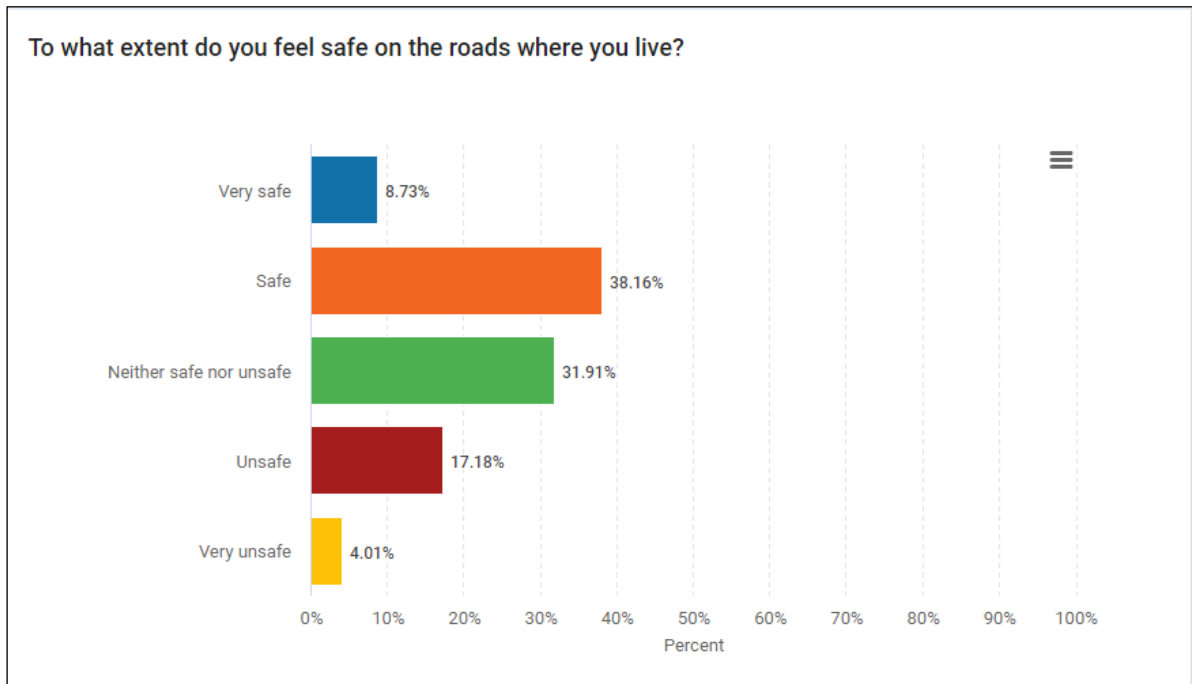
- Fly-tipping
- Homelessness
- Pet theft/animal cruelty
- Illegal immigration
- Mental health
- Policing public footpaths
- Electric scooters and mopeds on paths
- Speeding through villages
- Gender self-identification in custody
- Verbal abuse
- Unauthorised encampments/issues with traveller communities



## Part Five: Road Safety

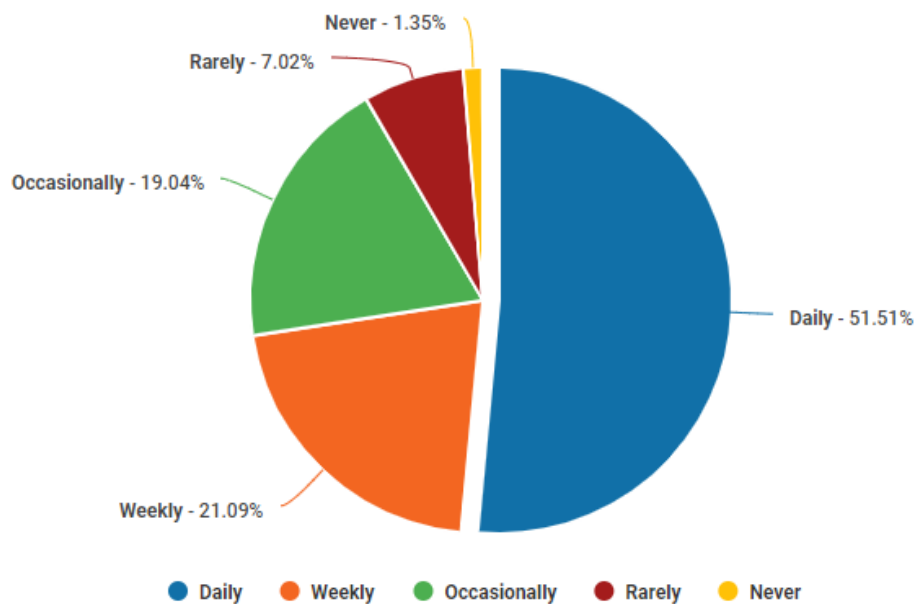
### Q9 To what extent do you feel safe on the roads where you live?

46.9% of respondents said they felt either 'very safe' or 'safe' on the roads, with only 21.2% reporting feeling 'unsafe' or 'very unsafe'. Almost a third had no strong feelings about the issue.








### Q10 To what extent do you witness road traffic offences on the roads where you live? (e.g. using a mobile phone, speeding or not wearing a seatbelt etc?)

The majority claimed to witness a road traffic offence daily (51.51%). Only 8.37% report 'rarely' or 'never' seeing offences on the roads.



## Q11 To what extent do you agree that offences which occur on the roads where you live require more enforcement?

The majority of respondents said they would like to see more enforcement, with 76.5% either agreeing strongly, or agreeing, with the statement

Answer Choices	Responses		
Strongly agree		45.34%	1,278
Agree		31.18%	879
Neither agree nor disagree		16.96%	478
Disagree		5.36%	151
Strongly disagree		1.17%	33
Answered: 2,819 Skipped: 29	Response Total:		2,819

When analysing the data between districts on how safe they felt on their roads, how far they agreed with tougher penalties and how often they witnessed traffic offences, there were some differences.

The tables below show a combination of percentages of those respondents who said they felt 'very safe' or 'safe' on the roads; those who said they witnessed offences 'daily' or 'weekly'; and those who 'strongly agree' or 'agree' that there should be tougher penalties.

District	How safe? (Combined % very safe and safe)
Folkestone & Hythe	56.17
Sevenoaks	50.91
Tonbridge & Malling	49.50
Thanet	49.24
Dartford	48.00
Medway	47.94
Ashford	47.43
Tunbridge Wells	46.95
Canterbury	45.94
Dover	44.89
Maidstone	43.79
Swale	40.61
Gravesham	40.22

District	How often? (Combined % daily and weekly)
Ashford	78.20
Swale	77.07
Dover	76.77
Maidstone	74.54
Dartford	74.18
Canterbury	74.16
Gravesham	73.91
Sevenoaks	72.28
Tonbridge & Malling	71.79
Thanet	70.50
Tunbridge Wells	70.12
Medway	67.24
Folkestone & Hythe	64.38

District	Tougher penalties (Combined % strongly agree and agree)
Dover	81.32
Gravesham	81.32
Thanet	80.00
Canterbury	79.43
Swale	78.95
Dartford	78.66
Tonbridge & Malling	78.22
Ashford	76.92
Maidstone	76.40
Tunbridge Wells	75.61
Medway	72.70
Folkestone & Hythe	71.92
Sevenoaks	70.91

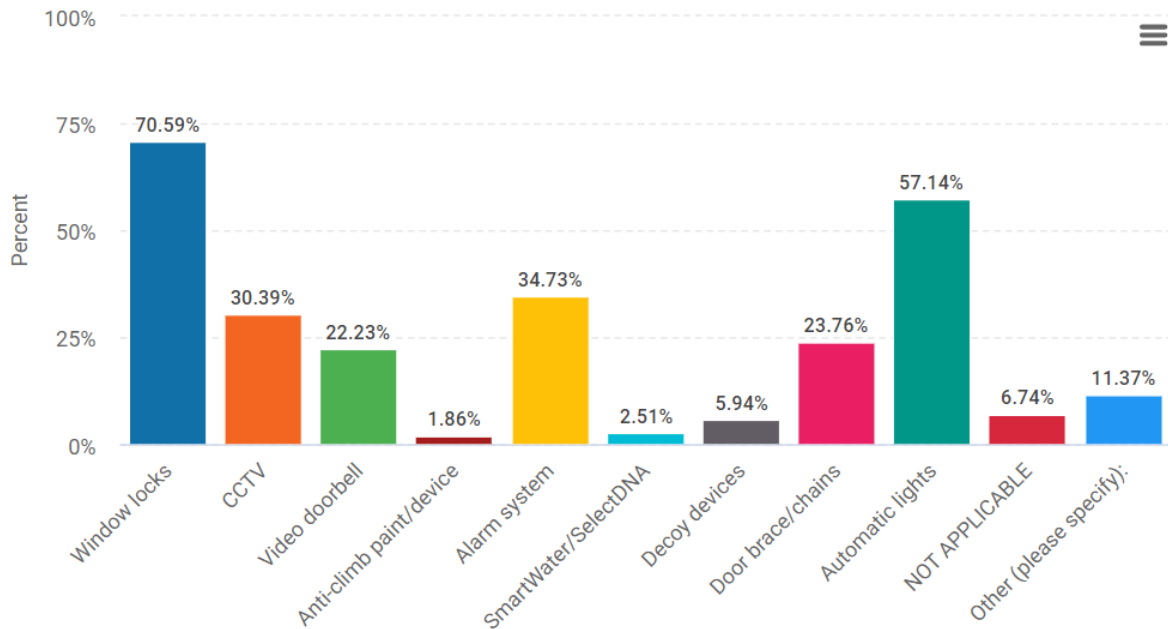
It appears those areas which felt the safest on the roads were less likely to agree or strongly agree with tougher punishments for road traffic offences (Folkestone & Hythe, and Sevenoaks). People in Dover, Gravesham, Swale, and Canterbury said they were more in favour of increasing punishments.

Similarly, those who witnessed offences more regularly felt more strongly about toughening punishments.

## Part Six: Crime Prevention

### Q12 Have you taken any of the following steps to make your home safer?

Most people have installed some sort of security measures, with window locks being the most popular. Many people have installed several items.



### Q12 Does this make you feel safer?

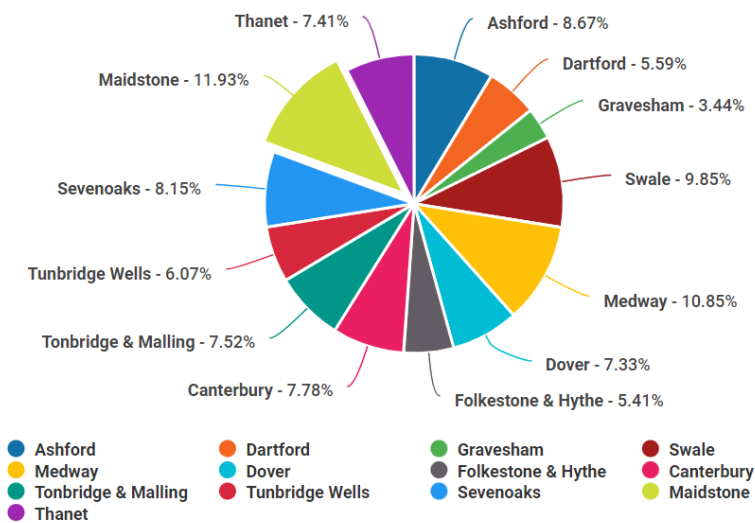
Nearly 76% reported these measures did make them feel safer.

Those who answered no were asked what would make them feel safer in **Q13**. The most common response was more police on their local streets. Other popular remarks included improved street lighting and more CCTV.

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

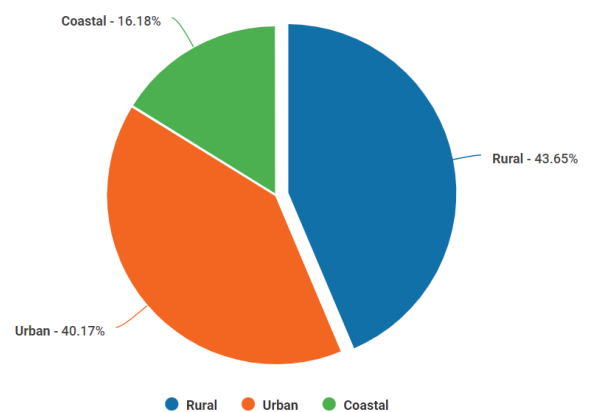
### Q16 Which district do you live in?

As the chart shows, responses were received from every district, indicating that the survey was widely received.













### Q17 asked respondents to describe the area they lived in.

The greatest number of respondents (43.65%) indicated that they live in a rural area. These proportions in this pie chart are almost identical to last year.



### Q18 asked which age cohort the respondent fell into.

The age of this year's respondents is a similar make-up to the previous year although we did more than double responses from the 17 or younger cohort. 60-69 saw the largest number of respondents.

17 or younger		2.01%	54
18-20		0.48%	13
21-29		4.13%	111
30-39		10.24%	275
40-49		13.22%	355
50-59		20.22%	543
60-69		26.55%	713
70-79		19.81%	532
80-89		3.13%	84
90 or older		0.22%	6

**Q19 asked which gender respondents were.**

Just under 45% were male, 54.5% female. The remaining 1% was either 'prefer not to say', 'transgender' or 'gender neutral'.

**Q20 asked about the respondents self-defined ethnicity.**

Almost 89% were White British

Over 3% were White but not British

Roughly 4% were from a BAME background

Over 4% did not disclose

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# Making Kent Safer

April 2022 to March 2025

## Foreword

Since I was first elected in 2016 I have worked with Kent Police to rebuild its strength so that it can provide the service that victims need and deliver on the issues that matter to residents.

By using council tax precept and funding from the Government's uplift programme, Kent Police will have over 4,000 officers for the first time ever. This has helped reduce burglary and cut the number of county lines. It's led to the creation of community and county-wide taskforces, established to deal with deeper rooted issues. And increased visibility in our urban and rural areas.

Since my last plan, our country has been through a lot - and this has led to extra pressures and challenges for policing to address. We've left the European Union changing the way that policing interacts with European and global partners, as well as how our borders operate.

We've also been through a pandemic that has changed so much about our country. Communities came together and the police delivered against a fast-changing set of regulations and expectations fantastically well.

But tragically, we have seen some of the worst of humanity. The murder of Sarah Everard by a serving police officer. The killing of our own PCSO Julia James. The killer of Wendy Knell and Caroline Pierce being brought to justice - only to discover what terrible crimes he committed, abusing his position within a local hospital.

Violence against women and girls is now more than ever something we all have to work together to challenge and tackle.

I thank local residents for their contribution to this plan, which I believe reflects the issues we all want to see action on whilst ensuring that victims, vulnerable people and the voiceless will benefit from the first-class service they want and deserve.



**Matthew Scott**  
**Police and Crime Commissioner for Kent**



## Integrity and transparency

The public expects the highest standards of integrity from those in public life; together with transparency they form the cornerstone of public confidence. Trust and confidence in policing are vital.

From Chief Constables to police officers on the street, there is a need to strengthen public trust and confidence and so the importance of integrity and transparency has never been greater – the public can't just be safe, they need to feel safe.

Of course, Police and Crime Commissioners (PCCs) elected by local residents also have a key role. PCCs hold Chief Constables to account on all elements of policing. Integrity and transparency must be at the heart of this, both personally and professionally.

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 Chief Constable to account on behalf of the public for the delivery of the priorities set out in this plan. I will also continue to ensure the [College of Policing's Code of Ethics](#) forms the bedrock of standards and behaviour within Kent Police.

To demonstrate my own commitment, I have signed the [Oath of Office](#), the [Committee on Standards in Public Life Ethical Checklist](#) and a [personal Code of Conduct](#) which reflects the Seven Principles of Public Life:

- Selflessness.
- Integrity
- Objectivity
- Accountability.
- Openness
- Honesty
- Leadership

As I commit to making my decisions open and transparent, I will also ensure that Kent Police does the same to maintain public trust and confidence.

Policing though is unique, and increasingly challenging. Whilst the workforce of Kent Police is its greatest strength and asset, 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, the Chief Constable and I are committed to developing and supporting the workforce in terms of both service delivery and their own personal wellbeing.

We are also committed to working together to ensure diversity, equality and inclusion are at the heart of service delivery and embedded in both our organisation's culture. We will lead by example and create an environment that celebrates inclusion and diversity; where discrimination has no place and 'difference' is valued and harnessed to make policing more representative of Kent for the benefit of local communities and our staff. I will also hold the Chief Constable to account for 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.

### Crime is important no matter where it takes place - urban, rural or coastal communities

Fortunate to have a mixture of urban, rural and coastal communities, the county of Kent is diverse and vibrant.

As PCC I believe that every crime is important no matter where it takes place – it should be investigated appropriately and proportionately, with the right outcome secured for the victim. This includes offences committed in residential, business and online environments, as well as on the 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 the serious threat from terrorism and organised crime, whilst meeting the demand from Kent's local communities.

### Victims and witnesses at the heart of everything we do

Whilst I want to ensure that fewer people become victims in the first place, where they unfortunately do, it is important that they and any witnesses are at the heart of the criminal justice process.

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. They can also find themselves giving statements and evidence in a system that is complex, daunting and probably at times, confusing.

I believe victims and witnesses must be treated with care, respect and dignity and have confidence in the criminal justice system. I welcome the [Code of Practice for Victims of Crime](#) which sets out the services and minimum standards that must be provided by the police, the Crown Prosecution Service (CPS), the Courts and wider criminal justice partners. It is important that Kent Police reminds victims of crime about their rights and of the availability of restorative justice. I also support Government proposals to introduce a new Victims' Law, as well as the expectations set out in the [Witness Charter](#).

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 can subsequently access the right support as early as possible.

### Ensure that vulnerable people and those suffering mental ill health get support from the right agency

People with mental health problems or other vulnerabilities may have a range of complex needs, which the police alone are not fully equipped to meet. In some circumstances police involvement is necessary and unavoidable; they are often the first point of call in an emergency or for people in distress or crisis. However, on other occasions it is not in the interests of the person, nor the police or public to have officers taken away from their core front line duties unnecessarily.

Whilst police officers have the training and skills necessary to identify when a person is vulnerable, they are not experts in specific illnesses or disabilities; rather they need to be able to recognise when intervention is necessary and refer the person to the right agency to ensure they receive timely and appropriate support.

Multi-agency working including information sharing, joint decision making and coordinated action are key to the effective identification of risk to vulnerable people, preventing those risks from escalating and ensuring the continued well-being of those concerned.

The Chief Constable and I will continue to work with others to both reduce demand on policing and ensure vulnerable people and those suffering mental ill health receive the right help from the right agency at the right time.

## 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 – 2022 to 2025

The following priorities are based on my 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 has been consulted on this plan and is expected to formally respond and outline how it will be delivered. As the PCC, I will then hold him to account for the progress made.

### Work with residents, communities and businesses to fight crime and antisocial behaviour

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

Victims of crime and ASB want it to stop, and the perpetrators punished for what they have done. They want the police and authorities to take the matter seriously, to understand the impact on them and to protect them from further harm.

Kent Police must ensure it has the right resources with the right skills to investigate all crimes, and where possible, bring to justice those who harm individuals and businesses by committing offences such as robbery, 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.

ASB can take many forms – including intimidating and aggressive groups, damage, graffiti, and the anti-social use of vehicles. What they all have in common is that they are a blight on our communities and make people feel unsafe in their homes and wider community.

The police are vital to combatting ASB and are often the first agency residents turn to for help and support, but they cannot solve all problems by themselves. Kent Police must continue to work closely with residents, communities, businesses and partner agencies to address the sometimes complex causes of ASB and deliver effective long-term solutions. They must also ensure that victims and communities know their rights under the Community Trigger process.

Whilst urban, rural and coastal communities across Kent need to feel safe and secure, engagement with businesses of all types and sizes is important too.

### Tackle violence against women and girls

Women and girls in our community are at a disproportionate risk of a wide range of crimes, predominantly perpetrated by men, such as domestic abuse, stalking and harassment, rape and sexual offences, including adult and child sexual exploitation.

Many females face violence and abusive behaviour on a regular basis and are too afraid to seek help. Abuse may occur behind closed doors but the consequences can be devastating and long-term, affecting the victim's physical health and mental well-being. It can also have a significant and long-lasting effect on any children, the wider family and local community.

As acknowledged nationally and reflected in the strong public response to my recent consultation, the police must actively tackle violence and abuse against women and girls.

To do so, Kent Police must listen to those directly affected by violence and abuse and work with partners to help ensure no woman or girl feels unsafe. Key areas will include:

- Prevention – raising awareness and understanding of the issue in educational establishments, workplaces as well as online, and making public spaces and venues safe places for all;
- Victims – ensuring they have the confidence to come forward, know what they can expect and have access to tailored first-class care and support throughout their criminal justice journey;
- Perpetrators – pursuing and bringing those responsible to justice; and
- System – working as a criminal justice system and with other agencies to deliver a 'whole system' approach, with better joint working and more effective interventions.

Equally, there is a need to continue building trust and confidence between women and girls and the police. The definition of violence against women and girls set out by the Government also includes offences against men and boys. As such, they should not receive any less of a service when they are victims of the same crimes, such as domestic abuse, stalking and sexual abuse.

The Chief Constable and I also expect inappropriate behaviour to continue to be called out within Kent Police, and all allegations of police perpetrated abuse to be dealt with swiftly, thoroughly and fairly with victims receiving first-class care and support.

### Protect people from exploitation and abuse

The exploitation or abuse of anyone in Kent is unacceptable. Not only can it cause victims lifelong physical and emotional trauma, but it can also leave a person even more vulnerable to further harm.

Child sexual abuse and exploitation present unique challenges for policing and continues to grow. This is particularly true of online abuse, where ever-more sophisticated digital tools protect anonymity and where apps encourage children to engage in risky behaviour.

Those involved in modern slavery and human trafficking are not just using Kent as a gateway to and from the continent but committing offences within local communities. They are also often involved with complex criminal networks which require substantial investment to investigate and disrupt.

The vulnerable in our communities must be protected, but no single agency can tackle exploitation and abuse in isolation. That is why Kent Police must work with local partners to identify exploitation and abuse wherever it is occurring, pursue and bring offenders to justice, take action to safeguard victims and facilitate the provision of appropriate support to help them cope and recover.

Recognising that exploitation and abuse is not limited by geographical boundaries, Kent Police must also work with national and international law enforcement agencies to identify and protect victims and detect, deter and disrupt offenders and criminal networks.

### Combat organised crime and county lines

Organised crime can seem like a distant threat, but sadly it presents considerable challenges and its effects can be seen in local communities. Whether it is serious violence such as knife crime, fraud and financial crime, cybercrime or the drugs trade, some of the most vulnerable members of society often become victims.

A common feature of county lines drug supply is also the exploitation of young and vulnerable people, where the associated violence and abuse has a devastating impact on the individual and local communities.

Kent Police must continue to develop and share intelligence to build a detailed local picture of threats, risk, harm and vulnerabilities, to safeguard victims and 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 agencies.

In addition, whilst digital technology has enhanced our lives and interactions in many positive ways, unfortunately organised criminals are increasingly exploiting it to commit a diverse range of crimes. Through appropriate technology, expertise and resource, and by working in partnership with other law enforcement agencies, Kent Police must protect residents and bring offenders to justice.

### Be visible and responsive to the needs of communities

The relationship between the police and the people who live, work in and visit the county is vital to building trust and confidence that Kent Police will keep people safe.

The public rightly has an expectation that they will be able to contact Kent Police when they need to in ways that work for them, whether to report an emergency, seek advice, offer information or express an opinion. And when they do they should expect to get an appropriate response.

Kent Police must allow individuals and diverse communities to engage and make contact with confidence, by making its services accessible, appropriate, easy to use and safe. It must continue to effectively handle 999 and 101 calls, but also maintain other methods of contact, such as online and through personal interaction, to ensure it is open to all and has the ability to respond to user needs and situations.

The police service would cease to function without the active support of the communities it serves. Kent Police must listen to and understand the needs of communities across the county and provide an appropriate response 24/7, 365 days a year in a timely, empathetic and professional manner. Neighbourhood policing is fundamental to this, providing opportunities for greater community engagement and delivering a local approach to policing that is visible, accessible and responsive to the needs and priorities of local communities.

Whilst the purpose stays the same, to prevent crime and keep people safe, in a world where technology and population change at pace, Kent Police must continue to adapt and transform to remain accessible and responsive to public need, whilst being a human, visible presence in local neighbourhoods.

### Prevent road danger and support Vision Zero

Despite the efforts of police officers, road safety partnership staff and volunteers, Kent's roads remain a concern for local communities.

People continue to drive through red lights, at high speeds, under the influence of drink or drugs, use a mobile phone at the wheel, or fail to wear a seat belt and commit a crime. They are putting their lives and the lives of others at risk. Inconsiderate road users who behave dangerously or in an anti-social manner are also making others feel unsafe.

Whilst all road users share a responsibility for their own and others' safety, the police have a vital part to play in ensuring that the road network operates efficiently and that those who use it can do so in safety and security. Kent Police must continue to crackdown on the main factors which contribute to people being killed and seriously injured on Kent's roads and work with partners to prevent road dangers, tackle inconsiderate behaviour and educate where appropriate.

Vision Zero is Kent County Council's Road Safety Strategy. Through partnership working, an evidence-led approach and by combining engineering, education and enforcement, it aims to make Kent's roads feel and be safer for all, with the aspiration of reducing road fatalities to zero by 2050. Kent Police must play its part by continuing to support Community Speedwatch and enhancing its enforcement activity to reduce driver behaviour that puts themselves and others at risk.

### Protect young people and provide opportunities

Behind closed doors, a significant number of children and young people are subject to neglect, emotional, sexual and physical abuse; offending can also often be an indicator of vulnerability. With education disrupted, protective factors outside the home reduced and social contact made more difficult, the global coronavirus pandemic has also made some children and young people even more vulnerable.

However, they are not simply small adults; their knowledge, understanding, emotional and physical maturity is different. This can influence their ability to recognise danger, seek help or protect themselves and manifest in behaviours that may put them at greater risk. Research also demonstrates that without protective factors, Adverse Childhood Experiences (ACEs) can have a long-lasting impact.

It is essential that Kent Police and partners maximise the opportunities to support and protect children and young people by adopting a child centred approach which actively seeks out and hears their individual voices, acknowledges their differences, recognises their vulnerabilities and meets their needs.

Whenever an officer or member of staff comes into contact with a child or young person, it is important that they look beyond the immediate situation by asking questions and observing their behaviour and environment. By doing so, they may just help to break the cycle of neglect, abuse, trauma and offending which will reduce demand and improve the lives of children and young people for generations to come.

By actively promoting Child Centred Policing, the Voice of the Child and supporting innovative programmes such as Operation Encompass, we can ensure a brighter future for children and young people.

Every interaction with a child or young person also leaves a mark; it is an opportunity to build trust and to keep them safe. As a result, Kent Police must continue working with educational establishments and other organisations to provide positive engagement opportunities through programmes such as the Volunteer Police Cadets and Mini Police Cadets.

## 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.

### Hold all agencies to account for the delivery of an effective and efficient criminal justice system

In setting this Police and Crime Plan, I commit to holding the Chief Constable to account to ensure that the priorities I have set out - the issues which matter to the people of Kent - are being tackled. I will hold the Chief Constable to account in a number of ways, including:

- in public through my Performance and Delivery Board, and the Joint Audit Committee;
- through private briefings when it is appropriate to do so in order to discuss operationally or commercially sensitive matters;
- through an Independent Custody Visiting scheme that monitors the welfare of detainees.

As statutory responsibilities, I will also continue to monitor complaints made against Kent Police and act as the appellate body, providing a review process for complainants who are dissatisfied with how the force has handled their complaint.

Data is important, and I will be looking to track improvements in performance where these can be measured such as through victim satisfaction surveys. Equally though, it is important to consider context and the impact of external factors. For example, in some instances a numerical increase in reported crime may indicate that victims have greater confidence or feel more comfortable to come forward due to the success of awareness campaigns.

But I am not and will not be solely reliant on data. I will also consider other feedback, including Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services reports and other independent publications.

In holding the Chief Constable to account it is also vital that I hear the public's voice on how policing is being delivered. I will therefore provide a wide-ranging engagement programme that enables the diversity of residents, irrespective of background, to have their say.

It is also important to understand the finite role that Kent Police plays in securing justice and keeping our communities safe. Delivering an effective and efficient criminal justice system is not solely a responsibility for the police. Other agencies including local councils, the CPS, Her Majesty's Courts and Tribunals Service, and the recently unified national Probation Service all have a part to play in ensuring the victim's journey is as swift and smooth as possible. A good police response followed by a failure to achieve justice will still leave many victims dissatisfied and discouraged from reporting future crimes. Lengthy court delays and any public perception that sentencing is too lenient will also damage public confidence.

As chair of the Kent Criminal Justice Board, I will use my convening powers to bring the various agencies involved in the criminal justice process together to ensure we are collectively delivering a joined-up system which puts victims, not offenders and processes, first. In the longer term I would welcome the Government, following the conclusion of its PCC Review, affording PCCs greater responsibility for holding these agencies to account.

### Work in partnership with the police and others to prevent crime and antisocial behaviour

Preventing crime and ASB reduces demand on policing and the criminal justice system. But more importantly, it reduces victimisation. Preventing crime from happening in the first place delivers safer communities for all of us, allowing residents and businesses to thrive.

Residents feel reassured by a policing presence in their communities, but effective prevention is not solely a policing responsibility. Through my commissioning budget, I will continue to invest in initiatives which reduce crime and make people feel safer; including community-based partner-led projects.



The effectiveness of a joined-up response has been proven by the work of the partnership Task Forces in Thanet, Medway, and Maidstone, and by the Kent and Medway Violence Reduction Unit. It is only by working together that we can effectively prevent crime and ASB by addressing some of the underlying causes such as poor mental health, alcohol and substance misuse, inadequate housing, and lack of provision of youth services.

When vulnerable suspects are brought into police custody, we must maximise the opportunity to reduce future offending through diversion and support. Around 80% of cautioned or convicted crimes are the result of reoffending.

At sentencing, whether a custodial sentence or not, consideration needs to be given to rehabilitation. And when prisoners are released, we must ensure they have a realistic chance to rebuild their lives. That means ensuring they have appropriate accommodation and opportunities for training or employment.

### Be responsive to emerging issues and trends through innovation

For nearly two centuries, British policing has constantly evolved and adapted to respond to shifting threats. As a result of my regular engagement with the public, I continue to work with Kent Police to ensure the force has the resources it needs to meet the needs of today and the demands of tomorrow.

Where these threats are national, or international, it is imperative that police forces and other law enforcement agencies work in collaboration to identify the most effective solutions to address these problems; including investing in new innovative practices where appropriate.

Presently, one of the largest threats to public safety is cyber-enabled crime. Fraud, for example, now represents the most common crime type in England and Wales. Much of this crime is conducted online via digital communications. Protecting the public and businesses from this threat requires education and awareness, as well as investment in specialist digital investigators and modern IT. Working with local and national partners, including the Police Digital Service, I will ensure policing is able to exploit the advantages that technology can offer to better safeguard and protect our communities.

Policing must also play its part in tackling wider issues such as the global climate crisis. I am committed to energy efficiency and reducing Kent Police's carbon footprint to help protect the local environment, while potentially realising cost savings through the smarter use of resources and technology. By actively supporting the national procurement service BlueLight Commercial – which I currently chair – PCCs can also acquire a modern, greener fleet and promote social value throughout supply chains while ensuring value for money for taxpayers.

### Secure the funding that Kent needs through specific grants and the funding formula review

I have a duty to ensure Kent Police has the resources it needs. Since I was first elected, I have spoken up for the people of Kent and Medway, lobbying Government for our fair share of national grant funding. The success of the Government's uplift programme means Kent Police now has more police officers than at any time in its history, but there is still more to do.

Our county is uniquely positioned between London and mainland Europe. We have one of the longest coastlines in the country, the longest Strategic Road Network, and some significant pockets of urban and coastal deprivation. As the Home Office reviews the national Funding Formula - the mechanism used to calculate how much national funding each police force area receives - I will continue to engage with decision-makers in Whitehall to ensure our circumstances are fully recognised and that Kent Police is not adversely affected.

I have already been successful in recent years in securing additional money from a variety of Government grants and funding streams to assist in making Kent safer. This includes surge funding to tackle and disrupt county lines; reimbursement for costs associated with exiting the European Union; Violence Reduction Unit funding to tackle youth violence and knife crime; Safer Streets funding to make communities safer; and one-off funding to provide additional support for vulnerable victims during the Covid pandemic.

Through my Commissioning Team, I will continue to proactively identify opportunities to bid for Kent's share of national funding streams and ensure any money received is spent appropriately. Doing so will mean that I can further financially support Kent Police to deliver a quality operational response, and support communities to deliver initiatives which make people safer.

### Support volunteering

I continue to be in awe of all those, whether they bear a police logo or not, who freely give their time to support our local communities and keep us safe. As well as my Independent Custody Visiting scheme, organisations such as the Kent Special Constabulary, the Volunteer Police Cadets, Kent Rescue 4x4, Kent Search and Rescue (KSAR), Community Speedwatch, victims' support services, and innumerable others deserve our thanks. Without the extensive support of these and a great number of others, there would be extra costs incurred and resources required by Kent Police.

My commitment to those organisations remains that I will do all I can to ensure they have the support they need to thrive and continue their fantastic work. That may include financial assistance when appropriate and in accordance with my commissioning priorities. As an example, with match-funding from my Office, we have seen the return of Volunteer Police Cadets for young people in Kent.

However, because supporting volunteering is not just about money - it is about leadership - where I can, I will also use my convening powers and influence to speak up for their needs and assist them in accessing support from elsewhere.

I have volunteered for a variety of organisations throughout my lifetime and will continue to do so where I can. I will also continue to empower and encourage my own staff to volunteer in their local communities in whatever way they choose.

### Commission services for victims that are needs-led

Providing services which support victims of crime, and so helping them come to terms with what has happened as much as possible, is one of the core responsibilities of any PCC.

My firm commitment is that, here in Kent, the services I commission will be victim-led and treat everyone as an individual by taking account of their own needs and unique circumstances. This includes services for those who may be especially vulnerable, such as victims of domestic abuse, child sexual abuse and modern slavery.

Whether a victim chooses to report their crime to the police or not, I will ensure they can access freely available services to help them. Such services may make greater utilisation of digital or other contact channels, but only where it is the right thing for the victim.

I also commit to ensuring people for whom English is not a first language, as well as those who have disabilities or other personal circumstances which impact on their ability to access services, are catered for.

To make sure funds allocated from my commissioning budget to support victims' services are used to maximum effect, I will continue to utilise a variety of commissioning approaches to ensure appropriate service providers are identified and awards are subject to robust governance and monitoring arrangements, with information made publicly available in the interests of openness and transparency.

## National expectations

### The Strategic Policing Requirement

Many of the threats Kent faces can be tackled locally, but threats such as terrorism, serious and organised crime, cybercrime and major public unrest need a coordinated approach which brings together resources from across the country.

The policing requirement to counter such threats is set out in the [Strategic Policing Requirement](#) (SPR)<sup>1</sup> and the Chief Constable and I must have 'due regard' to the SPR and ensure that Kent Police is in a state of readiness to respond to the requirements. This may include sharing and pooling resources with other forces in order to effectively tackle such threats. Kent Police already has a strong collaboration with Essex Police and with police forces across the Eastern region to tackle serious criminality, but the Chief Constable must ensure there are sufficient resources to meet these important responsibilities.

As PCC I must also ensure that sufficient funds are available to deliver the required contribution to the SPR.

### National Crime and Policing Measures

The Government has been clear that PCCs must achieve significant reductions in crime and restore the public's confidence in the criminal justice system.

To support the '[Beating crime plan](#)', the Home Office has introduced a number of National Crime and Policing Measures to focus effort on key national priorities and allow performance to be measured.

The key national priorities are as follows:

- Reduce murder and other homicides
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Tackle cyber-crime
- Improve satisfaction among victims – with a particular focus on victims of domestic abuse

They complement the local priorities set out in this Police and Crime Plan and I aim to be as transparent as I can be on performance in this area. In holding the Chief Constable to account, I will provide a statement on the contribution of Kent Police to delivery of the national priorities on a quarterly basis and make this available via my website.

### Policing Vision 2025

The [Policing Vision 2025](#) sets out the future for policing, shaping decisions about how police forces use their resources to keep people safe. It has been developed by the Association of PCCs and the National Police Chiefs' Council in consultation with the College of Policing, the National Crime Agency, staff associations and other policing and community partners.

### Legislation

The Domestic Abuse Act and the Police, Crime, Sentencing and Courts Bill represent real opportunities to make Kent safer, tackle crime and ASB, reduce re-offending, support victims and ensure justice is done. With a variety of powers being implemented through this legislation, Kent Police needs to ensure that it has undertaken the right training, empowered officers and staff and put resources in place to address the provisions, which include new offences such as illegal encampments and the statutory definition of domestic violence.

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<sup>1</sup> Currently being reviewed by the Home Office

# Resources and Medium Term Financial Plan

## Funding

I receive all funding for policing and crime in Kent. The total gross funding for Kent is £428.2m and is funded through:

- £223.8m of direct revenue grant funding from central government
- £21.8m of specific government grant
- £147.9m from the council tax including the deficit on the collection fund
- £34.7m of locally generated income such as fees and charges

The overall gross expenditure for Kent is £435.0m and therefore £6.8m of savings are required to balance the budget. 99% of this budget is available for the Chief Constable to exercise his functions in delivering the Making Kent Safer plan. The remaining 1% is to enable me to carry out my statutory duties as PCC.

## Council tax

The Government sets a limit on how much can be raised through the council tax before I have to call a referendum. For 2022/23, the Government announced that PCCs could increase the precept by up to £10 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 2022/23 has allowed me to mitigate the savings required for 2022/23, continue to protect what Kent Police already has, as well as invest prudently for operational policing and the prevention of crime. I believe for 2022/23 this exceeds that test and therefore the council tax for Kent will increase by £10 for an average Band D property, or 4.58% (equivalent to 84 pence per month).

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

## Budget and medium-term financial challenges

For 2022/23 I am facing a number of significant financial challenges. In previous years, while outlining the difficulties with Government funding I have, by and large been relatively positive and been able to use the precept increase to recruit more police officers and provide the appropriate equipment, assets and support services for them. The prudent use of reserves to improve the Force Control Room, boost recruitment prior to the Government's uplift programme and to fund capital investment have all put Kent Police and my Office in a strong position.

However, the disappointing financial settlement from the Government and their expectation that PCC's use the allowed precept increase to meet other cost pressures, means that I need to increase the precept to the maximum under the referendum principles for 2022/23 to help mitigate the savings that have to be made, to maintain operational policing and to limit the impact on frontline services. Even with this increase, £37m of savings are required over the medium-term, £6.8m of which are required in 2022/23 to balance the budget and maintain Kent Police's class leading position across the country.

Despite the savings, I am determined, to ensure that Kent Police can build on the successes of previous years and I am therefore still seeking to make prudent investments in areas such as estates and IT solutions that will enable savings to be released over the medium-term. I will also continue the expansion of the Volunteer Police Cadets to ensure the on-going success of this scheme within local communities.

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 2022/23 through to 2026/27. 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 discussed with myself, the Chief Constable and our respective senior leadership teams before the final version is completed and presented.

The current iteration of the MTFP shows £37m of savings required over the lifetime of the plan. There is a savings plan to cover this period which is constantly reviewed by the senior leadership team to identify opportunities for further savings.

The financial settlement also outlined a number of expectations that the Government has for PCC's. These are:

- To continue taking responsibility for crime outcomes both locally and nationally. An additional £150m of government funding has been identified for crime reduction funding over the next three years for PCC's to continue existing programmes, as well as some new investments to prevent crime and keep communities safe. How PCC's access this funding has yet to be announced.
- Over £100m of cashable efficiency savings to be delivered from force budgets by 2024/25. For 2022/23, the Government is expecting to see £80m of efficiency savings (which has been reflected as part of the settlement). Furthermore, the Government also wants to see improvements in productivity through the use of modern technology infrastructure and interoperable systems.

I am confident that this budget and the MTFP demonstrate Kent's commitment to these expectations.

### Commissioning and working with partners

In addition to my policing responsibilities, I am responsible for ensuring effective support services for victims of crime, and working in partnership to reduce crime, disorder, and ASB. To support delivery of this I have a commissioning budget which is made up of the following:

- The Police Reform and Social Responsibility Act 2011 enables PCCs to use an element of the Policing Grant to support crime and disorder reduction within their police area.
- The Ministry of Justice (MoJ) issues a victim services grant to PCCs under section 56(1) of the Domestic Violence, Crime and Victims Act 2004 to enable the commissioning of support services.
- Funding secured through bidding opportunities made available during the financial year.

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 future commissioning decisions.

At the time of writing, the MoJ have yet to formally announce their allocations but it has been assumed that the £2.1m 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 2022/23. In total, the combined commissioning and victim services budget is expected to be £4.2m for 2022/23.

My Commissioning Strategy will be released once all allocations from the MoJ have been announced. However, a broad outline is shown below.

### **Commissioning Budget Strategic Overview 2022/23**

<b>Funding Streams</b>	<b>2022/23 £m</b>
Crime and Disorder Reduction	1.8
Victim Services	2.3
Intervention Projects	0.1
<b>Total</b>	<b>£4.2*</b>

\* These are indicative allocations of the 2022/23 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 for 2022/23.

Once the funding outcome is known, further allocations will be made in line with my Commissioning Strategy.

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# Copy of the PCC's proposal

## PCC launches Budget for 2022/23

Kent PCC budget plan to make Force fit for the future.

Kent's Police and Crime Commissioner Matthew Scott has today launched his budget, to make the force fit for the future and protect the service residents of Kent say they want.

Thanks to a combination of council tax payer support and extra funding from the Government's Uplift Programme, police officer numbers have risen by 788 since 2016. Kent will soon have 3970 officers, with a further 185 to be recruited by March 2023.

The county now has specialist teams working in both urban and rural communities, a dedicated squad to reduce burglary and another to tackle drug dealing gangs. These teams are producing results and the Commissioner wants to build on their success.

As part of the budget Kent will receive £230.5 million from central government, but in real terms this is still a decrease of 16.6% since 2010/11. To cover some of that shortfall the Commissioner is proposing to increase the local council tax police precept by just 84 pence per month, or £10 a year for an average Band D property. Savings of over £8 million will still need to be made across the Force. The Budget will be voted on by Kent and Medway Police and Crime Panel early next month.

Matthew Scott says,

*"If the first phase of my plan was to rebuild, the next phase is to make the Force fit for the future. I'm proud to have delivered an additional 788 police officers to Kent and I'm asking for your support to help us grow and invest further.*

*The Budget I announce today will include dealing with unprecedented inflationary challenges, funding for 185 more Police Officers and the support required to deliver this. Investment will begin in police stations in Maidstone, Sittingbourne, Folkestone, Tonbridge and further investment in Ashford. A new digital evidence system that will allow dash cam uploads. And there will be a further expansion of our cadet programmes.*

*To deliver this, I have had to make hard decisions. And I appreciate that times are tough. But in return for this plan, I am asking you to pay just short of 84 pence per month more in your council tax. £10.00 for the whole year. We will also need to make further efficiencies to deliver a balanced budget, which will be tough, but will be done in a managed way.*

*We are turning a corner. Numbers are rising. Outcomes are improving. Crime is falling.*

*I hope you can support me in this task again."*

If you have any comments, please get in touch before Sunday 23<sup>rd</sup> Jan at:  
[haveyoursay@kent.police.uk](mailto:haveyoursay@kent.police.uk)

The Budget plan will be voted on by Kent and Medway Police and Crime Panel on the 2<sup>nd</sup> February.

### NOTE TO EDITORS:

In the recent Police and Crime Plan Survey, 82% of respondents agreed with the Commissioner's priorities for Kent Police.

[Public consultations \(kent-pcc.gov.uk\)](https://kent-pcc.gov.uk)

Last year Kent had the 8<sup>th</sup> lowest police precept rate in the country.

If this budget is approved a Band D house would pay £228.15 a year for the police.

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## Key Points

1. The key points from the 2022/23 budget and precept proposal from the Police and Crime Commissioner (PCC) are:
  - A proposed increase in the precept of £10 per year, or 4.58% for a Band D property, equivalent to £0.84 a month.
  - A council tax for an average Band D property of £228.15.
  - Kent PCC remains in the lowest quartile (bottom 10) of precepting PCCs across the country.
  - Increase in Central Government Funding from the Home Office of £12.2m to recruit 195 new additional police officers for Kent, 10 of which will go into the Regional Organised Crime Unit (ROCU).
  - Kent remains in the lower quartile for Government funding for PCCs.
  - Due to the PCC's previous increases in precept supported by the Police and Crime Panel, Kent now has 788 more police officers than it did in 2016.
  - This is the highest number of police officers in Kent Police history.
  
  - The increase in precept to be used to fund:
    - i. National and local cost pressures not covered through national grant.
    - ii. Investment in our police stations in Coldharbour, Maidstone, Sittingbourne, Folkestone, Tonbridge and Ashford.
    - iii. Build on the success of the specialist teams in rural and urban areas, burglary and gangs.
    - iv. A new digital evidence system that will allow dash cam uploads.
    - v. A further expansion of our Police Cadet programme.
    - vi. Ensuring Kent Police remain efficient and effective and fit for the future.
  
  - This will result in:
    - i. Net Cost Pressures for 2022/23 of £28.8m.
    - ii. Total Increase funding for 2022/23 of £22.0m (Government Funding £12.2m / PCC Precept funding £9.8m).
    - iii. Savings Requirement for 2022/23 of £6.8m.
    - iv. A net revenue budget after savings of £371.7m.
    - v. A potential savings requirement over the medium term of £37m.
    - vi. A capital programme of £23.9m for 2022/23 and a further £47m from 2023/24 to 2026/27.
    - vii. A balance in reserves at the end of the Medium Term Financial Plan (MTFP) of £15.7m.
2. This budget and MTFP will enable the PCC to mitigate some, but not all of the cost pressures in 2022/23 and beyond but will enable Kent Police to maintain its place at the forefront of policing nationally and prepare for the challenges that face policing in the next decade.
3. As in previous years, there will be no increase in the cost of running the Office of the Police and Crime Commissioner (OPCC) with the budget being maintained at £1.5m.
4. The budget supports delivery of the Police and Crime Plan and enables the PCC to continue to support victims of crime, local crime reduction initiatives, crime prevention strategies and the enhanced complaints process.

## **Background**

5. The purpose of this report is to set out the PCC's proposed budget and precept proposal. It delivers one of the key responsibilities of the PCC under the Police Reform and Social Responsibility Act 2011 and supports the PCC's priorities within the Police and Crime Plan.
6. In determining his budget proposals, the PCC has had regard to:
  - The new 'Making Kent Safer' Police and Crime Plan.
  - National targets and objectives including the Strategic Policing Requirement.
  - Consultation with the Chief Constable and Kent Police's 'Mission, Vision, Values and Priorities'.
  - 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.
  - Medium Term Financial Plan.
  - The Reserves Strategy.
  - The Capital Strategy and capital programme.
  - The Commissioning Strategy.
  - Continuous improvement and value for money for the taxpayer of Kent.
  - The Cipfa Financial Management Code of Practice.
7. This report will set out the:
  - Achievements from 2021/22.
  - Government's police funding settlement for 2022/23.
  - 2022/23 budget and precept proposal.
  - 2022/23 funding pressures.
  - The PCC's 2022/23 Commissioning Strategy.
  - Medium Term Financial Plan 2022/23 to 2026/27.
  - The Reserves Strategy.
  - The Capital Strategy.
  - Chief Finance Officer's Professional Statement.

## **Achievements in 2021/22**

8. In 2021/22 the PCC received funding from the Government to continue the national recruitment drive for an additional 10,000 officers across the country. In Kent the number of police officers in Kent increased by 145, therefore hitting the Government's target and releasing the incentivisation funding. This increase will be achieved by the end of March 2022.
9. Thanks to Government funding, over the last two years, Kent has increased its officer numbers by 292. This, on its own would not replace the reduction in officers that were made post 2010. However, due to the PCC's decision to use precept increases prior to the Governments uplift programme Kent has replaced all of the officers lost from 2010 and now has more officers in its ranks than at any time in its history. Over the years these officers have expanded the policing model and dealt with high harm issues, as well as providing more visible neighbourhood policing, rural and roads policing, local communities, schools, fighting cybercrime and providing greater public protection. The increase in numbers has allowed the Chief Constable to set up a number of specialist teams in rural and urban areas, burglary and gangs.
10. HMICFRS inspects crime data integrity, effectively how well does Kent Police record crime. This was inspected approximately 4 years ago and resulted in a crime recording rate of 96.6%. Since then the criteria for recording crime has changed, however, despite this, Kent Police's crime recording rate has improved to 96.7%. This is the best rate in the country and means if you report a crime in Kent it will be reported and investigated. This does increase the demands on Kent Police as they record substantially more crimes than some other forces and therefore have more crimes to investigate.
11. Crime is falling across Kent, 2019 is the last 'normal' year for reporting as in 2020 the county was in full lockdown due to the Covid pandemic. Victim based crime has fallen by 6.5% when compared to 2019; this is over 8,100 fewer crimes.

12. The number of County Lines in Kent have reduced from a high of 82 in July 2020 to below 40, with a number of districts now deemed as having no county lines operating.
13. The Police Cadet programme continues to grow, with close to 500 cadets on the scheme and a further 360 on the waiting list. There are currently 111 active volunteer leaders supporting the 12 units with a further 98 in the recruitment process to ensure a robust resourcing model is in place and to assist with the potential growth of the programme in 2022. There are currently 27 ex-cadets who have now joined Kent Police as PCs, SCs, PCSOs and PSEs. The Mini Cadet programme continues to grow following the successful pilot at the start of the year.
14. The PCC has been successful in requesting and receiving additional funding for the Force relating to the impact of significant operations on frontline policing and also for the OPCC to provide support for victims and witnesses.
15. Additional funding was received from the Ministry of Justice (MoJ) to continue our support for domestic violence and sexual violence services to manage increased demand and adapt their services as a result of Covid. This enabled the PCC to continue with the increased capacity for domestic abuse and sexual violence trauma counselling. It also meant that a new restorative justice process dealing with Adult to Parent Violence became part of our continuing commissioned services after a very successful pilot.
16. A new programme to help the perpetrators of domestic abuse change their behaviour was launched in the autumn of 2021, after a successful bid for Home Office funding from the OPCC. Its aim is to reduce domestic abuse and stalking through behavioural change; reduce the risk to victims and prevent repeat victimisation. It seeks to help people who want to stop being abusive in relationships and improve their current or future relationships and end the cycle of abuse.
17. The PCC was successful in bidding for over £1.5m of funding from the Government's Safer Streets fund. A number of funding rounds were released by the government and the PCC has been successful in securing funding for a number of areas across Kent. This involves partnership working to provide improvements to very specific areas of the county. The schemes will cover improvements in acquisitive crime, neighbourhood crime and violence against women and girls.
18. The PCC was successful in acquiring continued 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 OPCC has dealt with over 2,000 complaints for the year to date, a significant increase on the previous year. The OPCC is also the 'Review' body for most police complaints; that is to say that the OPCC handles the appeals for these matters. It was estimated, based on the previous numbers received that the OPCC would receive circa 80 reviews per annum. In fact this is likely to be approximately 250 by the end of the year. As previously reported, this is owing to the change in legislation as to the definition of a complaint, and also the fact that the OPCC, as opposed to Kent Police, is the review body, thereby being perceived as more independent.
20. The PCC launched his enquiry into violence against women and girls in Kent. This included partnership roundtable discussions to hear the views of partners and commissioned services. It also included a survey across Kent, which resulted in 8,200 responses, the best response to any PCC survey to date. This highlighted that most women and girls said that they don't feel safe in public spaces at night and take precautions whilst walking home, though they did feel safer during the day. The PCC will be taking the results from this survey into the second stage of his enquiry working with partner agencies and commissioned services ahead of the publication of the PCCs recommendations in 2022/23.
21. More than 2,800 people responded this year to the Police and Crime Plan Survey, with the results appended to the new Making Kent Safer 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.

### 2022/23 Funding Settlement

22. The 2022/23 Provisional Settlement was announced on 16 December 2021 in a written statement by the Policing Minister. This settlement follows the completion of the first three-year Comprehensive Spending Review (CSR21) for several years, the result of which was announced in the autumn of 2021. Prior to the publication of the settlement, the sector was expecting a continuation of the additional Police Uplift Programme (PUP) funding for the recruitment of 8,000 officers.
23. The Minister confirmed that policing would receive an extra £550m in 2022/23, a further £100m in 2023/24 and £150m by 2024/25 (£800m over 3 years) and it was suggested that as well as PUP funding this would also give forces enough resource to fund a pay rise, in line with the end of the public sector pay freeze in 2022.
24. The settlement also provided PCCs in England with the flexibility to increase funding in each year of the CSR21 period with a £10 council tax referendum limit. The settlement also confirmed that PCC's will no longer receive any capital grant funding.
25. As part of the settlement there are a number of expectations that the Government have for PCC's. These are:
- To continue to take responsibility for crime outcomes both locally and nationally. An additional £150m of government funding has been identified for crime reduction funding over the next three years for PCC's to continue existing programmes, as well as some new investments to prevent crime and keep communities safe. How PCC's access this funding has yet to be announced.
  - Over £100m of cashable efficiency savings delivered from force budgets by 2024/25. For 2022/23, the government is expecting to see £80m of efficiency savings (which has been reflected as part of the settlement). Furthermore, the Government also want to see improvements in productivity through the use of modern technology infrastructure and interoperable systems.
26. 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 195 new officers set by central Government for the end of 2022/23. 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 BlueLight Commercial, provides assurance of the organisation's delivery of the Government's expectations nationally with the associated benefits to Kent.
27. Locally, as a result of the settlement, the funding received by Kent is as follows:

**Table 1: Funding Settlement**

	<b>2022/23</b>	<b>2021/22</b>	<b>Variance</b>
<b>Funding Stream</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Police Core Grant	210.5	198.9	11.6
Specific Grant: Officer Uplift	3.3	2.4	0.9
Legacy Council Tax Grants	13.3	13.3	0.0
Pension Grant Allocation	3.4	3.4	0.0
MoJ Victims Funding*	2.1	2.1	0.0
HO Capital Grant	0.0	0.3	(0.3)
<b>Total</b>	<b>232.6</b>	<b>220.4</b>	<b>12.2</b>

\*To be confirmed

28. The announcement of the 3-year CSR21 with confirmed funding for the continued PUP and the expectation that funding for pay awards and the government imposed increase in the national insurance would be included within this year's settlement raised hopes that the 2022/23 settlement would be a positive one for policing and provide multiyear allocations.
29. However, when the settlement was announced it provided only one-year allocations and was not as positive as expected. To highlight this fact the following table outlines previous years settlements against the expected increase in officer numbers:

**Table 2: PUP vs overall revenue funding**

	<b>Officer Target</b>	<b>Additional Revenue Funding</b>	<b>Additional Funding per officer</b>
<b>Year</b>	<b>Headcount</b>	<b>£m</b>	<b>£</b>
2020/21 (1)	147	17.1	116,326.53
2021/22 (2)	145	10.1	69,655.17
2022/23 (3)	195	12.2	62,564.10

**Table 3: PUP Incentive Grant**

	<b>Officer Target</b>	<b>Incentive Revenue Funding</b>	<b>Incentive Funding per officer</b>
<b>Year</b>	<b>Headcount</b>	<b>£m</b>	<b>£</b>
2020/21 (1)	147	4.1	27,891.16
2021/22 (2)	145	2.4	16,551.72
2022/23 (3)	195	3.3	16,923.08

30. Table 2 shows that the increase per officer received for 2022/23 is less than last year. 2020/21, the first year of PUP, was an exception as significant upfront funding was provided to enable forces to recruit officers. Last year's settlement did not include any increase for a pay award, as the pay freeze was in place.
31. Therefore this year's settlement requires us to recruit 50 officers more than last year, pay the increased employers' element of the national insurance increase and provide a pay award for all staff and officers with less funding per officer than last year. This suggests that the Government are expecting PCCs to use the precept flexibility to cover these cost pressures as well as other inflationary pressures.
32. It is worth putting into context recent funding settlements, since 2010 government funding for the PCC has fallen by 16.6% in real terms. Even when the precept is included police funding in Kent has fallen by 2% in real terms over the same period.

### **2022/23 Budget and Precept Proposal**

33. The 2022/23 PCC budget and precept proposal is different to those received by the panel before. Previous years proposals, while outlining the difficulties with Government funding have, by and large been relatively positive with the PCC using the precept increase to recruit more police officers and PCSOs and provide the appropriate equipment, assets and support services for them. The prudent use of reserves to improve the Force Control Room, boost recruitment prior to the Government uplift programme and to fund capital investment have all put Kent Police and the OPCC in a strong position.
34. However, 2022/23 sees the PCC and Kent Police face a number of significant financial challenges that will require the delivery of a number of savings proposals in order for the budget to be balanced and maintain Kent Police's class leading position of forces across the country. The increase in the precept to the maximum allowed under the referendum principles will help mitigate the savings that have to be made, maintain operational policing and limit the impact on frontline services.
35. Even with this increase, £37m of savings are required over the medium term, £6.8m in 2022/23. Over 80% of the budget is expenditure on our employees and it is inevitable that with the level of savings required that there will be some impact on staff costs. This will be managed carefully and appropriately.
36. However, despite the savings, the PCC and Chief Constable are determined, to ensure that Kent Police can build on the successes of previous years. There are proposals for prudent investment in Estates and IT solutions that will enable savings to be released over the medium term. An expansion of the Police Cadet programme will ensure that Kent Police continues the success it has had in local communities.
37. Nationally, the police funding settlement has provided additional funding for the PCC and Chief Constable to recruit another 195 officers during 2022/23. 10 of these officers have been mandated by the Government to go to the ROCU. The remaining officers will be used to support areas of vulnerability reflecting the PCC's Police and Crime Plan survey results.

38. The Government stated that the settlement covers the cost of the imposed national insurance increase for employers and for a pay award although it has provided less per new officer in funding than it has in previous years without a pay award. It should be noted that at this stage a pay award for policing has not been announced and therefore it is unknown what allowance, if any, the government has included in the settlement. The pay award is unlikely to be known until March at the earliest.
39. This means that the precept flexibility afforded to the PCC will have to be used to provide support to the Chief Constable to cover the substantial costs not funded through the settlement, including the increase in the employer's national insurance, national pay award, incremental pay increases and other inflationary pressures such as fuel and utility costs.
40. The increase in precept will also help fund the borrowing costs associated with the largest capital programme and project in Kent's history, the redevelopment of the police estate and improvements to existing police buildings to ensure that Kent Police are effective and efficient not just now but for generations to come.
41. Also included in the budget proposals are a new digital evidence system that will eventually allow the public to upload their dash camera footage and a further expansion of both the Police Cadet and Mini Cadet programmes.
42. The budget and precept proposal for 2022/23 is as follows:

**Table 4: Budget Requirement and Precept**

Budget Requirement	£371.7m
Less Police Funding	£223.8m
<b>Sub Total</b>	<b>£147.9m</b>
Add Collection Fund Deficit	£0.7m
<b>Amount to be raised by Council Tax</b>	<b>£148.6m</b>
Divided by aggregate council tax base	651,312
<b>Band D Council Tax</b>	<b>£228.15</b>

Note: Table may not calculate correctly due to rounding

43. Even with the decision to increase the precept, the total funding will not cover all of the significant costs faced by Kent in 2022/23. This means there is a need to make savings. Savings plans have been worked on during the 2021/22 year and a number of savings have been made already. This year's MTFP requires a further £6.8m of savings to be made even with the increase in government funding and the maximum precept. This is a significant saving against a backdrop of over £100m of savings since 2010. Over 80% of expenditure is on people and therefore, this will require some difficult decisions to be made. However, the release of savings will be carefully managed to ensure minimal impact on operational policing.

**2022/23 Funding Pressures**

44. As has already been mentioned despite the government announcing additional funding for new officers and associated costs, employer's national insurance increases and pay awards, the PCC did not in fact receive enough funding for these costs or other significant cost pressures facing Kent Police. The increase in precept will be used to mitigate the impact of these additional costs but will, unfortunately not cover them all.
45. The major pressures facing Kent Police for 2022/3 are:
- £6.6m for police officer and staff pay awards. 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 increase in officers and staff and those planned to be recruited during 2022/23. The Government has lifted the pay freeze, and the national pay body is discussing potential options for the pay settlement for policing. The assumption in the budget is a pay award of 3.5% although with inflation currently running over 5% the final award may well be higher. Pay awards for the policing sector run from September to August so the £6.6m represents only 7 months of 2022/23. There is a possibility that the pay award may be brought forward from September to bring it in line with financial years. Every month the pay award is brought forward will add an additional £0.9m in cost.

- £7.0m full year cost of the PUP. This is the full cost of the 145 police officers recruited in 2021/22. Officers start working for Kent Police at intervals during the year, so their salaries are not for the full year in the year of recruitment. This is the full year salary cost of those recruited in the previous year.
- £3.2m for incremental pay increases. All officers and staff are on incremental pay scales that increase each year, based on performance. All new recruits start at the bottom of the pay scale therefore with the increase in new officers' the cost of incremental pay is increasing.
- £2.3m from the increase in employer's national insurance brought in by the Government.
- £6.4m for other inflation 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. There are a number of factors that are having a significant impact on the budget for next year. General inflation has risen to over 5%, the highest for a decade. This impacts on the costs for the goods and services we buy. The cost of fuel and utilities (electric and gas) have also increased substantially. While Kent Police have locked into fixed pricing for some utilities the increases will filter through into next year's budget. It should be noted the changes to the minimum wage, general inflation and utility costs will also impact on the costs we are charged by our contractors and suppliers.
- £3.2m is the cost to the revenue budget for the investment programme. This figure includes the current cost of borrowing to fund the capital programme, revenue set up costs for such projects as the data centre and estates programmes that cannot be capitalised and revenue consequences of the capital investment. The investment programme is funded through the use of reserves, receipts from the sale of assets and borrowing. The PCC borrowed internally for the investment programme due to robust cashflow management providing the ability to mitigate external borrowing costs. However, this borrowing still requires repayment. This also includes a revenue contribution to capital that will help fund the capital programme both next year and in future years.
- £3.45m in lost Covid Grant Income. In 2021/22 the Government provided £3.45m in Local Council Tax Support grant to mitigate against reductions in the tax base. This was a one-of grant for 2021/22 and while the tax base has recovered from the reduction in 2021/22 this is still a 'cost' to the organisation.

### **Commissioning Strategy**

46. The PCC's Making Kent Safer Plan includes as a priority 'Commission services for victims that are needed'. The MoJ has yet to announce funding for the specific victims' grant allocations for 2022/23. The CSR21 suggested that there would be more funding for victims' services over the life of the CSR21 period, but it is not clear when during the three years that will happen 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, such as those delivered from Compass House, including the Victim Support service, the Independent Sexual Violence Advisor service and the PCC's Restorative Justice service.
47. The PCC has again agreed to put £2m of the budget towards victim services so in total, the MoJ funding plus the commissioning and victims support budget means £4.2m will again be available for allocation in 2022/23, the same level of funding as the previous two years.
48. 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 2021/22.

### **Medium Term Financial Plan – 4 years to 2026/27**

49. 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 2022/23 through to 2026/27. 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 by the PCC and Force CFOs with a number of differing assumptions, and these are discussed with the PCC and Chief Constable and their senior leadership teams before the final version is completed and presented in this report. The MTFP is a living document and is updated regularly for any major changes. The key assumptions included in the current plan are:

### Funding assumptions

- The precept referendum limit is £10 in 2022/23 and for the next two years in line with the announcement in the CSR21. No assumption shall be made in regard to the use of precept flexibility beyond 2022/23 and therefore the plan includes a precept increase of £10 in 2022/23 but thereafter an increase of 1.99% each year.
- The council tax base will increase by 2.42% in 2022/23, with continued growth of 1% in future years.
- That the PUP finishes in March 2023 and there will be no funding for additional officers beyond that.
- The increase for the officer uplift, including the incentivisation grant in 2022/23 will form part of the base budget in future settlements.
- That the Kent PCC receives the same percentage of national police funding in future years as for 2022/23.
- That the additional pension grant received in 2020/21 will be maintained as part of the ongoing funding to police.
- Any top slicing and reallocation from the overall police grant by the Home Office will remain as described in the CSR21.
- That there will be no changes on the level of funding agreed in the CSR21.

### Cost Assumptions

- Up to 195 police officers will be recruited in 2022/23 with 10 going to the ROCU.
- The officers will form part of the ongoing establishment and are funded from Government grant.
- Pay cost inflation for officers and staff will be 3.5% for September 2022 to August 2023 and then a 2% increase every September after.
- Any additional bonus payment or pay award or change in award date above those outlined will have to be funded through any in-year underspend, reserves or additional savings.
- Specific non-pay inflation is applied to individual cost categories and contracts so the general rate varies for 22/23, but 2% has been applied in each year of the MTFP after that, in line with the Bank of England's target. This will be revised each year.
- The Employers Rate of National Insurance Contribution increase will be maintained over the life of the MTFP and will not increase any further.
- The employer's pension contribution will be maintained over the life of the MTFP.
- That an investment in equipment and technology to support police officers through capital investment 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.

50. With these assumptions, across the life of the MTFP there are potentially £37m savings required to balance the budget. While the Force has a good track record of identifying savings ahead of schedule, any change in the savings required for each year will need careful management. Changes to the assumptions above, for example pay awards or inflation, could lead to more or less savings having to be made. £6.8m needs to be found for 2022/23. The Chief Constable has briefed the PCC with details of the savings proposals and provided assurance that frontline policing will be protected as much as possible.

51. A summary of the MTFP is set out at Annex A. On the basis of these assumptions the savings profile would be as follows:

**Table 5: Savings requirement**

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Delivered (cumulative)	n/a	6.8	18.6	23.0	29.8
Required (each year)	6.8	11.8	4.4	6.8	7.2
<b>Total (cumulative)</b>	<b>6.8</b>	<b>18.6</b>	<b>23.0</b>	<b>29.8</b>	<b>37.0</b>

52. The large increase in savings required in 2023/24 is due to the ending of the PUP with the full year costs of a further 195 officers, including increments and pay awards, but minimal increase in Government Grant.



53. The table below shows the cost pressures over the medium term alongside the funding received.

**Table 6: Savings requirement**

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Increase in Cost Pressures	29.3	21.9	12.5	11.5	12.1
Increase in Funding	22.5	10.1	8.1	4.7	4.9
<b>Savings Requirement</b>	<b>6.8</b>	<b>11.8</b>	<b>4.4</b>	<b>6.8</b>	<b>7.2</b>

54. Table 5 and 6 show the drop off in Government funding at the end of the PUP programme in 2023/24. Future years savings gap is almost entirely due to the difference between pay inflation and the level of funding received in precept.

55. The CSR21 announced that PCC's have the ability to raise the precept by £10 in each of the next three years, to 2024/25. The PCC does not make any presumption on precept increases until the appropriate time, but the impact of the precept increase has been modelled. If the PCC was to increase the precept in each of the two years following 2022/23 then the savings target over the medium term would reduce by £7.6m to £29.4m. The savings targets for 2023/24 and 2024/25 would reduce to £8.2m and £0.8m respectively.

56. The Force has developed a savings plan to cover this period and are continually identifying opportunities for further savings. Any savings identified during the year that are not required to balance the budget in 2022/23 will be invested in reserves to support reserves and the investment programme over the medium term.

57. Savings of this magnitude will require difficult decisions to be made around staffing levels within the organisation. All decisions will be carefully managed to protect the welfare of staff and minimise the impact on frontline policing.

### **Reserves Strategy**

58. 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.

59. 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.
- The PCC will take a long-term approach to protecting, maintaining and investing in all its assets, supporting policing in the long term as well as short term.
- The PCC will maintain a reserve to support the provision of victim support services and crime reduction.
- Reserves not required for the above purposes will be clearly identified as available for other discretionary opportunities.
- In the interests 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.

60. The total general and earmarked reserves are expected to be £16.6m as of 31 March 2022. Of this, the general reserve will amount to £10.5m or 3% of the net budget. This is in line with the 2021/22 reserves strategy policy of holding 3% of the net budget in general reserves. The revised reserves strategy for 2022/23 reconfirms the PCC CFO's recommendation.

61. The remaining reserves are all earmarked for specific purposes. Capital investment in 2022/23 will be funded from asset sales during the year and 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.

62. The level of reserves has reduced significantly over the last few years due to the planned use of reserves to support recruitment, strong performance of 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 forecast overspend for 2021/2022 has reduced this level further. Where possible the PCC will look to make contributions over the life of the MTFP to support, in the first instance, the capital programme and overall financial resilience.
63. 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.
64. The reserves position over the medium term is set out below:

**Table 7: Reserves**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Reserve	£m	£m	£m	£m	£m	£m
General	10.5	11.1	11.5	11.7	11.8	12.0
Risk (inc Insurance)	5.6	4.3	3.9	3.6	3.4	3.2
Investment Reserve	0.3	0.3	0.3	0.3	0.3	0.3
Ring fenced (inc PCC)	0.2	0.2	0.2	0.2	0.2	0.2
<b>Total</b>	<b>16.6</b>	<b>15.9</b>	<b>15.9</b>	<b>15.8</b>	<b>15.7</b>	<b>15.7</b>

65. Over the medium term, taking all the plans and provisions into account, total reserves are expected to decrease to £15.7m at the start of 2026/27.
66. The expenditure from the investment reserve is increasingly reliant on 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

67. 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.
68. The key themes driving capital investment can be summarised as follows:
- Policy led with clear linkages to operational requirements and the Making Kent Safer Plan.
  - Maximising the efficiency and effectiveness of the estate.
  - 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.
69. 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 8: Investment Programme**

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
<b>Total</b>	<b>23.9</b>	<b>11.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>70.9</b>

70. The 2022/23 investment programme is the largest programme Kent has undertaken for a number of years. It includes a substantial investment in the Kent Police estate. The Estates programme under Operation Zenith will take existing core buildings and ensure they are fit for policing in the 21<sup>st</sup> century. The change in working arrangements brought about through the Covid pandemic has meant more people working from home on a regular basis. Operation Zenith is Kent Police's response to this and will provide a leaner, more efficient and crucially more effective estate. It will also release substantial revenue savings back into the budget, especially from utility and maintenance costs.
71. The 2022/23 programme is a significant undertaking, and the PCC is taking a personal interest in the estate's redevelopment, receiving assurance regarding costs, delivery and value for money. 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 greater collaborative working. The PCC will continue to hold the Chief Constable to account over the delivery of this programme.
72. Future years investment programme has been restricted to expenditure of up to £12m in each financial year. This is in line with previous years investment programme and reflects the ongoing capacity to deliver projects and the resources available over the medium term. 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.
73. The investment programme is funded by a combination of investment reserves, borrowing and the use of capital receipts from disposing 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. It should be noted that the Capital Grant from the Government has been abolished so therefore we no longer receive any government funding for capital expenditure.
74. The PCC will have to borrow to fund the capital programme. 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.
75. 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. In essence this will be short term borrowing for cashflow purposes, providing the most economic way of borrowing the substantial investment that is being made in the Kent Police estate. This will ensure that the Force maximises the benefits of new ways of working with a leaner, more efficient and effective estate. This will also release significant revenue savings.

#### **Chief Finance Officer - Professional Statement**

76. It is a statutory requirement that the designated Section 151 Officer, in this case, the PCC 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.
77. In determining the above the PCC CFO has reviewed the financial environment and the risks facing policing in Kent and has taken the following into account.
78. The announcement of the CSR21 in the autumn of 2021 was welcome. It outlined funding allocations to Government departments for the next three years. However, individual allocations to PCCs were limited to one year settlements only. Although an indication of what our potential settlement could be in future years is an improvement, without the exact details of local allocations it is difficult to plan with any certainty.

79. The Minister's announcement of the additional funding in the settlement to recruit additional officers for 2022/23 continues Government support towards their national target on the number of police officers. These officers on top of those already recruited through previous precept increases and government support means that Kent Police has more police officers than ever before. The Government continues to cover all of the costs associated with recruiting the officers and not just the salaries.
80. The funding settlement for 2022/23 continues the incentive funding where the Government holds 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.
81. There is still uncertainty over Government funding for policing in the future, however, the assumptions included within the MTFP are prudent and the organisation has proved itself agile enough to respond to changing levels of resources.
82. The Government's planned review of the formula for distributing the national pot of general police grants has begun again. As has been stated in previous budget reports this could be a significant risk to the funding received by Kent particularly in the latter years of the MTFP. However, due to the unknown timing of any implementation of the formula there is no requirement to have some protection against this risk and therefore no provision in reserves has been made.
83. 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. 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.
84. The triennial valuation of Pension Funds is due to take place during 2022/23 with any changes in employer contribution rates expected to take effect in 2023/24. Any increase in rates will become a budget pressure, but it is unclear at this stage if any increase is required. At the last valuation the fund was overfunded and no increase in rates was required. Although inflation amongst other factors will impact on the valuation, currently no provision for an increase in rates has been included in the budget.
85. The Government stated that the funding settlement included an increase in funding for the officer uplift programme, the imposed national insurance increase on employers and for any national or local pay award. The total of £12.2m provided by the Government is less per officer than we received in 2021/22. There is also no funding for incremental pay increases, or the significant inflationary costs faced by policing. The funding settlement announced by the Government includes their forecast for income derived from local precepts and when announcing the overall funding envelope for policing this local precept is included, assuming that all PCCs increase their precept by the maximum amount available. It is therefore assumed that the Government are expecting pressures over and above those from police officer recruitment to be funded from precept.
86. The increase in precept flexibility for 2022/23 and for the following two years of £10 is appreciated and allows PCCs the scope to set a precept in line with their Police and Crime Plan priorities and provides a boundary for potential scenario planning around funding in future years. Although as CFO it is my duty to plan a number of scenarios, the PCC will take any decision on future precept levels at the appropriate time and therefore the MTFP for future years precept reverts to the pre-precept flexibility limit of 2%.
87. 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.

88. 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. This was reflected in the 2021/22 budget where a reduced tax base (when growth was expected) and a deficit on the collection fund (when it's usually a surplus) meant the Government provided over £3m of funding to offset these losses. This funding was a one-off and therefore increases the pressure on the 2022/23 budget.
89. The Government is still planning for the replacement of the Emergency Services Network (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. The Home Office have top sliced additional funding from the Central government settlement for ESN and other technological projects. This could be positive news for local police areas, but nothing has been announced at a local level. Any additional revenue costs over and above this estimate would be met from further efficiencies, or if later in the MTFP, 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.
90. The impact of the Covid pandemic, globally, nationally and locally continues. The work undertaken by Kent Police officers and staff and by the staff of the OPCC continues to be outstanding. The ability to continue policing and protecting the vulnerable whilst 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. Government funding for Covid related pressures has been withdrawn, but the Force and PCC continue to manage these pressures within the existing budgets. Any additional revenue pressures this causes will be funded through the budget support reserve.
91. 2021/22 will be the third year in a row that Kent Police have overspent on their budget allocation. This is due to a number of factors, including fewer people leaving the organisation and a number of major operations amongst others. This resulting overspend will be met from the budget support reserve. This reduces the flexibility within the reserves but unlike last year does not require a call on the 2022/23 budget. It is hoped that the Force will return to normal spending patterns, i.e. within budget in 2022/23, 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 costs and income pressures.
92. 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. The 3% in general reserves covered us for two such events and a further contingency. This policy is reflected in the Reserves Strategy and is reviewed annually.
93. Substantial savings are required to be delivered during 2022/23 and beyond. While the Force has a good track record of identifying and managing savings through effective financial management and planning, 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.

94. It is recognised that the delivery of savings becomes harder each year. The Force has a good track record in meeting savings targets. There are a number of medium term plans that will generate significant savings in future years including the redevelopment of the police estate. The scale of the task for 2022/23 cannot be underestimated and it is a sign of the positive attitude to tackling this issue that the Force have a regular Savings Executive Board at which the OPCC is represented through the PCC CFO and Chief Executive to discuss savings initiatives, progress and adjust the delivery plan. However, it has to be recognised that the level of savings required is challenging and will require difficult decisions especially around staffing which adds complexity and cost to the delivery of the savings plan. The flexibility in our budget support will be used to mitigate against the non or late delivery of savings in year.
95. At the time of the budget we have assumed that pay awards will resume from September 2022 and are front loaded with a 3.5% increase from September 2022 and 2% over the life of the MTFP. There is a possibility that the timing of the pay rise may be brought forward within the year to align with financial years. It must be noted that for Kent, every month that the pay rise is brought forward equates to an additional £0.9m. This will be managed through reserves or in year savings.
96. The key assumption on funding is that the Kent PCC's share of the national funding settlement will remain over the CSR period. Although actual allocations are 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 2022/23 it is assumed precept limits will return to historic levels of 2% in line with non-pay inflation forecasts.
97. The increased demand for capital investment coupled with the reducing ability to produce capital receipts means that 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 initially through borrowing, and particularly 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 redevelopment of the police estate is a significant project carrying a substantial financial commitment. The investment programme is a crucial element of the PCC's determination to support Kent Police wherever he can. The programme is an essential tool in making the Force more efficient and effective and ensuring officers are equipped with the best equipment and operating from effective bases to enable them to be more visible in the community.
98. Due to its geographical location Kent is faced with a number of issues around its border. The contingency planning undertaken by Kent Police and its partners around the exit from the European Union proved successful. However, planned changes to border rules during 2022/23 and the increasing use of Kent by the Government's immigration service does place demands on policing resources. The PCC has been successful in obtaining funding from the Government, so 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. However, should business as usual have any unexpected impact or costs then this would be managed through the reserves in the first instance with a view to reimbursement from the government.
99. 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 Joint Audit Committee. 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, child sexual exploitation, organised crime and cybercrime. Within the OPCC, ongoing strategic risks relate to ensuring the core statutory functions of the PCC are met; this includes overall financial governance and value for money, the commissioning of victim's services and complaint regulations.

100. Overall, I have considered the level and need of reserves against the strategic risk registers of the Force and the OPCC. It is clear that there is a significant financial challenge facing the organisation but there are proactive plans in place to deliver the savings required in a managed way and a robust governance framework overseeing the challenge. The reserves position provides some resilience without increasing risk to the organisation and 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 2022/23 will inevitably carry more uncertainty. I am also satisfied that the operation of internal and external audit and the implementation of new monitoring processes improve the sound operation of financial controls. Regular monitoring and review of delivery plans and active risk management, including via the independent Joint Audit Committee, remain vital parts of the local governance arrangements.

Rob Phillips  
Chief Finance Officer  
Office of the Police and Crime Commissioner for Kent  
February 2022

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**Supporting information:**

Annex A – Summary of Medium Term Financial Plan, 2022/23 to 2026/27

Annex B – Reserves Strategy 2022/23

Annex C – Capital Strategy 2022/23

**Kent Police and Police and Crime Commissioner  
Medium Term Financial Plan 2022/23 to 2026/27**

	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27
	£m	£m	£m	£m	£m
<b>Expenditure</b>					
Police Pay - incl 20-21 & 21-22 Uplift posts	231.33	247.83	255.05	262.49	270.01
PSE - incl PCSO costs	95.45	98.28	99.99	102.51	105.07
National Officer uplift (PUP)	2.85	0.00	0.00	0.00	0.00
Overtime	7.26	7.26	7.26	7.26	7.26
Other Employee Related Costs	16.03	16.03	16.03	16.03	16.03
Premises	23.38	23.85	24.33	24.81	25.31
Transport	8.38	8.55	8.72	8.89	9.07
IT	17.90	19.91	20.78	21.13	21.62
Other Non-Pay costs supplies & services etc	20.60	20.60	20.60	20.60	20.60
Office of the Police and Crime Commissioner (OPCC)	1.54	1.54	1.54	1.54	1.54
OPCC - Commissioning and Victim Services	4.12	4.12	4.12	4.12	4.12
Revenue cost of the capital programme	4.68	7.18	8.18	8.76	9.59
Project Zenith	1.51	-1.49	-1.59	-1.59	-1.59
<b>Total Gross Spending</b>	<b>435.03</b>	<b>453.65</b>	<b>465.00</b>	<b>476.55</b>	<b>488.63</b>
<b>Income:</b>					
Specific Grant - Victims Funding	2.12	2.12	2.12	2.12	2.12
Specific Grant - Counter Terrorism	13.00	13.00	13.00	13.00	13.00
Specific Grant - Pension Grant	3.40	3.40	3.40	3.40	3.40
Specific Grant - PUP Conditional Grant	3.30	0.00	0.00	0.00	0.00
Locally Generated Income	34.77	34.77	33.63	33.63	33.63
<b>Net Spending</b>	<b>378.45</b>	<b>400.37</b>	<b>412.85</b>	<b>424.40</b>	<b>436.48</b>
<b>Savings Required 22/23</b>	<b>-6.79</b>	<b>-6.79</b>	<b>-6.79</b>	<b>-6.79</b>	<b>-6.79</b>
<b>Savings Required 23/24</b>	<b>0.00</b>	<b>-11.82</b>	<b>-11.82</b>	<b>-11.82</b>	<b>-11.82</b>
<b>Savings Required 24/25</b>	<b>0.00</b>	<b>0.00</b>	<b>-4.38</b>	<b>-4.38</b>	<b>-4.38</b>
<b>Savings Required 25/26</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-6.81</b>	<b>-6.81</b>
<b>Savings Required 26/27</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-7.19</b>
<b>Total Net Spending after savings</b>	<b>371.66</b>	<b>381.76</b>	<b>389.86</b>	<b>394.60</b>	<b>399.49</b>
<b>Funding:</b>					
General Policy and Legacy Council Tax grants	223.80	229.43	232.91	232.91	232.91
Council Tax Precept including estimated collection fund balance	147.86	152.34	156.94	161.69	166.58
<b>Total Net Financing</b>	<b>371.66</b>	<b>381.76</b>	<b>389.86</b>	<b>394.60</b>	<b>399.49</b>



## **Kent Police and Crime Commissioner Reserves Strategy 2022/2023**

### **Introduction**

1. An important element of the Police and Crime Commissioner's (PCC) overall financial strategy is the transfer to and from and the level of reserves held 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 reported to the Police and Crime Panel in February each year. Alongside the MTFP, Capital Strategy, Commissioning Strategy and the Treasury Management Strategy and Minimum Revenue Provision policy it forms part of the overall financial strategy of the Kent Police Group (the PCC and Force).

### **Background**

3. Reserves are held both for the annual budget and over the medium term as part of an overall MTFP and it forms part of 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 Financial Officer (PCC 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 PCC 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 PCC CFO to report to the PCC, Police and Crime Panel and the External Auditor if there is or 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 PCC CFO taking into account all local and national circumstances. However, the Government have specified that any level of general reserves over 5% requires explanation within the Reserves Strategy.

### **Financial Regulations**

7. As all financing is issued to the PCC then it follows that all reserves are held by the PCC. The Kent Police Financial Regulations set out the key responsibilities for the PCC's CFO, Force 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 four 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
  - d) To be 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.
- The PCC will take a long-term approach to protecting, maintaining and investing in all its 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.
- In the interests 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.

10. These elements are the aims of the PCC's Reserves Strategy and have not changed, however, the attainment of these aims has become more challenging due to the current financial climate. The aims are the overarching guiding principles to which the Reserves Strategy of the PCC will aspire.

### Reserve Levels

11. The total general and earmarked reserves are expected to be £16.6m as at 31 March 2022. Of this, general reserves will amount to £10.5m or 3% of the net revenue budget. This is the current level of reserves recommended by the PCC CFO in the strategy to be held for general contingency. This level is generally regarded best practice and comparable with other PCCs. The MTFP, budget and Reserves Strategy all have clear guidance on the use of general reserves. If at any time general reserves are utilised so that their level falls below the recommended level then the first call on the budget is to replenish the general reserves to 3% of the net revenue budget.
12. The remaining reserves are all earmarked. Capital investment in 2022/23 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.
13. The level of reserves has reduced significantly over the last few years due to the planned use of reserves to support recruitment, delivery of capital projects and reducing asset sales. This reflects a strong direction from the Government to reduce policing reserves from their high in 2017/18 but also the strict financial environment in which policing operates. Recent years overspends have exacerbated the reduction in reserve levels further. With the current expected levels, it means that reserves can only be used for contingencies.
14. 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.
15. The reserves position over the medium term is set out below:

<b>Reserves as at 31<sup>st</sup> March</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
General	10.5	11.1	11.5	11.7	11.8	12.0
Risk (inc Insurance/ Budget Support)	5.6	4.3	3.9	3.6	3.4	3.2
Investment Reserve	0.3	0.3	0.3	0.3	0.3	0.3
Partnership	0.1	0.1	0.1	0.1	0.1	0.1
PCC	0.1	0.1	0.1	0.1	0.1	0.1
<b>Total</b>	<b>16.6</b>	<b>15.9</b>	<b>15.9</b>	<b>15.8</b>	<b>15.7</b>	<b>15.7</b>

16. Over the medium term, taking all the plans and provisions into account, reserves are expected to total £15.7m at the end of 2026/27.
17. The expenditure from the investment reserve is 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.

18. Any revenue underspends not required for unforeseen expenditure will be taken back into reserves.
19. The reserves held are the following:
- **The General reserve** is used to mitigate against unknown and unexpected events that incur considerable cost that could not be borne within the revenue budget. This could include public order, major investigation costs or to fund initial costs of major disruption / disaster response (i.e. Covid 19 pandemic, flooding). Kent Police Group issues that could be applied to this reserve include Operation Stack or EU exit. 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 those PCC's who have incurred costs greater than 1% of their net revenue budget with a further 0.5% for a second event. This reserve covers two such instances plus a further 1.5% for unknown and unexpected costs.
  - **Risk** is used to mitigate any sudden or unexpected changes in funding levels. It includes:
    - **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 by our actuaries.
    - **Budget Support** which is held to mitigate risks around the current year budget, including risk in the non-delivery or delayed delivery of the savings plan. It will also, where appropriate, fund costs for significant operations that would not lead to a claim for Special Grant avoiding the need to use general reserves.
  - **Investment Reserve** funds the capital investment in our investment programme. The investment programme is a number of medium and long-term projects that are designed to improve, renew or create assets 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 is included within the revenue budget.
  - **Partnership** reserve is held for statutory reasons on behalf of specific partnerships. They can only be used for the purposes they were intentionally held for.
  - **PCC** reserve holds funds set aside from the PCC's own budget to fund innovative projects to help transform policing and fund local PCC priorities.
20. The expenditure from the investment reserve is reliant on borrowing as in-year asset disposals reduce. A revenue contribution to capital continues to support the investment programme and this contribution will increase 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.

### Home Office Classification

21. The Home Office sets 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	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Funding for planned expenditure on projects and programmes over the period of the current MTFP	3.2	1.9	1.5	1.2	1.0	0.8
Funding for specific projects and programmes beyond the current planning period	0.2	0.2	0.2	0.2	0.2	0.2
Funding held as a general contingency or resource to meet other expenditure needs in accordance with sound principles of financial practice	13.2	13.8	14.2	14.4	14.5	14.7

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

Summary of Reserves Position

		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Reason	Planned Use
	Classification	£m	£m	£m	£m	£m	£m		
General	Contingency	10.5	11.1	11.5	11.7	11.8	12.0	3% of Net Revenue Budget. 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. There is no expectation that these reserves will be used over the medium term, but should there be an unexpected event then they can be. The increase in the net budget means this reserve will increase over the medium term.
Risk	Contingency	5.6	4.3	3.9	3.6	3.4	3.2	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.	There is no planned use of the reserve during the MTFP. £2.7m 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	0.3	0.3	0.3	0.3	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.
Partnership Funds	Planned	0.1	0.1	0.1	0.1	0.1	0.1	The reserves are held on behalf of partners within policing and can only be used for the purpose for which they are held.	There are no plans to use these over the medium term although partners decisions may add to, or reduce them.
PCC	Planned	0.1	0.1	0.1	0.1	0.1	0.1	This reserve holds funds set aside from the PCC's budget to fund innovative projects to help transform policing and fund local PCC priorities.	These reserves were depleted during 2020/21. Should flexibility allow these will be increased over the medium term although no assumption is made that they will.
<b>Total Reserves</b>		<b>16.6</b>	<b>15.9</b>	<b>15.9</b>	<b>15.8</b>	<b>15.7</b>	<b>15.7</b>		

## **Kent Police and Crime Commissioner Capital Strategy 2022/2023**

### **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 Kent 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 a summary of how associated risks are managed and the implications for future financial sustainability and an overview of the governance processes for approval and monitoring of capital expenditure.

Throughout this document the term Kent Police Group 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 Group. It sets out the medium to long term context in which decisions are made with reference to the life of the projects/assets.

### **3 Legislation**

Expenditure on capital is bound by legislation and Codes of Practice. This strategy complies with and has regard to:

- Local Government Act 2003
- Localism Act 2011 (England)
- Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2020
- Capital Finance: Guidance on Local Government Investments, third edition (2018)
- Capital Finance: Guidance on Minimum Revenue Provision, fourth edition (2018)
- CIPFA Prudential Code (2017)
- CIPFA Prudential Code Guidance Notes (2018)
- CIPFA Treasury Management Code of Practice and Cross-Sectoral Guidance Notes (2017)
- CIPFA Financial Management Code (2019)

### **4 Links to other corporate strategies and plans**

The PCC produces a Police and Crime Plan every four years. The Making Kent Safer Plan will be refreshed annually.

The PCC and the Chief Constable have produced a Joint Vision which is supported by the Chief Constable's Policing 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, Commissioning 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.

## 5 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 Group 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 Group's plan of capital works for future years, including details on the funding of the schemes.

## 6 Capital vs. Treasury Management investments

Treasury Management investment activity covers those investments which arise from the organisation's cash flows 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 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 PCC 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.

## 7 The Capital Budget setting process

Kent Police Group is committed to a rolling medium term revenue and capital plan that covers 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 Group 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 Policing Vision for 2025.

Although a MTCP is published, the Capital Strategy takes a view beyond the medium term and looks at the long term implications of the capital projects and the funding thereof.

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

Key focuses 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 Estates Strategy and 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.
- Improving our environmental sustainability and mitigating our impact on the environment.

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

## 8 Collaboration and wider sector engagement

Although Kent Police Group 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, other emergency services, the Crown Prosecution Service and central government and its agencies, to improve overall service to the public.

## 9 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 and capital budgets. This work will have identified the potential financial position for Kent Police Group 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 plus 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.

## 10 Capital sustainability

For many years Kent Police Group has benefitted from substantial capital reserves, supported by the sale of operational buildings or police houses or revenue reserves built up from in year revenue underspends.

Recently this position has changed. Looking ahead over the medium term 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 have been 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 Group 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 of this is 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.

These borrowing decisions are not made in isolation, nor are they made over a 1 year or 5 year view. Borrowing plans are expanded across the long term to ensure that decision makers are aware of the financial impact their decisions will have beyond the medium term.

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:

- A smaller, more efficient and effective estate.
- Protecting officers and staff, through the purchase of safety equipment.
- Making officers and staff more efficient and effective enabled through improved Information and Communication Technology solutions.
- Improved environmental sustainability and mitigating the environmental impact.

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

## **11 The formal MTCP approval process**

The MTCP is continuously updated during the financial year but begins to crystallise formally in the autumn. The MTCP is presented to Chief Officers Management Board (COMB) and once agreed is then presented to the PCC as part of the overall suite of budget reports for formal approval. The programme will be a mixture of continuing projects, regular maintenance and new projects. How this programme is funded will have been discussed and agreed through the Force Chief Finance Officer (FCFO) and PCC's Chief Finance Officer (PCCCFO) prior to final approval. The taking of loans, if required, then becomes a decision for the PCCCFO in conjunction with the FCFO who will decide funding of the capital programme based on the level of reserves, current and predicted cashflow, and the money market position. It will then be determined whether borrowing should be met from internal or external sources.

The PCC approves the funding envelope and a high level view of projects in February each year. 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, normal contract procedure rules and the 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.

The capital programme expenditure is then monitored on a regular basis through monthly financial monitoring reports, at the Financial Oversight Board and reported at the PCC's Performance and Delivery Board on a quarterly basis.

## **12 Individual project management**

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

Typically, projects will have dedicated Project Boards, which, if part of a larger programme may sit under a Programme Board. Project / Programme 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 / Programmes may also report into Regional Boards.

For large capital projects or those that are of public or PCC interest, the PCC or a senior member of the PCC's team will be invited to have a seat on the programme board for that project or regular personal briefings to the PCC will be requested.

## **13 Monitoring of the capital programme**

The FCFO will submit capital monitoring reports to both COMB and the PCC on a regular basis throughout the year. These will usually be submitted to the Finance Oversight 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. The report will also include current forecast of the funding of the programme as a whole.

For proposed in-year amendments to the annual capital budget, for schemes not already included in the medium-term capital plan, the FCFO will prepare a business case for submission to the PCC for consideration and approval, including details on how the new scheme will 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 at each Board meeting.



## 14 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.

## 15 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.

## 16 Funding strategy and capital policies

### 16.1 Government Grant

In the police funding settlement for 2022/23 it was announced that there would no longer be an annual capital grant received from the Home Office. Therefore, the PCC no longer receives any direct Government support for capital expenditure.

### 16.2 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 sale of assets is a one-off receipt and means the pool of assets available for sale reduces limiting the ability to fund projects from capital receipts.

### 16.3 Revenue funding

Recognising that the pool of assets available for sale is declining a RCCO is seen as a sustainable funding alternative. However, the pressures on the revenue budget are acute with substantial savings already being required. Where appropriate and affordable an appropriate provision for RCCO is included within the annual revenue budget and the MTFP.

### 16.4 Prudential borrowing

Local authorities, including PCC's, 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 Group need to ensure it can fund the repayment costs. The 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 Group have consistently avoided external borrowing for specific projects (i.e. only borrowing for cashflow purposes) by using internal resources (reserves, capital receipts), however, the reduction in resources available may mean that for long term projects external borrowing may be more appropriate.

### **16.5 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.

### **16.6 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 Group 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.

### **16.7 Leasing**

Kent Police Group 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.

## **17 Procurement and value for money**

Procurement is the purchase of goods and services and the financial regulations clearly set out the processes and rules in place for effective procurement. Kent Police Group have recourse to two key partnerships in order to leverage the best value for money from our capital activities.

The 7 Force (7F) procurement team ensures that all tender processes and 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.

BlueLight Commercial is a Government funded organisation that acts on behalf of all PCCs and Chief Constables across the country in order to obtain efficient and effective services providing value for money opportunities. This works on our behalf across both revenue and capital spending.

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.

## **18 Partnerships and relationships with other organisations**

Wherever possible and subject to the usual risk assessment process, Kent Police Group 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 Group procures capital items on behalf of other consortium partners, only Kent Police Group related expenditure which will be included in the fixed asset register will be included in the medium-term capital plan and the annual capital budget.

## 19 Management framework

All contracts are in the name of the PCC meaning that the PCC owns all of the assets. However, the Chief Constable has day to day operational control over short life assets, such as ICT, equipment and vehicles. Ownership of the estate belongs with the PCC, but as these are operational buildings, the Head of Estates manages it on behalf of the Chief Constable with regular reporting and oversight from the OPCC.

The PCCCFO and FCFO manage the medium-term capital plan and the annual capital budget. The FCFO provides regular updates to COMB 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 in conjunction with the FCFO.

During the budget preparation process COMB take a strategic perspective to the use and allocation of Kent Police Group 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 medium-term capital plan and the annual capital budget in February each year the PCC formally holds the Chief Constable to account for delivery of capital projects as part of the regular Finance paper at his Performance and Delivery Board meetings.

## 20 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 the outcomes have been achieved.

Post scheme evaluation reviews should be completed by Kent Police Group for all schemes over £0.5m 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 Finance Oversight Board.

## 21 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. Both the Force and the OPCC have a corporate risk register which 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 Police Group 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 to a low level whilst making the most of opportunities for improvement. Where greater risks are identified as necessary to achieve desired outcomes, Kent Police Group 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 risks associated with this Capital Strategy and the associated capital programme. Where appropriate they will have access to specialist advice to enable them to reach their conclusions.

### **21.1 Credit risk**

This is the risk that an 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 through its arrangements with 7F Procurement and where appropriate through BlueLight Commercial. Where possible contingency plans will be identified at the outset and enacted if appropriate.

### **21.2 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.

### **21.3 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.

### **21.4 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.

### **21.5 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.

### **21.6 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 Police Group 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.

**21.7 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 Police Group has a strong ethical culture which is evidenced through our 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.

**22 Other considerations**

Capital Schemes must, as all PCC and Force spend, comply with all appropriate legislation, such as for example, the Disability Discrimination Act, the General Data Protection Regulations (GDPR) and building regulations etc.

February 2022

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**KENT AND MEDWAY POLICE & CRIME PANEL**

By: Anna Taylor – Panel Officer  
To: Kent and Medway Police & Crime Panel  
Subject: Draft Panel Annual Report – 2021/22  
Classification: Unrestricted

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**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 2021/22 Panel Annual Report.

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**Draft Annual Report****Introduction**

1. This report summarises the work of the Panel between February 2021 and February 2022. It follows annual reports that have been produced every year since the Panel was established in November 2012. The objective of the Panel is to scrutinise and support the Kent Police and Crime Commissioner in his role in helping tackle crime and disorder in Kent and Medway.

**Meetings**

2. During this period (2021) the Panel met formally 4 times – 4 February, 17 June, 7 September and 8 December. The Panel also received a Covid-19 focused briefing from the Chief Constable in February focusing on policing through Covid-19 and the Covid-19 response. 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 2021 to consider and make recommendations on the Commissioner's refreshed draft "Safer in Kent: The Community Safety and Justice Plan – Continuation for April 2021 to March 2022", as well as his proposed budget and precept. The Panel supported the Plan.

4. The Panel approved the Commissioner's proposed maximum permitted precept increase of £15 for the year for an average Band D, which equated to a 7.4% precept increase. The Panel noted that this would keep Kent in the lower quartile of precepting PCCs.
5. The Panel met its statutory duty to consider the Commissioner's Annual Report for 2020/2021, which it considered at its meeting on 7 September 2021.
6. The Commissioner has stepped down as the Association of Police and Crime Commissioners lead for Mental Health but remains committed to ensuring that vulnerable people and those suffering mental ill health get support from the right agencies.
7. An open and thorough recruitment process was held for the recruitment of two Independent Co-optees to the Panel. All applicants were interviewed by a sub-committee of the panel and following this process the interview sub-panel unanimously recommended that the Panel re-appointed Mrs Bolton and Mr Sander as Independent Members of the Panel for a further four years – this was approved by the main Police and Crime Panel in December 2021.
8. The Panel received reports on the following issues between February 2021 and February 2022:
  - a. The Commissioner updated Members on the Police complaints process and reminded Panel Members of the Office of the Police and Crime Commissioner's and Professional Standards Department's (PSD) complaint responsibilities. Within the Commissioner's area there had been a significant increase in casework due to a widening of the complaint definition. The Commissioner and his officers met with the PSD regularly and received annual complaint reports, the Commissioner's Monitoring Officer oversaw the operation of the complaints process.
  - b. An Overview of the Commissioner's Forward Plan to 2024 – this set out the Commissioner's priorities for his term in office with the following 7 key areas:
    - i. A new Police and Crime Plan
    - ii. Continuation of the Police Officer uplift programme
    - iii. Commissioning
    - iv. Tackling violence against women and girls
    - v. Strategic relationships and partnerships
    - vi. Budgetary considerations
    - vii. Pandemic response and evaluation



- c. The Commissioner's Annual Report 2020/21 – the report highlighted the continuing domination of the Covid-19 pandemic which had created unprecedented challenges. He addressed five key areas included in the report: the Covid-19 pandemic; commissioning; finance; key achievements and the outlook for the future.
  - d. The Police Uplift Programme (PUP) which was created following the Government's announcement in 2019 to increase the number of police officers in England and Wales. The report stated that the PUP aimed to recruit 20,000 new officers by March 2023 with a direction set by the Home Office to enhance ethnic minority and female applications and recruitment as part of the uplift ambition.
  - e. The Panel received a report on complaints received against the commissioner covering the period June 2019 – June 2021 it was noted that there was no significant change to the number of recorded complaints made against the Commissioner. Following submission of this report to the Panel a recorded complaint was considered by the Complaints Sub-Committee and this is covered in the below Complaints paragraph.
  - f. Victim Satisfaction, one of the Commissioner's key priorities within his Safer in Kent Plan 2021-22.
  - g. Violence against Women and Girls (VAWG) inquiry, this report detailed national and local VAWG developments.
  - h. The Kent and Medway Violence Reduction Unit, the Commissioner noted that the Unit was in its third year of operation, highlighted its strategic objectives and noted its benefits in streamlining multiple authorities' work into one response. The Panel asked for a further report on the performance of the Unit be reported back to the Panel at an appropriate time.
9. "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 tackling the issue of e-scooters, graffiti, speed enforcement, visible neighbourhood policing and community policing.

## Complaints

10. 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. One complaint was progressed to a Complaints Sub-Committee hearing in October 2021. The Panel resolved that the complaint not be upheld and no formal action should be taken against the commissioner. 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

11. The Commissioner published the following decisions during this period:

- a. Schemes of Consent – June 2021
- b. Athena Contract Extension – June 2021
- c. South East & Eastern Region Police Insurance Consortium (SEERPIC) Section 22A Agreement – June 2021

## Panel terms of reference

12. 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. 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

13. 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 £69,860. The expenditure incurred is predominantly on staff support to the Panel, but also relates to subscriptions to relevant membership bodies and payment of co-optee member allowances and expenses. In light of the changed ways of working since covid-19, meeting costs have reduced and produced a saving since the 2019-20 financial year. The forecast outturn for 2021-22 is £34,900 (compared to £37,594 in 2020-21 and £37,710 in 2019-20). 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

14. The Covid-19 pandemic continued throughout this period placing a huge strain on all parts of society with the police playing a major role in the response along with many other sectors. This year saw the re-election of Matthew Scott at the Police and Crime Commissioner elections in May 2021 (postponed from May 2020). In response to Covid-19 the Government legislated to permit remote attendance by Elected Members at formal meetings but this legislation expired in May 2021 which led to a return to physical meetings. The Panel adapted well to the virtual arrangements and again returning to the Council Chamber, with good attendance and engagement. Meetings of the Panel have continued to be webcast to promote public engagement. 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 and Crime Panel 2021/22 Annual Report.

Contact: Anna Taylor  
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**Police and Crime Panel Forward work programme (February 2022)****June 2022**

Update on Mental Health	Requested by the Panel/Offered by the Commissioner	PCC
Update on Fraud - Reporting and Handling	Requested by the Panel	PCC
Violence against Women and Girls - update	Requested by the Panel/Offered by the Commissioner	PCC
Complaints against the Commissioner	Requested by the Panel	Panel

**Kent and Medway Violence Reduction Unit – for future meeting (agreed at December 2021 Panel).**

Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes (if available)

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