

**Accounts for the Chief
Constable of Kent –
Statement of Accounts for
Year Ending 31 March 2023**



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Written Statements



Narrative Report

Message from Chief Constable Tim Smith



As the Chief Constable for Kent Police, I am extremely proud of how all our officers, staff and volunteers continue to strive to deliver an excellent policing service, protecting and serving Kent communities. This in the context of a policing landscape that during 2022/23, has continued to evolve, dealing with increasing complexity and criticality against a continued challenging financial backdrop.

Policing has been under intense scrutiny during 2022/23 and rightly so. As a public service, we must be held accountable for our delivery and actions, to ensure Kent communities can have the trust and confidence in us to do the job. This is a clear area of focus for us, and one such area where we demonstrate we are operating in a way that is value for money is through our financial management.

The financial year 2022/23 has continued to see Kent Police grow in number, with the support of both the Government's Police Officer Uplift Programme and the Kent Police and Crime Commissioner, through local precept funding. During 2022/23 (April 2022-January 2023), a further 473 officers joined the force, with the January 2023 intake of 141 officers being the highest ever intake on record. This puts us at the highest number of police officers ever seen in Kent Police history at 4,261. These numbers are as a result of a hugely successful recruitment campaign, attracting record numbers of applicants.

We have been able to continue investing resources into priority areas such as domestic abuse, child abuse and county lines, as well as a significant investment and restructure of our Neighbourhood Policing model. In addition, we have continued to invest in the health and wellbeing of our workforce, ensuring they are fully supported, equipped and trained to do the jobs we ask them to do.

Our priorities are articulated within the new Kent Police Pledge, whereby we will:

- Respond appropriately and effectively to all contact from the public, always prioritising our response when there is the greatest urgency, risk of harm and vulnerability
- Focus on solving crimes through thorough investigations and the relentless pursuit of criminals
- Support and protect those that are victims and witnesses of crime, explaining our actions and keeping them informed of progress
- Have a clear focus on preventing crime and anti-social behaviour, as well as stopping offenders from causing harm to the public and our communities
- Have a relentless focus on eradicating violence against women and girls

The published Control Strategy sets out the force's operational priorities and long-term priorities for crime prevention, intelligence, and enforcement.

Whilst we have seen Officer numbers grow, we are not complacent as a force that we are still working against a backdrop of continued financial savings since the commencement of the Spending Review in 2010. We know that it is increasingly important to be as effective and efficient as possible, and to make best use of our finances whilst still delivering the very best service we can, that the public rightly expect and deserve. This has, and will continue to require, difficult decisions to be made but by having strong and robust financial planning and governance in place, we will continue to be open and accountable with our decision making, demonstrating how they will ultimately enhance the service we provide. Part of this planning will continue to benefit from intelligence and analysis into projected demand, via the use of our Control Strategy and Force Management Statement.

Notwithstanding the commitment of additional resources, the operational pressures on Kent Police continue to grow. In 2022/23 alone, we had significant operations and major investigations that require a dedicated resource, alongside the requirement to maintain day to day policing. Therefore, the force continues to apply medium and long-term planning, in order to drive forward with major savings initiatives, which will maximise operational delivery with full organisational support. This includes collaborative working where appropriate in order to share expert experience and resources to prevent and tackle joint concerns in our communities, such as Mental Health.

The force has a strong track record in financial planning and the Chief Officer Team and I will continue to direct and oversee these efforts, to ultimately ensure the very best policing service to the public.

Tim Smith, Chief Constable

Force Performance

HMICFRS inspects crime data integrity for Kent, effectively measuring how well does Kent Police record crime. This was last inspected approximately 4 years ago and resulted in a crime recording rate of 96.6%. Since then, the criteria for recording crime have changed, however, despite these new changes, Kent Police's crime recording rate improved to 96.7%. This is the best rate in the country and means if you report a crime in Kent, it will be properly recorded. Crime is falling across Kent; victim-based crime has fallen by 2.9% when compared to financial year 2021/22, 4455 less crimes recorded.

A County Line must have the following four elements: the movement of drugs, which is the practice of trafficking drugs into rural and smaller towns away from major cities, communication such as the mobile technology used to run the line, violence and vulnerability, which includes exploitation of individuals. The number of county lines in Kent has increased by one from May 2022 (36) to May 2023 (37).

In terms of emergency calls to the Force, telephony operators received 377,611 Emergency (999) calls, a 6.4% increase (+22,724) and 312,321 non-Emergency (101) calls, a -13.3% decrease (-47,860), against the previous year. There has been a continuation of the change in the way that the public are contacting Kent Police; online crime and incident recording has increased by 23.2% (+9,153) and the use of Live Chat increased by 60.8% (+26,616). Single Online Home (SOH) has an option for the public to contact Kent Police, this method has seen an 86% increase (+12,568), additionally Kent Police introduced email contact in April 2022, for this financial year there has been 105,905 emails. Overall crime/incident recording from all methods of contact has increased by 15.9% (+129,106).

All recorded crime has experienced a decrease of -3.5%, with 6,351 less offences over the last 12 months, when comparing against the last 12 months, with the exception of Robbery (5.8%), Vehicle crime (7.2%) and Theft offences (14.4%), all other crime types have seen decreases. The force has arrested/interviewed 39,492 suspects, charged 13,608 offenders, and achieved 18,584 solved outcomes.

Domestic Abuse experienced a -10.2% decrease, with 3,967 less offences. In the last 12 months, the Force has arrested / interviewed 11,662 suspects, charged 2,366 offenders and achieved 3,009 solved outcomes for victims. Hate Crime experienced a 2.7% decrease, with 133 less offences. The force has arrested/interviewed 1,330 suspects, charged 494 offenders and achieved 672 solved outcomes.

Further reductions in crime are seen in the following areas:

- Sexual offences are down 4.4%
- Stalking & Harassment is down 18.2%
- Residential burglary is down 1.3%
- Public order is down 18.0%

Further increases in crime are seen in the following areas:

- Burglary business and Community is up 10.8%
- Theft of motor vehicle is up 11.4%
- Drug offences are up 16.2%
- Possession of weapons is up 5.5%

Anti-Social Behaviour (ASB) has seen a -15.4% decrease (-5,023) over the last 12 months,

The number of people killed or seriously injured on Kent roads has decreased by -17.6% (-16).

Narrative Report of the Chief Finance Officer to the Chief Constable

This provides a commentary on how Kent Police used resources to achieve its outcomes in line with its objectives and strategies.

The Police Reform and Social Responsibility Act 2011 established the Chief Constable and the Police and Crime Commissioner (PCC) as separate legal entities (corporation sole). The primary function of the Chief Constable is the exercising of operational policing duties under the Police Act 1996. The PCC's function is to hold the Chief Constable to account for the exercise of these duties, thereby securing the maintenance of an efficient and effective police force in Kent. The Chief Constable is accountable to the PCC.

Both the PCC and the Chief Constable are required to publish statement of accounts. For accounting purposes, the PCC and the Chief Constable together are known as the Group. A separate set of statutory accounts has been published for the Group to recognise all financial transactions incurred during 2022/23 for policing.

The accounts that follow show the Chief Constable's financial results for 2022/23. The Chief Constable has full operational control of officers and employs the majority of the staff. The Chief Constable (CC) has a statutory responsibility for the control, direction and delivery of operational policing services for Kent and Medway.

The PCC has strategic control of all assets and liabilities and is responsible for reserves policy and controlling all cash flow. These statutory accounts explain how the resources provided by the PCC have been used to deliver operational policing for the financial year 2022/23.

Financial Overview of 2022/23

While much of the financial year 2022/23 went as planned, there were several significant events that materially impacted the financing of policing services. These include:

- High Inflation- inflation has been at the highest level in decades. This inflationary pressure has caused significant in year financial pressure when it came to contractual prices linked to RPI, contract renewals, building work and energy costs
- Pay Award- the pay award of £1,900 was above that budgeted. Whilst part of the police officer pay award was funded by the Home Office, police staff pay wasn't and this caused a further pressure
- Recruitment- recruitment in-year of officers was a difficult challenge. The Metropolitan Police offered £5k to officers to join them and this put further pressure on recruitment in Kent and other neighbouring forces. Kent, along with the majority of other neighbouring forces increased the South East allowance to respond both to this challenge and that of the cost of living crisis

We remain grateful to the Home Office for providing support in respect of some of these pressures.

The Home Office sought to increase the total number of Police Officers by 20,000 nationally over the years 2020/21 through to 2022/23. Kent Police agreed to and achieved an increase of 147 officers in 2020/21, 145 in 2021/22 and 195 officers for 2022/23. These officer uplifts are reimbursed by a combination of an uplift to the Core Grant and a conditional grant payment for achieving the recruitment target. It should also be noted that there are considerable training requirements before new officers can be productively engaged in policing.

For 2022/23 the revenue budget was £373.2 million and the final expenditure for the year £370.1 million resulting in an underspend of £3.1 million. However, £2 million of this was transferred to capital to contribute towards funding the capital programme and £1.1 million was placed into a pay reserve to help fund any pay award in 2023/24 being above the budgeted amount.

Whilst the overall position therefore was balanced, there are several key areas of variance in the year. These include:

- The £1,900 pay award being above that budgeted
- Increase in South-East allowance payment for Police Officers
- Significant overtime costs above those budgeted due to recruitment challenges particularly in the force control room
- High vacancy rates across Police Staff generating a significant financial benefit in 2022/23
- Additional costs associated with change programmes
- Delays in IT projects and Estates work leading to a one-off benefit in 2022/23

Many of the other gross costs expenditure that exceeded budgets was offset by underspends elsewhere or grants received as reimbursement of these costs.

The general reserves have been maintained at a level of 3% of Net Revenue Expenditure (£11.6 million).

The revised capital budget for 2022/23 is £40.4 million, while actual capital expenditure was £28.6 million, resulting in a £11.8 million underspend. Key reasons for the investment spends being lower than planned are largely due to delays in Estates and IT projects due to the challenging operating environment at the moment. These costs will need to be incurred still so will be factored into planning for the 2023/24 year. Cost increases on materials, vehicles and construction remain a risk and close attention will be paid to this in order to mitigate the potential impact as much as possible.

Governance

Kent Police's approach to effective governance is discussed in the Annual Governance Statement shown on page 15.

Financial Outlook

Kent Police expects the finite resources to only modestly increase in the medium-term. The implications of meeting increasing demand and policing in times of increased complexity will bring additional challenges that are largely unfunded. Considerable work is being focused on challenging the effectiveness and efficiency of our service, constantly driving to ensure our resources are directed to the highest priority areas.

The medium-term financial plan highlights a number of financial challenges in 2023/24 and beyond. Kent Police will therefore be continuing to identify and realise efficiencies to ensure any cost pressures are bridged.

The Statement of Accounts has been prepared in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA).

Structure of the Accounts

The accounts begin with this Narrative Report followed by the Auditor's Report on page 11 and the statement of the responsibilities of the CC for Kent and his CFO in relation to the management and reporting arrangements for the CC's resources (page 14). The PCC for Kent and CC for Kent have a combined 'Annual Governance Statement (AGS)', which broadens the coverage of the previous Statement of Internal Control to embrace all of the organisation's key governance processes and safeguards, and is shown starting on page 15. The Summary of Accounting Policies is shown in Note 12.

The main financial statements comprise:

- Comprehensive income and expenditure statement
- Movement in reserves statement
- Balance sheet
- Cash flow statement

In addition to these primary statements there are a number of notes which help explain the figures, including a set of accounting policies showing the approach the CC for Kent has taken in compiling the accounts.

Finally, this Statement of Accounts represents a considerable amount of work undertaken by a relatively small group of experienced and professional staff who have worked tirelessly. Without all of their hard work and diligence, producing these accounts would not have been possible.

Independent Auditor's Report to the Chief Constable For Kent Police

Disclaimer of opinion

We were engaged to audit the financial statements of Chief Constable of Kent for the year ended 31 March 2023. The financial statements comprise the:

- Chief Constable of Kent Comprehensive Income and Expenditure Statement,
- Chief Constable of Kent Movement in Reserves Statement,
- Chief Constable of Kent Balance Sheet,
- Chief Constable of Kent Cash Flow Statement,
- the related notes 1 to 19 including a summary of significant accounting policies, and
- Chief Constable of Kent Supplementary Accounts, including Police Officer Pension Fund Account and related notes.

The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2022/23 as amended by the Update to the Code and Specifications for Future Codes for Infrastructure Assets (November 2022).

We do not express an opinion on the accompanying financial statements of the Chief Constable of Kent. Because of the significance of the matter described in the basis for disclaimer of opinion section of our report, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

Basis for disclaimer of opinion

The Accounts and Audit (Amendment) Regulations 2024 (Statutory Instrument 2024/907) which came into force on 30 September 2024 requires the accountability statements for this financial year to be approved not later than 13 December 2024.

We completed the audit of the 2021/22 financial statements and issued our audit opinion on 7 October 2022.

The backstop date and the wider requirements of the local audit system reset meant we did not have the required resources available to complete the detailed audit procedures that would be needed to obtain sufficient appropriate audit evidence to issue an unmodified audit report on the 2022/23 financial statements.

Matters on which we report by exception

Notwithstanding our disclaimer of opinion on the financial statements, performed subject to the pervasive limitation described above, we have nothing to report in respect of whether the annual governance statement is misleading or inconsistent with other information forthcoming from the audit or our knowledge of the Chief Constable of Kent.

We report to you if:

- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014 (as amended)
- we make written recommendations to the audited body under Section 24 of the Local Audit and Accountability Act 2014 (as amended)

- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014 (as amended)
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014 (as amended)
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014 (as amended)
- we are not satisfied that the Chief Constable of Kent has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2023.

We have nothing to report in these respects.

Responsibility of the Chief Finance Officer

As explained more fully in the Statement of the Chief Finance Officer's/ Responsibilities set out on page 14, the Chief Finance Officer is responsible for the preparation of the Statement of Accounts, which includes the Chief Constable of Kent financial statements and the Police Pension Fund Accounts Statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2022/23 as amended by the Update to the Code and Specifications for Future Codes for Infrastructure Assets (November 2022), and for being satisfied that they give a true and fair view and for such internal control as the Chief Finance Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Finance Officer is responsible for assessing the Chief Constable of Kent's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Chief Constable of Kent either intends to cease operations, or has no realistic alternative but to do so.

The Chief Constable of Kent is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

Auditor's responsibilities for the audit of the financial statements

Our responsibility is to conduct an audit of the Chief Constable of Kent's financial statements in accordance with International Standards on Auditing (UK) and to issue an auditor's report.

However, because of the matter described in the basis for disclaimer of opinion section of our report, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

We are independent of the Chief Constable of Kent in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical

Standard and the Code of Audit Practice 2024 and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources

We have undertaken our review in accordance with the Code of Audit Practice 2024, having regard to the guidance on the specified reporting criteria issued by the Comptroller and Auditor General in November 2024, as to whether Chief Constable of Kent had proper arrangements for financial sustainability, governance and improving economy, efficiency and effectiveness. The Comptroller and Auditor General determined these criteria as those

necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether Chief Constable of Kent put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2023

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, Chief Constable of Kent had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

We are required under Section 20(1)(c) of the Local Audit and Accountability Act 2014 (as amended) to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Certificate

We certify that we have completed the audit of the accounts of Chief Constable of Kent in accordance with the requirements of the Local Audit and Accountability Act 2014 (as amended) and the Code of Audit Practice issued by the National Audit Office.

Use of our report

This report is made solely to the members of Chief Constable of Kent, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014 (as amended) and for no other purpose, as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Chief Constable of Kent and the Chief Constable of Kent's members as a body, for our audit work, for this report, or for the opinions we have formed.

E. Jackson
Ernst & Young LLP

Elizabeth Jackson (Key Audit Partner)

Ernst & Young LLP (Local Auditor)

Luton

5 December 2024

Statement of Responsibilities for the Statement of Accounts for the Chief Constable of Kent

The Chief Constable is required to:

- make arrangements for the proper administration of his financial affairs and to ensure that one of his officers (the CFO for the CC) has the responsibility for the administration of those affairs
- manage his affairs to ensure economic, efficient and effective use of resources and safeguard his assets
- approve the Statement of Accounts

I approve this Statement of Accounts for 2022/23.



Tim Smith

Chief Constable

4 December 2024

The Chief Finance Officer to the Chief Constable's responsibilities:

The CFO to the CC is responsible for the preparation of the Statement of Accounts for the CC of Kent in accordance with proper practices as set out in the Chartered Institute of Public Finance and Accountancy/ Local Authority (Scotland) accounts Advisory Committee Code of Practice on Local Authority Accounting in the United Kingdom (the Code). In preparing this Statement of Accounts the CFO has:

- selected suitable accounting policies and then applied them consistently
- made judgements and estimates that were reasonable and prudent
- complied with the Code of Practice
- kept proper accounting records which were up to date
- taken reasonable steps for the prevention and detection of fraud and other irregularities

I certify that the Statement of Accounts for the CC for Kent for the year ended 31 March 2023 have been prepared in accordance with proper practices and provide a true and fair view of the financial position of the CC on 31 March 2023 and his income and expenditure for the year then ended. The 2022/23 Statement of Accounts have not been subject to audit as EY have taken the decision to issue a disclaimer opinion. Any and all events subsequent to period end which require adjustment of or disclosure in the consolidated and parent Authority financial statements or notes thereto for 2022/23 have been appropriately reflected in the 2023/24 draft Statement of Accounts published in May 2024.



Jonathan Castle

Chief Finance Officer to the Chief Constable

4 December 2024

Annual Governance Statement 2022/23

This Annual Governance Statement (AGS) explains how both the Police and Crime Commissioner (PCC) and Chief Constable for Kent have complied with their published corporate governance framework for the year ended 31 March 2023, including plans for the financial year 2023/24.

The PCC's role is to hold the Chief Constable to account for an efficient and effective police service, whilst Kent Police must deliver on both their own Control Strategy and the PCC's Police and Crime Plan. The two organisations share a Joint Audit Committee (JAC), and are operationally interconnected in many ways, hence a combined AGS is produced.

Both the Chief Constable and the PCC work to ensure that Kent is a safe and welcoming place to live and work, through a relentless focus on tackling crime, supporting victims, and engaging with all the communities across the county.

Introduction and Summary

The PCC and Chief Constable endorse the code of governance consistent with the principles outlined in CIPFA's 'Delivering Good Governance Guidance Notes for Policing Bodies in England and Wales 2016'. They do not have a formal local governance code, but a complex and interlinked governance framework which encompasses both formal and informal interaction which is outlined in detail as part of this AGS. It enables the PCC to monitor the achievement of objectives, including value for money, and has been developed to reflect his priorities, and enables the Chief Constable to meet his responsibility to put in place proper arrangements for the governance of the force. The key principles of the framework are dynamic and risk-based. They take account of, and have due regard for, each party's distinct role as set out in legislation and the schemes of consent.

The AGS covers:

- Scope of responsibilities
- Purpose of the Governance Framework
- The Governance Framework, including the seven principles
- Value for Money arrangements
- Significant Governance issues
- Risks and mitigation

Risk Summary

There are a number of key risks identified for the year covered by the AGS (2022/23). The risks were taken from both organisations' strategic risk registers, and therefore exclude any operational policing matters which are the responsibility of the Chief Constable, or low-level organisational matters for the PCC and his Chief Executive.

They were as follows:

- Financial Resilience/Medium Term Financial Plan (force and OPCC)
- Commissioning: increasing demand and staffing levels (OPCC)
- Criminal Justice System (CJS) backlog (force)

- Force Control and Incident Room (FCIR) recruitment and retention (force)

An update on what actions were taken to mitigate these risks is set out in tabular form under section F.

Audit Summary

The start of this year's internal audit plan was delayed through procurement processes which resulted in the contract being signed later in the financial year. As a result, the internal audit plan has been truncated to focus on key priority areas, follow up audits and the significant financial systems and processes.

The majority of the audits in for 2022/23 obtained a positive assurance which is either reasonable or substantial assurance. The ones that received a negative assurance or highlighted poor progress are listed below. In all instances, action plans have been agreed and are being implemented, and regular progress updates are collated and reported to the JAC quarterly.

Name	Score	Status
Follow up- implementation of management actions	Poor progress	Finalised
Delivery of the Capital Programme	Partial	Draft
Overtime/acting up	Partial	Draft
Payroll	Partial	Draft

Scope of Responsibilities and Legislative/Governance Framework

In September 2022, the Chief Constable announced he was stepping down. In December a new Chief Constable was appointed, Mr Tim Smith, who was previously the DCC. This followed a thorough and detailed process, with two independent members on the selection panel (the Chief Executive of Mid Kent Mind, and the Leader of Tonbridge and Malling Borough Council). Applicants were required to demonstrate a range of skills and experience through a media interview; a presentation; and questions from the selection panel. Mr Smith's appointment was confirmed by the Police and Crime Panel in December 2022. As a result of Mr Smith's appointment, a new Deputy Chief Constable was also appointed, Mr Peter Ayling. This also led to a number of new appointments at ACC level, specifically new ACCs for Crime; Central Operations; and Local Policing.

Whilst the governance structure has overall been maintained, the new Chief Constable's vision is a renewed focus on neighbourhood policing, and on core services: response, investigation, prevention, and public protection. An internal consultation is on-going to develop a new set of priorities for Kent Police.

The PCC and the Chief Constable are responsible for ensuring that business is conducted in accordance with the law, proper standards as per the legislation laid out below, and that public money is safeguarded, properly accounted for and is used efficiently and effectively. More specifically, there are a number of statutory responsibilities that flow from the [Police Reform and Social Responsibility Act 2011 \(PRSRA 2011\)](#). In discharging these various responsibilities, both are responsible for putting in place proper arrangements for the governance of their affairs including the identification and management of risk.

The PRSRA 2011 also sets out specific responsibilities for the OPCC's Chief Executive and Monitoring Officer and the Chief Finance Officers (CFOs) to the PCC and Chief Constable. The CFOs are bound by both professional standards and specific legislative responsibilities. It has been established in law that the CFO is not merely a servant of the authority (the PCC / Chief Constable) but holds a fiduciary responsibility to local taxpayers. The PRSRA 2011 requires them to comply with relevant provisions of the Local Government Acts.

To support the CFOs in the fulfilment of their duties and to ensure that police forces have access to effective financial advice at the highest level, CIPFA has introduced a 'comply or explain' requirement in the annual governance statement (AGS) in the revised version of 'The role of CFOs in Policing' of March 2021.

Both the force CFO and the PCC CFO are guided by this document. Both acknowledge the principles contained within that are independent of each other but also where they overlap. By acknowledging these principles, they ensure that they work in a complementary way and together form a critical axis within and between the two corporations sole to ensure financial and resourcing matters are properly addressed and on a sustainable footing.

The scope of the PCC's and Chief Constable's responsibilities are set out in the following legislation and policies:

- Constitution, including the Schemes of Delegation and Consent
- The Elected Local Policing Bodies (Specified Information) Order 2011 and the Elected Local Policing Bodies (Specified Information) (Amendment) Orders 2012, 2013 and 2021
- Kent and Medway Information Sharing Agreement
- Revised Financial Management Code of Practice for the Police Forces of England and Wales
- Policing Protocol Order 2011
- The Strategic Policing Requirement (new version published 20.2.23)
- The Police (Complaints and Misconduct) Regulations 2020
- The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012
- The Police and Crime Commissioner Elections (Declaration of Acceptance of Office) Order 2012
- Government Security Classifications
- Financial and Procurement Regulations
- Anti-Fraud and Bribery Policy
- Statutory Guidance for Police Collaboration
- Police Reform and Social Responsibility Act 2011
- Police Reform Act 2002
- Independent Office for Police Conduct (IOPC) Statutory Guidance and Home Office Guidance

Copies of these documents are available on the PCC's website at <https://www.kent-pcc.gov.uk/>

The PCC and Chief Constable do not have a local governance code. Their governance framework encompasses both formal and informal interaction and has been developed to reflect the PCC's priorities.

The following is an overview of the PCC's and Chief Constable's governance framework:

- The OPCC and Kent Police encourage informal face to face discussions. These occur frequently to ensure that both the PCC and Chief Constable and their senior leadership teams are fully briefed on any urgent or topical matters.

- A joint PCC and Chief Constable briefing is held on a weekly basis. There are three formats to the meeting. Firstly, a meeting between the PCC and CC together with the PCC's Chief Executive and CFO. The DCO attends with the CC. Secondly a monthly one-to-one between the PCC and CC; and finally a monthly performance review whereby the CC, DCC and DCO provide the PCC with an overview of force performance. Following the appointment of the new Chief Constable, this process was reviewed towards the end of the 22-23 financial year, and the performance review will now be quarterly. These will be diarised to compliment the Performance and Delivery Boards to ensure the PCC receives regular updates on force performance.
- Performance and Delivery Board, held quarterly. An additional 'PEEL Improvement' Performance and Delivery Board, following His Majesty's Inspectorate of Constabulary and Fire and Rescue's (HMICFRS) inspection report on the force's effectiveness and efficiency, was held in October 2022, to discuss the actions undertaken so far and future plans for improvement following the force's HMICFRS inspection report.
- Weekly Chief Officer Management Board (COMB)
- OPCC Senior Management Team (SMT) meetings held every two weeks and chaired by the Chief Executive.
- PCC SMT meeting held monthly chaired by the PCC
- Kent Police Culture Board
- Kent and Essex Collaboration Oversight Meeting, held twice-yearly and run by the two OPCCs in rotation with corresponding rotation of the PCC/ Police, Fire and Crime Commissioner for Essex (PFCC) as Chair
- Other strategic and tactical boards including the Strategic Change and Resourcing Board, Finance Oversight Board, Force Performance Committee, Directorate Boards and Project Boards each chaired by the relevant Chief Officer lead.

External and/ or Independent assurance and scrutiny is provided by:

- [Joint Audit Committee \(JAC\)](#), with meetings held five times a year to provide the PCC and the Chief Constable with independent assurance on matters of governance and risk management. The Committee is entirely independent of the PCC, the Chief Constable, and their respective executive teams. Members of the JAC also attend a number of the governance meetings held by the force and OPCC.
- The [Kent and Medway Police and Crime Panel \(KMPCP\)](#), which meets quarterly in public and is responsible for reviewing and reporting on the actions and decisions of the PCC.
- Internal Auditors
- External Auditors
- [His Majesty's Inspectorate of Constabulary and Fire and Rescue Service \(HMICFRS\)](#)
- Office of the Surveillance Commissioner
- Independent Office for Police Conduct (IOPC)
- Health and Safety Executive (HSE)
- Pensions Ombudsman and Regulator
- Independent Advisory Groups (IAGs) who work as a critical friend to the force on diversity and community engagement issues.

- Information Commissioner's Office (ICO)
- Central Government Departments, particularly Home Office and Ministry of Justice

As the individual charged with holding the Chief Constable to account, it should be noted that in order to gain further independent assurance, the PCC also receives information from a range of sources, including:

- Independent Custody Visitors Scheme, who carry out unannounced inspections of custody, focussing on detainee welfare; a new Scheme, using the same group of volunteers, for inspecting the welfare of police dogs is also being established.
- Senior OPCC staff attending key force meetings (including the Force Performance Management Committee)
- Briefings from the force to the PCC and/or other senior OPCC staff
- Senior OPCC staff attending external advisory group meetings and providing briefings
- OPCC staff audit complaints and conduct matters recorded by Kent Police, and the OPCC also functions as the review body for the vast majority of force complaints

The Governance Framework including the Seven Principles of Good Governance

As well as endorsing the principles in the relevant CIPFA documents, both organisations also endorse and comply with the relevant specific codes produced by both CIPFA and the Home Office arising out of, or related to, the PRSRA 2011. These include relevant parts of the Account and Audit Regulations 2015 and the CIPFA Financial Management Code of Practice (FMCOP). The new and revised FMCOP provides guidance on good and sustainable financial management within policing. It identifies risks to financial sustainability and introduces a framework of assurance built on existing successful practices, setting explicit standards of financial management. Compliance with the FMCOP is the responsibility of the PCC and Chief Constable and their respective CFOs alongside the Senior Leadership teams of Kent Police and the OPCC. A document showing how the organisations comply with the FMCOP is available on the OPCC and force websites. The PCC has Schemes of Consent for the statutory officers and the Chief Constable, and all policies are owned by a specific individual. The policies are reviewed regularly with the policy owner charged with ensuring they remain up-to-date and accurate with any changes consulted on and communicated to all officers and staff through email and or the intranet.

This document is subdivided into a number of areas, all of which relate to one of the seven principles in the framework.

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

The roles and responsibilities of the PCC and Chief Constable are set out in law in the [Policing Protocol Order](#).

Both organisations maintain an up-to-date gifts and hospitality register, and a record of Chief Officers', the PCC's, and senior officers' expenses, all of which are publicly available on the respective websites and are reported to the JAC annually. No concerns were raised this year on review. As is required by statute, all expenditure over £500 is published online for both the force and the OPCC.

Legal advice and support are provided by Kent Police's Legal Services Department across a wide range of matters, such as civil actions, contracts and indemnities, orders in respect of sexual, violent and domestic offenders, and inquests. Independent, external support can be commissioned for significant issues and for gross misconduct matters. The PCC's Office can also access independent legal advice where there may be a conflict of interest with Kent Police, for example when officers have made claims under the Protocol for Financial Assistance as guided by Home Office Circular 010/2017.

Both organisations have up-to-date policies on complaints and whistleblowing, with the OPCC policies being updated this year following the previous year's audit. A report on anti-fraud and counter corruption policies is presented to the JAC by Kent Police on an annual basis, and the OPCC submitted their first annual report to the committee, covering reviews (appeals), Chief Constable complaints and complaints correspondence. The force and OPCC handle all complaints and Freedom of Information (FOI) and Subject Access Requests (SARs) as required by legislation and with oversight from external organisations such as the Information Commissioner's Office (ICO) and the Independent Office of Police Conduct (IOPC).

The PCC's strategic vision for Kent is set out in the Police and Crime Plan. Under the PRSRA 2011, PCCs are required to issue a Police and Crime Plan that covers their term of office within the financial year they are elected. Mr Scott was re-elected on 7 May 2021 and published his new 'Making Kent Safer' Plan on 1 April 2022 ([the Plan](#)). It sets the Chief Constable's and PCC's priorities as well as the overall vision for policing and community safety in the county. The Plan sets out the need to strengthen public trust and confidence in policing through integrity and transparency, which is vital in the current climate. The PCC also sets out his personal commitment to acting with integrity and transparency, emphasising that he has signed and published the Committee on Standards in Public Life Ethical Checklist, sworn an oath of Office, and abides by a personal Code of Conduct which reflects the Nolan principles. The Plan also records the PCC's and Chief Constable's commitment to supporting the workforce and creating an environment where diversity and inclusion are celebrated.

In 2022/23 the number of Freedom of Information (FOI) requests has remained broadly stable for the OPCC, and the number of Subject Access Requests (SARs) has reduced from previous years. This reduction is linked to greater clarity being provided through the complaint 'Review' process as to which organisation (Kent OPCC or the force) holds the relevant personal data. All recommendations from the internal audit of this area have now been completed. To strengthen the governance arrangements, Data Protection and General Data Protection Regulation (GDPR) compliance is monitored by the Chief Executive at formal monthly meetings. Work is on-going with IT Services to identify a suitable system to improve general management of correspondence, including FOIs and SARs.

In addition to the responsibility for complaints against the Chief Constable and initial handling of PCC complaints, the OPCC has for two years held responsibility for the majority of reviews (appeals) against force complaints. The OPCC had originally estimated, based on the last data set for Kent Police (who used to handle them), that there would be around 80 reviews; however, in 2021/22, there were 231 and in 22/23, 220. This number is slightly down on the previous year, in part owing to an IT issue that had prevented complaints originally sent to the IOPC being passed to the Professional Standards Department (PSD) during December, January and February. The matter has been resolved, but the result is a lower number of reviews in the short term.

The OPCC's complaints and reviews handling was audited by RSM, and whilst it received a positive assurance, the backlog of reviews was noted. A new member of staff was brought into the team and made permanent in mid-2022. The backlog has now been eliminated, and all reviews are dealt with within a month. The audit also highlighted that policies required updating, which has now been completed. As a result of the increased number of staff, the positive audit, and the backlog of reviews having been eliminated, the risk around complaints was formally removed from the OPCC Strategic Risk register in February 2023.

Kent Police operates under a [Code of Ethics](#) and the [Force's Control Strategy](#) and is clear that the service provided to residents in Kent will be delivered professionally and above all ethically. The culture for the force is set by the leadership and is supported by the Internal Ethics Committee, which meet quarterly. It has a set quorum of members plus additional inclusive representation from across the organisation. All formal official Force Boards and Forums have an agenda that includes a formal reminder of the Code of Ethics with specific reference to clause 4.1.7 which in essence states that you should not do or say anything that you wouldn't be prepared to defend in public. For the primary force decision making body, COMB, the DCC is formally charged with undertaking the challenge and scrutiny role as well as ensuring compliance with the Code of Ethics. There is a Chief Superintendent for Diversity and Inclusion in post who attends COMB.

The Chief Constable has personally chaired 6 Culture Boards this year, one of which was an Annual Culture Conference in the first quarter from which consultation was utilised to feed into wider force workstreams and actions plans, such as the Zenith Programme, the aim of which is to rationalise the estate and enable home working where appropriate. Formal minutes are not undertaken at the Culture Board, but any actions will be recorded by the Chief of Staff and discharged outside of the meeting, with updates from business owners coming back to the Board as agreed. Records of the agenda and any presentations are retained by the Chief of Staff and the relevant speakers as appropriate. At the Chief Constable's direction all directorates have their own Culture boards.

Kent Police's work on ensuring legitimacy, transparency and high ethical standards are reflected in the judgement of the national inspectorate. For four consecutive years, HMICFRS graded Kent Police 'Outstanding' for legitimacy, and [under the new rating system is 'good' for 'developing a positive workplace'](#).

In November 2022, HMICFRS published the findings of its inspection of Kent Police's Vetting and Counter Corruption arrangements. HMICFRS assessed these arrangements as adequate and identified two Areas For Improvement (AFI):

- The force should improve the way it manages the vetting of its workforce to make sure all personnel have valid vetting clearance for their role
- The force should introduce a system to monitor and respond to disproportionality in its vetting decisions, to ensure that applicants with protected characteristics are not disproportionately affected

The report commented favourably on the force's IT monitoring arrangements and capability and noted the importance of this work to protect the information the force holds as well as identifying potential wrong-doing. The inspection also found effective counter corruption arrangements, anonymous reporting systems and intelligence development.

The Central Vetting Unit is fully resourced and has benefited from recent investment to increase the capacity of the unit to effectively respond to local and national pressures. These pressures have included supporting Part 1 of the Angiolini independent inquiry, meeting the demands of the national Police Uplift Programme which ran until March 2023, and responding to the November 2022 HMICFRS national report in to vetting, misconduct and misogyny in the police service which identified five National Areas For Improvement (AFIs) and 43 further recommendations required to improve standards. Nine of these recommendations were directly applicable to force vetting units, eight of which have now been fully achieved in Kent and the remaining actions are in progress.

Furthermore, the Central vetting Unit is undertaking the national Historic Data Wash (HDW) programme. The HDW requires all officers, staff and volunteers to be re-checked against the Police National Database between the end of March and September 2023. Kent Police has submitted the required data and commenced the process of checking the returns.

These additional demands have led to a backlog of vetting reviews and delays in processing higher-level vetting upgrades, however effective oversight and governance is in place to effectively mitigate any risk.

B. Ensuring openness and comprehensive stakeholder engagement

Both the PCC and Kent Police are legally and morally obligated to maintain a high level of engagement with residents. All forces must operate '[policing by consent](#)' which recognises that policing is dependent on the public and its approval. CCs are required by law, under the Police Reform and Social Responsibility Act 2011, to consult with victims and the wider community in the development of the plan and to act as a conduit between the force and the people. Therefore, an effective engagement strategy is an essential part of the governance framework.

One of the key mechanisms to ensure openness and transparency for both organisations is the JAC, which examines the risks for each organisation, as well as the internal audit and finance reports. The JAC met five times during 2022/23, mainly in person or as a hybrid of virtual and physical attendees (one meeting was virtual owing to heavy snow). The meeting is attended by the most senior representatives from both organisations, and both the PCC and Chief Constable attend in person at least once a year. All non-restricted papers including minutes of the meetings were published on the PCC website. The JAC also produced an annual report on their activities which is published on the PCC website.

To improve the administration of the JAC, and in line with the ongoing force rollout of Microsoft O365 and the migration to SharePoint Online, a MS Teams JAC Team has been created as a collaborative application. This assists the JAC team to share files securely, stay organised and have conversations, all in one place. This also facilitates JAC members' attendance at force Boards and Committees.

One of the principal ways that the PCC holds the Chief Constable to account for delivery of the Plan is through his quarterly Performance and Delivery Board. The papers are published on the website in line with transparency requirements and the Chief Constable is required to attend and answer questions about policing in the county. Through the use of real-life case studies and a variety of metrics, these meetings enable the Chief Constable to illustrate activity against the Plan's priorities and provide the PCC with assurance that they are effectively being delivered. To reflect the key issues/risks in 22-23, the PCC has also received regular updates on the force's HMICFRS PEEL Improvement Plan and telephone call handling/staffing within the FCIR. Members of the public are welcome to attend in person, but the meeting is also broadcast live via the OPCC website; local media receive formal notification of the meeting should they wish to attend or observe virtually. In addition, the PCC has regular weekly briefings with the Chief Constable.

In accordance with the PRSRA 2011, the PCC is committed to consulting with victims and the wider community on the Plan and priorities. In developing the new 'Making Kent Safer' Plan, the PCC's consultation with residents and local communities began in the lead up to the May 2021 PCC election. As a result of this engagement with local people, Mr Scott was re-elected on the basis of his manifesto commitments, and used the information gathered to craft the Plan. Whilst these were integral to its development, with circa 1.9 million people living in diverse urban, rural and coastal communities across Kent and Medway, the PCC also positively encouraged further feedback mainly through an online survey (with hard copies available on request).

As in previous years, in 22-23, the annual residents' survey informed the direction of the Police and Crime Plan and enables the PCC to hold the Chief Constable to account. The survey also asked the public whether they would be willing to pay more to help fund the police, through an increase in their council tax precept, to which a majority answered that they would. The PCC took this into consideration when determining the proposed £15 increase in the council tax precept for 22/23 which was accepted by the KMPCP in February 2022.

Findings from other consultations in 22-23 were also considered, namely the PCC's Business Crime Survey and Violence against Women and Girls (VAWG) Survey, as well as the Association of Police and Crime Commissioners' Road Safety and Enforcement Survey. In addition, the Plan took account of feedback from the engagements undertaken by the PCC, as well as the thousands of pieces of correspondence received by his Office.

The Chief Constable was also fully consulted, and the PCC's own objectives and principles as well as his overall vision for policing and community safety were crucial to its development. The PCC is committed to keeping the Plan under review, particularly in light of changes to the Strategic Policing Requirement (SPR) this year and/or recommendations made by the KMPCP.

As well as formal meetings of the KMPCP, the PCC meets with the Chair twice a year. There are also agreed levels of information provision. The KMPCP agenda provides the opportunity for members to submit questions to the PCC in advance of each meeting and receive a verbal response. KMPCP members have a standing invitation to the Performance and Delivery Board and are also provided with details of how to watch live online; they are also invited to ad hoc OPCC/force events. Annually, at the invitation of the PCC, the Chief Constable provides a briefing to members so they can receive operational updates and engage with the Chief Constable direct. To enhance the working relationship and encourage open dialogue, informal meetings between senior OPCC staff and KMPCP members are also held.

Engagement with the KMPCP has been, and continues to be, strong and effective. This is reflected in the [KMPCP's Annual Report](#). The KMPCP has received regular updates on HMICFRS' PEEL Report and the force's Improvement Plan as well as the PCC's VAWG Inquiry. It also held a Confirmation Hearing for the new Chief Constable in December 2022.

Public engagement events fully returned to the diary in 2022, from community visits and street stalls to meeting government representatives, local councillors and MPs, which enabled more in-depth and wider-reaching discussion and fact-finding. The PCC also visited many of the charitable services which the OPCC funds. Amongst the issues discussed were neighbourhood policing and antisocial behaviour, speeding and road safety, the safety of women and girls in local towns and also popular projects like the mini cadets.

The PCC also published his [Report into Violence Against Women and Girls](#) and held various meetings with stakeholders and partner agencies to discuss its findings. Recommendations are gradually being progressed by interested parties and the OPCC. As a result of this work, and having previously identified a gap in public confidence, with those who had been a victim of crime having lower confidence in the police than those who had not, the Commissioner also launched an initiative to promote victims' rights. He produced a booklet called Victims' Voice which outlined the victims' code, what victims should expect if their case goes to court and how to access specialist local support services. The pamphlet was also available online and in video format.

Kent Police offers a range of digital and face-to-face discussion channels to its communities from online transactions via the website (crime reporting and payment of licenses), to Live Chat (for those who prefer to dialogue about non-emergency issues using a text tool) to Beat meetings, in which officers meet with communities at local venues. The force's Press Office also provides, via local and national media outlets, reassurance around critical incident management, advice for the public and reputation management.

Kent Police's flagship public engagement, however, is the annual public Open Day which attracted over 15,000 visitors in 2022. As part of this three-day event, the force provided a separate day for school children and another for staff and their families, so colleagues could showcase the work environment to their loved ones. The OPCC and Commissioner also attended, with a focus on providing information on services for victims, across all three days.

Officers and staff played a key role in engaging with all communities, developing an understanding of the issues that affect those communities, how the police are perceived and building strong relationships to ensure trust and confidence are maintained. The force participated in a number of community events during 22-23 which gave the opportunity for engagement, recruitment outreach and crime prevention workshops. These events included participation in LGBT+ Pride events across the county, Vaisakhi, the Bluewater safety store and walk and talk events that were specifically designed to discuss concerns women and girls may have with regards to their safety. This forms part of the national Violence against Women and Girls campaign.

For those who prefer remote engagement, Kent Police maintained a presence on a variety of social media platforms (with over 368,000 followers on its main Facebook and Twitter accounts). These are monitored in and out of hours and the dialogue with Kent's residents provided a valuable means of measuring community sentiment.

The force has a need and a responsibility to understand what matters most to the communities of Kent, together with keeping communities informed on crimes and police action in their area. My Community Voice, launched on 17th January 2022, is a two-way engagement tool provided by Kent police to achieve this important two-way engagement with communities.

C. Defining outcomes in terms of sustainable service and economic benefits

The PCC and Chief Constable are committed to identifying collaboration opportunities across systems, processes, and resourcing to sustain service delivery and increase the capacity and resilience of the organisation. The longstanding collaboration with Essex (which includes Serious Crime, HR, Learning and Development and Support Services), Seven Force (7F) Commercial, the South Eastern and Eastern Region Police Insurance Consortium (SEERPIC), National Police Air Service (NPAS) and the 9 Force Athena Consortium are evidence of that. These partnerships and collaborations as well as others are governed by formal Section 22 collaboration agreements and Chief Officer level board and other prescribed oversight structures. Financial sustainability is maintained by a strong financial performance framework, headed by the production of an active Medium Term Financial Plan (MTFP) process and a robust financial monitoring programme. The MTFP is reviewed by the CFOs on a regular basis and reported regularly to senior leaders, ensuring that any significant changes can be identified early and appropriate action taken.

The Finance Oversight Board includes senior leaders from across the force, the two CFOs, and is chaired by the Director of Support Services. This forum covers the whole spectrum of finance, from revenue to capital, the MTFP, payroll, savings and insurance, amongst other issues. It enables the force and PCC to gather assurance on the financial position, both now and in the future, and allows for any corrective action to be discussed and agreed.

All contracts now include an element of social value ensuring that there are wider benefits to the community.

Joint collaboration oversight boards, such as the Kent and Essex Collaboration Oversight Board, the 7F Commercial Strategic Oversight Board and Executive Board, and the Violence Reduction Unit (VRU) Oversight panel provide strategic oversight for intended service outcomes to be delivered for collaboration activity. These collaboration boards comprise Chief Officers and the PCC from each force area participating in the collaboration, supported by change professionals from the respective force departments and other collaboration partners.

The PCC formally monitors progress against the Police and Crime Plan through:

- a quarterly hold to account meeting – the Performance and Delivery Board – at which he receives a written report from the Chief Constable outlining the force's progress in delivering against the PCC's priorities. The report includes data analytics, strategic and tactical updates as well as operational examples evidencing officers and staff delivering on the priorities
- the production of an Annual Report which outlines progress in delivering the totality of the Plan during that year. It comprehensively documents progress in meeting the police and crime objectives set in the plan, including the Chief Constable's priorities and the PCC's own priorities/policies as well as the overall vision for policing and community safety in the county

Under the PRSRA 2011, the PCC is required to publish the [Annual Report](#) which is made available via the website. It is also presented at a public meeting of the KMPCP where Members can ask questions and make recommendations. Progress against the plan is not judged only on stipulated numerical targets, but considers other feedback, including examples of delivery by officers and staff, HMICFRS reports, other independent publications and feedback from staff and the public.

At a local level, the PCC has taken an active role in improving services to the public by chairing strategic and partnership boards, such as the [Kent Criminal Justice Board \(KCJB\)](#). Through the KCJB and in his own capacity, the PCC continues to liaise with relevant government ministers, members of parliament and senior officials within HM Courts and Tribunals Service (HMCTS) and the Ministry of Justice to expediate resolutions to the key issues of delays in the CJS, which aligns with the one of the force's key risks. There is a national shortage of key personnel, but the situation is particularly acute in Kent.

Work has continued with other priorities including:

- Reducing offending where there is currently a particular focus on women's offending, prison release accommodation, and ongoing work with the most persistent offenders who cause the most harm
- Reporting to the KCJB, the Police and CPS have been working together to improve efficiency and timeliness with decision making around rape and other serious sexual offences. New procedures are being shared with other areas
- Partners are working closely with the PCC on his Violence Against Women and Girls agenda
- A new Victim and Witness Group has been created to ensure victims voices are heard, understood and lessons learnt and applied where possible

The PCC also sits as a member of the [Kent and Medway Fire and Rescue Authority \(KFRS\)](#).

The PCC is responsible for commissioning services to reduce crime and anti-social behaviour, and to provide services to victims of crime. The PCC has an overarching [Commissioning Strategy](#) which drives activity during the financial year. Grant funding and commissioning can be impacted by several variables, including emerging trends, increasing demands, and the availability to bid for additional funding, which may result in commissioning approaches being revised during the financial year. As a result, commissioning intentions may be subject to change during the year, but clear governance is in place to ensure that public money is directed effectively and efficiently. The outcomes of commissioned services and the benefits they bring are set out in the annual report to the KMPCP and within the narrative foreword of the statement of accounts.

The force has a Control Strategy that reflects the PCC's Plan and is reviewed annually following the production of a Strategic Assessment. It considers national policing issues, policing priorities for Kent (including joint working with other public sector agencies) and the direction set by the PCC in consultation with the communities within Kent.

Kent Police has a fully embedded policing model built around vulnerability and the [Force's Control Strategy](#) features many of the key themes, allowing the force to effectively use its resources against priorities such as: violence against women and girls (VAWG); domestic abuse; knife crime; sexual and criminal exploitation; hate crime; drugs; gangs; county lines; modern slavery and human trafficking. The Police, the PCC and other key bodies are working together to raise awareness of these issues in order to protect both adults and young people from harm, support victims of crime by guaranteeing their rights through the Victims' Code, tackle hate crime and ensure those perpetrating serious and heinous crimes are brought to justice.

The [MTFP](#) is built around the Plan and the Chief Constable's Control Strategy to ensure that strategic direction is consistent. It also ensures that the planned activities to support the objectives in the Plan and Control Strategy are financially costed and sustainable, both in the short term and the longer term. This has been particularly challenging during the year, with significant demands on policing due to the Covid pandemic, EU transition, and several high-profile operations. Although there has been some financial support from the Home Office, these events have put a strain on the financial resources of the force and the PCC. Careful financial monitoring and the delivery of a substantial savings target will be required. A plan, which is kept under regular review, is already in place to manage the financial resources available. Success against the Plan is measured and monitored in a number of ways:

- The primary measure is through monthly finance reporting where the forecast is compared to the budget
- Statement of Accounts where the final year end position is reported
- There are also several boards at which financial performance is monitored, and financial risk assessed. These include the JAC, the Finance Oversight Board and the Performance Delivery Board

D. Determining the actions necessary to achieve the intended outcomes

The two organisations' priorities naturally combine and synchronise without directly correlating. The PCC and Chief Constable have a shared Joint Vision, and the force's Mission, Vision, Values and Priorities (MVVP) encapsulates the PCC's Police and Crime Plan, with both reflecting key policing issues.

The foundation for the Police and Crime Plan's priorities is the PCC's overall vision for policing and community safety in the county, as well as the manifesto commitments which formed the basis of his election campaign.

Under the PRSRA 2011, there is a duty on PCCs to consult with victims and the wider community in the development of the plan and so annually, the PCC invites residents and stakeholders to complete a survey. The PCC also considers the findings from other public consultations conducted by his office, feedback from attendance at engagement events and the themes identified through public correspondence received by his office. Additionally, in setting the priorities, the PCC takes account of a number of other documents and factors, including:

- the Strategic Policing Requirement
- the Government's 'Beating Crime Plan' and other strategies
- the Policing Vision
- Kent and Medway Police and Crime Panel observations
- emerging local threats and risks
- the priorities of local criminal justice bodies, community safety partners and wider stakeholders

The PCC's priorities are reflected within the force's Mission, Vision, Values and Priorities and their delivery sits at the heart of the Chief Constable's annual review process.

The force's MVVP have been clearly communicated by the Chief Constable and are embedded within InSite, the force's intranet, available to all officers and staff. These simple, clear and effective statements can be summarised by the Chief's consistent mantras of 'Victims and Witnesses at the heart of everything'; 'Provide a quality service' and 'Do the right thing' which ties into the Code of Ethics.

Kent, like all forces, is required to prepare and produce a Force Management Statement (FMS) that is provided to HMICFRS each year. The 2023/24 FMS shows the following areas as facing the greatest demand in the short to medium term (covering 22/23 and up to 4 years in the future):

- Neighbourhood Policing – changing problem solving and Prevent requirements and partnership working - Launch of the New NHP model due in Summer 2023
- Calls for service demand – FCIR Transformation Programme is proposing how to manage this demand. This aims to understand the true demand into the command, and is considering efficiencies in four main areas initially:
 - Concern for welfare / suicide calls
 - Digital demand
 - Information CADs
 - Police vs non-police matters (Right Care Right Person, Business calls, Repeat callers as an example)

In addition, the work includes: establishing incoming demand against resourcing using an algorithmic technological approach (use of Teleopti); focussing on resolution at the earliest opportunity to reduce outgoing demand; and ensuring medium to long term technology strategy supports demand reduction opportunities (for example: Chat bot technology, Customer Relationship Manager and RVR)

- Digital investigations and forensics – increased demand for digital operational matters and introduction of ISO compliance
- ICT – changing and evolving demand requiring highly sought-after skill set and move from capital to revenue spend for data storage. The technology industry's move from one-off funding-based charging models for locally hosted IT systems procured as capital, to subscription-based software as a service with externally 'cloud' hosted data requires the forces to consider the funding of technology as an ongoing revenue investment. There are significant advantages to cloud hosting which allows agile upscaling for operational needs; however there is also a requirement for close monitoring of data storage to ensure value for money and comparative benefits assessment with other demands on force revenue

The change in technology solution hosting alongside the emergence of cyber security as a key focus, is demanding an evolution of forces' technical skill base to a very different and more advanced technical model. The skills market constraints experienced since the pandemic have required an innovative approach, through upskilling staff and evolving the force's IT department operating model to meet these demands

- VAWG – exploration and development of key area of criticality and vulnerability – working with leading academics and national programmes such as Op Soteria, the joint Police and CPS programme to develop new operating models for the investigation and prosecution of rape

As reported previously, the risks outlined in the Force Management Statement will align with some, but certainly not all, of those detailed in the Force Risk Registers. This is because an FMS tests (only) demand (short to medium-term), along with the condition of the workforce. It is not as broad as the force Risk Registers. Conversely, the force Risk Registers covers a rolling 12-month period and does not project so far into the future as the FMS, the latter of which reaches up to a 4-year timespan.

The FMS uses a bespoke risk assessment (referred to as a MoRiLE strategic risk assessment) deemed national good practice which is available for inspection in Part 1 of the 23/24 FMS.

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it

Both the force and the OPCC aim to attract, develop and support the best people, and to be employers of choice. Op Zenith, an all-encompassing project to ensure the PCC and force were deriving the best value from their estate and the workforce, saw the introduction of home/ agile working to maintain the improvement on performance shown during the lockdown period. As a result, over 1300 officers and staff are now registered as home-based workers, and the improvement in performance has been maintained, for example in the significant reduction in sickness absence.

Whilst the Coronavirus pandemic altered how the force wellbeing offering was provided and delivered, owing to the success and engagement levels achieved, virtual wellbeing sessions now provide the mainstay of pro-active wellbeing activity and are part of business as usual for the Health and Wellbeing teams. During 22/23, at least one session has been delivered each week and has expanded to include Financial Wellbeing sessions, which were developed and introduced as a response to the 2022 financial crisis and exponential increases in the cost of living.

There is a strong commitment to the development of staff at all levels in both organisations, with staff being encouraged to gain further qualifications and experience through in-house and external training, and through mentoring. There are several overarching strategies in place that outline this commitment and are supported by policies and processes which both organisations adhere to, as well as initiatives such as 'Develop You', a centralisation of all the lateral development opportunities in the force.

The OPCC is a small organisation in comparison to the force, with only around 20 employees. To ensure there is parity, and to reduce bureaucracy, the OPCC aligns with the force's HR policies where appropriate (complaints being an exception, as staff do not fall under the Police Reform Act 2002) but retain the flexibility needed to be responsive to the PCC's needs. To provide greater resilience and ensure the duties and responsibilities of the PCC's role can be effectively carried out in the event of incapacitation or the position becoming vacant, this year the PCC has adopted and published a Succession Plan. The KMPCP considered and agreed a draft of the Plan at their June meeting, with the PCC's formal Record of Decision being submitted to their September meeting. The Succession Plan and Record of Decision are both published on the OPCC website.

As noted in the OPCC risk register, there is an issue around the ever-increasing demands on OPCCs in areas such as Criminal Justice and Commissioning, and with a small workforce, the OPCC is vulnerable should a member of staff be absent. To tackle this, the OPCC has brought in more staff in areas of high demand through 2022 and 2023 within existing resources, and is achieving a more sustainable approach to workload, spreading it out so that there is no single point of failure. This has reduced what was a significant risk during 2022/23 to a more manageable level.

The OPCC also held a 'reconnection day' in May 2022, where all PCC staff came together to discuss how the organisation can best support the PCC and develop and improve ways of working.

The overarching strategy for how the force attracts, develops and supports people is outlined in their People and Learning Strategy which sets out the vision of a skilled, engaged, motivated and diverse workforce, and how this will be achieved. It takes into account the context and landscape of policing and crime; notes how it will support the force's strategic and operational priorities; and also focuses on the delivery of the Learning and Development Plan.

In addition, the [Kent Police Diversity and Inclusion Strategy](#) is still the fundamental bedrock of creating an inclusive organisation, where all staff can be authentic, feel valued and understand their unique and added value, which supports Kent Police achieve its mission, vision, values and priorities.

The force continues to comply with its legal obligations under the Equality Act 2010 and publishes its Statutory Report on the [Kent Police website](#). The force overview continues to be monitored at the Diversity and Inclusion Board by way of a 'dashboard' completed and presented by the analytical team.

The Kent Police Diversity and Inclusion Strategy was launched on 31 July 2021 and sets out the key strategic objectives that will create a step-change in the force's approach to diversity and inclusion. The strategy has been updated this year, and is due to be signed off by the Chief Constable. This maintains a focus on VAWG and the National Police Race Action Plan. The strategy aims to enhance the diversity of the force, support every individual's fulfilment of their potential in a cohesive and satisfied workforce, and build legitimacy and trust both internally and externally with all our communities including, emerging communities, underrepresented and seldomly heard groups. Having a diverse, inclusive, and engaged workforce enriches the organisation's capability to deliver a first-class service, meeting the needs of the community through a broad range of skills, experience, values, and behaviours.

Delivery against the strategy is everyone's responsibility and is governed through Heads of Department updates to the force Diversity and Inclusion Board in which the Deputy Chief Officer (DCO) chairs, additionally a quarterly update is reported on at the Chief Officers Management Board (COMB).

The Diversity and Inclusion command consists of the Diversity and Inclusion Academy, the Positive Action Team and the force Hate Crime Lead. The command has the responsibility of delivering against the strategy by supporting, engaging, raising awareness and building trust and confidence both internally and with the communities we serve. This is achieved through key work streams such as delivering strategic and tactical level training, attraction, recruitment, progression and retention support, celebrating key religious festivals and remembering anniversary events.

The Race Action Plan was developed by the National Police Chiefs Council and the College of Policing, in partnership with other stakeholders, to address the national significantly lower levels of trust and confidence among some Black people and is due to be launched in April 2023. The ambition is to create a police service that is anti-racist and trusted by Black people. The legitimacy and effectiveness of UK policing is built on relationships between the police and the public, but there are long-standing challenges in our relationship with Black people. Levels of trust and confidence are significantly lower among some Black people and racial disparities exist that we cannot fully explain. The plan aims to build trust and confidence within these communities, recognising that the legitimacy and effectiveness of UK policing is built on relationships between the police and the public. The work conducted within the Race Action Plan already compliments the ongoing work within the Diversity and Inclusion command with due cognisance to the Kent Diversity and Inclusion strategy. The command has this year developed an action tracker, carried out a gap analysis and allocated strategic leads against those actions. The progress of the actions will be monitored by the command but governed through the strategic force Diversity and Inclusion Board.

The Community Liaison Officers (CLOs) continue to engage with our communities with a focus on celebratory events such as Diwali Celebrations and use this as an opportunity to visit local Hindu temples and Gurdwaras to enhance community relations, deliver crime Prevention pop up events, hate crime education and recruitment opportunities. A key function of the CLOs is to 'horizon scan' with our partners to identify and report on any community concerns or tensions that may be raised.

The command is a leading partner in the established Kent Equalities Network where membership is increasing. Within this network work is progressing to link Staff Support Networks across our public sector organisation partners to share good practice, joint events and training opportunities. This partnership has led to members volunteering to become active members of the Kent Police Independent Advisory Group which is made up of community members with differing protected characteristics.

The Staff Support Associations continue to work with the Diversity and Inclusion command in delivery against our strategy and providing the very best support to our workforce. The Head of the Diversity and Inclusion command chairs a quarterly meeting with all network chairs to ensure all activity is governed and provides an opportunity for joint approach and learning. The force supported by the command and Staff Support Associations hold a number of professional accreditations such as 'heforshe' charter, Race at work charter, Armed Forces Network employer recognition scheme Gold award, disability confident employer level 1 and 2. The command are about to conclude evidence collation to obtain our carer confident employer and disability leader level 3 all of which demonstrates our commitment to being an inclusive employer for our workforce.

The purpose of the Force Culture Board (FCB), chaired by the Chief Constable, is to continue the development of a culture which is consistent with the force's MVVP. The FCB helps ensure all officers and staff have an opportunity to raise issues with the Chief in an open and transparent forum. There is also an on-line communication tool on the intranet which enables staff to express their ideas and receive replies to their questions and comments. This latter tool has proven to be very widely used and is reviewed at a Chief Officer level to ensure the corporate replies are timely and comprehensive, as well as being actioned if appropriate.

The Chief Constable's top team regularly engage in "Chief Officer All Out Days" where the whole team spend time with officers/staff locally on Division or with Departments to engage the workforce. The frequent visibility of Chief Officers amongst the workforce during all-out days has proved invaluable and has been the subject of very positive feedback from staff.

Whilst at time of writing it is believed the MPS are no longer offering the £5000 one off transfer incentive, in light of the fact that there remains government direction to achieve or maintain the national Uplift there is the potential for the force to commence similar activity in the future. The higher salary, wide variety of roles, travel subsidies and Kent's proximity to the capital makes the MPS a constant risk to retaining skilled and experienced officers. To ensure Kent Police remains an employer of choice, career development will continue to be delivered through the established people development programmes of Develop-You, promotion support workshops and succession planning, which is currently being reviewed with the aim of reducing the transactional demands it places on the front line. The force mentoring schemes are also being continually developed with the introduction of a programme of continual professional development for mentors, and collaboration with Diversity command and Support Associations to encourage underrepresented groups to engage with the mentoring scheme. The force will be introducing career 'Expo' events, designed to showcase the career pathways available within the organisation to officers who are at the beginning of their service, in order to boost retention. This initiative will be further supported with new enhanced career development plans which will provide a structure for officers to set and achieve specific objectives towards their career ambitions.

The Chief Constable has also held Leadership events, Senior events for the senior leadership of the organisation and Junior events open to all. The PCC and their staff are invited to attend these events. The events cover personal and professional development from a police and non-police perspective with a wide array of guest speakers from all walks of life.

A variety of face-to-face and online channels provide two-way engagement opportunities for all staff, whether based at a force location or working remotely. These include our intranet, available on desktops and mobile devices, featuring daily operational bulletins, the Chief's blog and guidance around best working practices. The intranet also hosts 'Ask The Chief' – a direct route to ask questions of the Chief Constable; Yammer, an internal social media forum, which encourages staff at all levels to share and discuss positive contributions to force development; and Relay magazine, the in-house publication celebrating force successes.

F. Managing risks and performance through robust internal control and strong public financial management

The PCC's and Kent Police's Financial Regulations are reviewed annually and maintained between the force and PCC's CFOs. For 2022/23 the Financial Regulations will be presented to the JAC for scrutiny. These are shared with budget holders and managers ahead of the new financial year to ensure best practice in following the schemes of consent outlined above and are published on the respective websites.

Both organisations have a suite of control measures, relative to their size, to ensure strong management across all departments and functions.

The force and the PCC have risk registers, both at a strategic and operational level. The force strategic risk register is managed by the DCO, and operational risks are managed at all levels throughout the organisation. The OPCC's risk register review process is led by the PCC's CFO and features as part of routine discussion on overall delivery in both the PCC's regular meetings with his senior team, and senior officers' monthly management meetings. Understandably, the force's risk management needs to be much more complex given the size of the organisation and the inherent risks in operational policing. Kent Police has designated the Deputy Chief Officer to act as the Senior Information Risk Owner, with responsibility for Information Assurance and Governance in line with the National Police Chiefs' Council guidance, to ensure that information risks and security are managed effectively.

Both registers form part of the established management processes within respective operations and are used as a key driver for improvement. Along with assurance mapping they inform the Internal Audit programme, which is agreed following discussion at the JAC and delivered by the internal auditors with progress reported to each meeting of the JAC. The implementation of any recommendations from the internal audit reports are followed up at each JAC meeting with progress closely followed and challenged, should timescales for implementation slip. The JAC is a key part of monitoring and reviewing both organisations' risks, including the mitigations and controls at their meetings. In addition, recently published HMICFRS reports are a standing item at both the JAC and the Performance and Delivery Board and the OPCC Chief Executive regularly meets with the DCC to review the reports and performance against them. The JAC also identify key areas for 'deep dives', to enable them to focus in detail on specific areas of business or risk. In 22-23 there has been a verbal update from the Head of PSD on vetting to fully understand the demands placed on the department, particularly through the Police Uplift Programme, and the impact that this was having across the organisation. It will be followed by a full report later in 2023. This was also in the context of concern about vetting nationally, following a number of controversies and a subsequent HMICFRS review. As with the force's Star Chamber process, this deep dive process allows enhanced understanding and a full exploration of how the risk is being managed and the governance around it.

The Internal and External Auditors both attend and present reports to the JAC. Both sets of auditors have access to members when officers are not present to ensure all issues are raised when needed.

The JAC produces an annual report reviewing the work that it has undertaken during the year, thereby contributing to the evaluation of the governance arrangements and the management of risk.

The quarterly force Security and Integrity Committee is attended by all Information Asset Owners and ensures that Information Governance at a Strategic Level is maintained and overseen at Deputy Chief Officer level. The focus is on identifying and mitigating risks, setting strategic direction in relation to information governance and promulgating best practice throughout the force. This executive meeting is also supported by the Professional Standards Department who direct the Information Asset Owners (IAOs).

The Information Management Directorate supports Kent Police to meet its obligations under the Data Protection Act, Systems Assurance and professional Records Management.

Information Management work closely with the Information Technology Services (ITS) Directorate to ensure that any new systems implemented meet the baseline security requirements. Additionally, processes are in place to ensure that Data Protection Impact Assessments are completed and reviewed for systems which process Personal Data, and that there is always consideration given to the force's obligations to Retain, Review and Destroy records in line with Legislation and National Guidance.

The force holds a review of all strategic risks ('Star Chamber') three times a year. It is chaired by the DCO and includes the PCC's CFO and a member of the JAC as panellists. All risks owners are invited to the meeting to explain the risk and its mitigation along with how it is being pro-actively managed by the force. This has enhanced the understanding of risk at both the strategic and operational level and is viewed as an effective addition to the risk governance framework. In addition to this challenge day, changes and updates to the Risk Register are reported to the COMB quarterly a process designed to ensure transparency and ensure all organisational risks are understood and balanced against resources and demand.

In terms of the risks identified for the reporting period of 2022-23 as outlined in the introduction, an update is given below on the actions taken to mitigate the risks

Title	Owner	Issue	Position at 31 March 2023
Financial Resilience/MTFP	Force and OPCC	Ensure that financial reports to senior officers are accurate and timely, and support decision making to meet significant financial challenges by delivering substantial savings.	The MTFP outlines a difficult financial environment. The force have identified savings plans for 2023/24 on top of a substantial neighbourhood policing review that delivered significant savings. The overriding risk to the sustainability of the plan is any potential pay award for officers and staff over and above the 2.5% currently budgeted for. Some mitigation is in place, but with inflation currently in double figures the risk of a higher pay award is high.
CJS backlog	Force	Backlog of cases in the Criminal Justice System	Court backlogs continue to remain static, with no significant change or tangible recovery. Trial numbers continue to be of particular concern with 1413 awaiting trial in the Magistrates and 2344 in the Crown Courts. It is anticipated that further delays will be experienced at Canterbury Crown Court, with the loss of two circuit Judges and replacements not expected until late summer (no definitive timescales are known). This, along with the demand created by small boat crossing cases, is expected to further create delays for our victims. Uplift recruitment to the Victim and Witness Care Unit continues. All posts have been offered and two have cleared through vetting. Updates on start dates are being requested from HR Recruitment. There is no change identified with this risk. Chief Constable Smith, Assistant Chief Constable (Crime) Wilson and Detective Chief Superintendent Price attended a meeting at Maidstone Crown court on 27 April 2023 with the Police and Crime Commissioner (PCC) and the His Majesty's Courts and Tribunals Service (HMCTS) leads to discuss challenges and joint actions to resolve. There is no change identified with this risk.

Title	Owner	Issue	Position at 31 March 2023
FCIR recruitment and retention	Force	The risk relates to the required numbers of Police Staff Employees (PSEs) not being recruited and retained in the Force Control Room (FCR) negatively affecting force service delivery and performance and impacting on capability and capacity, service delivery and reputation.	This is an improving picture with the most recent intake of 31 new starters into the FCIR on 2 May 2023. This takes the command to 11.76 under establishment. Further courses are scheduled for June and July 2023 which will see the command meet establishment. However, a significant number of those staff members will be in training. A bespoke recruitment team has been established to provide support with ringfenced recruitment, vetting and FCIR Learning and Development staff. Weekly meetings with the Senior Leadership Teams (SLTs) from HR and FCIR are held. HR Recruitment do not have any concerns about the ability to meet the required numbers. It has been agreed that 26 of the 35 officers deployed to the FCIR will remain in post until November 2023. A further 9 are currently being recruited for a June 2023 intake. Leavers' attrition for the last 2 months has halved from 9 to around 4.5 which is a positive position in terms of retention.
Commissioning	OPCC	The change in central government's allocation of additional commissioning funds from allocation to bidding increases the workload on the Commissioning team and provides challenges to ensure that services and funding streams are matched up.	The Commissioning team is currently fully staffed, however, the demand on the team is still significant. Not only are the team managing funds in excess of £7m (£4m two years ago) due to successful bids for government funding, but the funds also require an appropriate level of performance monitoring and contract management to ensure satisfactory delivery. This area will be subject to internal audit in the coming year, and a further report will be provided to the JAC. This will identify any particular areas of risk.

G. Implementing good practices in transparency, reporting and audit to deliver effective accountability

As outlined under the section 'Scope of Responsibilities and Legislative/Governance Framework', there are a significant number of external organisations which scrutinise the PCC and the Chief Constable, and substantial, multi-layered reporting responsibilities for both organisations.

The JAC plays a key part in enabling both organisations to discharge these duties. Their regular independent scrutiny of both organisations strengthens the governance arrangements and understanding of risk. The issues and concerns raised in the JAC annual report and the letters sent to the PCC and Chief Constable following each JAC meeting highlight any issues of concern and inform the ongoing work in both organisations.

Both organisations employ internal auditors who, in discussion with managers, propose a programme of audits and reviews on key areas of risk and/or concern. This programme is considered by the JAC, which receives the reports of completed audits and tracks progress on implementing recommendations.

The external auditors are appointed through the Public Service Audit Appointments Ltd (PSAA) and attend all JAC meetings. The JAC reviews the external audit strategy and the specified areas of risk and definitions of materiality. The external auditors primary focus is on the Statement of Accounts and regular meetings are held with all principals involved in the production of the accounts as well as JAC members outside of the regular meeting cycle where necessary.

Value for Money Arrangements

Value for money (VfM) is a key element of the Plan; it underpins everything the force and PCC do, and is embedded within the two organisations and financial regulations. The external view on value for money is provided by the External Auditors. The force makes extensive use of the [HMICFRS VfM profiles](#) to determine performance against their most similar forces, which helps identify areas of potential strength and weakness and initiate business improvement plans. An annual VfM report is presented to the JAC who assess future business improvement plans.

The External Auditors provided the annual audit letter for 2021/2022 which reported a significant weakness as part of their value for money conclusion. This related to the significant governance issue reported in last year's AGS. The recommendations within this report have been implemented and a further audit of the MTFP has been undertaken. The results of this audit are an overall audit opinion of reasonable assurance, with 3 low and 1 medium recommendation. All recommendations were new and unrelated to the previous year's reported weakness and have been implemented

Significant Governance Issues

The HMICFRS PEEL report was released in April 2022 and provided an assessment of policing performance across ten areas with graded judgements in nine. The force received an outstanding grading for crime data integrity, good gradings for prevention, treatment of the public, workforce and strategic planning, an adequate grading for protecting vulnerable people and requires improvement for response, investigations and managing offenders and suspects. In the action plan below, an overview is given of the governance arrangements to drive the improvements which have taken place over the last twelve months.

Issues and Action Plan for 2023/24

A number of actions have been identified from the audit reports, risk registers and other documents to enhance the control environment and are collated into a plan below.

Title	Issue	Current Proposed Actions
PEEL report	Report published in April 2022; identified areas for improvement, specifically Investigating Crime, Responding to the Public and Managing Offenders	PEEL improvement plan was agreed with governance through the well-established Force Improvement and Development Board chaired by the DCC and a PEEL Oversight Board chaired by the Chief Constable which will include regular reporting to the PCC. Regular reporting on progress is also provided to the JAC. The PEEL inspection for Kent is now underway with continuous assessment taking place which will include an assessment of the progress of the previous areas for improvement. The final evidence gathering will take place in June/July 2023 with a report published in October 2023.

Title	Issue	Current Proposed Actions
Chief Constable's new priorities	New Chief Constable appointed in December 2022. Therefore a new set of priorities and potential new governance structures will be introduced.	<p>The force priorities are as follows: We will respond appropriately and effectively to all contact from our public, always prioritising our response when there is the greatest urgency, risk of harm and vulnerability</p> <p>We will focus on solving crimes through thorough investigations, and the relentless pursuit of criminals.</p> <p>We will support and protect those that are victims and witnesses of crime, explaining our actions and keeping them informed of progress.</p> <p>We will have a clear focus on preventing crime and anti-social behaviour, as well as stopping offenders from causing harm to our public and our communities.</p> <p>We will have a relentless focus on eradicating violence against women and girls.</p> <p>The implementation and achievements against these priorities will be monitored through the Force Performance Committee and the PCC's Performance and Delivery Board.</p>
Audit: Follow up of management actions	Follow up report noted that management actions following internal audit reports were not being completed and/or followed up in a timely fashion	<p>Work has been undertaken by force CFO to enhance monitoring of outcomes. Greater scrutiny is provided by him as an individual and the report is now presented to the Chief Officers in order that they have appropriate oversight.</p> <p>Internal audit actions will be regularly tracked and monitored by management in the force and reported on to COMB and JAC on a quarterly basis for enhanced scrutiny.</p>
Audits: Overtime and Acting Up (draft)	Three high and two medium priority management actions were identified in respect of temporary promotions, overtime and acting up payments	<p>The audit is currently in draft form and being discussed with the Internal Auditors as management are providing further evidence. Once this discussion is complete, the audit will be published as final, and any actions will be assigned owners and completion dates.</p> <p>These actions will then be regularly tracked and monitored by management in the force and reported on to COMB and JAC on a quarterly basis for enhanced scrutiny.</p>

Title	Issue	Current Proposed Actions
Audit: Delivery of the Capital Programme (draft)	One high and two medium priority actions were identified in relation to the Scheme of Delegation, Project Closure Reports, and Business Cases	<p>The audit is currently in draft form and being discussed with the Internal Auditors as management are providing further evidence. Once this discussion is complete, the audit will be published as final, and any actions will be assigned owners and completion dates.</p> <p>These actions will then be tracked and monitored by management in the force and reported on to the JAC for enhanced scrutiny.</p>
Audits: Payroll (draft)	Three high and three medium priority management actions were identified in relation to timeliness, retirements, amendments, deductions, advance payments and overpayments	<p>The audit is currently in draft form and being discussed with the Internal Auditors as management are providing further evidence. Once this discussion is complete, the audit will be published as final, and any actions will be assigned owners and completion dates.</p> <p>It should also be noted that this audit focused predominantly on processes and evidence from 2022 when vacancies in the team were high including at times only 25% of the management team being in post. Since then, a new Head of Payroll and Pensions has joined as has a new Payroll Manager and new processes are being implemented to ensure controls are as strong as possible.</p> <p>These actions will then be tracked and monitored by management in the force and reported on to the JAC for enhanced scrutiny.</p>

In respect of the OPCC, there have been no audits with a negative assurance, and there are no planned legislative changes that will affect the OPCC at the current time. As the PCC is in his last year of Office before the 2024 elections, there are no significant governance changes planned at this point. The details of how the risk around Commissioning is to be managed is set out in Section F.

Statement on the effectiveness of the current governance framework

The PCC and the Chief Constable have a shared responsibility to ensure an annual review of the overall effectiveness of the governance system. The review is informed by regular reviews of the risk landscape, the work of the JAC, external and internal auditors, HMICFRS and of key managers within the OPCC and the Chief Constable team (with collaboration benefits from sharing the same internal auditors with Essex). It is also informed by the comments of external agencies as they apply to governance.

The internal auditors' view, for both organisations, is that:

"The organisation(s) has an adequate and effective framework for risk management, governance and internal control. However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective."

The JAC's view, supported by internal and external audit reports during the year and HM Inspectorate of Constabulary and Fire and Rescue Services ("HMICFRS") assessments, is that overall controls have been adequately maintained during this demanding period. Its view is tempered by the extent of the challenging requirements ahead: to make significant savings, ensure new officer recruits are effectively deployed, implement an extensive change programme and meet both national and local policing expectations.

Therefore the view of the PCC, supported by his statutory officers; the Chief Constable, supported by his Chief Officers; and of the Internal Auditors, is that overall, the effectiveness of governance, risk management and controls remain generally sound and that no significant weaknesses have been identified.

Statement on the audit of the 2022/23 Accounts

On 30 July, Minister McMahon issued a written ministerial statement to Parliament on measures to tackle the local audit backlog in England. The Government has also now laid legislation. A statutory backstop date of 13 December 2024 has been set to clear the backlog of unaudited accounts up to and including 2022/23. It is expected that auditors will issue hundreds of disclaimed opinions driven by the backstop date. The unaudited 2022/23 Kent Chief Constable Statement of Accounts met the publication deadline of 31 May 2023 and were ready to be audited. However, they have not been subject to audit as our external auditors, EY have taken the decision to issue a disclaimer opinion.



Tim Smith

Chief Constable for Kent

4 December 2024



Matthew Scott

Police Crime Commissioner for Kent

4 December 2024



Core Financial Statements

Kent
Police

Comprehensive Income and Expenditure Statements

The accounting year runs from 1 April to 31 March.

The Comprehensive Income and Expenditure Statement (CIES) shows the accounting cost in the year of providing services in accordance with generally accepted proper practices, rather than the amount to be funded from taxation. Authorities raise taxation to cover expenditure in accordance with regulations; this may be different to the accounting cost.

The CIES includes an intra-group adjustment between the Chief Constable and PCC accounts. This adjustment reflects the financial resources consumed by the Chief Constable on behalf of the PCC. The corresponding recharge to the PCC accounts includes a further adjustment to ensure the intra-group recharge is calculated on a funding basis rather than accounting regulations. This includes adjustments for IAS 19 pensions costs and movements in respect of accumulated absences accruals. The PCC paid all financial resources consumed at the request of the Chief Constable and the intra-group adjustment offsets the Chief Constable's consumption of resources.

The total line of this statement shows that in 2022/23 there was an increase of £1.6 million in the value of the CC's assets and this is the total of the movement from 2021/22 to 2022/23 on the net assets on the Balance Sheet, mainly due to the reduction in pension liabilities. The reduction in costs from 2022/23 compared to 2021/22 is due to the lower accounting cost of pensions.

2021/22			CIES for Kent Police Chief Constable	2022/23		
Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's		Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's
183,412	0	183,412	Divisions and Local Policing and Partnerships	169,055	0	169,055
84,577	0	84,577	Central Operations	68,881	0	68,881
26,691	0	26,691	Crime	34,908	0	34,908
37,521	0	37,521	Serious Crime Directorate	30,401	0	30,401
3,110	0	3,110	Chief's Office	3,339	0	3,339
14,686	0	14,686	DCC Portfolio	12,257	0	12,257
21,307	0	21,307	DCO Portfolio	19,639	0	19,639
21,136	0	21,136	HR and Learning and Development	13,574	0	13,574
46,428	0	46,428	Corporate Charges	58,103	0	58,103
438,868	0	438,868	Cost of Policing Services	410,157	0	410,157
		(369,769)	Intra Group Funding for Chief Constable's Net Service Cost			(378,124)
		69,099	Cost of Services			32,033

2021/22			CIES for Kent Police Chief Constable	2022/23		
Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's		Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's
Other Operating Expenditure						
		0	Net (gains) / losses on disposal of fixed assets			0
		0	Total Other Operating Expenditure			0
Financing and Investment Income and Expenditure						
	90,985		Pensions interest cost			109,440
	90,985		Total Financing and Investment Income and Expenditure			109,440
0 Total Taxation and Non Specific Grant Income						
	160,084		Deficit / (Surplus) for the Year			141,473
	(386,035)		Remeasurement of the net defined benefit liability			(1,715,880)
	(225,951)		Total Comprehensive Income and Expenditure			(1,574,407)

The Movement in Reserves Statement

This statement shows the movement in year on the different reserves, analysed into 'usable' (those that can be applied to fund expenditure or reduce local taxation) and 'unusable' reserves (there to deal with accounting entries only). The surplus or (deficit) on the Provision of Services line shows the true economic cost of providing the policing services, more details of which are shown in the Comprehensive Income and Expenditure Statement. These are different from the statutory amounts required to be charged to the General Fund Balance for council tax setting purposes. The net increase / (decrease) before transfers to earmarked reserves line shows the statutory General Fund balance before any discretionary transfers to or from earmarked reserves.

Movement in Reserves Statement for Kent Police Chief Constable 2022/23	General Fund (Includes Earmarked reserves and Insurance Fund)	Capital Reserves and Capital Contributions Unapplied Reserve	Total Usable Reserves	Total Unusable Reserves	Total Reserves
	£'000's	£'000's	£'000's	£'000's	£'000's
Balance as at 1 April 2022	0	0	0	(4,311,686)	(4,311,686)
Surplus / (deficit) on the Provision of Services on an accounting basis	(141,473)	0	(141,473)	0	(141,473)
Other comprehensive income and expenditure	0	0	0	1,715,880	1,715,880
Total Comprehensive Income and Expenditure	(141,473)	0	(141,473)	1,715,880	1,574,407
Adjustments between accounting basis and funding basis under regulations (Note 6)	141,473	0	141,473	(141,473)	0
Net increase / (decrease) before transfers to Earmarked Reserves	0	0	0	1,574,407	1,574,407
Transfer to / (from) reserves	0	0	0	0	0
Increase / (decrease) in the year	0	0	0	1,574,407	1,574,407
Balance as at 31 March 2023	0	0	0	(2,737,279)	(2,737,279)

Movement in Reserves Statement for Kent Police Chief Constable 2021/22	General Fund (Includes Earmarked reserves and Insurance Fund) £'000's	Capital Reserve and Capital Contributions Unapplied Reserve £'000's	Total Usable Reserve £'000's	Total Unusable Reserves £'000's	Total Reserves £'000's
Balance as at 1 April 2021	0	0	0	(4,537,637)	(4,537,637)
Surplus / (deficit) on the Provision of Services on an accounting basis	(160,084)	0	(160,084)	0	(160,084)
Other comprehensive income and expenditure	0	0	0	386,035	386,035
Total Comprehensive Income and Expenditure	(160,084)	0	(160,084)	386,035	225,951
Adjustments between accounting basis and funding basis under regulations (Note 6)	160,084	0	160,084	(160,084)	0
Net increase / decrease before transfers to Earmarked Reserves	0	0	0	225,951	225,951
Transfer to / (from) reserves	0	0	0	0	0
Increase / (decrease) in the year	0	0	0	225,951	225,951
Balance as at 31 March 2022	0	0	0	(4,311,686)	(4,311,686)

The Balance Sheet

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the CC. The net assets of CC (assets less liabilities) are matched by the reserves held by the CC. Unusable reserves deal with accounting entries only and the CC is not able to use to provide services.

From 2021/22 to 2022/23 the negative value of the net assets reduced by £1.6 million which was due to the decrease in the pension liability.

The usable reserves are detailed on the Movement in Reserves Statement and can be used to fund expenditure or reduce local taxation.

31 March 2022 £'000's	Notes	Balance Sheet	31 March 2023 £'000's
		Property, Plant and Equipment	
0		Land and Buildings	0
0		Vehicles, Plant and Equipment	0
0		Surplus Assets	0
0		Heritage Assets	0
0		Investment Properties	0
		Intangible Assets	
0		Software	0
		Long-Term Investments	
0		Non-Property Investments	0
0		Long-term Debtors	0
0		Total Long-term Assets	0

31 March 2022	Notes	Balance Sheet	31 March 2023
£'000's			£'000's
0		Short-term Investments	0
0		Inventories	0
0		Short-term Debtors	0
0		Cash and Cash Equivalents	0
0		Assets Held for Sale	0
0		Total Current Assets	0
(5,425)	8	Short-term Creditors	(4,405)
0		Provisions	0
(5,425)		Total Current Liabilities	(4,405)
0		Long-term Creditors	0
0		Provisions	0
		Other Long-term Liabilities	
(4,306,261)	9	Police Officer and Police Staff Pension Liability	(2,732,875)
(4,306,261)		Total Long-term Liabilities	(2,732,875)
(4,311,686)		Net Assets	(2,737,280)

31 March 2022 £'000's	Notes	Balance Sheet	31 March 2023 £'000's
		Usable Reserves	
0		General Fund	0
0		Earmarked Revenue Reserves	0
0		Capital Reserve	0
0		Capital Contributions Unapplied Reserve	0
0		Insurance Fund	0
0		Total Usable Reserves	0
		Unusable Reserves	
0		Revaluation Reserve	0
(4,306,261)	9	Pensions Reserve	(2,732,875)
0		Capital Adjustment Account	0
0		Pooled Investment Funds Adjustment Account	0
0		Collection Fund Adjustment Account	0
(5,425)	8	Short-term Accumulated Compensated Absences Account	(4,405)
(4,311,686)		Total Unusable Reserves	(2,737,280)
(4,311,686)		Total Reserves	(2,737,280)



Jonathan Castle

Chief Finance Officer to the Chief Constable for Kent Police

4 December 2024

The Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the CC during the reporting period. All cash and cash equivalents are held by the PCC and therefore there are no entries in this statement.

The amount of net cash flows arising from operating activities is a key indicator of the extent to which operations of the CC are funded by way of taxation and grant income or from the recipients of the services provided by the CC. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to CC's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (such as borrowings) to the CC.

2021/22	Cash Flow Statement for Kent Chief Constable for Kent	2022/23
£'000's		£'000's
160,084	Net (surplus) or deficit on the provision of services	141,473
(160,084)	Adjustments to net surplus or deficit on the provision of services for non-cash movements (Note 11)	(141,473)
	0 Net Cash Flows from Operating Activities	0
	0 Investing Activities	0
	0 Financing Activities	0
	0 Net (Increase) / Decrease in Cash and Cash Equivalents	0
	0 Cash and cash equivalents at 1 April	0
	0 Cash and cash equivalents at 31 March	0
	0 Net (Increase) / Decrease in Cash and Cash Equivalents	0

Notes to the Accounts





Notes Supporting the Comprehensive Income and Expenditure Statement

Note 1 – Expenditure and Funding Analysis

The Expenditure and Funding Analysis shows how annual expenditure is used and funded from resources (government grants and council tax) by police bodies in comparison with those resources consumed or earned by authorities in accordance with generally accepted proper practices. Income and expenditure accounted for under generally accepted proper practices is presented more fully in the Comprehensive Income and Expenditure Statement (CIES).

The net expenditure chargeable to the general fund is the annual expenditure on a funding basis and is the final spend of the year. The adjustments between funding and accounting basis shows the changes that have to be made in order to report the annual expenditure on an accounting basis which is shown as the net expenditure in the CIES.

2021/22				2022/23		
Net Expenditure Chargeable to General Fund	Adjustments Between Funding and Accounting Basis	Net Expenditure in the CIES	Expenditure and Funding Analysis for Chief Constable	Net Expenditure Chargeable to General Fund	Adjustments Between Funding and Accounting Basis	Net Expenditure in the CIES
£'000's	£'000's	£'000's		£'000's	£'000's	£'000's
157,195	26,217	183,412	Divisions and Local Policing and Partnerships	157,955	11,100	169,055
62,859	21,718	84,577	Central Operations	61,998	6,883	68,881
26,691	0	26,691	Crime	30,835	4,074	34,908
30,412	7,109	37,521	Serious Crime Directorate	27,278	3,123	30,401
2,505	605	3,110	Chief's Office	3,006	333	3,339
9,586	5,100	14,686	DCC Portfolio	10,527	1,730	12,257
17,417	3,890	21,307	DCO Portfolio	17,173	2,466	19,639
17,109	4,027	21,136	HR and Learning and Development	12,132	1,442	13,574
45,995	433	46,428	Corporate Charges	57,220	882	58,103
369,769	69,099	438,868	Net Cost of Policing Services	378,124	32,033	410,157
(369,769)	0	(369,769)	Intra group funding for CC's Net Service Cost	(378,124)	0	(378,124)
0	69,099	69,099	Net Cost of Services	0	32,033	32,033
0	90,985	90,985	Other income and expenditure	0	109,440	109,440
0	160,084	160,084	(Surplus) or Deficit	0	141,473	141,473
0			Opening General Fund balance	0		
0			Plus (Deficit)/Surplus on General Fund	0		
0			Closing General Fund Balance	0		

Note 2 – Note to the Expenditure and Funding Analysis

2021/22			Expenditure and Funding Analysis for Chief Constable	2022/23		
Net Change for Pensions Adjustments (Note 1)	Other Differences (Note 2)	Total Adjustments	Adjustments from General Fund to Arrive at the Comprehensive Income and Expenditure Statement Amounts	Net Change for Pensions Adjustments (Note 1)	Other Differences (Note 2)	Total Adjustments
£'000's	£'000's	£'000's		£'000's	£'000's	£'000's
26,216	0	26,216	Divisions and Local Policing and Partnerships	11,099	0	11,099
21,718	0	21,718	Central Operations	6,883	0	6,883
0	0	0	Crime	4,073	0	4,073
7,110	0	7,110	Serious Crime Directorate	3,123	0	3,123
605	0	605	Chief's Office	333	0	333
5,100	0	5,100	DCC Portfolio	1,730	0	1,730
3,891	0	3,891	DCO Portfolio	2,466	0	2,466
4,026	0	4,026	HR and Learning and Development	1,442	0	1,442
1,720	(1,287)	433	Corporate Charges	1,904	(1,021)	883
70,386	(1,287)	69,099	Net Cost of Services	33,053	(1,021)	32,032
90,985	0	90,985	Other income and expenditure	109,440	0	109,440
161,371	(1,287)	160,084	Difference between General Fund (Surplus) or Deficit and Expenditure Statement (Surplus) or Deficit	142,493	(1,021)	141,472

Note 1 – This column shows the lines which have been affected by the removal of pension contributions and replaced with IAS 19 debits and credits.

Note 2 – Other differences includes short-term accumulated absences.

Note 3 – Officers’ Remuneration

2021/22	Number of Employees Remuneration Band (£)	2022/23
594	50,000 to 54,999	654
273	55,000 to 59,999	325
170	60,000 to 64,999	204
41	65,000 to 69,999	42
16	70,000 to 74,999	23
13	75,000 to 79,999	6
12	80,000 to 84,999	15
11	85,000 to 89,999	6
8	90,000 to 94,999	11
7	95,000 to 99,999	5
0	100,000 to 104,999	4
1	105,000 to 109,999	0
1	110,000 to 114,999	2
0	115,000 to 119,999	1
2	120,000 to 124,999	1
1	125,000 to 129,999	2
1	130,000 to 134,999	3
1	140,000 to 144,999	1
1	155,000 to 159,999	0
0	160,000 to 214,999	1
1	220,000 to 224,999	0
1,154	Total	1,306

Regulation 4 of the Accounts and Audit Regulations 2015 places a specific requirement on the CC of Kent to disclose the number of employees whose taxable remuneration falls within certain brackets.

Accordingly, the number of employees whose remuneration, excluding pension contributions was £50,000 or more in bands of £5,000 is shown in the table.

The amended regulations introduce a requirement to disclose individual remuneration details for senior employees whose salary is £50,000 or more per year. For these employees their salaries are listed individually by way of job title. Additionally, persons whose salary is £150,000 or more per year must be identified by name.

A senior employee is considered one whose salary is greater than £50,000 per year (calculated pro rata for part time employees) and who is responsible for the management of Kent Police to the extent that the person has power to control the major activities of the service, in particular activities involving the expenditure of money, whether solely or collectively with other persons. This includes all National Police Chiefs’ Council (NPCC) ranking police officers, the Deputy Chief Officer (DCO), the Director of Essex and Kent Support Services, Director of Essex and Kent HR and Learning and Development and the force CFO. These individuals have also been accounted for under the remuneration band table above.

The increase in the number of employees from 2021/22 to 2022/23 is largely due to pay awards and pay increments.

Post Title	Note	2022/23			
		Salary Including Allowances	Benefits in Kind	Pension Contributions	Total Remuneration
		£	£	£	£
Chief Constable, Mr Alan Pughsley	1	117,930	0	0	117,930
Chief Constable, Mr Tim Smith	2	93,376	1,709	28,252	123,337
Deputy Chief Constable	3	72,652	0	21,827	94,479
Deputy Chief Constable	4	72,588	6,137	22,037	100,762
Deputy Chief Officer		134,588	1,625	17,766	153,979
Assistant Chief Constable (Local Policing)	5	61,060	0	18,528	79,588
Assistant Chief Constable (Local Policing)	6	46,115	4,056	0	50,171
Assistant Chief Constable (Local Policing)	7	13,023	0	3,129	16,152
Assistant Chief Constable (Serious Crime Directorate)	8	110,788	3,924	33,477	148,189
Assistant Chief Constable (Central Operations)	9	123,121	5,410	37,302	165,833
Assistant Chief Constable (Central Operations)	10	50,679	4,079	11,316	66,074
Assistant Chief Constable (Central Operations)	11	22,671	869	6,988	30,528
Assistant Chief Constable (Crime Directorate)	12	113,708	0	33,577	147,285
Assistant Chief Constable (Crime Directorate)	13	14,913	6,862	4,150	25,925
T/Assistant Chief Constable (Crime Directorate)	14	84,684	4,192	25,463	114,340
Director of Support Services (Kent and Essex Police), Mr Mark Gilmartin	15	142,086	0	17,640	159,726
Director of Human Resources and Learning and Development	16	130,472	212	17,057	147,741
Director of Corporate Communications and Citizens in Policing		129,222	0	17,057	146,279
Chief Finance Officer to the Chief Constable		97,081	0	12,102	109,183
Total		1,630,757	39,075	327,667	1,997,499

2022/23 Notes:

1. Chief Constable retired from Kent Police 03 October 2022.
- 2,3. Deputy Chief Constable (3) was promoted to Chief Constable (2) 03 October 2022.
- 4,5. ACC Local Policing and Partnerships (5) was promoted to Deputy Chief Constable (4) 03 October 2022.
6. ACC Local Policing and Partnerships was appointed 03 October 2022.
- 7,12. ACC Crime (12) transferred to ACC Local Policing and Partnerships (7) 27 February 2023.
8. ACC Serious Crime is a shared post 50:50 between Kent and Essex Police. Full costs are shown against Kent as the employing force.
9. ACC Central Operations was seconded to HMICFRS from 17 October 2022. Full costs are shown against Kent as the employing force.
10. ACC Central Operations was appointed 10 October 2022 and remained in post until 26 February 2023
11. ACC Central Operations was appointed 16 January 2023
13. ACC Crime was appointed 13 February 2023
14. T/ACC Crime retired from Kent Police 21 December 2022
15. Director of Kent and Essex Support Services resigned from Kent Police 01 February 2022. This is a shared post 50:50 Kent and Essex Police. Full costs are shown against Kent as the employing force. From 2nd February 2023 the post was covered by an Essex Police employee on a temporary basis. Their remuneration is disclosed in the Essex Police Statement of Accounts.
16. Director of Human Resources and Learning and Development is a shared post 50:50 Kent and Essex Police. Full costs are shown against Kent as the employing force.

Post Title	Note	2021/22			
		Salary Including Allowances £	Benefits in Kind £	Pension Contributions £	Total Remuneration £
Chief Constable, Mr Alan Pughsley		220,149	5,262	0	225,411
Deputy Chief Constable	1	2,624	29	726	3,379
Deputy Chief Constable	2	142,973	5,342	42,850	191,165
Deputy Chief Officer		133,479	10,835	17,619	161,933
Assistant Chief Constable (Local Policing)		121,720	5,370	36,958	164,048
Assistant Chief Constable (Serious Crime Directorate)	3	19,876	619	6,091	26,586
T/Assistant Chief Constable (Serious Crime Directorate)	4	92,320	5,198	27,614	125,132
Assistant Chief Constable (Central Operations)	5	22,904	2,114	6,955	31,973
T/Assistant Chief Constable (Central Operations)	6	98,816	8,400	30,004	137,219
T/Assistant Chief Constable (Central Operations)	7	43,909	1,460	9,931	55,301
Assistant Chief Constable (Crime Directorate)	8	1,623	59	585	2,267
Assistant Chief Constable (Crime Directorate)	9	21,622	0	6,557	28,179
Assistant Chief Constable (Crime Directorate)	10	19,378	1,022	5,808	26,208
T/Assistant Chief Constable (Crime Directorate)		106,866	4,980	29,114	140,960
T/Assistant Chief Constable Op Iowa	11	59,600	0	17,516	77,116
Director of Support Services (Kent and Essex Police), Mr Mark Gilmartin		159,414	0	21,043	180,457
Director of Human Resources and Learning and Development		129,362	0	16,911	146,273
Director of Corporate Communications and Citizens in Policing	12	93,673	0	12,365	106,038
Chief Finance Officer to the Chief Constable	13	37,487	0	4,665	42,153
Total		1,527,796	50,690	293,311	1,871,797

2021/22 Notes:

1. Deputy Chief Constable retired from Kent Police on 7 April 2021.
2. Deputy Chief Constable was appointed on 6 April 2021.
3. ACC (Serious Crime Directorate) was appointed 24 January 2022. This is a shared post, 50:50 Kent Police and Essex Police. Full costs are shown against Kent as the employing force.
4. Temporary ACC (Serious Crime Directorate) temporary appointment continued from 2020/21 and ended on 30 January 2022. This was a shared post, 50:50 Kent Police and Essex Police. Full costs are shown against Kent as the employing force.
5. and 6. Temporary ACC (Central Operations) (6) was promoted to the permanent role (5) on 24 January 2022.
7. Temporary ACC (Central Operations) was appointed on 1 September 2021. This temporary role ended on 30 January 2022.
8. ACC Crime was promoted to Deputy Chief Constable on 6 April 2021. See note 2.
9. ACC Crime was appointed on 24 January 2022.
10. ACC Crime was appointed on 31 January 2022.
11. Temporary ACC (Op Iowa) retired from Kent Police on 1 October 2021.
12. Director of Corporate Communications and Citizens in Policing returned from an external secondment in July 2021. Full costs are shown against Kent as the employing force.
13. Chief Finance Officer to the Chief Constable was appointed 8 November 2021.

Following the resignation of the Chief Finance Officer (CFO) to the Chief Constable in January 2021, the OPCC CFO agreed to fulfil the statutory role and responsibilities of the Section 151 officer until a replacement could be found. The force Director of Kent and Essex Support Services took on the non-statutory responsibilities of the post. The OPCC CFO and the Director of Kent and Essex Support Services were not paid any additional salary for covering the role. In March 2021, an interim CFO for the force was appointed until a permanent CFO was appointed in November 2021.

In addition to the police officers and police staff shown in the table, the Kent Police Chief Officer Management Team also included the following shared posts:

Member of the Kent Police Chief Officer team

a) Assistant Chief Constable Serious Crime

The post holder was on the Essex Police payroll and 50% of their costs were recharged to Kent Police during 2021/22 until they transferred to Kent Police 24 January 2022. Their remuneration for the period of April up to 23 January 2022 is disclosed in full in the Essex Police Statement of Accounts.

Note 4 – Termination Benefits

There were 20 terminated contracts during 2022/23 (nil in 2021/22). Termination payments are made to staff made redundant mostly on a voluntary basis, as part of the Kent Police rationalisation of the service. Payments are made to staff in accordance with Kent Police policy L1280, available on the Kent Police website, <https://www.kent.police.uk/foi-ai/kent-police/Policy/human-resources/employment-security-and-redeployment-protocol-l1280/> and are calculated on a combination of age, length of service and pay scale of the employee at the time of their leaving the organisation. A national review is taking place on Local Government exit payments following the removal of a cap on exit payments. Once the review has taken place Kent Police will review their exit payment policy.

The following table shows the number of people leaving the organisation through redundancy in bands of £20,000.

2021/22					2022/23				
Number of People	Redundancy Cost £'000's	Pension Cost £'000's	Total £'000's	Cost to Kent Police £'000's	Number of People	Redundancy Cost £'000's	Pension Cost £'000's	Total £'000's	
0	0	0	0	0 to 20	12	139	0	139	
0	0	0	0	20 to 40	3	47	55	102	
0	0	0	0	40 to 60	1	17	43	60	
0	0	0	0	60 to 80	3	70	135	205	
0	0	0	0	80 to 100	1	19	73	92	
0	0	0	0	120 to 140	0	0	0	0	
0	0	0	0	200 to 220	0	0	0	0	
0	0	0	0	Total	20	292	306	598	

Note 5 – External Audit Costs

2021/22 £'000's	2022/23 £'000's
14 External audit fees for the year	18
6 Variation fees	21
20 Total	39

The external auditors are Ernst and Young LLP.

Notes Supporting the Movement in Reserves Statement



Note 6 – Adjustments Between Accounting Basis and Funding Basis Under Regulations

2022/23	General Fund (Including Earmarked Reserves and Insurance Fund) £'000's	Capital Reserves £'000's	Total Usable Reserves £'000's	Total Unusable Reserves £'000's
Included in the Comprehensive Income and Expenditure Account				
Pensions Reserve				
Reversal of pension charges made during the year	(96,479)	0	(96,479)	96,479
Pension payments appropriated to the pension reserve	238,972	0	238,972	(238,972)
Accumulated Compensated Absences Account				
Reversal of leave accrual	(1,020)	0	(1,020)	1,020
Total	141,473	0	141,473	(141,473)
<hr/>				
2021/22	General Fund (Including Earmarked Reserves and Insurance Fund) £'000's	Capital Reserves £'000's	Total Usable Reserves £'000's	Total Unusable Reserves £'000's
Included in the Comprehensive Income and Expenditure Account				
Pensions Reserve				
Reversal of pension charges made during the year	(92,490)	0	(92,490)	92,490
Pension payments appropriated to the pension reserve	253,861	0	253,861	(253,861)
Accumulated Compensated Absences Account				
Reversal of leave accrual	(1,287)	0	(1,287)	1,287
Total	160,084	0	160,084	(160,084)

Note 7 – Income and Expenditure Analysed by Nature

2021/22	Chief Constable for Kent	2022/23
£'000's		£'000's
	Expenditure	
432,027	Employee benefits expenses	402,806
6,841	Other service expenses	7,350
90,985	Pensions interest cost	109,440
529,853	Total Expenditure	519,596
	Income	
(369,769)	Intra group funding for CC's net service cost (includes support service recharges expenditure)	(378,124)
(369,769)	Total Income	(378,124)
160,084	(Surplus) or Deficit on the Provision of Service	141,472



Notes Supporting the Balance Sheet



Note 8 – Short-Term Creditors

31 March 2022		31 March 2023
£'000's		£'000's
5,425	Short-term compensated absences	4,405
5,425		4,405

Note 9 – Net Pension Liability

31 March 2022		31 March 2023
£'000's		£'000's
4,049,800	Net pension liability – police pension scheme	2,731,800
256,461	Net pension liability / (asset) – local government pension scheme	1,075
4,306,261	Net Pension Liability	2,732,875

Note 10 – Defined Benefit Pension Schemes**Police Pension Scheme**

When referred to the Police Pension Schemes this includes all Police Pension Schemes including the New Police Pension Scheme where additional disclosure has been provided under note 12 – Accounting policies.

Transactions Relating to Retirement Benefits

The CC recognises the cost of retirement benefits in the net cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. The charge the CC is required to make against the Council Tax, however, is based on the cash payable in the year and therefore the real cost of retirement benefits is reversed out of the Comprehensive income and expenditure statement.

The following transactions have been made in the CC's accounts during the year.

2021/22	Police Officer Pension Schemes (Combined)	2022/23
£'000's		£'000's
<u>Comprehensive Income and Expenditure Statement</u>		
Cost of Services:		
119,700	Current service cost	102,800
300	Past service cost / (gain)	600
<u>Financing and Investment Income and Expenditure:</u>		
85,500	Interest costs on defined benefit obligations	109,600
0	Impact of Asset Ceiling on net interest	0
205,500	Total Post-employment Benefit Charged to the (Surplus) / Deficit on the Provision of Services	213,000
<u>Other Post-employment Benefit Charged to the Comprehensive Income and Expenditure Statement:</u>		
(40,900)	Actuarial losses (gains) arising from change in demographic assumptions	(45,700)
(297,300)	Actuarial losses (gains) arising from change in financial assumptions	(1,526,800)
6,300	Other experience	127,800
(126,400)	Total Post-employment Benefit charged to the Comprehensive Income and Expenditure Statement	(1,231,700)
<u>Movement in Reserves Statement</u>		
(205,500)	Reversal of net charges made to the (surplus) / deficit on the Provision of Services for post-employment benefits	(213,000)
<u>Actual Amount Charged to the General Fund for Pensions in the Year</u>		
81,800	Actuarial Contributions to Fund	86,300

2021/22	Local Government Pension Scheme	2022/23
£'000's		£'000's
<u>Comprehensive Income and Expenditure Statement</u>		
	Service Cost	
42,558	Current service cost	25,670
0	Past service cost / (gain)	3
0	(Gain) / loss on curtailments and settlements	124
	Financing and investment Income and Expenditure:	
16,504	Interest costs	20,188
(11,019)	Expected return on assets in the scheme	(20,348)
318	Administration Expenses	336
48,361	Total Post-employment Benefit Charged to the (Surplus) / Deficit on the Provision of Services	25,973
<u>Other Post-employment Benefit Charged to the Comprehensive Income and Expenditure Statement:</u>		
(256)	Return on plan assets (excluding amount included in net interest expense)	13,215
0	Actuarial (gains) / losses arising from demographic assumptions	(18,091)
(55,509)	Actuarial (gains) / losses arising from financial assumptions	(376,548)
0	Actuarial (gain) / losses arising from the impact of the Asset Ceiling	56,254
1,630	Experience (gains) / losses	56,731
0	Other (gains) / losses	(2,741)
(5,774)	Total Post-employment Benefit charged to the Comprehensive Income and Expenditure Statement	(245,207)
<u>Movement in Reserves Statement</u>		
(48,361)	Reversal of net charges made to the (surplus) / deficit on the Provision of Services for post-employment benefits	(25,973)
<u>Actual Amount Charged to the General Fund for Pensions in the Year</u>		
10,690	Employers' contribution payable to the scheme	10,179

Local Government Pension Scheme

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed asset investments are based on gross redemption yields at the Balance Sheet date. Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets.

The actual return on scheme assets in the year was £20.3 million (2021/22, £11.3 million).

Pensions Assets and Liabilities Recognised in the Balance Sheet

2021/22	Local Government Pension Scheme	2022/23
£'000's		£'000's
(806,980)	Present value of liabilities	(508,068)
550,519	Fair value of assets	563,247
0	Impact of LGPS asset ceiling	(56,254)
(256,461)	Total	(1,075)

Reconciliation of Present Value of the Scheme Liabilities

The following tables reconcile the present value of liabilities and assets of the Local Government Pension Scheme attributable to the CC:

2021/22	Local Government Pension Scheme	2022/23
£'000's		£'000's
808,387	Balance Bought Forward	806,980
42,558	Current service cost	25,670
16,504	Interest cost	20,188
5,150	Contributions by scheme participants	4,974
	Remeasurement (Gains) and Losses	
0	Actuarial gains / losses arising from changes in demographic assumptions	(18,091)
(55,509)	Actuarial gains / losses arising from changes in financial assumptions	(376,548)
1,630	Experience (gains)/losses on defined benefit obligation	56,731
0	Past service costs	3
(11,609)	Benefits paid / transfers paid	(13,107)
0	Liabilities extinguished on settlements	1,398
(131)	Unfunded pensions payments	(130)
806,980	Balance Carried Forward	508,068

The Local Government Pension Scheme's assets consist of the following categories, by proportion of the total assets held:

31 March 2022		31 March 2023		
£'000's	%	£'000's	%	
354,379	64	Equities	359,418	64
3,361	1	Gilts	3,085	1
76,010	14	Other Bonds	73,795	13
64,664	12	Property	56,218	10
11,375	2	Cash	10,104	2
40,730	7	Target Return Portfolio	41,259	7
0	0	Infrastructure*	19,188	3
550,519	100	Total	563,247	100

*At 31 March 2022 Infrastructure was included with the Equities asset class

Reconciliation of the Movements in Fair Value of Scheme Assets

2021/22	Local Government Pension Scheme	2022/23
£'000's		£'000's
535,462	Opening Fair Value of the Scheme Assets	550,519
11,019	Interest Income	20,348
0	Remeasurement gain / (loss)	2,741
256	Expected return on assets	(13,215)
0	Other	(336)
10,690	Employer contributions	10,179
5,150	Contributions by employees into the scheme	4,974
(11,740)	Benefits paid	(13,237)
(318)	Other	1,274
550,519	Closing Fair Value of Scheme Assets	563,247

Basis for Estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels and other similar factors. The Local Government Pension Scheme (LGPS) liabilities have been assessed by Barnett Waddingham, an independent firm of actuaries. Estimates for the LGPS scheme are based on the 12-months valuation of the scheme as at 31 March 2023.

The principal assumptions used in their calculations have been:

2021/22	Local Government Pension Scheme	2022/23
<u>Years</u>	<u>Mortality assumptions:</u>	<u>Years</u>
	Longevity at 65 (60 for police officers) for current pensioners:	
21.6	Men	21.1
23.7	Women	23.5
	Longevity at 65 (60 for police officers) for future pensioners:	
23	Men	22.3
25.1	Women	25
<u>%</u>		<u>%</u>
3.5%	Rate of inflation (RPI)	3.2%
3.2%	Rate of inflation (CPI) on which pensions are based	2.9%
4.2%	Rate of increase in salaries	3.9%
3.2%	Rate of increase on pensions	2.9%
2.6%	Rate of discounting for scheme liabilities	4.8%
50.0%	Take up of option to convert annual pension into retirement lump sum	50.0%

The liabilities show the underlying commitments that the CC has in the long-term to pay retirement benefits. The total asset (£55 million) has a substantial impact on the net worth of the CC as recorded in the Balance Sheet.

Statutory arrangements for funding the deficit however, mean that the financial position of the CC remains healthy. The deficit on the Local Government Scheme will be made good by increased contributions over the remaining working life of employees, as assessed by the scheme actuary.

McCloud consideration

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

On 16 July 2020 HM Treasury published their public service pension schemes consultation: changes to the transitional arrangements to the 2015 Schemes, which contained the proposed remedy regarding the McCloud/Sargeant remedy.

On 4 Feb 2021 HM Treasury published their response to the consultation. This response confirmed: that the legacy schemes would be closed from 31 March 2022; a remedy would be introduced for the period 2015-2022 based on a deferred choice underpin basis; and eligibility criteria for members to access the remedy. Payments for some immediate detriment cases have been made.

On 19 July 2021 the Public Service Pensions and Judicial Offices Act 2022 was taken to the House of Lords. This got royal assent on 10 March 2022 and the Act came into force from 1 April 2022.

The Act closed the legacy schemes from 31 March 2022 and brings the retrospective remedy into force by 1 October 2023.

The Home Office consultation on Public Service Pensions: Police Pensions (Amendment) Regulations 2023 to enact the second phase of the remedy McCloud/Sargeant closes on 23 May 2023. The consultation sets out the background on the second, retrospective part of the remedy and an explanation of the legislative and policy changes required to implement it.

Inflation

The current period of high inflation is somewhat allowed for in the actuarial estimations of liability as it is captured in long-term market expectations at 31 March 2023. However, the actuarial assumption has been adjusted to recognise the 2024 Pension Increase Order is likely to be higher than the single CPI assumption set for accounting purposes.

Since the 2021/22 pension actuarial exercise, future inflation assumptions have decreased and discount rates have increased, both of which result in an improvement in the employer's balance sheet position as can be seen by the reduction in the pension scheme liabilities.

Notes Supporting the Cash Flow Statement



Note 11 – Cash Flow Statement

2021/22	Chief Constable for Kent Police	2022/23
£'000's		£'000's
1,287	(Increase) / decrease in creditors	1,021
(161,371)	Pensions liability	(142,494)
(160,084)	Total	(141,473)

Other Notes



The accounting policies have been updated to include the changes to the 2022/23 Code.

Note 12 – Accounting Policies

i. General Principles

The Statement of Accounts summarises the CC for Kent's transactions for the financial year 2022/23 and its position as at the 31 March 2023 subject to the notes below. The Accounts and Audit Regulations 2015, as amended by the Accounts and Audit (Amendment) Regulations 2022, require the CC for Kent to prepare an annual statement of accounts in accordance with proper practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2022/23 and the Chartered Institute of Public Finance and Accountancy (CIPFA) in the United Kingdom 2022/23 (the Code), supported by International Financial Reporting Standards (IFRS) and other guidance.

The accounting convention adopted in the statement of accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

The accounts are prepared on a going concern basis reflecting the economic and statutory environment in which Police Forces and PCC operate. These provisions confirm that as they cannot be created or dissolved without statutory prescription it is only appropriate for their financial statements to be prepared on a going concern basis. The going concern assumption under the Code is therefore drawn up to assume that the services of Police Forces and PCCs will continue to operate for the foreseeable future.

The accounting concepts are supported by the fundamental qualitative characteristics of relevance, faithful representation and materiality and four enhancing qualitative characteristics of comparability, verifiability, timeliness and understandability. Where a particular accounting treatment is prescribed by legislation, then the treatment prevails even if it conflicts with one or other of the above accounting concepts. In the unlikely event of this arising, a note to that effect will be included in the accounts. This Code only requires financial statements to disclose information which is material.

At midnight on the 21 November 2012 all property, rights, assets and liabilities which previously belonged to the Kent Police Authority were transferred to the PCC for Kent. This includes all property, plant and equipment and income. The CC's accounts show all expenditure related to the delivery of policing services for the year including staff costs, pension costs and the provision for short-term compensated absences whilst the PCC's Single Entity Accounts only show those costs directly related to the Office of the PCC.

The CC of Kent has direct control of all police officers, PCSOs and all police staff except those working in the Office of the PCC. Although the employment contracts for all staff are held by the PCC the substance of the relationship is that the CC who has the effective power to control how these resources are deployed and used. Whether posts are recruited if they become vacant, whether posts can be made redundant or where posts can be located and what roles are assigned to them are also decisions within the control of the CC.

Included within staff costs are the IAS 19 pension costs for officers and staff and also any short-term compensated absences such as the provision for payment of outstanding annual leave and time off in lieu balances at the year-end date. These costs follow the rest of the pay related costs and therefore logically sit with the CC.

The CC's accounts therefore include staff costs for the above groups of employees only.

All contracts and bank accounts are held by the PCC. All economic benefits arising from any transaction also falls to the PCC so all costs and income are held with the PCC. The CC is unable to enter into borrowing arrangements so costs such as the PFI contracts and any leasing arrangements must be held by the PCC.

As stated above all property plant and equipment is in the ownership of the PCC. Decisions around the amount of resources available for investing in capital activities are made by the PCC as are decisions around disposals. The PCC agrees the five year capital programme and monitors expenditure against it throughout the year.

Only salary transactions for police officers, PCSOs and all staff (other than those directly working in the OPCC) are shown in the accounts of the CC. All other transactions are shown in the PCC accounts.

ii. Accruals of Expenditure

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

iii. Exceptional Items

When items of income and expense are material, their nature and amount is disclosed separately, either on the face of the Comprehensive income and expenditure statement or in the notes to the accounts, depending on how significant the items are to an understanding of the CC for Kent's financial performance. For this purpose an item is judged to be material if it is in excess of £1m.

iv. Prior Period Adjustments, Changes in Accounting Policies and Estimates and Errors

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

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

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

v. Employee Benefits

Benefits Payable During Employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (for example cars) for current employees and are recognised as an expense for services in the year in which employees render service to the CC for Kent. An accrual is made for the cost of holiday entitlements or time off in lieu earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to surplus or deficit on the provision of services, but then reversed out through the intra-group transfer from the PCC for Kent's Accounts.

Short-term compensated absences are those periods in which an employee does not provide services to the employer but continues to be paid. Compensated absences may be accumulating or non-accumulating. Accumulating absences are those that are carried forward and can be used in future periods if the current entitlement is not used in full. For Kent Police this includes annual leave, flexi-leave and time off in lieu. Accumulating absences may be vesting or non-vesting. Where vesting, employees who leave are entitled to a cash payment in respect of any unused entitlement; where non-vesting, benefits lapse if an employee leaves before the vesting date. For Kent Police vesting accumulated short-term compensated absences are annual leave and time off in lieu only. Flexi-time is non-vesting. Short-term accumulating compensated absences shall be:

- recognised when employees render services that increases their entitlement to future compensated absences
- measured as the additional amount that CC for Kent expects to pay as a result of unused entitlement that has accumulated at the Balance Sheet date including associated employer's national insurance contributions

The Apprenticeship levy was introduced from 1 April 2017. The Apprenticeship levy is a charge on all large UK employers with a pay bill of over £3 million per annum. Kent Police is required to pay 0.5% of its annual payroll into the levy and these funds will be used to pay for new apprenticeships.

Payment of the levy is recognised as an employee expense and is recognised as such in accordance with the requirements of section 6.2 (Benefits Payable During Employment) of the code. The Apprenticeship levy is payable through Pay As You Earn (PAYE) and is payable alongside income tax and national insurance and is accounted in the same way. Any amounts credited to income received in Kent Police's Apprenticeship Scheme will be accounted under government grant in accordance with section 2.3 (government and non-government grants). There were 236 apprenticeships funded during 2022/23 (2021/22, 7 apprenticeships). The reason for the increase is due to the Police Constable Degree Apprenticeship training being covered by the Apprenticeship Levy for the first time in 2022/23.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the PCC for Kent or the CC for Kent to terminate an employee's contract before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis to overheads in the Comprehensive income and expenditure statement. Termination benefits are recorded in the accounts when Kent Police have confirmed and communicated their decision to the termination of the employment of an individual or group of individuals or making an offer to encourage voluntary redundancy.

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

Post-Employment Benefits

Kent Police participates in two pension schemes. Post-employee benefits are associated with the Kent Police group and CC's accounts, they do not materially affect the accounts of the single entity for the PCC for Kent.

- The 2015 Police Pension Scheme, regulated under the Police Pension Regulations 2015
- The Local Government Pensions Scheme, administered by Kent County Council.

As a result of changes in requirements under International Accounting Standard 19 (IAS19) the net pensions liability is analysed into several components:

- service cost – comprising:

- current service cost being the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked
- past service cost – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years – debited to the surplus or deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non-Distributed Costs
- gains or losses on settlements and curtailments – the result of actions to relieve Kent Police of liabilities or events that reduce the expected future service or accrual of benefits of employees – debited or credited to the surplus or deficit on the provision of services in the Comprehensive Income and Expenditure Statement as part of non-distributed costs
- interest cost – the expected increase in the present value of liabilities during the year as they move one year closer to being paid – debited to the financing and investment income and expenditure line in the Comprehensive Income and Expenditure Statement
- re-measurement of the net defined benefit liability – comprising:
 - expected return on assets – the annual investment return on the fund assets attributable to Kent Police, based on an average of the expected long-term return – credited to the Pensions Reserve
 - actuarial gains and losses arising on changes in demographic assumptions– changes in the net pensions liability that arise because experience has not reflected the demographic assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – debited to the Pensions Reserve
 - actuarial gains and losses arising on changes in financial assumptions– changes in the net pensions liability that arise because experience has not reflected the financial assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – debited to the Pensions Reserve
 - contributions paid to the pension fund – cash paid as employer’s contributions to the pension fund in settlement of liabilities; not accounted for as an expense

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

Police Pension Schemes

The Police scheme is a contributory occupational pension scheme with officers making varying levels of contributions dependent on their salary level. Contributions have three tiers as follows:

CARE Scheme From 1 April 2015	
Salary level	2022/23 (2021/22) % contribution rate
Under £27,000 per annum	12.44% (12.44%)
£27,000 to £59,999 per annum	13.44 % (13.44%)
£60,000 per annum or more	13.78 % (13.78%)

The Police Pension Account was set up on 1 April 2006 to administer all Police pension schemes.

The Police pension scheme is a defined benefit scheme (without managed pension assets). The employer's contribution for each serving officer is 31.0% of pensionable pay. This is set nationally and is subject to a three yearly review. Accrued net pension liabilities have been assessed on an actuarial basis in accordance with IAS 19. The net liability and a Pensions Reserve incorporating all pension schemes have been recognised in the Balance Sheet, as have entries in the Comprehensive Income and Expenditure Statement for movements in the asset / liability relating to the defined benefit schemes.

Transfers into and out of the schemes representing joining and leaving the police are recorded on a cash basis in the pension account as a result of the time taken to finalise the sums involved.

The liabilities of the Police Pension Schemes attributable to Kent Police are included in the Balance Sheet on an actuarial basis using the projected unit method which is an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates and projections of earnings for current employees.

Liabilities as well as anticipated gains and losses are discounted to their value at current prices using a discount rate prescribed by the Funds' Actuaries.

The Local Government Pension Scheme (LGPS)

The Local Government Pension Scheme is a contributory occupational pension scheme with police staff making contributions in accordance with the table below dependent on their salary level.

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

Salary Level	LGPS
	Rate up to 31 March 2023 %
Up to £15,000 per annum	5.5
£15,001 to £23,600 per annum	5.8
£23,601 to £38,300 per annum	6.5
£38,301 to £48,500 per annum	6.8
£48,501 to £67,900 per annum	8.5
£67,901 to £96,200 per annum	9.9
£96,201 to £113,400 per annum	10.5
£113,401 to £170,100 per annum	11.4
More than £170,101 per annum	12.5

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

Liabilities are discounted to their value at current prices. The assets of the pension fund attributable to Kent Police are included in the Balance Sheet at their fair value:

- quoted securities – current bid price
- unquoted securities – professional estimate
- unitised securities – current bid price
- property – market value

Discretionary Benefits

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

vi. Events After the Balance Sheet Date

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

- those that provide evidence of conditions that existed at the end of the reporting period – the statement of accounts is adjusted to reflect such events

- those that are indicative of conditions that arose after the reporting period – the statement of accounts is not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts. The 2022/23 Statement of Accounts have not been subject to audit as EY have taken the decision to issue a disclaimer opinion. Any and all events subsequent to period end which require adjustment of or disclosure in the consolidated and parent Authority financial statements or notes thereto for 2022/23 have been appropriately reflected in the 2023/24 draft Statement of Accounts published in May 2024.

vii. Overheads and Support Services

Overheads are apportioned and the costs of support services are fully allocated to the Net Cost of Services.

viii. VAT

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

Note 13 – Assumptions Made about the Future and Other Major Sources of Estimation Uncertainty

The preparation of financial statements requires management to make judgments, estimates and assumptions that affect the amounts reported for assets and liabilities as at the Balance Sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates.

The key judgements and estimation uncertainty that have a significant risk of causing material adjustment to the carrying amount of assets and liabilities in the next financial year are listed below:

Police Pension Schemes

The range of sensitivities regarding the principal assumptions used to measure the combined Police pension schemes' liabilities are set out below:

Police Pension Scheme (Schemes Combined)

Sensitivity Analysis Police Pension Scheme	£'000's	£'000's	£'000's
Adjustment to discount rate	0.50%	0.00%	-0.50%
Present value of total obligation	2,450,701	2,731,800	3,012,899
Projected service cost	85,832	96,800	107,768
Adjustment to member life expectancy	+1 year	None	-1 Year
Present value of total obligation	2,813,753	2,731,800	2,649,847
Projected service cost	97,868	96,800	95,732

Sensitivity Analysis Police Pension Scheme	£'000's	£'000's	£'000's
Adjustment to salary increase rate	0.50%	0.00%	-0.50%
Present value of total obligation	2,749,894	2,731,800	2,713,706
Projected service cost	96,800	96,800	96,800
Adjustment to pension increases and deferred revaluation	0.50%	0.0%	-0.50%
Present value of total obligation	2,952,839	2,731,800	2,510,761
Projected service cost	100,952	96,800	92,648

Local Government Pension Scheme (LGPS)

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

Sensitivity Analysis LGPS	£'000's	£'000's	£'000's	£'000's	£'000's
Adjustment to discount rate	0.50%	1.00%	0.00%	-1.00%	-0.50%
Present value of total obligation	461,576	421,389	508,068	625,398	562,145
Projected service cost	10,623	8,636	13,009	19,394	15,892
Adjustment to member life expectancy	0.50%	1.00%	0.00%	-1.00%	-0.50%
Present value of total obligation	512,803	517,781	508,068	499,281	503,564
Projected service cost	13,053	13,097	13,009	12,922	12,966
Adjustment to salary increase rate	0.50%	1.00%	0.00%	-1.00%	-0.50%
Present value of total obligation	558,201	616,873	506,068	428,056	465,071
Projected service cost	15,884	19,466	13,009	8,580	10,636
Adjustment to pension increases and deferred revaluation		+1 year	None	-1 Year	
Present value of total obligation		525,255	508,068	191,510	
Projected service cost		13,470	13,009	12,560	

Police Pension Scheme and LGPS

Information from the actuaries is reviewed against the information previously provided and market commentaries for reasonableness and compared with other force's expectations and returns through the Police and Crime Commissioners Treasurers' Society (PACCTS) network. The tables included above are taken directly from the actuarial statements.

Given the high values for the liabilities in the pension's schemes they are susceptible to small fluctuations in discount rates causing relatively large variation in the values. Therefore, the sensitivity analysis tables have been included in the statement of accounts.

Note 14 – Events After the Balance Sheet Date

The Statement of Accounts was authorised for issue by the CFO on 4 December 2024. The 2022/23 Statement of Accounts have not been subject to audit as EY have taken the decision to issue a disclaimer opinion. Any and all events subsequent to period end which require adjustment of or disclosure in the consolidated and parent Authority financial statements or notes thereto for 2022/23 have been appropriately reflected in the 2023/24 draft Statement of Accounts published in May 2024.

Note 15 – Related Parties

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

Central Government

Central government has effective control over the general operations of the CC of Kent – it is responsible for providing the statutory framework within which the CC operates, provides the majority of its funding in the form of grants to the PCC and prescribes the terms of many of the transactions that the Kent Police has with other parties (for example council tax bills).

Officers

The CC and the Kent Police Chief Officer team lead by the CC has direct control over all operational decisions and the day-to-day running of Kent Police as well strategic decision making in conjunction with the Commissioner. All Chief Officers have been contacted and there are no material related party transactions to disclose for 2022/23.

Other Public Bodies

Through the PCC for Kent, Kent Police has a number of business relationships with public organisations such as local authorities in Kent and other police forces in England and Wales mainly Kent County Council, Essex Police and West Yorkshire Police for the National Police Air Service (NPAS). Kent Police has collaborative agreements with Essex Police covering Serious Crime, Support Services, the Information Technology Department (ITD) and Human Resources. Kent Police is a member of the Seven Forces Procurement Team in collaboration with other police forces. Jointly controlled operations are further explained in note 37 in the Kent Police Group Accounts.

Police and Crime Commissioner

The CC for Kent and PCC for Kent are separate legal entities as described in the narrative report. Despite this the two entities are intrinsically linked with the PCC for Kent holding all bank accounts, assets, liabilities and reserves for both entities.

The CC for Kent has a budget approved by the Commissioner with any underspends against that budget transferring back to the PCC at the end of the financial year. As such the PCC for Kent is described as a related party.

Note 16 – Contingent Assets and Liabilities

Contingent Assets

McCloud/Sargeant Pension Judgement

Kent Police offers retiring police officers an 'immediate detriment' option of taking their pension benefits accrued during the McCloud/Sargeant remedy period from their legacy pension scheme or the 2015 career average revalued earnings (CARE) scheme. Where the option chosen results in pension payments that are greater than would have been paid had the officer taken their benefits from the 2015 CARE scheme, those increases cannot be charged to the Police Pension Fund for reimbursement through the Home Office Police Pension Top-Up Grant until the second part of the McCloud remedy legislation comes into effect, expected in October 2023. Instead, those increases become an additional cost to Kent Police. When the McCloud remedy legislation is enacted, it is possible the immediate detriment enhancements would be reimbursed to Kent Police through the Police Pension Fund, at 31 March 2023 totalling £600k.

Contingent Liabilities

McCloud/Sargeant Pension Judgement

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

On 16 July 2020 HM Treasury published their public service pension schemes consultation: changes to the transitional arrangements to the 2015 Schemes, which contained the proposed remedy regarding the McCloud/Sargeant remedy.

On 4 Feb 2021 HM Treasury published their response to the consultation. This response confirmed: that the legacy schemes would be closed from 31 March 2022; a remedy would be introduced for the period 2015-2022 based on a deferred choice underpin basis; and eligibility criteria for members to access the remedy.

On 19 July 2021 the Public Service Pensions and Judicial Offices Act 2022 was taken to the House of Lords. This got royal assent on 10 March 2022 and the Act came into force from 1 April 2022. HMT directions to accompany the act were published on 14th December 2022.

The Act closed the legacy schemes from 31 March 2022¹ and brings the retrospective remedy into force by 1 October 2023².

It is now for Home Office to consult on the secondary regulations to bring the police determined by the act into force from 1 October 2023, this consultation opened on 28 February and closes on 23 May 2023.

¹ [Section 131, Paragraph 5](#)

² [Section 131, Paragraph 2](#)

The Public Service Pensions and Judicial Offices Act 2022 (PSPJOA 2022) legislates for how the government will remove the discrimination identified by the courts in the way that the 2015 reforms were introduced for some members.

The main elements of the Act are:

- Changes implemented across all the main public service pension schemes in response to the Court of Appeal judgment in the McCloud and Sargeant cases
- Eligible members of the main unfunded pension schemes have a choice of the benefits they wish to take for the "remedy period" of April 2015 to 31 March 2022
- From 1 April 2022, when the remedy period ends, all those in service in main unfunded schemes will be members of the reformed pension schemes, ensuring equal treatment from that point on
- Ensures there are no reductions to member benefits as a result of the 2016 cost control valuations

Allowing for all eligible members to accrue benefits from their legacy scheme during the remedy period would lead to an increase in the Police Pension Scheme liabilities. For the Police and Crime Commissioner for Kent, this effects around 2,700 members. The actuary originally estimated the increase in scheme liabilities for the Police and Crime Commissioner for Kent to be 4.3% or £147m of pension scheme liabilities. This was recognised in the 2018-19 accounts. In 2019/20, a different approach was taken to estimate the impact of McCloud, resulting in a revised allowance of 3.8% of liabilities or around £130m. This also included an additional year's benefits from the remedy and a reduction resulting from the eligibility criteria for members set out in HM Treasury's consultation. In 2020/21, a further, more detailed, estimate of 1% of pensions scheme liabilities or £40m was calculated using actual membership data and reflected in the accounts (again reflecting an additional year's benefits from the remedy). An additional allowance of £7m was included within the 2021/22 accounts to allow for an additional year of benefit accrual from the remedy. The legacy pension schemes closed on 31 March 2023 and from 1 April 2022, all police office members transferred to the 2015 career average revalued earnings scheme. As a result there is no additional allowance for 2022/23 as no benefits were accrued in the legacy schemes.

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

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

Claimants have lodged claims for compensation under two active sets of litigation, Aarons and Penningtons.

Aarons and Ors

Government Legal Department settled the injury to feelings claims for Aarons on behalf of Chief Officers without seeking any financial contributions. Pecuniary loss claims have been stayed until the remedy is bought into force from 1 October 2023. The settlement of the injury to feelings claims for Aarons sets a helpful precedent.

Therefore no liability in respect of compensation claims is recognised in these accounts.

Penningtons

As at 31 March 2023, it is not possible to reliably estimate the extent or likelihood of these claims being successful, and therefore no liability in respect of compensation claims is recognised in these accounts.

Note 17 – Accounting Standards Issued But Not Yet Adopted

The Code requires changes in accounting policy to be applied retrospectively unless alternative transitional arrangements are specified in the Code. It also requires an authority to disclose information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted by the Code for the relevant financial year.

The standards introduced by the 2023/24 Code where disclosures are required in the 2022/23 financial statements, in accordance with the requirements of the Code are:

- Definition of Accounting Estimates (Amendments to IAS 8) issued in February 2021
- Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2) issued in February 2021
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12) issued in May 2021
- Updating a Reference to the Conceptual Framework (Amendments to IFRS 3) issued in May 2020

None of the above are expected to have a material effect on the force's finances in 2023/24.

CIPFA/Local Authority Scotland Accounts Advisory Committee (LASAAC) decided to defer mandatory implementation of IFRS 16 Leases in the Code and for financial statements until 1 April 2024.

Note 18 – Going Concern

The accounts are prepared on a going concern basis reflecting the economic and statutory environment in which Police Forces and PCC operate. These provisions confirm that as they cannot be created or dissolved without statutory prescription it is only appropriate for their financial statements to be prepared on a going concern basis. The going concern assumption under the Code is therefore drawn up to assume that the services of Police Forces and PCCs will continue to operate for the foreseeable future.

In carrying out its assessment that this basis is appropriate management have undertaken forecasting of both income and expenditure, the expected impact on reserves, cashflow forecasting, the medium-term financial plan, savings requirements and plans and the culture of the organisation to meet financial challenges.

Our recent and forecast balances are as follows:

Date	General Fund £m	Earmarked Reserves £m
31/03/23	11.6	14.9
31/03/24	12.1	8.3
31/03/25	12.6	7.8
31/03/26	12.9	7.5
31/03/27	13.3	7.1
31/03/28	13.6	6.8

The non-earmarked reserves are currently forecast to remain at the target of 3% of Net Revenue Expenditure (NRE).

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 current five-year plan covers the current year plus four from 2023/24 through to 2027/28. A variety of optimistic and pessimistic scenarios are produced, and these are discussed with the PCC and Chief Constable and their senior leadership teams before the final version is presented as part of the precept setting report. The MTFP is a living document and is updated regularly for any major changes.

A recent Internal Audit report on Budget Build and Pay Forecasting by the force resulted in a "Substantial Assurance" which is the highest level that can be achieved. The report stated: "We confirmed controls in place were well designed and consistently applied in relation to the calculation of budgets and pay forecasts using up to date and assumptions and methodologies, with appropriate documentation and source data retained. We identified up to date budget setting guidance and a budget setting timetable was in place."

The current forecast for our reserves position shows the level of general reserves increasing in line with our reserve's strategy. Our earmarked reserves also show a healthy balance. It should be noted that while a small amount of the earmarked reserves will be used over the next two years, a substantial element has scope to be used to cover unplanned events, and hence when these more flexible sums are combined with the General Reserve, the level of reserves held to cover unplanned expenditure would exceed that recommended by the CFO.

In March 2023, the April pension and a large Accounts Payable invoice payment run reduced available cash to under £1m, necessitating a cashflow loan. As there are other pinch-points in the cashflow timeline before the large pension top-up grant payment is received in July, a £10m cashflow loan was taken on 31 March 2023, to be repaid at the end of July 2023, at a more reasonable interest rate than would have resulted from a very short-term loan. A change in the payment profile of two non-specific grants has front-loaded grant receipts in April 2023 by approximately £10m which has eased pressure on the cash flow position in the first few months of the 2023/24 year but the likelihood of further cashflow borrowing in the latter part of the year remains. Our expectation to borrow to fund the capital programme is within our prudential limits contained within our Treasury Management Strategy.

The following risks and opportunities have been identified for 2023/24 and for the Medium Term Plan:

- government funding for future pay rises for officers and police staff
- the inflationary pressures on the budget
- Kent PCC is in the bottom 10 of precepting PCCs and a review of the share of the national funding settlement among PCCs is overdue
- required savings are not achieved as forecast in the MTFP
- capital receipts do not meet MTFP forecast resulting in higher borrowing and therefore even higher revenue savings than currently forecast

- overspend on 2023/24 revenue and capital budgets
- newer threats such as cybercrime
- a major police operation in Kent

Depending on the financial impact, any one of these events would lead us to a situation where we will need to increase our need to make further savings and draw down on our reserves which will necessitate their replenishment. In preparation of this assessment the two CFO's have reviewed our financial resilience by identifying a worst-case option in which all the above risks occur. In this worst case our level of reserves could be completely exhausted or become negative necessitating immediate corrective action. Although the likelihood of all the risks and none of the opportunities outlined above occurring simultaneously is low there is enough uncertainty within the financial environment for it to be considered. In order to mitigate this scenario and to maintain the minimum level of the general fund, the PCC and Chief Constable would need to make some key service delivery decisions identifying ways to reduce expenditure and maximise income whilst minimising the impact on front line policing services.

On this basis, the Police and Crime Commissioner and the Chief Constable have a reasonable expectation that they will have adequate resources to continue in operational existence throughout the going concern period maintaining an effective policing service. For this reason, alongside the statutory guidance, we continue to adopt the going concern basis in preparing these financial statements.

Note 19 – Date of Authorisation of the Statement of Accounts for Issue

The Statement of Accounts was authorised for issue on 4 December 2024 by Mr Jonathan Castle, Chief Finance Officer to the Chief Constable for Kent Police. The 2022/23 Statement of Accounts have not been subject to audit as EY have taken the decision to issue a disclaimer opinion. Any and all events subsequent to period end which require adjustment of or disclosure in the consolidated and parent Authority financial statements or notes thereto for 2022/23 have been appropriately reflected in the 2023/24 draft Statement of Accounts published in May 2024.



Supplementary Accounts

Police Officer Pension Fund Account

2021/22 £'000's		2022/23 £'000's
	Contributions receivable	
(42,681)	Police and Crime Commissioner for Kent	(44,487)
(18,312)	Serving Police officers	(19,123)
(583)	Capital equivalent payment for ill-health	(659)
	Transfers In	
(215)	Individual transfers in from other schemes	(1,066)
(61,791)	Total Receipts	(65,334)
	Benefits payable	
77,505	Pensions	82,060
19,693	Commutations and lump sum payments	20,041
0	Lump sum death benefits	5
	Payments to and on account of leavers	
180	Refund of contributions	171
341	Individual transfers out to other schemes	157
11	Additional lump sum adjustments and interest paid in respect of Milne v Gad	0
97,730	Total Payments	102,434
35,939	Sub-total for the year before transfer from Police and Crime Commissioner for Kent of amount equal to the deficit	37,100
(35,939)	Transfer of amount from the Police and Crime Commissioner for Kent of amount equal to the deficit which is then recouped by a government grant	(37,100)
0	Net Amount Payable for the Year	0

The table above identifies the movements on the Police Officer Pension Fund Account for the year.

Introduction

The Police Officer Pension Fund account was established under the Police Pension fund Regulations 2007 (SI 2007 No 1932). It is administered on behalf of the PCC by Kent County Council.

The Fund receives income each year from:

- employer's contributions from the PCC, based on a percentage of pay
- contributions from serving police officers
- other receipts.

Pensions to retired officers, lump sum payments and other benefits are paid from the Fund. The account is balanced to nil at the end of the year by a contribution from or to the General Fund.

The account is not backed by any investment assets. And its outgoings are funded entirely from the receipts identified above. The Fund accounts solely for the benefits payable in the financial year and does not account for benefits payable after the period end.

The above statement does not include liabilities to pay pensions and other benefits after the Balance Sheet date. The liabilities for future retirement benefits are disclosed in note 10 of these accounts.

From 2022/23, the employer contribution rate is 31%.

Pension Fund Net Asset Statement

2021/22	2022/23
£'000's	£'000's
0 Unpaid pension benefits	0
0 Amount owing from the general fund	0
0 Net current assets and liabilities	0

Glossary and Contacts



Glossary

ACC

Assistant Chief Constable

Accruals

The concept that income and expenditure are recognised as they are earned or incurred not as money is paid or received.

Actuarial gains and losses

Actuarial gains and losses arise where actual events have not coincided with the actuarial assumptions made for the last valuation (known as experience gains and losses) or the actuarial assumptions have been changed.

AGS

Annual Governance Statement.

Amortisation

The gradual elimination of a liability, such as a loan, in regular payments over a specified period of time.

Appropriations

Transfer of monies between the revenue account and the balance sheet.

ASB

Anti-social behaviour

Athena

Project Athena is a collaborative project involving nine Police Forces (Bedfordshire, Cambridgeshire, City of London, Essex, Hertfordshire, Kent, Norfolk, Suffolk and British Transport Police). This project implements a single instance IT solution across the nine forces to deliver the following function: Intelligence, Investigation management and defendant management (Custody and Case Preparation).

AUC

Assets Under Construction.

Budget

A statement of the PCC's plans in financial terms. A budget is prepared and approved by the PCC before the start of each financial year and is used to monitor actual expenditure throughout the year.

CAA

Capital Adjustment Account.

Capital Expenditure

As defined in the Local Government and Housing Act 1989, but broadly expenditure on the acquisition of a fixed asset or expenditure which extends the life or value of an existing fixed asset.

CFR

The capital financing requirement (CFR) measures the Group's underlying need to borrow or finance by other long-term liabilities for a capital purpose.

Capital Receipts

Proceeds from the sale of capital assets. They may be used to finance new capital expenditure or repay existing loan debt. Receipts available to finance capital expenditure in future years are held in the usable capital receipts reserve.

CARE Scheme

Career average revalued earnings (CARE) schemes are a type of defined pension benefit scheme that are offered by employers. The benefits at retirement are based on your earnings and length of membership of the scheme.

Carrying value

An accounting measure of value, where the value of an asset or a company is based on the figures in the company's balance sheet. For assets, the value is based on the original cost of the asset less any depreciation, amortization or impairment costs made against the asset. For a company, carrying value is a company's total assets minus intangible assets and liabilities such as debt. Also known as "book value".

Cash equivalent

A financial deposit placed with either a bank, building society, other local Police and Crime Commissioner for Kent or the Bank of England for a term of no longer than three months.

CCLA

Churches, Charities and Local Authorities Property Fund

Central Ops

Stands for Central Operations, this includes: Central Investigation Command; Strategic Partnerships and Tactical Operations Command.

CFO

Chief Finance Officer.

Chief Officers

Include the Chief Officers and Directors in the senior management team.

CIES

Comprehensive Income and Expenditure Statement.

CIPFA

Chartered Institute of Public Finance and Accountancy, the main professional body for accountants working in the public services.

Contingency

An event that may occur but that where the likelihood and financial impact are uncertain.

COMB

Chief Officer Management Board

CPI

The Consumer Price Index is a measure of the changes in the price level of a market basket of consumer goods and services purchased by households.

Creditors

Amounts owed by the Kent Police group at the Balance Sheet date for goods received or work done.

CSR

Comprehensive Spending Review

Current service (pensions) cost

An estimate of the true economic cost of employing people in a financial year, earning years of service that will eventually entitle them to the receipt of a lump sum and pension when they retire. It measures the full liability estimated to have been generated in the year and is thus unaffected by whether any fund established to meet liabilities is in surplus or deficit.

Curtailment and settlements

Curtailment arises as a result of the early payment of accrued pensions on retirement on the grounds of efficiency, redundancy or where the employer has allowed employees to retire on unreduced benefits before they would otherwise have been able to do so.

DCC Portfolio

Deputy Chief Constable's portfolio. This includes the following departments: Corporate Services; Corporate Communications; Professional Standards and Legal Services.

Debtors

Amounts due to the Group but unpaid at the Balance Sheet date.

Depreciation

A charge calculated either on a straight line or reducing balance basis, to reflect the diminishing value of an asset over its useful economic life.

Division

The force is organised into three geographical areas, North, West and East Divisions.

DPN

Depreciation.

ERSOU

Eastern Regions Special Operations Unit

EUV

Existing Use Value, a valuation methodology for Non-current Assets.

Expected return on assets

The expected return on assets is a measure of the return (income from dividends, interest etc, and gains on invested sums) on the investment assets held by the pension scheme for the year. It is not intended to reflect the actual realised rate by the scheme, but a longer-term measure, based on the value of assets at the start of the year (taking into account movements in assets during the year) and an expected return factor.

Fair Value (FV)

Fair value is the value of an asset or liability in an arm's length transaction between unrelated willing and knowledgeable parties.

FCB

Force Culture Board

Fixed Assets

Tangible assets which yield benefits to the Group for periods of more than one year, also referred to as Non-current assets.

FMCOP

Financial Management Code of Practice

FRIC

Fellow of the Royal Institute of Chartered Surveyors.

FRS

Financial Reporting Standard

FTE

Full Time Equivalent

FVTOCI

Fair Value Through Other Comprehensive Income

FVTPL

Fair Value Through Profit and Loss

GAD

Government Actuaries Department.

HMICFRS

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

HR

Human Resources

IAS

International Accounting Standards.

ICO

Information Commissioner's Office.

IE

Income and Expenditure.

IFRS

International Financial Reporting Standards.

Impairment

This only relates to fixed assets, including cash investments. Impairment is caused either by a consumption of economic benefits or by a general fall in prices.

Intangible Fixed Assets

Assets that do not have a physical substance, but provide a benefit over a period of time, for example computer software.

IOPC

Independent Office for Police Conduct

IPAG

Independent Police Advisory Groups

ITD

Information Technology Department

JAC

Joint Audit Committee.

Joint Support Services

The Joint Support Services Department includes: HR; Learning and Development; Information Services; Procurement; Transport, Business Services and Estate Department.

KCC

Kent County Council

KCJB

Kent Criminal Justice Board

KFRS

Kent Fire and Rescue Services.

KMPCP

The Kent and Medway Police and Crime Panel

LAAP

Local Authority Accounting Panel.

LASAAC

Local Authority (Scotland) Accounts Advisory Committee.

Leasing

A method of financing expenditure over a period of time. There are two main types of lease:

a) Finance lease - where the risks of ownership are transferred to the lessee and where the assets are recorded in the Group's balance sheet at a current valuation.

b) Operating Lease - where the risks of ownership stay with the leasing company and the annual rental charges are made via the Revenue Account.

LGPS

Local Government Pension Scheme.

Liability

An obligation that legally binds an individual or company to settle a debt.

LLP

Limited Liability Partnership.

LPP

Local Policing and Partnerships, includes Neighbourhood Policing teams, incident response and management, specialist community liaison and local command teams and local support overheads.

LQC

Legally Qualified Chairs

Minimum Revenue Provision (MRP)

The minimum amount of the Group's outstanding debt which must be repaid by the revenue account in the year.

MVVP

Mission, Vision, Values and Priorities

MIRS

Movement in Reserves Statement.

MMF

Money Market Fund

MoJ

Ministry of Justice.

MRP

Minimum Revenue Provision

MTFP

Medium Term Financial Plan.

MVVP

Mission, Vision, Values and Priorities

NBV

Net Book Value. The amount at which fixed assets are included in the balance sheet at their historical cost or current value less the cumulative amounts provided for depreciation.

NHS

National Health Service.

Non-Distributed Costs

Past Service Pension Costs (IAS19), redundancy costs and non-service specific impairments.

NPAS

National Police Air Service.

NPCC

National Police Chiefs' Council.

NPSS

New Police Pension Scheme.

NRE

Net Revenue Expenditure

OPCC

Office of the Police and Crime Commissioner.

Outturn

The actual level of spending and income in a particular year.

PACCTS

Police and Crime Commissioners Treasurers Society.

Past service (pension) costs

These are non-periodic costs – they arise from decisions taken in the current year, but whose financial effect is derived from years of service earned in earlier years.

PCC

Police and Crime Commissioner.

PCP

Police and Crime Panel.

PCSO

Police Community Support Officer.

PEEL

Police Efficiency, Effectiveness and Legitimacy.

PEQF

Policing Education Qualifications Framework

PFCC

Police Fire and Crime Commissioner

PFI

Private Finance Initiative.

POCA

Proceeds of Crime Act.

Police Grant

Police grant is allocated by the Home Office using a complex needs based formula.

PPE

Property, Plant and Equipment.

PPS

Police Pension Scheme.

Provision

An amount set aside to provide for a liability which is likely to be incurred, although the amount and date of that liability are uncertain.

PRSRSA

Police Reform and Social Responsibility Act 2011.

PSAA

Public Sector Audit Appointments Ltd

PSE

Police Staff Employee, an employee of Kent Police who is not a Police Officer. Police Community Support Officers (PCSOs) are PSEs.

QPM

Queen's Police Medal is awarded to police officers in the United Kingdom and Commonwealth of Nations, for gallantry or distinguished service.

Remuneration

All amounts paid to or receivable by a person. It includes taxable expenses and the estimated money value of any other benefits received by an employee other than in cash (for example benefits in kind).

Reserves

An amount set aside for a specific purpose and carried forward to meet expenditure in future years. General reserves represent accumulated balances which may be used to support future spending.

Revenue Expenditure

Spending on day to day running expenses of the PCC and force.

RICS

Royal Institute of Chartered Surveyors.

RPI

Retail Price Index, a measure of inflation which includes housing costs.

RR

Revaluation Reserve.

SAP

The Enterprise Resource Planning software that Kent Police use for Finance, HR and Payroll.

SAR

Subject Access request

SB

Special Branch.

SCD

Serious Crime Directorate.

SEERPIC

South Eastern and Eastern Region Police Insurance Consortium

SMT

Senior Management Team

Specific Grants

Government grants to aid certain services, usually paid at a fixed proportion of spending actually incurred.

SPR

Strategic Policing Requirement

SSD

Support Services Directorate.

Usable Capital Receipts

Capital receipts available to finance capital expenditure in future years.

VAWG

Violence Against Women and Girls

VfM

Value for Money

VPGA

Valuation Practice Guidance Applications

VPS

Valuation Technical and Performance Standards

VRU

Violence Reduction Unit

Note References

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Contact Information

This document gives details of Kent Police Chief Constable's annual accounts and is available on the website at www.kent.police.uk

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