

**Group Accounts for the
Police and Crime
Commissioner of Kent
(PCC) and Group –
Statement of Accounts
for Year Ending 31
March 2025**



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Annual financial report overview

The PCC and Kent Group's Annual Financial Report for 2024/25 provides a record of how the PCC and Kent PCC Group have used their financial resources during the year.

The Annual Financial Report has the following sections:

- this review of performance, which gives a background to its financial performance
- a report from the external auditors EY, after they have reviewed the accounts
- the Statement of Accounts – see below and
- a glossary to explain any technical terms used in the report
- an Annual Governance Statement showing how PCC and Kent PCC Group met set standards when carrying out its responsibilities

The Statement of Accounts

The Statement of Accounts provides a record of the PCC's and Kent PCC Group's financial position and performance for the year ended 31 March 2025.

These Accounts provide an analysis for the PCC separately to the Kent PCC Group only where there is a material difference.

Please note that a separate Annual Financial Report for 2024/25 for the Kent Chief Constable is also available.

Please note that comparable figures between different notes in the Accounts may vary slightly due to rounding.

The convention in this document is that when figures are presented as £m that means they are in millions of pounds and £k means they are in thousands of pounds.

The Police and Crime Commissioner has a Police and Crime Plan that sets out his vision and priorities for policing and community safety, as well as the objectives and ambitions that Kent Police will be held to account on. His Plan for 2025/26 onwards is called Cut Crime, Support Victims, Build Trust.

Cut Crime, Support Victims, Build Trust – My plan on a page

Outcomes

CUT CRIME, SUPPORT VICTIMS, AND BUILD TRUST

Key priorities

PROTECTING PEOPLE

- Rape and serious sexual offences
- Domestic abuse
- Violence against women and girls
- Serious violence, gangs and knife crime
- Supporting victims
- Building trust through integrity

PROTECTING PLACES

- Public contact
- Neighbourhood policing
- Anti-social behaviour
- Rural crime
- Road danger and Vision Zero

PROTECTING PROPERTY

- Burglary
- Retail crime
- Vehicle crime
- Robbery
- Cybercrime and fraud

PRODUCTIVE PARTNERSHIPS

- Criminal justice
- Citizens in policing
- Education
- Violence reduction
- Mental health
- Safer roads
- Community safety
- Environmental crime and fly-tipping

PREVENTION, EDUCATION, ENFORCEMENT, SUPPORT, AND REHABILITATION

Key delivery mechanisms

EFFECTIVE MONITORING AND ACCOUNTABILITY

SUSTAINABLE BUDGET

EFFECTIVE NATIONAL AND REGIONAL WORKING

Written statements



Message from Rob Phillips, Chief Finance Officer to the Police and Crime Commissioner

Introduction

Welcome to the Police and Crime Commissioner Group Accounts which covers both the Kent Police and Crime Commissioner's (PCC) and Chief Constable's accounts for 2024/25. By their nature, the Statement of Accounts are long and complex technical documents that can be difficult to understand. This narrative report attempts to simplify the most noteworthy features of our accounts alongside other information to provide context and commentary on the financial performance of both the Kent PCC and Kent Police (known collectively as the Kent Police Group) over the last year. It also looks at the current and future financial environment within which the organisations operate.

2024/25 was an election year for Police and Crime Commissioners. Matthew Scott, won a third term of office, pledging to 'cut crime, support victims and build trust,' continuing the work he began eight years ago. This pledge became the title of his new Police and Crime Plan for the next four years published in April 2025. These accounts are the final ones produced under the previous plan.

2024/25 also saw a General Election with a change of Government. The new Government's headline policy to increase the numbers involved in Neighbourhood policing by 13,000 people over the life of the parliament will not start to come into effect until 2025/26, but the continued implementation of the Neighbourhood Policing Model puts us in a strong position to deliver on our share of this commitment.

2024/25 continued the financial challenges that we have faced over recent years. There was the requirement to maintain our increase in police officers achieved through the Police Uplift Programme as well as a higher-than-expected rate of inflation. This led into increases in contract costs and a higher pay award for officers and staff. All this while not receiving enough funding from the government to cover these costs. However, through prudent financial management we have once again been able to add to our reserves at the end of year providing increased resilience for the year ahead.

Looking to 2025/26, a Comprehensive Spending Review is due in the summer of 2025. We have played our part in the process, demonstrating the issues not only facing Kent but policing as a whole and putting forward the argument that policing should be a protected service. The current uncertainty across the globe, the difficulties in public finances and the Chancellor's self-imposed fiscal rules suggest the outcome for police funding is not going to be positive. This will mean that radical choices may be required to balance the budget both annually and across the medium term whilst ensuring that the impact on policing in Kent is minimised. This may mean deviating from national incentives in order for both the Chief Constable and the PCC to deliver on their statutory responsibilities.

However, that's for next year's foreword! For now, we have shown flexibility in our use of limited resources, and I remain confident in our ability to deliver our responsibilities in policing the County and ensuring that the victims of crime have the support available to them should they require it.

I hope you enjoy reading the accounts and that the narrative foreword proves helpful in understanding the context in which we spend our funding and the links between how we manage our expenditure during the year and the statutory accounting processes.

Acknowledgements

I would like to thank Jonathan Castle, force CFO, Philip Wilson, Chief Accountant, Stephen Pereira, Senior Management Accountant, and the whole force finance team for producing the accounts you are about to read. Producing a set of accounts as comprehensive as this is a challenge but even more so during what has been another demanding year. The disclaiming process for the external audit of our accounts does not preclude us hitting our statutory deadlines every year and we continue to produce our accounts on time as a true and fair reflection of our financial activities. It would not have been possible without them, and I express my gratitude for all their hard work and support throughout the year. Once again, they have done an exceptional job in extraordinary times.

Organisational and accounting structure

The Police Reform and Social Responsibility Act 2011 created two legal entities, the Police and Crime Commissioner (PCC) and the Chief Constable.

The PCC is elected by the public to secure the maintenance of an efficient and effective police force and to hold the Chief Constable to account for the exercise of his functions and those of persons under his direction and control. The PCC produces a Police and Crime Plan; the Making Kent Safer 2022-2025 plan that sets out his visions and priorities for policing and community safety as well as the objectives and ambitions that the Chief Constable will be held to account. This set of accounts focuses on those activities which the PCC is directly responsible for, such as community safety and commissioning services for victims and witnesses of crime, as well as the "PCC Group" which includes all aspects of operational policing under the direction and control of the Chief Constable.

The Chief Constable has a statutory responsibility for the control, direction, and delivery of operational policing services in Kent and Medway. The Chief Constable has produced a separate set of accounts which explains how the resources provided by the PCC have been used to deliver operational policing services.

The Net Revenue Budget for 2024/25 was £409.1 million, of which £3.5 million was under the PCC's direct control.

The PCC is ultimately responsible for the combined group account of both entities.

The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting published by the Chartered Institute of Public Finance and Accountancy (CIPFA).

The main financial statements comprise:

- Comprehensive Income and Expenditure Statement
- Movement in Reserves Statement
- Balance Sheet
- Cash Flow Statement

There is also the Expenditure and Funding Analysis which shows the final net spend for each service for the year and their impact on the force's resources and then converts these figures in accordance with accounting regulations so that they match those in the Comprehensive Income & Expenditure Statement. Please note that the cost of pensions shown here is in accordance with accounting regulations and so do not have a direct operational impact.

The 2024/25 accounts now include the requirements of IFRS 16 for Lease Accounting which was implemented on 1 April 2024. With the new standard all leases are considered finance leases unless they meet the specific exception criteria. The adoption of this standard has meant that the long-term assets have increased by £1.5 million.

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

The statements are produced using figures rounded to the nearest thousand. This has led to rounding variances in some of the totals included within the statements and the notes to the accounts.

An introduction to Kent

The county of Kent stretches north to Dartford and Swanley, west to Edenbridge and Tunbridge Wells and east to Margate and Folkestone covering a population of around 1.8 million people. The county covers several urban conurbations with large areas of countryside and one of the longest coastlines in the country.

When it comes to policing the county, Kent Police have a number of unique responsibilities. As well as dealing with crime and disorder, the geographic location - between London and Europe - means Kent Police have a part to play in both national and international policing. Kent is the main gateway to Europe through three major ports, the Channel Tunnel, airfields and Lydd airport. Kent Police also police one of the most busy and iconic coastlines and busiest road networks in the country which includes the M25, M2/A2 and M20. Any impact to any of this national infrastructure can have a significant effect on not only those who live in and visit Kent but the whole country.

Picture 1: Map of Kent Including Policing Divisions



Financial performance

2024/2025 Financial environment

The 2024/25 Provisional Settlement was announced on 14th December 2023 in a written statement by the Policing Minister. This settlement is the third and final year of the Comprehensive Spending Review (CSR21) announced in the autumn of 2021. The Minister confirmed that PCCs had available an extra £922m of funding in 2024/25. Of this, £298m approximately one-third, would come from local taxpayers through the council tax, provided all PCCs increased their precept by £13, the maximum allowed under the referendum principles. The rest of the funding is made up of: £150m (previously announced at CSR21) to ensure the maintenance of officer numbers under the Police Uplift Programme (PUP); £515m of funding to support forces with the cost of the police officer pay award of which £185m is additional to the funding provided in 2023/24. This is to be allocated through the existing Police Funding Formula; £259m to cover the increased costs of police pension contributions; £26.8m, one-off top-up funding to be provided in recognition of the software development and administration costs associated with the delay in implementing the McCloud remedy; £425m set aside for the maintaining of police officer numbers. £357.8m will be ringfenced as incentive grant to those PCC's if they have maintained their overall officer headcount. The remaining £67.2m will be paid to those PCC's who volunteered to recruit above their uplift target.

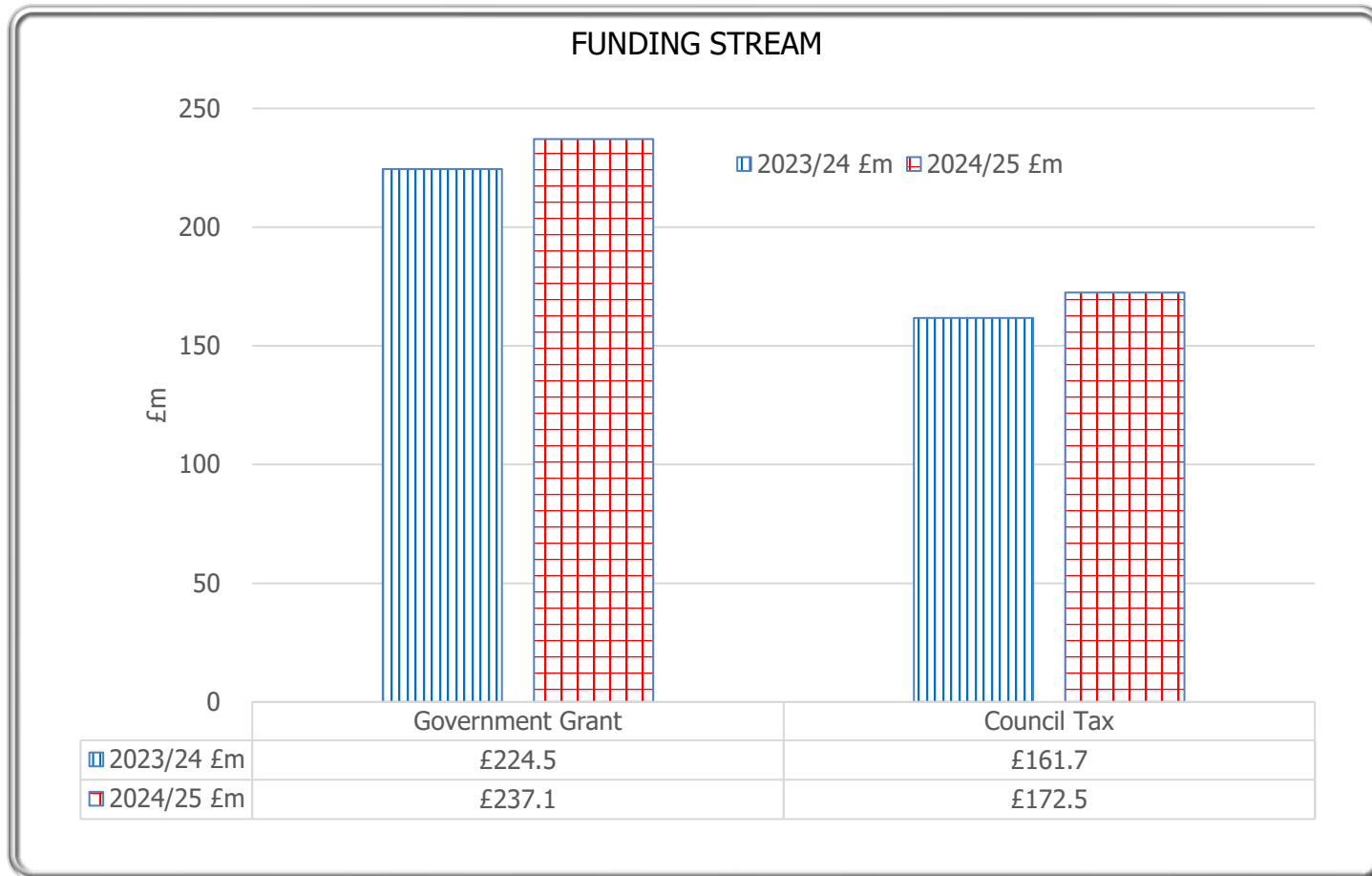
The Minister confirmed over £200m of funding will be available to PCCs in 2024/25 for headline crime programmes. This includes:

- £92.8m to support activity designed to combat Anti-social Behaviour (ASB) and serious violence
- £15m on Safer Streets Round 5, to supplement the funding already provided for 2023/24
- £46m to continue the County Lines Programme and Project Adder
- £47m to continue to support the work of Violence Reduction Units

The settlement in December 2023 confirmed that PCC's will have the flexibility to increase the precept up to £13 for 2024/25 only. As per last year's settlement, PCCs did not receive any capital grant funding.

Locally, as a result of the settlement and the PCC's decision to increase the precept, the funding received by Kent is as follows:

Table 1: Funding

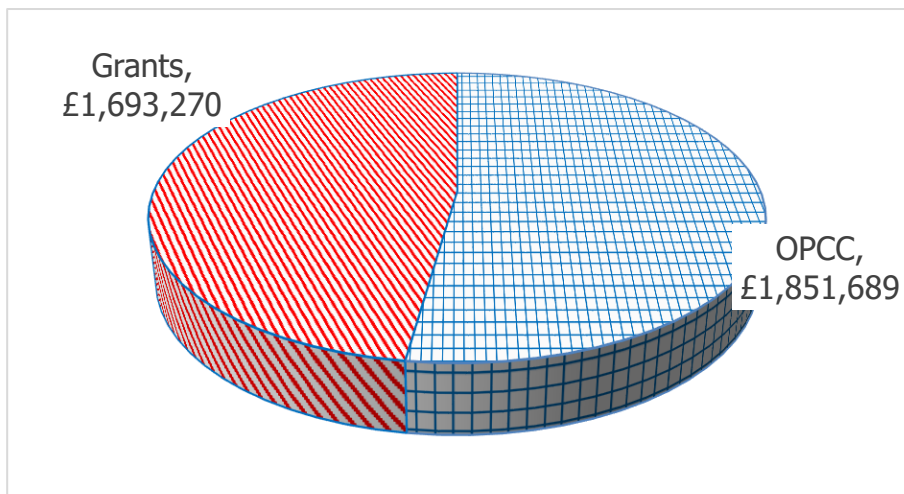


Revenue outturn

Police and Crime Commissioner expenditure

The PCC net budget consists of the costs of the OPCC and the grants that the PCC provides to support projects across Kent. The following provides a breakdown of that expenditure:

Table 2: OPCC Expenditure breakdown



The expenditure includes an underspend of £0.2m that has been transferred to the OPCC Reserve. The budget for the OPCC has always been at or below the level inherited in 2012 from the previous Police Authority. In 2018/19 the current PCC reduced the office budget by £0.2m so the Force could increase the number of police officers. Since 2018/19 that reduced budget has been maintained including absorbing all pay awards and increments and inflationary pressures. All additional responsibilities that were given to PCC's during that period did not come with any funding for additional burdens and these costs were also absorbed into the existing budget. The OPCC has faced significant cost pressures with increases in the number and cost of misconduct hearings, police complaints, the complexity and scale in commissioning services for victims and witnesses, increases in correspondence including Freedom of Information and Subject Access Requests alongside the normal pay pressures put pressure on the OPCC budget for 2024/25. Due to careful management of the funds under the PCC's control this led to a small overspend which will be funded from the OPCC reserve.

OPCC Revenue Outturn 2024/25	Budget £'000's	Actual £'000's	Variance £'000's
Employees (including Police pay)	2,101	1,946	(155)
Premises-related expenditure	25	53	28
Transport-related expenditure	16	21	5
Supplies and Services	944	4,672	3,728
Third Party Payments	4,086	4,151	65
Customer and client receipts	0	(80)	(80)
Reimbursement of 2023/24 grant due to non-compliance	0	257	257
Government grants	(3,627)	(7,307)	(3,680)
Movement from reserves	0	(168)	(168)
Grand Total	3,545	3,545	0

PCC and group

The final position on the revenue budget for the PCC and Group is shown below:

Table 3: Revenue Outturn

2023/24	Revenue Outturn	2024/25	2024/25	2024/25
Actual		Budget	Actual	Variance
£'000's		£'000's	£'000's	£'000's
252,177	Police pay	271,525	274,366	2,841
14,809	Central Operations	13,229	11,883	(1,346)
12,026	Crime	15,033	14,615	(418)
9,881	Local Policing and Partnerships	8,918	9,387	469
1,928	Professional Standards	1,791	1,985	194
17,332	Serious Crime	17,256	18,228	972
6,540	Chief Officer and Corporate Services	7,183	7,109	(74)
1,558	Corporate Communications and Citizens in Policing	1,798	1,891	93
7,273	Human Resources	6,971	6,064	(907)
1,526	Legal	1,407	1,300	(107)
2,015	Strategic Change	2,197	2,195	(2)
52,917	Support Services	58,335	54,052	(4,283)
3,474	Police and Crime Commissioner's Office	3,481	3,475	(6)
383,456	Cost of Services	409,124	406,550	(2,574)
	Financed by:			
(224,531)	Government grants	(237,099)	(237,120)	(21)
(161,719)	Council tax	(172,025)	(172,492)	(467)
(386,250)	Revenue Funding	(409,124)	(409,612)	(488)
(2,794)	Surplus for the Year	0	(3,062)	(3,062)

2023/24 Actual £'000's	Movement on General Fund	2024/25 Budget £'000's	2024/25 Actual £'000's	2024/25 Variance £'000's
	Movement on General Fund			
383,456	Cost of Services	409,124	406,550	(2,574)
2,794	Revenue underspend transferred to reserves (Support Services)	0	3,062	3,062
(723)	Transfer to maintain General Fund (Support Services)	0	(1,096)	(1,096)
(386,250)	Revenue Funding	(409,124)	(409,612)	(488)
(723)	Net Movement on General Fund	0	(1,096)	(1,096)

2023/24 Actual £'000's	Movement on General Fund	2024/25 Budget £'000's	2024/25 Actual £'000's	2024/25 Variance £'000's
(11,550)	General Fund Balance as at 1 April 2024	(11,900)	(12,273)	(373)
(723)	Movement in year	0	(1,096)	(1,096)
(12,273)	General Fund Balance as at 31 March 2025	(11,900)	(13,369)	(1,469)

The revenue budget is £409.1m, and the actual revenue spend for the year is £406.5m, which results in an underspend on services (£2.6m), plus the additional income from grant and council tax resulted in a total underspend of (£3.1m). £1.1m was transferred from reserves to the General Fund to meet the target of 3% of Net Revenue Expenditure.

Capital budget

The revised capital budget for 2024/25 is £24.8m with an outturn capital expenditure of £17.5m (71% of the budget) resulting in an underspend of £7.3m. This is mainly due to expenditure slippage into the next financial year on the IT projects (£3.8m) due to delays in the implementation of the Digital Forensics project and Estates (£2.9m) predominantly due to deferring capital spend on Custody and re-prioritisation of other projects.

Just under £4.0m of slippage from 2024/25 will be required in 2025/26 to complete the delivery of various projects.

The final position on the capital budget for the Group is shown in the table below:

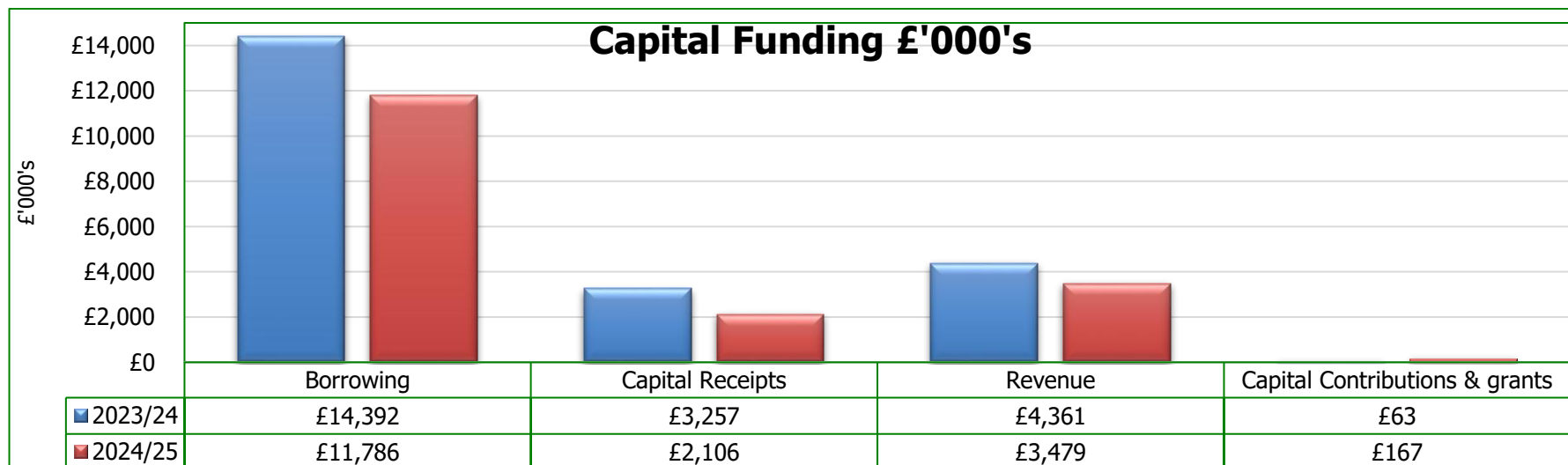
Table 4: Capital budget

Department	Budget 2024/25 £'000's	Actual Expenditure 2024/25 £'000's	Variances Actual to Budget 2024/25 £'000's	Percentage of Budget Spent for 2024/25 %
IT Department	11,321	7,478	(3,843)	66%
Estate Department	6,801	3,924	(2,877)	58%
Transport	4,154	4,648	494	112%
ANPR - replacement and expansion	328	8	(320)	2%
Other - plant and equipment plus ad hoc	849	407	(442)	48%
North Kent Works	1,231	906	(325)	74%
Counter Terrorism	167	167	0	100%
Totals	24,851	17,538	(7,313)	71%

Capital funding

Table 5 below details how the capital expenditure was funded and includes £3.5m of funding from revenue, £2.1m from capital receipts, and borrowing of £11.8m which will be repaid from the revenue budget over future years based on the life of the asset.

Table 5: Capital Funding



Balance Sheet

An abbreviated Balance Sheet for the Group is shown in the table below:

Table 6: Summary Balance Sheet

31 March 2024	Balance Sheet	31 March 2025
£'000's		£'000's
202,819	Long-Term Assets	204,551
62,472	Current Assets	51,707
(83,673)	Current Liabilities	(73,118)
(2,727,182)	Long-Term Liabilities	(2,342,841)
(2,545,564)	Net Assets	(2,159,701)
(30,992)	Usable Reserves	(38,711)
2,576,555	Unusable Reserves	2,198,412
2,545,564	Total Reserves	2,159,701

The main change is the reduction in the value of the Group's pension liability of £388m.

Pensions

Accounting standards require that the total future liabilities for the cost of pension payments to past and present police officers and police staff are fully reflected in the Balance Sheet. Accordingly, the Balance Sheet figures included within the accounts (see Note 11) includes net liabilities of £0.84 million (2023/24, £0.98 million) for police staff and £2.32 billion net liabilities (2022/23, £2.71 billion) for police officers. This movement is due to a reduction in the forecast future pension costs as a result of an increase in the discount rate used to forecast future pension costs. The statutory arrangements for funding the police officer deficit, however, means that the Group remains a going concern.

The police officer pension scheme is an unfunded scheme meaning there are no assets built up to meet the pension liabilities and cash has to be generated to meet pension payments as they fall due. Both police officers and the employer make contributions to the Police Pension Fund. Any difference between the pension income and the actual pensions paid out is reimbursed by the Home Office through a top up grant.

All police staff are eligible to join the Local Government Pension Scheme (LGPS) administered by Kent County Council. Both the staff and the employer make contributions to the Scheme; however, the LGPS is a fully funded scheme meaning contributions are invested to help fund future liabilities. The amount the employer pays is determined by a valuation which takes place every three years.

The latest triennial valuation took place in 2022 and showed the Pension Fund in an over funded position (113.4%). Therefore, both CFOs took the decision to reduce contribution rates for the three-year period ending in 2025 to help support the challenging financial savings requirement due to factors such as inflation and pay awards. This approach was agreed by the Pension Fund. The next triennial valuation is due in autumn 2025 for the period beginning 2026/27.

Reserves

As shown above the net assets (assets less liabilities) are matched by the reserves. Reserves are reported in two categories. The first category of reserves are usable reserves, which are those reserves that the PCC may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the capital receipts that may only be used to fund capital expenditure or repay debt). These are the reserves that we use during the year to fund investment opportunities or the capital programme. Any underspend at the end of the year is transferred into usable reserves. Any overspend at the end of the year is a transfer out of usable reserves. The second category of reserves are unusable reserves which consist of the adjustments that have to be made in order to report the annual expenditure on an accounting basis.

Table 7: Usable Reserves

	31 March 2024	Movement in Year	31 March 2025
	£'000's	£'000's	£'000's
General Fund	(12,273)	(1,097)	(13,370)
Revenue Earmarked Reserves:			
Budget support	(7,148)	(4,597)	(11,745)
PFI reserve	(4,648)	(2,227)	(6,875)
Insurance	(3,626)	627	(2,999)
Airwave Credits Reserve	0	(1,104)	(1,104)
Op Brock/Stack contingency	(1,078)	0	(1,078)
Office of Police and Crime Commissioner (OPCC)	(922)	170	(752)
Partnership funding and Contributions	(974)	412	(562)
Property maintenance	(101)	(11)	(112)
Revenue funding of capital	(108)	108	0
Total Revenue Earmarked Reserves	(18,605)	(6,622)	(25,227)
Capital Reserves:			
Capital receipts income from sale of assets	0	(2,106)	(2,106)
Capital receipts used to fund capital programme expenditure	0	2,106	2,106
Capital contributions unapplied	(114)	0	(114)
Total Capital Reserves	(114)	0	(114)
Total of Usable Reserves	(30,992)	(7,719)	(38,711)

The General Fund was maintained to the minimum of 3% Net Revenue Expenditure (NRE) in 2024/25. The Budget Support reserve is a contingency to support unexpected budget pressures that may be identified during the year.

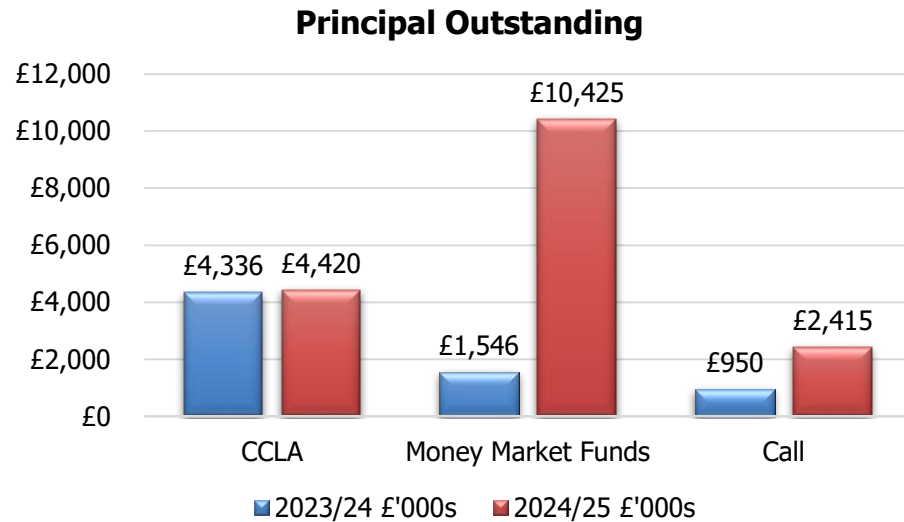
Treasury management

The PCC invests surplus funds in accordance with the Treasury Management Strategy, which is agreed each year. The 2024/25 strategy set out a clear set of investment parameters to maximise the return with minimal risk.

Investments

The table below shows a breakdown of our investments by type.

Table 8: Treasury Management



Money Market Funds are well rated, highly diversified pooled investment vehicles. The CCLA is the Church, Charities and Local Authorities (CCLA) property fund. Call investments represent balances on bank accounts. The total value of investments at the year-end amounted to £17.26 million. £4.42 million has been classified as long-term investments and £12.84 million as cash and cash equivalents. Aside from the PFI contract, the PCC is carrying £22 million of external debt to manage cashflow pressures at the end of the year (£28 million, 2023/24).

Cash flow

The table below shows a breakdown of our cash and investments.

Table 9: Cash Flow

Cash Flow	2023/24 £'000's	2024/25 £'000's	Movement £'000's
Long-term investments	4,336	4,420	84
Short-term deposits	2,496	12,840	10,344
Bank accounts	(8,512)	(8,754)	(242)
Total	(1,680)	8,506	10,186

The main factors affecting cash flow are:

- acquisitions and disposals relating to the capital programme
- the value of reserve balances
- grants and contributions unapplied
- receipt of government grant and local precepts
- the value of borrowing
- the value of loans raised

Overall the level of funds reduced due to the use of internal borrowing to fund the capital programme.

People

Recruitment

Kent Police, as at 31 March 2025, has a strength full time equivalent (FTE) of 4,105 officers, 2,261 staff and 75 police community support officers as well as 184 (headcount) specials. Below is a breakdown of strength by employee group, gender, and ethnicity.

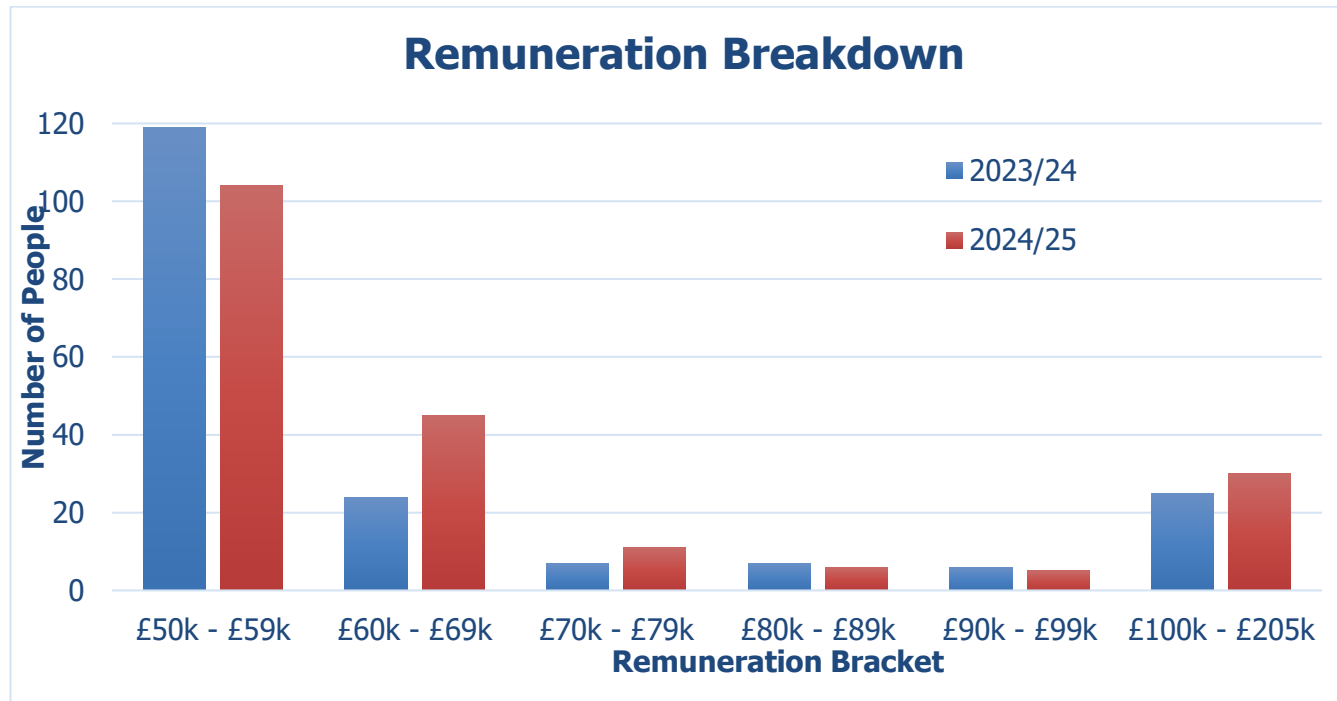
In 2024/25, Kent Police achieved its goal of achieving the police uplift headcount requirements in both September 2024 and March 2025. The force ended the financial year with a police officer headcount of 4,224, which was one higher than the headcount requirement of 4,223. These figures will differ to the above table as the above table is in strength FTE. In addition, police uplift headcount includes officers on career break, seconded into force and those working in regional collaboration (whereas the above figures do not).

Table 10: Employee Strength 2024/25

Strength by Full-time Equivalent			Ethnic Minorities		Staff Group	Strength by Full-time Equivalent			Ethnic Minorities	
2023/24			2023/24			2024/25			2024/25	
Male	Female	Total	Total			Male	Female	Total	Total	
2,697	1,408	4,105	159	Police	2,659	1,449	4,108	156		
736	1,525	2,261	89	Staff	701	1,494	2,195	89		
32	43	75	3	PCSO	32	54	86	5		
3,465	2,976	6,441	251	Total	3,392	2,997	6,389	250		
147	37	184	11	Specials (Headcount)	138	37	175	14		

Employee remuneration

Table 11: Employee Remuneration



Our accounts have to publish the numbers of those employees whose remuneration, excluding pension contributions was £50,000 or more. The above chart illustrates the changes from last year. Further details can be found in Note 9 in the accounts. The increase in the number of employees from 2023/24 to 2024/25 is largely due to pay increments, inflation, and additional overtime.

Non-financial performance

PCC performance

Matthew Scott was re-elected as the Police and Crime Commissioner for Kent in May 2024 pledging to 'cut crime, support victims and build trust'. The PCC continued to hold the Chief Constable to account for delivery of his Police and Crime Plan through his quarterly Performance and Delivery Board. This is a meeting held in public and the Chief Constable is required to attend and answer questions about policing in the county. Using real-life case studies and a variety of metrics, these meetings enable the Chief Constable to illustrate activity against the Plan priorities and provide the PCC with assurance that they are effectively being delivered.

The PCC and his Commissioning Team were once again successful in bidding for and receiving additional funding into the county, with over £6m being spent on services for victims and witnesses. This continues the success of the team who have almost doubled the funds available to spend on victims' services since 2016. Additional funding was received from the Ministry of Justice (MoJ) to continue support for domestic violence and sexual violence services in managing their increased demand and continue with increased capacity for domestic abuse and sexual violence trauma counselling.

Across the year, 26 organisations were funded by the PCC to deliver around 40 different services to victims. These services are provided regardless of when the crime took place or if it has been reported to the police. Services include specialist support for children and young people, therapeutic services, trauma counselling, sexual abuse and domestic abuse specialist support. Over the year 83,889 victims were supported with 79,702 being new victim referrals. 80,927 had reported the crime to the police prior to engagement with support. Caseloads continue to increase for victim services, particularly Independent Domestic Violence Advisers (IDVAs) and Independent Sexual Violence Advisers (ISVAs) due to the complexity of cases and delays within the Criminal Justice system.

The OPCC dealt with approximately 4,500 pieces of casework and complaints a 29% increase from the previous financial year. The OPCC is the 'Review' body for most police complaints from Kent Police taking the appeals against these complaints from members of the public. The OPCC has dealt with over 250 this year, a 10% increase on the previous year. The OPCC currently has 6 pension forfeitures in process, at varying stages, with a further 3 historic cases having been submitted.

The PCC has a statutory Independent Custody Visitors Scheme (ICV Scheme), where unannounced visits/inspections take place at custody suites, to check on the welfare of detainees. In this financial year, 227 visits have taken place, with 660 individual detainees spoken to. The increase in visits from last year reflects successful on-going recruitment of new ICVs.

The PCC also created the Retail Crime and Rural Crime Boards which both held their inaugural meetings during 20-24/25 as well as hosting the Custody and Detention Scrutiny Panel. The PCC also chairs the Criminal Justice Board and the Serious Violence Duty Board.

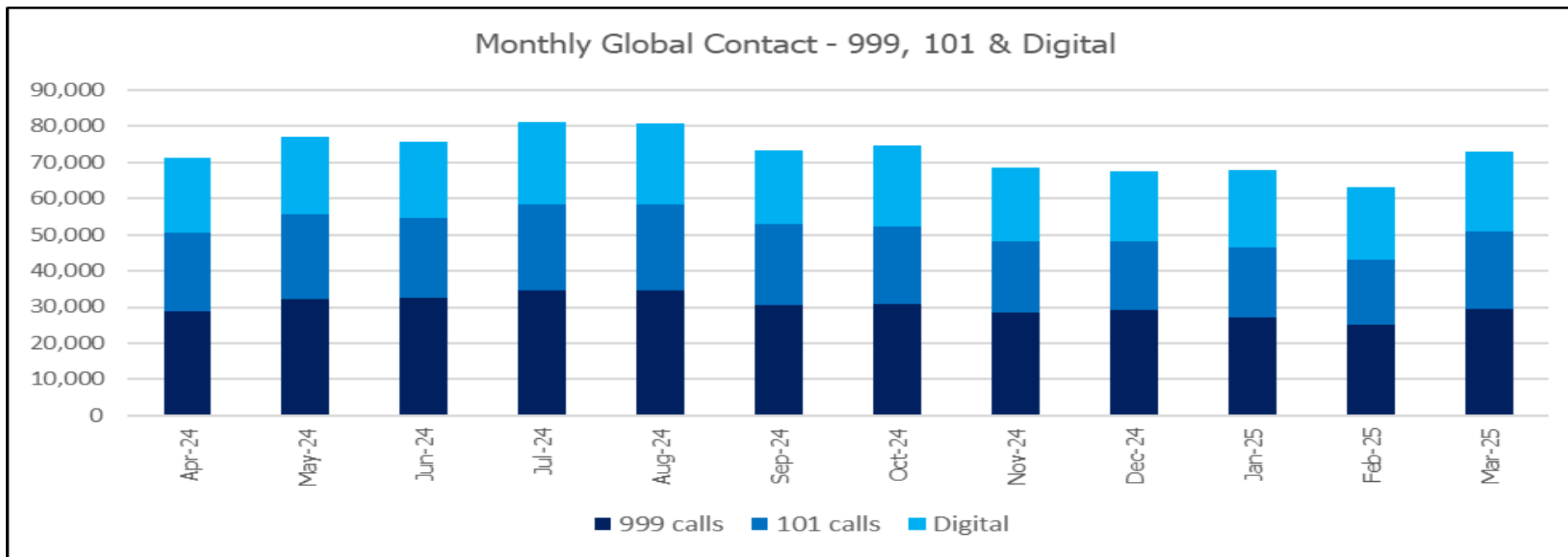
Force performance

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspects crime data integrity for Kent, effectively measuring how well Kent Police records 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 is stable at 96.6%. 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 3.1% when compared to financial year 2023/24, with 4,514 fewer crimes recorded.

A County Line must have the following four elements: the movement of drugs, i.e., the practice of trafficking drugs into rural and smaller towns away from major cities, communication i.e., 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 19 from March 2024 (29) to March 2025 (48).

Overall, calls for service to Kent Police has decreased by -4.0% (-36,241). Telephony operators received 363,396 Emergency (999) calls, a -5.5% decrease (-21,064) and 255,824 non-Emergency (101) calls, a -7.0% decrease (-19,241), against the previous year. Digital contact (including email, Live chat and Single Online Home SOH) has seen a 1.6% increase (+4,064).

2023/24	999 Contact:	2024/25	% Change	No. Change
384,460	Calls Received	363,396	(5.5%)	(21,064)
383,132	Calls Answered	361,813	(5.6%)	(21,319)
1,328	Calls Not Answered	1,583	19.2%	255
0.35%	% Not Answered	0.44%		
10 sec	Average Time to Answer	3 sec		
81.41%	% Answered Under 10 Seconds	96.59%		
2023/24	101 Contact:	2024/25	% Change	No. Change
275,065	Calls Received	255,824	(7.0%)	(19,241)
250,996	Calls Answered	248,284	(1.1%)	(2,712)
24,069	Calls Not Answered	7,540	(68.7%)	(16,529)
8.75%	% Not Answered	2.95%		
1 min 6 sec	Average Time to Answer	31 sec		
2023/24	Digital Contact:	2024/25	% Change	No. Change
47,377	Online Crime Reports	48,876	3.2%	1,499
66,421	Live Chat	59,458	(10.5%)	(6,963)
136,977	Other Digital Contact	146,505	7.0%	9,528
250,775	Total	254,839	1.6%	4,064



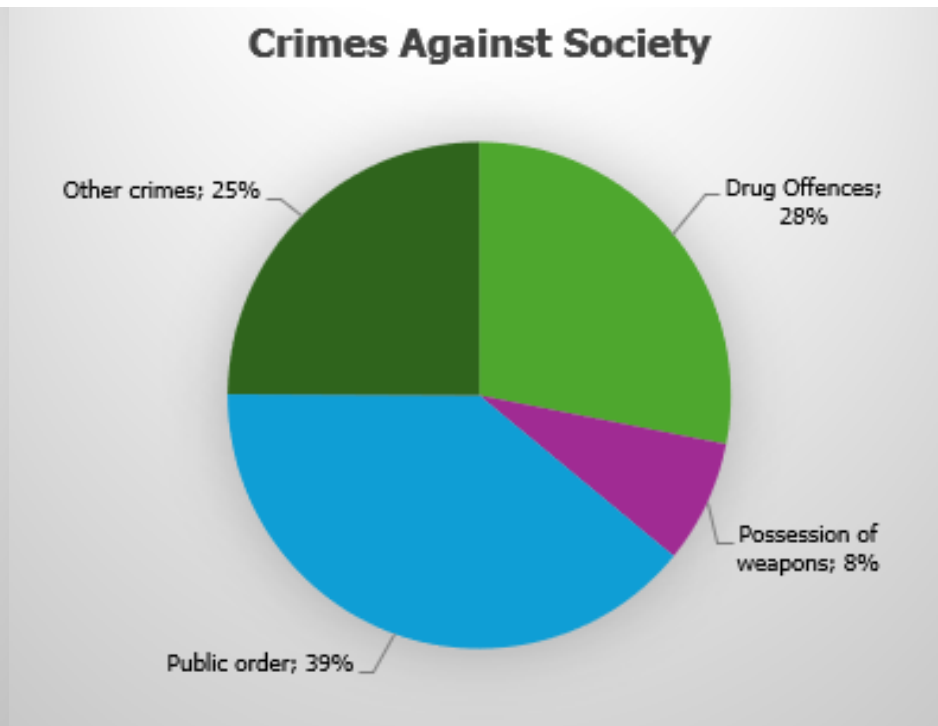
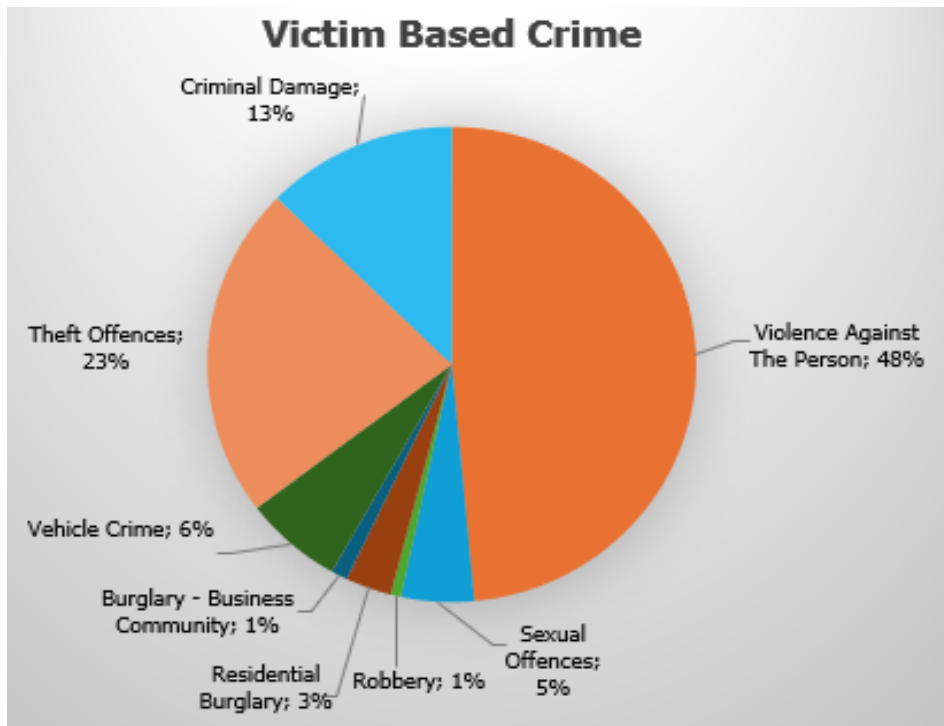
All recorded crime has experienced a decrease of -2.6%, with 4,324 less crimes over the last 12 months with reductions seen in most categories of crime. Theft offences saw an increase of 2.7% with 974 more crimes, this is attributable to an increase in shoplifting offences. Sexual offences saw an increase of 8.0% with 497 more crimes, this is attributable to the introduction of 2 new offences by the Home Office for sharing intimate images and videos.

Drug offences and possession of weapon offences both saw an increase for the financial year, Drug offences up 23.3% with 1196 more crimes and Possession of weapons up 7.9% with 129 more crimes. These offence types are influenced by proactive policing, levels and trends should not be considered a measure of criminal activity. Kent continues to work in strong collaboration with partner agencies and other police forces sharing cross border information and intelligence.

Domestic Abuse experienced a -6.7% decrease, with 2,005 less crimes. In the last 12 months, the Force has arrested / interviewed 10,834 suspects, charged 1,985 offenders and achieved 2,676 solved outcomes for victims.

2023/24	Crime	Crime Category	2024/25	% of Total	% Change	No. Change
165,945	All Recorded Crime		161,621		(2.6)%	(4,324)
71,058	Victim Based Crime	Violence Against the Person	67,485	48.5%	(5.0)%	(3,573)
6,206	Victim Based Crime	Sexual Offences	6,703	4.8%	8.0%	497
1,084	Victim Based Crime	Robbery	952	0.7%	(12.2)%	(132)
4,460	Victim Based Crime	Residential Burglary of a Home	4,237	3.1%	(5.0)%	(223)

2023/24	Crime	Crime Category	2024/25	% of Total	% Change	No. Change
1,728	Victim Based Crime	Burglary - Business and Community	1,509	1.1%	(12.7)%	(219)
9,484	Victim Based Crime	Vehicle Crime	9,080	6.5%	(4.3)%	(404)
30,508	Victim Based Crime	Theft Offences	31,482	22.6%	3.2%	974
19,046	Victim Based Crime	Criminal Damage	17,612	12.7%	(7.5)%	(1,434)
143,574	Victim Based Crime	Total Victim Based Crime	139,060		(3.1)%	(4,514)
5,141	Crimes Against Society	Drug Offences	6,337	28.1%	23.3%	1,196
1,643	Crimes Against Society	Possession of weapons	1,772	7.9%	7.9%	129
10,201	Crimes Against Society	Public order offences	8,828	39.1%	(13.5)%	(1,373)
5,386	Crimes Against Society	Other crimes	5,624	24.9%	4.4%	238
22,371	Crimes Against Society	Total Crimes Against Society	22,561		0.8%	190



Future funding and the medium-term challenge

The most recent CSR period ended with the 2024/25 funding settlement. The new government undertook an emergency budget in the summer of 2024 and confirmed that a new CSR would be announced in the summer of 2025. Kent Police Group have participated in CSR highlighting the challenges faced by Kent and the need for a fairer funding settlement for policing nationally and for Kent locally. Over the last 12 months the financial environment has changed dramatically, and the outlook is uncertain. It is expected that the CSR 25 announcement will not be positive financially for policing and therefore the need to make difficult decisions on spending and service delivery will continue.

Savings

The following table shows the level of savings required based on the assumptions in the Medium-Term Financial Plan (MTFP) alongside predicted funding from government and council tax.

Table 12: Savings requirement

Savings	2025/26	2026/27	2027/28	2028/29	2029/30
	£m	£m	£m	£m	£m
New Savings (each year)	10.0	10.7	8.7	9.2	9.6
Total Savings (cumulative)	10.0	20.7	29.4	38.6	48.2

Note: Table may not calculate correctly due to rounding

The table above shows the calculation of the expected budget gap over the medium term with a 2% increase in the precept. The force and PCC continually look for opportunities for further ongoing savings. Any savings identified during the year that are not required to balance the budget in 2024/25 will be used to support the investment programme over the medium term to reduce the revenue costs of capital. Savings of this magnitude will require difficult decisions to be made with all decisions being carefully managed to protect the welfare of staff and minimise the impact to frontline policing.

Capital expenditure

Kent Police Group is committed to a rolling medium-term revenue and capital plan that covers the current financial year plus four years. The plans are drawn up, reassessed, and extended annually and if required re-prioritised to enable Kent Police Group to achieve the aims and objectives established in the PCC's Police and Crime Plan, the Chief Constable's Policing Model and to support national drivers like the National Policing Vision for 2030. The Capital Strategy takes a view beyond the medium term and looks at the long-term implications of the capital projects and the funding thereof.

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

Key focuses of the Capital Programme:

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

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

The Governance of the capital programme has been reviewed and all projects expecting to be funded from capital will have to produce a business case with projects being identified on the strength of that case and the priority to the organisation. This reflects a more agile way of working within a constantly changing environment and provides substantial flexibility to the delivery of the capital programme. As per normal practice, actual release of funding next year and in future years will depend on the completion of this sound business case.

Investment

Table 13: Five-year investment position

	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£m	£m	£m	£m	£m	£m
Information Technology	7.3	5.0	6.9	6.5	4.8	30.6
Estates	4.9	11.5	13.5	13.5	13.8	57.2
North Kent	10.8	0.8	0.4	0.7	0.6	13.3
Replacement Programmes	1.5	4.1	1.4	0.8	0.6	8.4
Vehicle	3.2	2.8	2.8	2.7	2.6	14.2
Total	27.8	24.2	25.0	24.2	22.4	123.7

The capital programme is a mixture of projects that either update/refresh assets or are new projects. The IT programme includes the Digital Forensics platform which will revolutionise how the force deal with storing and investigating digital devices, freeing up officer time and meaning victims won't be without their device for longer than necessary. The Estates programme is taking existing core buildings and ensuring they are fit for policing in the 21st century. The works undertaken at places like Coldharbour and Sittingbourne amongst others have made an improvement in officers and staff wellbeing and improved the efficient and effective use of workspace across the estate. It will also release revenue savings back into the budget, especially from utility and maintenance costs. Replacement programmes include projects for replacing vehicles and updating the force's equipment as well as the electrification of the fleet.

The investment programme is funded by a combination of investment reserves, a revenue contribution to capital, borrowing and the use of capital receipts from disposing of assets during the year. All asset disposals are subject to a business case and require approval by the PCC. It should be noted that the Capital Grant from the Government has been abolished so therefore we no longer receive any government funding for capital expenditure.

Reserves

An important element of the PCC's overall financial strategy is the use of reserves over the life of the MTFP. The following section summarises the current and medium-term position on reserves.

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

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

The total general and earmarked reserves were £38.7m as at 1 April 2025. Of this, the general reserve will amount to £13.3m or 3% of the net budget. This is in line with the 2025/26 reserves strategy policy of holding 3% of the net budget in general reserves. The remaining reserves are all earmarked for specific purposes.

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

Table 14: Reserves

Reserve	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m	£m
General	13.3	13.1	13.3	13.2	13.8	14.1
Risk (including Insurance)	3.0	10.1	8.8	8.0	7.0	6.0
Ring fenced (including PCC)	22.4	6.2	6.5	6.7	6.4	6.4
Total	38.7	29.4	28.6	27.9	27.2	26.5

Over the medium term, taking all the plans and provisions into account, total reserves are expected to be £26.5m at the end of 2029/30.

Collaboration

Kent Police's main strategic partner is Essex Police with shared Serious Crime Directorate (SCD), Human Resources and Learning and Development Directorate and Support Services Directorates (SSD) between the two forces which are well established. Support Services covers Payroll and Pensions, IT, Estates, Transport and Business Services (only Estates and Finance are not collaborative departments).

Kent Police is part of a wider collaboration for procurement services across the seven forces (Kent, Essex, Norfolk, Suffolk, Bedfordshire, Hertfordshire, and Cambridgeshire) – 7 Force Commercial. These agreements are designed to deliver further savings and leverage economies of scale which would not be possible as a single force.

Kent Police has hosted the Kent Fire and Rescue Service (KFRS) in its Force Control and Incident Response Room for several years. This is a well-established, commercial arrangement giving benefits to both parties. It may be possible to extend this service further with other elements of local authorities. Kent Police and the Kent PCC are continuing to look at further collaboration with KFRS as part of our Op Zenith programme.

At a national level the Group is a member of BlueLight Commercial, a not-for profit organisation, owned by Police and Crime Commissioners, to act as a single voice for policing across the procurement market.

Risk

The force and the OPCC maintain active risk registers and associated risk management processes for operational and management risks which are monitored by the independent Joint Audit Committee. As well as the financial challenges described above, many of the key risks inevitably fall on the force, rather than the OPCC, from both existing and newer threats. Examples of the latter include the local response to counter terrorism threats, child sexual exploitation, organised crime, and cybercrime. Within the OPCC, on-going strategic risks relate to ensuring the core statutory functions of the PCC are met; this includes overall financial governance and value for money, the commissioning of victim's services and the complaints regulations.

Independent auditor's report

Qualified Opinion

We have audited the financial statements of Police and Crime Commissioner for Kent ('the Police and Crime Commissioner') and its subsidiaries (the 'Group') for the year ended 31 March 2025. The financial statements comprise the:

- Police and Crime Commissioner for Kent and Group Comprehensive Income and Expenditure Statement,
- Police and Crime Commissioner for Kent and Group Movement in Reserves Statement,
- Police and Crime Commissioner for Kent and Group Balance Sheet,
- Police and Crime Commissioner for Kent and Group Cash Flow Statement,
- the related notes 1 to 45 including material accounting policy information,
- and include the Supplementary Accounts comprising the Police Officer Pension Fund Account and the Pension Fund Net Asset Statement.

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 2024/25.

In our opinion, except for the effects of the matters described in the Basis for qualified opinion section, the financial statements:

- give a true and fair view of the financial position of Police and Crime Commissioner for Kent and the Group as at 31 March 2025 and of its expenditure and income for the year then ended;
- have been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25; and
- have been prepared in accordance with the requirements of the Local Audit and Accountability Act 2014 (as amended).

Basis for qualified opinion

The Accounts and Audit (Amendment) Regulations 2024 (Statutory Instrument 2024/907) ("the Regulations") which came into force on 30 September 2024 required the accountability statements for the year ended 31 March 2025 to be approved not later than 27 February 2026 ('the backstop date').

As a result of the disclaimers of opinion on the financial statements for the years ended 31 March 2023 and 31 March 2024, we do not have sufficient appropriate audit evidence over:

- the valuation of land and buildings property, plant and equipment that were last revalued in the financial year 2022/23, amounting to £158.693 million, and additions of £26.266 million made in the financial year 2022/23 that are held at cost, and the consequential impact of these on the Comprehensive Income and Expenditure Statement; and
- the classification of reserves between useable and unusable including General Fund Reserves, Earmarked Reserves, Capital Receipts Reserves, Revaluation Reserves, the Capital Adjustment Account and the Collection Fund Adjustment Account. Our inability to audit the classification is a

consequence of the disclaimer of opinion on the reserve balances as at 31 March 2023. We have obtained assurance over the in year movements in reserves for the year ended 31 March 2025 and the comparative year.

Our opinion on the current period's financial statements is also modified because of the possible effect of the disclaimers of opinion on the financial statements for the years ended 31 March 2023 and 31 March 2024 on the comparability of the current period's figures and the corresponding figures contained within the Comprehensive Income and Expenditure Statement, Movement in Reserves Statement, Cash Flow Statement and Police Pension Fund Accounts Statement.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Police and Crime Commissioner and Group 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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

The audits of the financial statements for the years ended 31 March 2023 and 31 March 2024 for Police and Crime Commissioner and Group were not completed for the reasons set out in the disclaimers of opinion on those financial statements dated 5 December 2024 and 25 February 2025 respectively.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Chief Finance Officer's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Police and Crime Commissioner and Group's ability to continue as a going concern for a period to 31 March 2027.

Our responsibilities and the responsibilities of the Chief Finance Officer with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Police and Crime Commissioner and Group's ability to continue as a going concern.

Other information

The other information comprises the information included in the Group Accounts for the Police and Crime Commissioner of Kent and Group – Statement of Accounts for year ending 31 March 2025, other than the financial statements and our auditor's report thereon. The Chief Finance Officer is responsible for the other information contained within the Group Accounts for the Police and Crime Commissioner of Kent and Group – Statement of Accounts for year ending 31 March 2025.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

As described in the Basis for qualified opinion section of our report, our audit opinion is qualified due to a lack of sufficient appropriate audit evidence over property, plant and equipment, classification of reserves balances, and comparative values. Information on these elements of the financial statements is included in the narrative report and accordingly we have concluded that the other information may be materially misstated for the same reason.

Matters on which we report by exception

We report to you if:

- in our opinion the annual governance statement is misleading or inconsistent with other information forthcoming from the audit or our knowledge of the Police and Crime Commissioner and the Group
- 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 Police and Crime Commissioner and the Group has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2025.

We have nothing to report in these respects.

Responsibility of the Chief Finance Officer

As explained more fully in the Statement of Responsibilities for the Statement of Accounts set out on page 37, the Chief Finance Officer is responsible for the preparation of the Statement of Accounts, which Police and Crime Commissioner and Group financial statements and the Police Officer pension fund financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25, 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 Police and Crime Commissioner and Group'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 Police and Crime Commissioner and Group either intends to cease operations, or has no realistic alternative but to do so.

The authority 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 objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Police and Crime Commissioner and Group and determined that the most significant are:

- Local Government Act 1972,
- Local Government Finance Act 1988 (as amended by the Local Government Finance Act 1992) [applicable to authorities with a statutory obligation to maintain a separate collection fund],
- Local Government Act 2003,
- The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 as amended in 2018, 2020, and 2022,
- The Local Government Finance Act 2012,
- The Local Audit and Accountability Act 2014 (as amended),
- The Accounts and Audit Regulations 2015,
- The Police Reform and Social Responsibility Act 2011,
- Anti-social behaviour, Police and Crime Act 2014,
- Police Pensions scheme regulations 1987,
- Police Pensions regulations 2006; and
- Police Pensions regulations 2015.

In addition, the Police and Crime Commissioner and Group has to comply with laws and regulations in the areas of anti-bribery and corruption, data protection, employment Legislation, tax Legislation, general power of competence, procurement and health & safety.

We understood how the Police and Crime Commissioner for Kent is complying with those frameworks by understanding the incentive, opportunities and motives for non-compliance, including inquiring of Management, Head of Internal Audit and those charged with governance and obtaining and reading documentation relating to the procedures in place to identify, evaluate and comply with laws and regulations, and whether they are aware of instances of non-compliance. We corroborated this through our reading of the Police and Crime Commissioner and Group's committee minutes, through enquiry of employees to confirm the Police and Crime Commissioner and Group policies, and through the inspection of other information. Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures had a focus on compliance with the accounting framework through obtaining sufficient audit evidence in line with the level of risk identified and with relevant legislation.

We assessed the susceptibility of the Police and Crime Commissioner and Group's financial statements to material misstatement, including how fraud might occur by understanding the potential incentives and pressures for management to manipulate the financial statements, and performed procedures to understand the areas in which this would most likely arise. Based on our risk assessment procedures, we identified inappropriate capitalisation of revenue expenditure and management override of controls to be our fraud risks.

To address our fraud risk of inappropriate capitalisation of revenue expenditure we tested the Police and Crime Commissioner and Group's capitalised expenditure to ensure the capitalisation criteria were properly met and the expenditure was genuine.

To address our fraud risk of management override of controls, we tested specific journal entries identified by applying risk criteria to the entire population of journals. For each journal selected, we tested specific transactions back to source documentation to confirm that the journals were authorised and accounted for appropriately. We also considered whether management bias was present in key accounting estimates and judgements in the financial statements and undertook procedures to identify significant unusual transactions outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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 the Police and Crime Commissioner for Kent and Group 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 the Police and Crime Commissioner for Kent and Group put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2025.

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 the Police and Crime Commissioner for Kent and Group 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.



Delay in Certificate

We cannot formally conclude the audit and issue an audit certificate until the NAO, as group auditor, has confirmed that no further assurances will be required from us as component auditors of the Police and Crime Commissioner for Kent and Group.

Until we have completed these procedures, we are unable to certify that we have completed the audit of the accounts 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 the Police and Crime Commissioner for Kent and Group, 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 85 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 Police and Crime Commissioner and Group and the Police and Crime Commissioner and Group's members as a body, for our audit work, for this report, or for the opinions we have formed.

Elizabeth Jackson (Key Audit Partner)

Ernst & Young LLP (Local Auditor)

Luton

26 February 2026

Statement of responsibilities for the Statement of Accounts

The Police and Crime Commissioner for Kent and the Chief Constable are required to:

- make arrangements for the proper administration of its financial affairs and to ensure that one of its officers has the responsibility for the administration of those affairs. That officer is the CFO for the PCC for Kent and the CFO of the CC for Kent
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets
- approve the Statement of Accounts



Matthew Scott
Police and Crime Commissioner for Kent

Date: 26 February 2026

The Chief Finance Officer's responsibilities:

The CFO is responsible for the preparation of the Kent Police Group Statement of Accounts 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). The CFO is also responsible for certifying the accounts as correct with the CFO for the CC.

In preparing this statement of accounts, I have:

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

I confirm that the Statement of Accounts presents a true and fair view of the financial position of the Kent Police Group at 31 March 2025 and its income and expenditure for the year ended 31 March 2025.



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

Date: 26 February 2026



Core financial statements

Comprehensive income and expenditure statements

The accounting year runs from 1 April to 31 March. The 2023/24 figures have been restated to reflect reporting and organisational changes.

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 PCC CIES includes a recharge between the Chief Constable and PCC which reflects the financial resources consumed by the Chief Constable on behalf of the PCC.

The reduction in the Cost of Services from 2024/25 compared to 2023/24 is due to the increase in the gross cost of police officers of £11.2m, an increase in grants of £8.5m, a £6.1m increase in police staff pay, a reduction of £10.9m in the accounting cost of asset impairments and an increase in general running costs. The remeasurement of the net defined benefit liability for Police pensions has resulted in a reduction of £-0.45bn due to a reduction in pension liabilities as a result of an increase in the discount rate which places a lower value on benefits paid in the future; however this does not have any effect on the resources available to the force.

The CIES includes two material items of expenditure and income. See Note 12 for details.

2023/24 Restated	2023/24 Restated	2023/24 Restated	CIES for Kent Police Group	2024/25	2024/25	2024/25
Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's		Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's
201,773	(671)	201,102	Police pay	212,941	(722)	212,219
35,910	(20,758)	15,152	Central Operations	36,145	(23,565)	12,580
17,651	(6,081)	11,570	Crime	20,401	(5,050)	15,351
13,751	(1,939)	11,812	Local Policing and Partnerships	13,968	(2,508)	11,460
1,959	(5)	1,954	Professional Standards	2,038	(19)	2,019
32,855	(14,889)	17,966	Serious Crime	34,444	(15,374)	19,070
8,667	(2,104)	6,563	Chief Officer and Corporate Teams	9,602	(2,445)	7,157
1,568	(160)	1,408	Corporate Communications and Citizens in Policing	1,986	(78)	1,908
11,734	(4,310)	7,424	Human Resources	11,280	(5,009)	6,271
1,540	(12)	1,528	Legal	1,339	(32)	1,307
2,054	0	2,054	Strategic Change	1,777	(8)	1,769
105,079	(33,337)	71,742	Support Services	100,117	(42,248)	57,869
11,550	(7,829)	3,721	Police and Crime Commissioner's Office	10,803	(7,129)	3,674
446,091	(92,095)	353,996	Cost of Services	456,841	(104,187)	352,654

2023/24 Restated	2023/24 Restated	2023/24 Restated	CIES for Kent Police Group	2024/25	2024/25	2024/25
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	Revaluation (gain) / losses of Asset Held for Sale			(140)
		(221)	Net (gains) / losses on disposal of non-current assets			103
		(23,097)	(Gain) from reduction in liability for former North Kent PFI			0
		(23,318)	Total Other Operating Expenditure			(37)
			Financing and Investment Income and Expenditure			
		0	Interest payable on right-of-use leases (Note 30)			62
		10	Interest payable on transport workshop lease (Note 30)			5
		1,173	Interest payable on PFI unitary payments (Note 30)			1,320
		(566)	Net investment interest (Note 30)			(586)
		125,452	Pensions interest cost			128,753
		(80)	(Income) on investment properties (Note 21)			(80)
		176	Net (gains)/ losses on pooled investment funds (Note 19)			(83)
		67	Revaluation losses to investment properties and changes in fair value (Note 21)			59
		126,232	Total Financing and Investment Income and Expenditure			129,450
			Taxation and Non-Specific Grant Income			
		(131,014)	Police grant			(141,954)
		(80,221)	National non-domestic rates grant			(81,869)
		(11,094)	Council tax support grant			(11,094)
		(2,203)	Council tax freeze grant			(2,203)
		(160,729)	Council tax precepts			(173,214)
		(63)	Capital grant and contributions for counter terrorism			(167)
		0	Donation of peppercorn/ nominal assets			(729)
		(385,324)	Total Taxation and Non-specific Grant Income			(411,230)
		71,586	Deficit for the Year on the Provision of Services			70,837

2023/24 Restated	2023/24 Restated	2023/24 Restated	CIES for Kent Police Group	2024/25	2024/25	2024/25
Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's		Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's
		5,298	Deficit / (surplus) on revaluation of non-current assets			102
		(98,700)	Remeasurement of the net defined benefit liability - Police Pension (Note 11)			(455,500)
		1,514	Remeasurement of net defined benefit liability - Local Government Pension Scheme (Note 11)			(1,302)
		(20,302)	Total Comprehensive Income			(385,863)

2023/24 Restated	2023/24 Restated	2023/24 Restated	CIES for Police and Crime Commissioner for Kent	2024/25	2024/25	2024/25
Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's		Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's
52	0	52	Police Pay	53	0	53
5,330	(19,636)	(14,306)	Central Operations	4,556	(21,206)	(16,650)
2,416	(5,991)	(3,575)	Crime	2,424	(4,931)	(2,507)
4,549	(1,939)	2,610	Local Policing and Partnership	4,924	(2,487)	2,437
87	(5)	82	Professional Standards	91	(5)	86
16,529	(9,168)	7,361	Serious Crime	16,741	(9,484)	7,257
482	(1,951)	(1,469)	Chief Officers and Corporate Services	622	(2,236)	(1,614)
118	(160)	(42)	Corporate Comms and Citizens in Policing	290	(67)	223
3,659	(2,971)	688	Human Resources	3,216	(3,676)	(460)
1,043	(12)	1,031	Legal Services	839	(28)	811
412	0	412	Strategic Change	311	(1)	310
76,521	(18,908)	57,613	Support Services	69,621	(31,753)	37,868
11,550	(7,829)	3,721	Police and Crime Commissioner's Office	10,803	(7,129)	3,674
122,748	(68,570)	54,178	Cost of Policing Services	114,491	(83,003)	31,488
			Other Operating Expenditure			
		349,413	Recharge for Chief Constable's Net Service Cost			380,893
		(23,318)	Net (gains) / losses on disposal of non-current assets			(37)
		326,095	Total Other Operating Expenditure			380,856

2023/24 Restated	2023/24 Restated	2023/24 Restated	CIES for Police and Crime Commissioner for Kent	2024/25	2024/25	2024/25
Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's		Gross Expenditure £'000's	Gross Income £'000's	Net Expenditure £'000's
Financing and Investment Income and Expenditure						
		0	Interest payable on right-of-use leases			62
		10	Interest payable on transport workshop lease			5
		1,173	Interest payable on PFI unitary payments			1,320
		(567)	Investment interest income			(586)
		(80)	(Income) and expenditure on investment properties (Note 21)			(80)
		176	Net losses on financial assets			(83)
		67	Revaluation (gains) / losses to investment properties and changes in fair value (Note 21)			59
779 Total Financing and Investment Income and Expenditure						697
Taxation and Non-Specific Grant Income						
		(131,014)	Police grant			(141,954)
		(80,221)	National non-domestic rates grant			(81,869)
		(11,094)	Council tax support grant			(11,094)
		(2,203)	Council tax freeze grant			(2,203)
		(160,729)	Council tax precepts			(173,214)
		(63)	Capital grant and contributions for counter terrorism			(167)
		0	Donation of peppercorn/ nominal assets			(729)
(385,324) Total Taxation and Non-Specific Grant Income						(411,230)
(4,272) Deficit / (Surplus) for the Year on the Provision of Service						1,811
		5,298	Deficit / (surplus) on revaluation of non-current assets			102
1,026 Total Comprehensive Income and Expenditure						1,913

Name of Service in CIES	Purpose
Central Operations	Tactical Operations supports divisions with dog teams, armed response vehicles, roads policing and other specialist assets. Counter Terror works with the UK intelligence to help protect the public and national security by preventing, investigating and disrupting terrorist activity. Incident Management Unit is responsible for recording and managing all reported crime and ensuring compliance with the Home Office Counting Rules and the National Crime Recording Standards. Force Control and Incident Response Room is responsible for taking all 999 and 101 calls, recording information and allocation of patrols.
Crime	Crime Squad provides support to divisions on both robbery and burglary offences, as well as other force priorities. County Line and Gangs Team provides a proactive and preventative capability to reduce the harm caused to Kent communities. Victim Justice ensure we comply with the Victim Code of Practice and the Witness Charter, which is essential for us delivering an effective, quality service for the people of Kent. Protecting Vulnerable People acts as the lead for vulnerability in Kent Police, ensuring policies are kept up to date and that multi-agency working is effective – the aim is to support Kent Police to be sure that vulnerability is at the heart of everything we do. Crime Academy aims to maintain/enhance/develop the skills of detectives and other key personnel in investigation of serious and complex crime.
Local Policing and Partnerships	Neighbourhood Policing and Victim Based Crime Teams are split into three divisions across the force formed of eleven districts: - North Division: Dartford and Gravesham, Swale and Medway Unitary Authority - East Division: Ashford and Shepway, Canterbury, Dover and Thanet - West Division: Maidstone, Sevenoaks, Tonbridge and Malling and Tunbridge Wells
Professional Standards	Compromises of four main functions: Complaints, Internal Conduct Investigations, Counter Corruption and Vetting. The main purpose as a department is to uphold standards of service to the public and protect the professional reputation of the force.
Serious Crime	Responsible for tackling the most serious of crimes committed across Kent and Essex Police collaboratively. This includes Major, Economic and Cyber Crime. Serious and Organised Crime, Covert Support, Forensics and Intelligence.
Chief Officer and Corporate Teams	The Command Team for the force made up of both police and police support staff, along with their staff officers and PA's.
Corporate Communications and Citizens in Policing	The Corporate Communications team aims to protect the reputation of the force, maintain public confidence in policing, and ensure that internal communications within the force are clear, relevant, and timely. Citizens in Policing includes: Special Constabulary - trained volunteers to support delivery of high visibility policing and public order; the Police Cadets for young people aged 13-17 to get involved in activities which support policing and learn about responsible citizenship; volunteers who give their time to support/enhance the day-to-day work undertaken addressing policing issues, enhancing service delivery, and strengthening links between policing and the community.
Human Resources	Human Resources Teams consists of Operational HR, Health and Wellbeing Services, People Development, Organisational Management, Resource Planning, Recruitment, HR Strategy, Diversity and Inclusion, Performance Improvement and Learning and Development
Legal	Provides assistance, advice and support to all officers and police staff in most areas of law. For example: public liability claims, employer liability claims, judicial reviews, domestic violence protection orders, stalking protection orders, sexual and violent offender orders, closure orders, civil injunctions, property disputes, employment tribunals, inquests, firearms appeals and dog control orders.
Strategic Change	To deliver change on behalf of the force, improve service delivery, undertake projects and programmes of change that have been commissioned by Chief Officers on behalf of departments around the force.
Support Services	The Support Services Team provides back-office support to the force and is made up of the following departments: Business Services, Corporate Finance (including Payroll and Insurance), Estates and Facilities, IT Services, Transport Services and 7 Force Procurement
Police and Crime Commissioner's Office	Holds the force to account, to scrutinise their performance on behalf of the public they serve. They also set the annual budget for the force and decide the level of the portion of council tax, which is dedicated to police funding, known as the police precept.

The movement in reserves statement

This statement shows the movement in year on the different reserves held by the Kent Police Group, analysed into 'usable' (those that can be applied to fund expenditure or reduce local taxation) and 'unusable' reserves. The statement shows how the movements in year of the force's reserves are broken down between gains and losses incurred in accordance with generally accepted accounting practices and the statutory adjustments required to return to the amounts chargeable to council tax for the year.

The 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 for council tax setting purposes. The net (increase) before transfers to earmarked reserves line shows the statutory General Fund balance before any discretionary transfers to or from earmarked reserves undertaken by the PCC for Kent.

In 2024/25 there was an increase in the Kent Police Group's usable reserves of £7.7 million resulting in a balance of £38.7 million. This was mainly due to the number of projects not completed in 2024/25 but rolled over into the following year, and also due to the arrangement for the former PFI at North Kent Police Station whereby the cost for the year has to match what would have been the normal PFI costs with the balanced transferred to reserves.

Movement in Reserves Statement for Kent Police Group	General Fund	Earmarked Reserves	Capital Receipts and Capital Contributions Unapplied Reserves	Total Usable Reserves	Total Unusable Reserves	Total Reserves
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
	Note 18	Note 18	Note 18	Note 18	Note 19	
Balance as at 1 April 2023	(11,551)	(14,817)	(114)	(26,482)	2,592,348	2,565,866
Deficit on the Provision of Services on an accounting basis	71,585	0	0	71,585	0	71,585
Other comprehensive income and expenditure	0	0	0	0	(91,888)	(91,888)
Total Comprehensive Income and Expenditure	71,585	0	0	71,585	(91,888)	(20,303)
Adjustments between accounting basis and funding basis under regulations (Note 8)	(80,456)	0	0	(80,456)	76,095	(4,361)
Transfer (to) / from reserves	8,148	(3,787)	0	4,361	0	4,361
(Increase) in the year	(723)	(3,787)	0	(4,510)	(15,793)	(20,303)
Balance as at 31 March 2024	(12,274)	(18,604)	(114)	(30,992)	2,576,555	2,545,563
Deficit on the Provision of Services on an accounting basis	70,838	0	0	70,838	0	70,838
Other comprehensive income and expenditure					(455,843)	(455,843)
Other comprehensive income and expenditure – implementation of IFRS 16 leases	0	0	0	0	(858)	(858)
Total Comprehensive Income and Expenditure	70,838	0	0	70,838	(456,701)	(385,863)

Movement in Reserves Statement for Kent Police Group	General Fund	Earmarked Reserves	Capital Receipts and Capital Contributions Unapplied Reserves	Total Usable Reserves	Total Unusable Reserves	Total Reserves
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
	Note 18	Note 18	Note 18	Note 18	Note 19	
Implementation of IFRS 16 Leases at 1 April 2024	0	0	0	0	580	580
Adjustments between accounting basis and funding basis under regulations (Note 8)	(82,036)	0	0	(82,036)	77,978	(4,058)
Transfer (to) / from reserves	10,102	(6,623)		3,479	0	3,479
(Increase) / decrease in the year	(1,096)	(6,623)	0	(7,719)	(378,143)	(385,862)
Balance as at 31 March 2025	(13,370)	(25,227)	(114)	(38,711)	2,198,412	2,159,701

Movement in Reserves Statement for PCC	General Fund	Earmarked Reserves	Capital Receipts and Capital Contributions Unapplied Reserves	Total Usable Reserves	Total Unusable Reserves	Total Reserves
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
	Note 18	Note 18	Note 18	Note 18	Note 19	
Balance as at 1 April 2023	(11,550)	(14,818)	(114)	(26,482)	(144,932)	(171,414)
(Surplus) on the Provision of Services on an accounting basis	(4,272)	0	0	(4,272)	0	(4,272)
Other comprehensive income and expenditure	0	0	0	0	5,298	5,298
Total Comprehensive Income and Expenditure	(4,272)	0	0	(4,272)	5,298	1,026
Adjustments between accounting basis and funding basis under regulations (Note 8)	(4,599)	0	0	(4,599)	238	(4,361)
Transfer (to) / from reserves	8,147	(3,786)	0	4,361	0	4,361
(Increase) / decrease in the year	(724)	(3,786)	0	(4,510)	5,536	1,026
Balance as at 31 March 2024	(12,274)	(18,604)	(114)	(30,992)	(139,396)	(170,388)
Deficit on the Provision of Services on an accounting basis	1,811	0	0	1,811	0	1,811
Other comprehensive income and expenditure	0	0	0	0	960	960
Other comprehensive income and expenditure – implementation of IFRS 16 leases	0	0	0	0	(858)	(858)
Total Comprehensive Income and Expenditure	1,811	0	0	1,811	102	1,913
Implementation of IFRS 16 Leases at 1 April 2024	0	0	0	0	580	580
Adjustments between accounting basis and funding basis under regulations (Note 8)	(13,009)	0	0	(13,009)	8,951	(4,058)
Transfer (to) / from reserves	10,102	(6,623)	0	3,479	0	3,479
(Increase) / decrease in the year	(1,096)	(6,623)	0	(7,719)	9,633	1,914
Balance as at 31 March 2025	(13,370)	(25,227)	(114)	(38,711)	(129,763)	(168,474)

The balance sheet

The Balance Sheet shows the value of the assets and liabilities recognised by the Kent Police Group. The net assets of Kent Police Group (assets less liabilities) are matched by the reserves held by the Kent Police Group.

The reserves are presented in the Movement in Reserves Statement. Usable reserves can be used to provide services and unusable reserves cannot.

The movement in cash that has resulted in the Cash and Cash Equivalents balance of £4.1 million shown below is detailed in the Cash Flow Statement.

Group	PCC	Notes	Balance Sheet	Group	PCC
31 March 2024	31 March 2024			31 March 2025	31 March 2025
£'000's	£'000's			£'000's	£'000's
166,274	166,274	20	Land and Buildings	162,683	162,683
22,440	22,440	20	Vehicles, Plant and Equipment	26,736	26,736
3,746	3,746	20	Surplus Assets	4,384	4,384
0	0	28	Right-Of-Use Assets	1,554	1,554
1,450	1,450	25	Joint Operation Assets	1,411	1,411
193,910	193,910		Property, Plant and Equipment	196,768	196,768
37	37		Heritage Assets	37	37
1,000	1,000	21	Investment Properties	941	941
3,437	3,437	22	Intangible Assets	2,307	2,307
4,336	4,336	30	Long-term Investments	4,419	4,419
99	99	30	Long-term Debtors	79	79
202,819	202,819		Total Long-term Assets	204,551	204,551
895	895		Inventories	536	536
60,552	60,552	32	Short-term Debtors	46,631	46,631
0	0	33	Cash and Cash Equivalents	4,085	4,085
1,025	1,025	23	Assets Held for Sale	455	455
62,472	62,472		Total Current Assets	51,707	51,707
(45,029)	(40,456)	34	Short-term Creditors	(46,563)	(42,026)
(231)	(231)	28	Short-term Creditors - Lease Liabilities	(395)	(395)
(28,000)	(28,000)	35	Short-term Borrowing	(22,000)	(22,000)
(6,016)	(6,016)	33	Cash and Cash Equivalents	0	0
(3,886)	(3,886)	37	Provisions	(3,680)	(3,680)
(511)	(511)	13	Revenue Grant Receipts in Advance	(480)	(480)
(83,673)	(79,100)		Total Current Liabilities	(73,118)	(68,581)

Group 31 March 2024 £'000's	PCC 31 March 2024 £'000's	Notes	Balance Sheet	Group 31 March 2025 £'000's	PCC 31 March 2025 £'000's
(11,770)	(11,770)	36	Long-term Creditors	(13,431)	(13,431)
(1,138)	(1,138)	28	Long-term Creditors - Lease Liabilities	(2,161)	(2,161)
(2,896)	(2,896)	37	Long-term Provisions	(3,611)	(3,611)
(2,710,400)	0	11	Police Officer Pension Liability	(2,322,800)	0
(978)	0	11	Police Staff Pension Liability	(838)	0
(2,727,182)	(15,804)		Total Long-term Liabilities	(2,342,841)	(19,203)
(2,545,564)	170,387		Net Assets	(2,159,701)	168,474
		18	Usable Reserves		
(12,274)	(12,274)		General Fund	(13,370)	(13,370)
(18,604)	(18,604)		Earmarked Revenue Reserves	(25,227)	(25,227)
(114)	(114)		Capital Receipts and Capital Contributions Unapplied Reserves	(114)	(114)
(30,992)	(30,992)		Total Usable Reserves	(38,711)	(38,711)
		19	Unusable Reserves		
(54,376)	(54,376)		Revaluation Reserve	(52,517)	(52,517)
2,711,378	0		Pensions Reserve	2,323,638	0
(85,509)	(85,509)		Capital Adjustment Account	(76,930)	(76,930)
(175)	(175)		Collection Fund Adjustment Account	(897)	(897)
4,573	0		Accumulated Absences Account	4,537	0
665	665		Pooled Investment Funds Adjustment Account	581	581
2,576,556	(139,395)		Total Unusable Reserves	2,198,412	(129,763)
2,545,564	(170,387)		Total Reserves	2,159,701	(168,474)

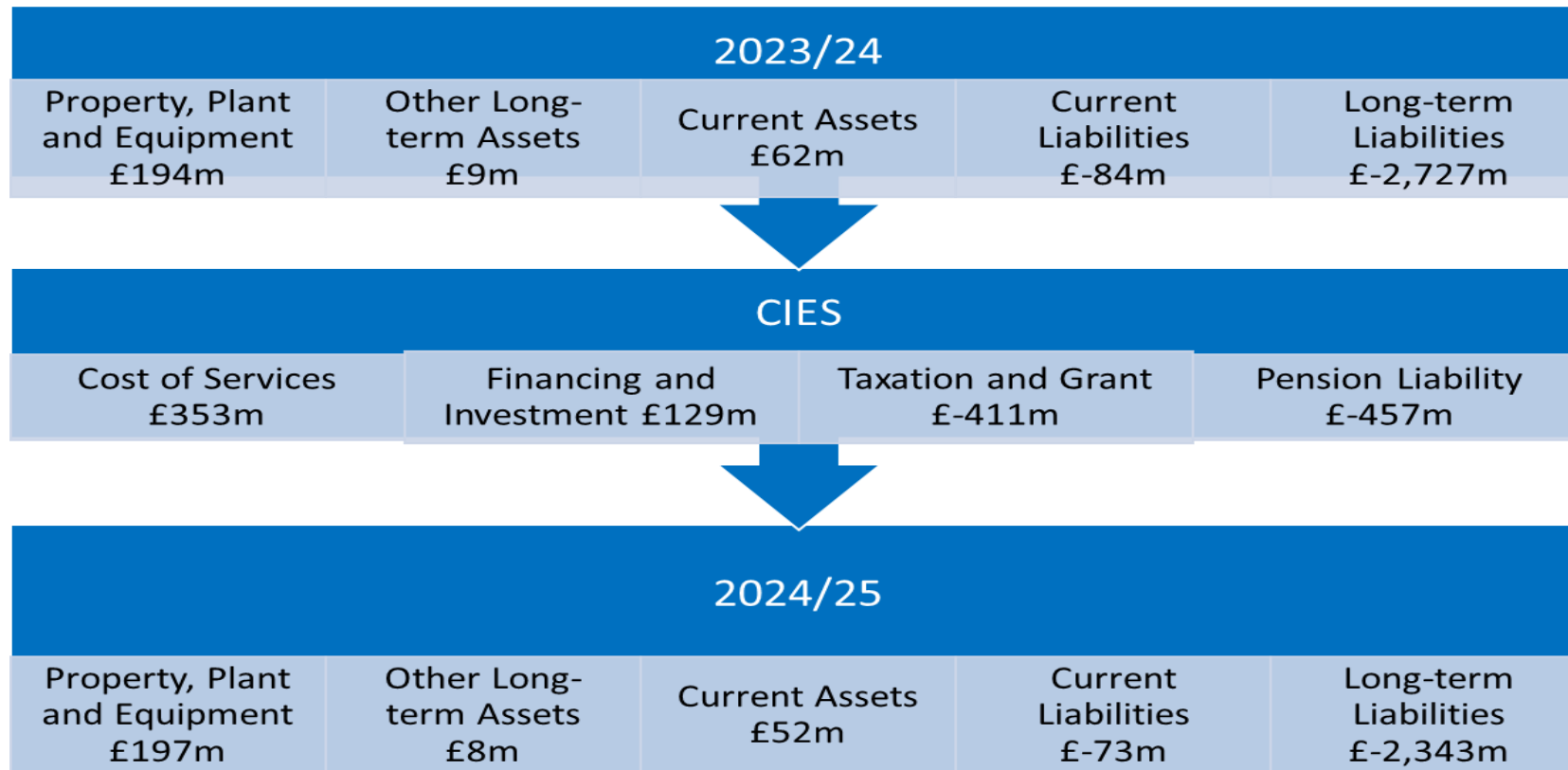
The PCC for Kent owns and controls all of the assets and bank accounts of the Group and therefore the Group Balance sheet is in many respects identical to that of the PCC. The only differences are that the Group Balance sheet includes the net pension liability and the provision for compensated absences, both of which sit with the accounts of the Chief Constable of Kent Police. The unaudited accounts were issued on 23 June 2025 and the audited accounts were authorised on 26 February 2026.



Rob Phillips, Chief Finance Officer to the Police and Crime Commissioner for Kent

Date: 26 February 2026

The graphic below summarises the movement in the Group balance sheet in year:



The cash flow statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the Kent Police Group during the reporting period. The statement shows how Kent Police generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities.

The amount of net cash flows arising from operating activities is a key indicator of the extent to which operations of Kent Police are funded by way of taxation and grant income or from the recipients of the services provided by Kent Police. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to Kent Police'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 Kent Police.

All bank accounts are held in the name of the PCC for Kent and all cash flows are therefore attributable to the Office of the PCC.

In 2024/25 the cash flow includes right-of-use assets cash flow elements.

Group	PCC		Group	PCC
2023/24	2023/24	Cash Flow Statement	2024/25	2024/25
£'000's	£'000's		£'000's	£'000's
71,586	(4,272)	Net (surplus) or deficit on the provision of services	70,838	1,812
(66,097)	9,761	Adjustments to net surplus or deficit on the provision of services for non-cash movements (Note 38)	(109,420)	(40,394)
3,866	3,866	Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities (Note 38)	2,628	2,628
9,355	9,355	Net Cash Outflows/ (Inflows) from Operating Activities	(35,954)	(35,954)
17,347	17,347	Net Cash Outflows from Investing Activities (Note 39)	16,984	16,984
(16,019)	(16,019)	Net Cash Outflows/ (Inflows) from Financing Activities (Note 40)	8,869	8,869
10,683	10,683	Net (Increase) / Decrease in Cash and Cash Equivalents	(10,101)	(10,101)
4,667	4,667	Cash and cash equivalents at 1 April (Note 33)	(6,016)	(6,016)
(6,016)	(6,016)	Cash and cash equivalents at 31 March (Note 33)	4,085	4,085
10,683	10,683	Net (Increase) / Decrease in Cash and Cash Equivalents	(10,101)	(10,101)

Notes to the accounts



Note 1 – Accounting policies

The Accounting Policies have been updated to include the changes to the 2024/25 Code. The following policies apply to the Kent Police Group Accounts and also apply to the Single Entity of the PCC for Kent unless otherwise stated.

i. General principles

The Statement of Accounts summarises the PCC for Kent's transactions for the 2024/25 financial year and its position for the year ended 31 March 2025 and also those of the Kent Police Group. The Accounts and Audit Regulations 2015 (SI 2015 No 234) require the PCC for Kent to prepare a Statement of Accounts for each financial year in accordance with proper accounting practices. For 2024/25, these proper accounting practices principally comprise:

- the Code of Practice on Local Authority Accounting in the United Kingdom 2024/25 (the Code)
- the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (SI 2003 No 3146, as amended) (the 2003 Regs)

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

Any reference to the PCC for Kent hereafter in the Accounting Policies also includes the Kent Police Group unless expressly stated otherwise.

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. 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.

ii. Accruals of income and expenditure

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

- revenue from the sale of goods is recognised when the PCC for Kent transfers the significant risks and rewards of ownership to the purchaser

- revenue from the provision of services is recognised when the organisation can measure reliably the percentage of completion of the transaction
- revenue from contracts with service recipients are recognised when goods and or services are delivered, and title passed, with the exception of utility bills which are charged or credited to the year in which they are billed
- supplies are recorded as expenditure when they are consumed
- accruals are recognised where the value exceeds £10,000
- expenses in relation to services received are recorded as expenditure when the services are received
- interest receivable on investments and interest payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument

Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

iii. Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

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

iv. Charges to revenue for non-current assets

Services, support services and trading accounts are debited with the following amounts to record the cost of holding non-current assets during the year:

- depreciation attributable to the assets used by the relevant service
- revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off
- amortisation of intangible fixed assets attributable to the service

The PCC is not required to raise council tax to fund depreciation, revaluation and impairment losses or amortisations. These charges are reversed out of the Comprehensive Income and Expenditure Statement via the Movement in Reserves Statement to the Capital Adjustment Account. However, there is an annual provision from revenue to contribute towards the reduction in the overall borrowing requirement, the Minimum Revenue Provision (MRP) (normally equal to an amount calculated on a prudent basis determined in accordance with statutory guidance) which is approved each year by the PCC.

v. Employee benefits

Benefits payable during employment

The majority of staff costs are accounted for within the CC's Statement of Accounts as it is the CC who has direction and control over them. All staff costs are shown in the Kent Police Group statements.

Short-term employee benefits are those due to be settled within 12 months of the year-end. 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 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. There were 420 apprenticeships funded during 2024/25 (2023/24, 372 apprenticeships). The reason for the increase is due to additional police officers being employed as part of the ongoing implementation of the Kent Police recruitment programme.

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 employee'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 those affected.

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

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 PCC for Kent. Kent Police participates in two pension schemes:

- 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 requirements under International Accounting Standard 19 (IAS19) the net pensions liability is analysed into several components:
 - current service cost – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked
 - past service cost – 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 – 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 – debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- actuarial gains and losses arising on changes in demographic assumptions – debited to the Pensions Reserve
- actuarial gains and losses arising on changes in financial assumptions – debited to the Pensions Reserve
- experience gains and losses on defined benefit obligation – debited to Pensions Reserve
- benefits paid – payments made directly to pensioners

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 pension scheme is a contributory occupational pension scheme with officers making varying levels of contributions dependent on their salary level. The Police pension scheme is a defined benefit scheme (without managed pension assets). The employer's contribution for each serving officer is common to all schemes at 35.3% of pensionable pay from 1 April 2024. 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 scheme. Transfers into and out of the scheme 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 scheme attributable to Kent Police are included in the Balance Sheet on an actuarial basis using the projected unit method and 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 determined by reference to market yields at the end of the reporting period on high quality corporate bonds.

The Local Government Pension Scheme

The Local Government Pension Scheme (LGPS) is a contributory occupational pension scheme with police staff making contributions dependent on their salary level. The LGPS is accounted for as a defined benefits scheme.

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. The liabilities of the LGPS for PCC staff are not identified separately as this would not be material to the understanding of the accounts.

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.

Asset ceiling

The force has an accounting surplus on its LGPS, but accounting standards only allow an asset to be recognised to the extent that the force can gain economic benefit from that surplus. Economic benefit can be gained in two ways: either via a refund, or via a reduction in future contributions. This limit to the net asset is known as the "asset ceiling". The accounts are prepared on the basis that the force will not have a right to a refund and cannot recognise an accounting surplus. The force cannot cease contributions at the accounting date due to current and potential future funding commitments which are referred to as a "minimum funding requirement". The accounts are prepared on the basis that a minimum funding requirement applies under both IFRS and UK GAAP, and that it spans the full period of anticipated participation in the LGPS.

- vi. Financial instruments

Financial liabilities

Financial liabilities are recognised on the Balance Sheet when the PCC for Kent becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost.

The PCC for Kent's financial liabilities comprise: trade and other payables, lease liabilities and a Private Finance Initiatives funded scheme (PFI).

Financial assets

Financial assets are classified as follows:

- Amortised cost — a financial asset is measured at amortised cost if both of the following conditions are met:
 - the asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows

- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding

Financial assets measured at amortised cost are recognised on the Balance Sheet when the authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value.

- Fair value through profit or loss – any financial assets that are not held in one of the two business models mentioned are measured at fair value through profit or loss.

Fair value measurements use a hierarchy of two levels for the inputs to valuation techniques used to measure fair value:

- Level 1 – These assets are considered to have a readily observable prices and therefore a reliable, fair market value
- Level 2 – Financial assets that do not have regular market pricing, but whose fair value can be determined based on other data values or market prices

Expected credit losses

The expected losses are calculated on trade debtors is based on an assessment of the likelihood of recovery of each debt in respect of each financial year.

Debtors Ageing Period	Impairment %age
Less than 60 days	0%
61 days to 6 months	15%
6 months to 1 year	35%
1 – 2 years	45%
2 – 3 years	55%
3 – 4 years	75%
Over 4 years	100%

In addition to meet the requirements of the Code no impairment will be made for debts for other local councils or for central Government for which relevant statutory provisions prevent default. This has been interpreted to include Chief Constables and Police and Crime Commissioners.

The expected credit losses for the financial assets have been reviewed and are immaterial as they consist of bank accounts and investments with high credit ratings. The change in the fair value of the CCLA investment is reflected in the Balance Sheet.

vii. Government grants and contributions

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

- the PCC for Kent will comply with the conditions attached to the payments
- the grants or contributions will be received

Amounts recognised as due to the PCC for Kent are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution has been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset acquired using the grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or Taxation and Non-Specific Grant Income (non-ring-fenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure Statement.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied reserve. Where it has been applied, it is posted to the Capital Adjustment Account.

viii. Intangible assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the PCC for Kent as a result of past events (such as software licences). Intangible assets are measured initially at cost. The depreciable amount of an intangible asset is amortised over its useful life

to the relevant service lines in the Comprehensive Income and Expenditure Statement.

ix. Investment property

Investment properties are those that are used solely to earn rentals and/or for capital appreciation.

Investment properties are measured initially at cost and subsequently at fair value, to reflect the market conditions at the end of the reporting period. Properties are not depreciated but are revalued annually. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

x. Joint operations

Joint operations are arrangements where the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities relating to the arrangement. The activities undertaken by the authority in conjunction with other joint operators involve the use of the assets and resources of those joint operators. In relation to its interest in a joint operation, the authority as a joint operator recognises:

- its assets, including its share of any assets held jointly
- its liabilities, including its share of any liabilities incurred jointly
- its revenue from the sale of its share of the output arising from the joint operation
- its share of the revenue from the sale of the output by the joint operation
- its expenses, including its share of any expenses incurred jointly

xi. Property, plant and equipment (PPE)

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as non-current assets. Assets which are not being used to deliver services, but which do not meet the criteria to be classified as either Investment Assets or Assets Held for Sale, are recorded as Surplus Assets. The PCC for Kent's de-minimis level for capital expenditure of £12,000. Motorised vehicles are classified as non-current assets in the asset portfolio under the vehicles, plant and equipment.

The PCC for Kent applies the principles of component accounting where an asset has a gross book value in excess of £1m and a residual life of over 25 years.

Measurement

Assets are initially measured at cost.

Asset revaluation

Kent Police carries out a rolling programme that ensures that all property, plant and equipment required to be measured at current value is revalued at least every five years although material changes to asset valuations will be adjusted in the interim periods, as they occur. The Current Value measurement bases include:

- Existing Use Value defined in accordance with RICS Valuation – Professional Standards for assets providing service potential to the force where an active market exists
- Depreciated Replacement Cost, for assets where there is no active market and/or the asset is specialised
- Fair Value, for surplus assets that are not being used to deliver services, but which do not meet the criteria to be classified as either Investment Assets or Assets Held for Sale

The valuer will use one or several measurements and/or factors to determine the value of the property, some of which may be more significant in assessing the valuation than others. Many of these inputs are observable, e.g. they can be seen, measured or found from existing data and records. Other inputs however may not be observable, e.g. an input based solely on the judgement of the valuer or where data is not available, and assumptions are made. Each input has a level of significance towards determining the final valuation. The inputs used in valuations are classified into separate hierarchies, which hierarchies are a guide in assessing the risk of the valuation being more based on subjective interpretation than fact. For building and land valuations, observable inputs are classed as Level 2 and unobservable inputs are classed as Level 3.

Revaluation gains arising from revaluations are reflected in the Revaluation Reserve or, where previous losses have occurred, are credited to the Comprehensive Income and Expenditure Statement to the limit of the previous loss. A loss on valuation is charged to the Revaluation

Reserve to the limit of that fund and thereafter is charged to the Comprehensive Income and Expenditure Statement.

Non-property assets that have short useful lives or low values (or both) are measured at the depreciated historical cost basis which is used as a proxy for fair value.

Impairment

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where impairment losses are identified, they are charged against the Revaluation Reserve up to the amount attributable to each specific asset held in that Reserve. Any excess of this amount is then chargeable to the Comprehensive Income and Expenditure Statement. Any charges to the Comprehensive Income and Expenditure Statement are reversed out to the Capital Adjustment Account via the Movement in Reserves Statement.

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets including PFI assets by the systematic allocation of their depreciable amounts over their useful lives. This is calculated based on the straight-line method. Where an item of Property, Plant and Equipment asset has major components with different estimated useful lives, the components are depreciated separately.

The standard useful lives for each category of asset as follows:

Asset Class	Useful Life
Land	999 years
Buildings	1 to 60 years
Plant and Equipment	1 to 40 years
Vehicles	1 to 8 years
Van trailers	10 years

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

Disposals

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Comprehensive Income and Expenditure Statement (CIES) against any receipts arising from the disposal as a gain or loss on disposal.

The sale of non-current assets for £10,000 or greater in aggregate is recognised as a capital receipt.

xii. Leases

PCC as lessee – right-of-use assets

PCC for Kent adopted IFRS 16 for leases effective from 1 April 2024. IFRS 16's main impact is to remove the traditional distinction between finance leases and operating leases for lessees. Finance leases had effectively been accounted for as acquisitions with the asset on the balance sheet, together with a liability to pay for the asset acquired. In contrast, operating leases had been treated with rentals expensed in the year they are paid. The main impact of IFRS 16 is that, for arrangements previously accounted for as operating leases, a right-of-use asset and a lease liability are brought into the balance sheet at 1 April 2024. IFRS 16 requires all substantial leases to be accounted for using the acquisition approach, recognising the rights acquired to use an asset with the exception for intangible assets and licensing agreements. IFRS 16 has been applied retrospectively, but with the cumulative effect recognised at 1 April 2024. This means that right-of-use assets and lease liabilities have been calculated as if IFRS 16 had always applied but recognised in 2024/25 and not by adjusting prior year figures.

Exemption

PCC for Kent is applying the recognition exemption to low value leased assets below the de-minimus of £12,000 and short-term leased assets that are due to end within 12 months. Payments associated with the lease's exemption are recognised in the Comprehensive Income and Expenditure Statement. These exemptions comprise of leased photocopiers and storage containers.

Initial Measurement

Leases are recognised as right-of-use assets with a corresponding liability at the date from which the leased asset is available for use (or the IFRS 16 transition date, if later). The leases are typically for fixed periods in

excess of one year but may have extension options. The force initially recognises lease liabilities measured at the present value of lease payments, discounting by applying the authority's incremental borrowing rate wherever the interest rate implicit in the lease cannot be determined. The Public Works Loan Board standard fixed interest annuity loan rate is applied for the similar group of the right-of-use asset class. The continuation of the lease agreements for the rolling lease contracts is based on the Estate Management Plan, where substantially all of the economic benefits or service potential from the use of the assets can be obtained.

The transport workshop lease and the private finance initiative contract assets have effectively been accounted for as acquisition with the assets on the balance sheet. Therefore, they are remaining unchanged and are separately disclosed on the statement of accounts.

Subsequent Measurement

IFRS 16 requires that right-of-use assets for which the underlying asset is an item of property, plant and equipment are subsequently measured in accordance with Section 4.1 Property, Plant and Equipment of the Code. The adaptation also includes criteria for the use of the cost model in IFRS 16 as a proxy for current value where the lease has provisions to regularly update lease payments for market conditions and market prices are unlikely to fluctuate significantly.

IFRS 16 specifies the non-commercial accounting requirements for leases at peppercorn or nominal payments or for nil consideration by following the principles in the Code for the treatment of donated assets. The right-of-use of the non-commercial assets are initially measured at fair value. Subsequent measurement is at the appropriate current value for the relevant class of assets. PCC for Kent has a small number of peppercorn or nominal rent assets and the asset is initially recognised at fair value with a gain recognised in grant income within the surplus or deficit recognised on the provision of services.

Depreciation

The right-of-use assets are depreciated on a straight-line basis over the lease term.

Private Finance Initiative

The Code requires that these arrangements are accounted for in a manner that is consistent with an adaptation of International Financial Reporting Interpretations Committee (IFRIC) number 12 Service Concession Arrangements and International Public Sector Accounting Standards (IPSAS) number 32 Service Concession Arrangements. Where indexation or changes in a rate affect future payments, the lease liability is recalculated based on the revised level of payments. Increases (or reductions) in expenditure are realised as increases (or reductions) in the charge taken against the remeasured liability which is based on an assumption of indexation in future years from the contract model. If no indexation had been assumed the liability would have reduced by £0.5m; however to assume no indexation is not prudent given current inflation and the liability would have been understated. Contingent rent is not to be recognised.

The PFI asset value was amended to reflect the calculated change in liability calculated on 1 April 2024 in accordance with IFRS 16, and then a new valuation from the Force's valuers was obtained dated 31 December 2024.

The remeasurement of liability is based upon the model for the PFI contract whereby the inflation for the related financial year is based on the previous January.

PCC as lessee – leases payable

Property, plant and equipment held under leases are recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor.

Lease payments are apportioned between:

- a charge for the acquisition of the interest in the property, plant or equipment – applied to write down the lease liability
- a finance charge (debited to the Financing and Investment Income and Expenditure line in the CIES

xiii. Private Finance Initiative (PFI) and similar contracts

PFI and similar contracts are agreements to receive services, where the responsibility for making available the property, plant and equipment

needed to provide the services passes to the PFI contractor. As the PCC for Kent is deemed to control the services that are provided under its PFI schemes, and as ownership of the property, plant and equipment will pass to the PCC for Kent at the end of the contracts for no additional charge, the PCC for Kent carries the assets used under the contracts on its Balance Sheet as part of non-current assets.

The original recognition of these assets at fair value (based on the cost to purchase the property, plant and equipment) was balanced by the recognition of a liability for amounts due to the scheme operator to pay for the capital investment.

Non-current assets recognised on the Balance Sheet are revalued and depreciated in the same way as property, plant and equipment owned by the PCC for Kent.

xiv. Provisions

Provisions are made where an event has taken place that gives the PCC for Kent a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the PCC for Kent becomes aware of the obligation and are measured at the best estimate at the Balance Sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet.

xv. Contingent liabilities and contingent assets

A contingent liability arises where an event has taken place that gives the PCC for Kent a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the PCC for Kent.

A contingent asset arises where an event has taken place that gives the PCC for Kent a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the PCC for Kent.

xvi. Reserves

When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund in the Movement in Reserves Statement so that there is no net charge against council tax for the expenditure.

xvii. VAT

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

Note 2 – Going concern

The accounts are prepared on a going concern basis reflecting the economic and statutory environment in which police forces and PCCs operate.

As police forces and PCCs 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 Kent Force has forecast cashflow and resources to 31 March 2027 and has not identified any material uncertainties in the going concern assumptions.

Note 3 – Accounting standards issued but not yet adopted

The standards introduced by the 2024/25 Code where disclosures are required in the 2024/25 financial statements, in accordance with the requirements of the Code are:

- IAS 21 The Effects of Changes in Foreign Exchange Rate (Lack of Exchangeability) issued in August 2023. The amendments to IAS 21 clarify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking, as well as require the disclosure of information that enables users of financial statements to understand the impact of a currency not being exchangeable. This will not have any material effect on the PCC's financial statements.
- IFRS 17 Insurance Contracts issued in May 2017. IFRS 17 replaces IFRS 4 and sets out principles for recognition, measurement, presentation and disclosure of insurance contracts. This will not have any effect upon the PCC's financial statements.
- From 1 April 2025, the Accounting Code will change the arrangements for the valuation of Property, Plant and Equipment. For 2024/25, there has been a general requirement that assets are revalued sufficiently regularly so that their carrying amount at 31 March does not differ materially from their current value at that date. This will be replaced by an option to revalue assets every five years, subject to annual reviews for impairment and the updating of carrying amounts by the application of relevant indices. No adjustments to carrying amounts will be required at 1 April 2025. As indices for 2025/26 will not be available until after 31 March 2026, it is not possible to project what the impact of indexation will be.
- From 1 April 2025, the Accounting Code will remove the requirement to measure Intangible Assets at fair value where there is an active market for the particular asset. The measurement basis for all Intangible Assets will be amortised historical cost. The PCC does not have a material balance of revalued Intangible Assets and therefore this will not have any effect on the PCC's financial statements.

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

The preparation of financial statements requires management to make judgements, 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 (group accounts only)

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

Sensitivity analysis	£'000's	£'000's	£'000's
Adjustment to discount rate	0.5%	0.0%	-0.5%
Present value of total obligation	2,534,320	2,322,800	2,111,280
Projected service cost	26,950	18,900	10,850
Adjustment to member life expectancy	+1 Year	None	-1 Year
Present value of total obligation	2,392,480	2,322,800	2,253,120
Projected service cost	19,470	18,900	18,330
Adjustment to salary increase rate	0.5%	0.00%	-0.5%
Present value of total obligation	2,332,600	2,322,800	2,313,000
Projected service cost	18,900	18,900	18,900
Adjustment to pension increases and deferred revaluation	0.5%	0.0%	-0.5%
Present value of total obligation	2,492,970	2,322,800	2,152,630
Projected service cost	22,010	18,900	15,790

Local Government Pension Scheme

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

Sensitivity analysis	£'000's	£'000's	£'000's	£'000's	£'000's
Adjustment to discount rate	0.5%	0.1%	0.00%	-0.1%	-0.5%
Present value of total obligation	410,178	438,961	446,663	454,582	488,588
Projected service cost	6,847	8,166	8,525	8,897	10,524
Adjustment to long term salary increase	0.5%	0.1%	0.00%	-0.1%	-0.5%
Present value of total obligation	450,279	447,372	446,663	445,961	443,223
Projected Service Cost	8,525	8,525	8,525	8,525	8,525
Adjustment to pension increases and deferred revaluation	0.5%	0.1%	0.00%	-0.1%	-0.5%
Present value of total obligation	486,084	454,103	446,663	439,430	412,439
Projected service cost	10,604	8,912	8,525	8,151	6,777
Adjustment to member life expectancy		+1 Year	None	-1 Year	
Present value of total obligation		460,947	446,663	432,885	
Projected service cost		8,857	8,525	8,201	

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 schemes, they are susceptible to small fluctuations in discount rates etc. causing relatively large variation in the values. This is why the sensitivity analysis tables have been included in the Statement of Accounts.

Insurance provisions

The overall liability on the Balance Sheet for insurance (including the reserve) is around £9,649k. This is significantly higher than for other similar forces and all outstanding claims values are being reviewed. The force will have a mid-year reassessment of the estimate of the future liability. A 1% increase in outstanding claims would result in an additional cost of £71k.

Property, plant and equipment

Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the Office of Police and Crime Commissioner (OPCC) will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to assets.

If useful life of assets is reduced, depreciation increases and the carrying amount of the assets falls. It is estimated that the annual depreciation charge for buildings would increase by £0.05m for every year that useful lives had to be reduced.

In September 2022 the Office of Government Property published a safety briefing notice on the dangers of Reinforced Autoclaved Aerated Concrete (RAAC). It said that "RAAC is now life-expired and liable to collapse". The Estates Department of Kent Police have carried out a RAAC survey of property owned by Kent PCC and no suspected RAAC has been identified and therefore no allowance has been made for RAAC in the Accounts.

Financial instruments

The fair values used in the preparation of the accounts have not been affected by any material uncertainty.

Impairment allowance for non-payment of debt

It is prudent to establish a provision (impairment allowance) for non-payment of debt. The impact of the events described above could potentially have an adverse impact on collectability of debt and will be the subject of ongoing review. Therefore, due to the uncertainty about collecting any outstanding monies from taxpayers, a prudent approach has been taken when setting the rates for bad debt provisions, which are reflected in these financial statements. However, if collection rates were to fall, the cost of covering the impairment of doubtful debts would require an additional £42k to be set aside for every 1% reduction in collection rates.

International events

US President Donald Trump imposed sweeping global tariffs on 2 April 2025, including a 10% baseline levy on all imports into the US which increased market volatility. However, valuations are required to reflect conditions at 31 March 2025, and most of the assets in the pensions fund will have been valued by reference to market prices at that date. Estimation uncertainty will only apply to those assets which involve future projections in their valuation, such as discounting expected future cash flows but even then, valuations should not reflect developments that have happened after 31 March. Therefore, the assets and liabilities in the financial statements have not been updated to reflect the impact of the USA's changes to global tariffs.

Non-current assets

The market review by the force's valuers, Wilks Head and Eve LLP recognises estimation uncertainty factors arising from global inflationary pressures, higher interest rates, currency movements, and in addition the general election in the UK on the 4 July 2024 resulted in a new government and historically investor transactional activity is generally lower than normal in the three months prior to such an election date, and then recovered in the following six-month period.

The values in the Accounts are not reported as being subject to 'material valuation uncertainty' as defined by Valuation Technical and Performance Standards (VPS) 3 and Valuation Practice Guidance Applications (VPGA) 10 of the Royal Institution of Chartered Surveyors (RICS) Valuation Global Standards.

Note 5 – Critical judgements in applying accounting policies

In applying the accounting policies set out in Note 1, the PCC for Kent has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are set out below and Note 4 details judgements made in the light of estimation uncertainty.

There remains some uncertainty about future levels of funding for forces in England and Wales. However, the PCC for Kent has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the PCC for Kent might be impaired as a result of a need to close facilities and reduce levels of service provision.

The PFI accounting model which calculates the future liabilities for interest and capital repayments is based on the current retail price index (RPIx, which excludes mortgage interest) as listed by the Office of National Statistics. This is reviewed annually, with any change affecting the current year and future years' charges. An assumption of no future change in indexation would have reduced the PFI liability by £0.5m.

The Pensions liability relating to both Police Officers and staff has been valued in line with the Consumer Price Index as opposed to the Retail Price Index.

The Head of Estates Services was consulted with regard to any impairment of assets under their jurisdiction in the financial year and no other impairment of assets were declared. The Kent and Essex Head of Information Services carried out a review of current intangible assets. Please refer to Note 26.

Note 6 – 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 public bodies in accordance with generally accepted proper practices. It also shows how this expenditure is allocated for decision purposes between the PCC and the force. 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 as reported to Joint Audit Committee. 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.

A guide to the services is shown in the CIES.

2023/24 Restated	2023/24 Restated	2023/24 Restated	Expenditure and Funding Analysis for Kent Police Group	2024/25	2024/25	2024/25
Net Expenditure Chargeable to General Fund	Adjustments Between Funding and Accounting Basis	Net Expenditure in the CIES		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
252,177	(51,073)	201,104	Police pay	274,366	(62,147)	212,219
14,809	343	15,152	Central Operations	11,883	697	12,580
12,026	(456)	11,570	Crime	14,615	736	15,351
9,881	1,931	11,812	Local Policing and Partnerships	9,387	2,073	11,460
1,928	26	1,954	Professional Standards	1,985	34	2,019
17,332	634	17,966	Serious Crime	18,228	842	19,070
6,540	23	6,563	Chief Officer and Corporate Teams	7,109	48	7,157
1,558	(150)	1,408	Corporate Communications and Citizens in Policing	1,891	17	1,908
7,273	151	7,424	Human Resources	6,064	207	6,271

2023/24 Restated	2023/24 Restated	2023/24 Restated	Expenditure and Funding Analysis for Kent Police Group	2024/25	2024/25	2024/25
Net Expenditure Chargeable to General Fund £'000's	Adjustments Between Funding and Accounting Basis £'000's	Net Expenditure in the CIES £'000's		Net Expenditure Chargeable to General Fund £'000's	Adjustments Between Funding and Accounting Basis £'000's	Net Expenditure in the CIES £'000's
1,525	3	1,528	Legal Services	1,300	7	1,307
2,015	39	2,054	Strategic Change	2,195	(426)	1,769
54,988	16,753	71,741	Support Services	56,018	1,851	57,869
3,474	246	3,720	Police and Crime Commissioner's Office	3,475	199	3,674
385,526	(31,530)	353,996	Net Cost of Services	408,516	(55,862)	352,654
(8,148)	8,148	0	Transfer to reserves	(10,102)	10,102	0
209	(209)	0	Other Operating Expenditure items already in General Fund Net Cost of Services	0	0	0
(537)	537	0	Financing and Investment Income and Expenditure items already in General Fund Net Cost of Services	(721)	721	0
377,050	(23,054)	353,996	Service Cost	397,693	(45,039)	352,654
(209)	(23,109)	(23,318)	Other Operating Expenditure	0	(37)	(37)
537	125,695	126,232	Financing and Investment Income and Expenditure	721	128,730	129,451
(386,249)	925	(385,324)	Taxation and Non-specific Grant Income	(409,612)	(1,618)	(411,230)
(8,871)	80,457	71,586	Provision of Services	(11,198)	82,036	70,838
(11,551)			Opening General Fund balance	(12,274)		
(8,871)			(Surplus) on revenue outturn transferred to General Fund	(11,198)		
8,148			Transfer to reserves	10,102		
(12,274)			Closing General Fund Balance	(13,370)		

2023/24 Restated	2023/24 Restated	2023/24 Restated	Expenditure and Funding Analysis for PCC	2024/25	2024/25	2024/25
Net Expenditure Chargeable to General Fund £'000's	Adjustments Between Funding and Accounting Basis £'000's	Net Expenditure in the CIES £'000's		Net Expenditure Chargeable to General Fund £'000's	Adjustments Between Funding and Accounting Basis £'000's	Net Expenditure in the CIES £'000's
61	(9)	52	Police pay	83	(30)	53
(14,515)	209	(14,306)	Central Operations	(16,874)	224	(16,650)
(3,042)	(533)	(3,575)	Crime	(2,940)	433	(2,507)
699	1,911	2,610	Local Policing and Partnerships	419	2,018	2,437
82	0	82	Professional Standards	86	0	86
6,797	564	7,361	Serious Crime	6,670	587	7,257
(1,469)	0	(1,469)	Chief Officer and Corporate Teams	(1,514)	(100)	(1,614)
115	(157)	(42)	Corporate Communications and Citizens in Policing	235	(12)	223
572	116	688	Human Resources	(546)	86	(460)
1,031	0	1,031	Legal Services	811	0	811
377	35	412	Strategic Change	753	(443)	310
41,931	15,683	57,614	Support Services	36,965	903	37,868
3,474	246	3,720	Police and Crime Commissioner's Office	3,475	200	3,675
36,113	18,065	54,178	Net Cost of Policing Services	27,623	3,866	31,489
349,413	0	349,413	Recharge for Chief Constable's Net Service Cost	380,893	0	380,893
385,526	18,065	403,591	Net Cost of Services	408,516	3,866	412,382
(8,148)	8,148	0	Transfer to reserves	(10,102)	10,102	0
209	(209)	0	Provision of Services items already in General fund Net Cost of Services	0	0	0
(537)	537	0	Provision of Services items already in General fund Net Cost of Services	(721)	721	0
377,050	26,541	403,591	Service Cost	397,693	14,689	412,382

2023/24 Restated	2023/24 Restated	2023/24 Restated	Expenditure and Funding Analysis for PCC	2024/25	2024/25	2024/25
Net Expenditure Chargeable to General Fund £'000's	Adjustments Between Funding and Accounting Basis £'000's	Net Expenditure in the CIES £'000's		Net Expenditure Chargeable to General Fund £'000's	Adjustments Between Funding and Accounting Basis £'000's	Net Expenditure in the CIES £'000's
(209)	(23,109)	(23,318)	Other Operating Expenditure	0	(37)	(37)
537	242	779	Financing and Investment Income and Expenditure	721	(24)	697
(386,249)	925	(385,324)	Taxation and Non-specific Grant Income	(409,612)	(1,618)	(411,230)
(8,871)	4,599	(4,272)	Provision of Services	(11,198)	13,010	1,812
(11,550)			Opening General Fund balance	(12,274)		
(8,871)			(Surplus) on revenue outturn transferred to General Fund	(11,198)		
8,148			Transfer to reserves	10,102		
(12,273)			Closing General Fund Balance	(13,370)		

The 2023/24 figures have been restated to reflect the latest service reporting structure to make them comparable to 2024/25.

Note 7 – Note to the expenditure and funding analysis

This note is a breakdown of the column "Adjustments Between Funding and Accounting Basis" in Note 6. It shows the changes made to the funding version of the outturn that is reported as outturn against budget and the transactions made to convert it to the accounting version of the outturn as shown in the CIES.

2023/24	Kent Police Group	2024/25	2024/25	2024/25	2024/25
Total Adjustments Between Funding and Accounting Basis	Adjustments from General Fund to Arrive at the Comprehensive Income and Expenditure Statement Amounts	Adjustment for Capital Purposes (Note 1)	Net Change for Pensions Adjustments (Note 2)	Other Differences (Note 3)	Total Adjustments Between Funding and Accounting Basis
£'000's		£'000's	£'000's	£'000's	£'000's
(51,075)	Police pay	0	(62,098)	(47)	(62,145)
359	Central Operations	223	473	0	696
167	Crime	41	304	0	345
2,040	Local Policing and Partnerships	1,979	55	0	2,034
27	Professional Standards	0	34	0	34
700	Serious Crime	596	253	0	849
23	Chief Officer and Corporate Teams	0	149	0	149
15	Corporate Communications and Citizens in Policing	8	28	0	36
152	Human Resources	87	121	0	208
2	Legal	0	7	0	7
39	Strategic Change	46	16	0	62
24,486	Support Services	11,709	936	11	12,656
9	Police and Crime Commissioner's Office	0	30	0	30
(23,056)	Net Cost of Services	14,689	(59,692)	(36)	(45,039)
103,512	Other income and expenditure	(874)	128,754	(806)	127,074
80,456	Difference Between General Fund and CIES	13,815	69,062	(842)	82,035

Note 1 – This column adds in depreciation, impairments and revaluation gains and losses. It adjusts for capital disposals with a transfer of the income on the disposal and the amounts written-off. Minimum Revenue Provision (MRP) is deducted, adjustments are made to recognise capital grant income.

Note 2 – This column shows the lines which have been affected by the removal of pension contributions and replaced with IAS 19 debits and credits.

Note 3 – Other differences include short-term accumulated absences and the collection fund adjustment.

2023/24 PCC		2024/25			
Total Adjustments Between Funding and Accounting Basis	Adjustments from General Fund to Arrive at the Comprehensive Income and Expenditure Statement Amounts	Adjustment for Capital Purposes (Note 1)	Net Change for Pensions Adjustments (Note 2)	Other Differences (Note 3)	Total Adjustments Between Funding and Accounting Basis
£'000's		£'000's	£'000's	£'000's	£'000's
224	Central Operations	223	0	0	223
90	Crime	40	0	0	40
2,020	Local Policing and Partnerships	1,979	0	0	1,979
629	Serious Crime	596	0	0	596
8	Corporate Communications and Citizens in Policing	8	0	0	8
116	Human Resources	87	0	0	87
35	Strategic Change	46	0	0	46
23,416	Support Services	11,710	0	0	11,710
26,538	Net Cost of Services	14,689	0	0	14,689
(21,940)	Other income and expenditure	(874)	0	(806)	(1,680)
4,598	Difference Between General Fund and CIES	13,815	0	(806)	13,009

Note 1 – This column adds in depreciation, impairments and revaluation gains and losses. It also adjusts for capital disposals with a transfer of the income on the disposal and the amounts written-off. MRP is deducted, adjustments are also made to recognise capital grant income.

Note 2 – PCC has no Police Officers pay cost therefore not affected by the pension contributions.

Note 3 – Other differences include the collection fund adjustment.

Note 8 – Adjustments between accounting basis and funding basis under regulations

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

Total Usable Reserves	Adjustments Between Accounting Basis and Funding Under Regulations for Kent Police Group	General Fund	Capital Receipts and Capital Contributions Unapplied Reserves	Total Usable Reserves	Total Unusable Reserves
2023/24		2024/25	2024/25	2024/25	2024/25
£'000's		£'000's	£'000's	£'000's	£'000's
Adjustments to Revenue Resources					
(75,689)	Pension costs	(69,062)	0	(69,062)	69,062
(176)	Pooled fund adjustment account	83	0	83	(83)
12	Financial instruments adjustment account	0	0	0	0
(989)	Collection fund adjustment account	722	0	722	(722)
(168)	Accumulated compensated absences account	36	0	36	(36)
0	Capital grants move to capital grant unapplied account	167	(167)	0	0
(30,327)	Reversal of entries for capital expenditure	(17,681)	0	(17,681)	17,681
0	Implementation of IFRS 16	(580)	0	(580)	580
(107,337)	Total Adjustment to Revenue Resources	(86,315)	(167)	(86,482)	86,482
Adjustments Between Revenue and Capital Resources					
12	Transfer of cash sale proceeds from non-current assets to Capital Receipts Reserve (CRP)	(103)	0	(103)	2,209
26,806	Statutory provision for financing of capital investment (MRP)	4,382	0	4,382	(4,382)
26,818	Total Adjustments Between Revenue and Capital Adjustment to Capital Resources	4,279	0	4,279	(2,173)
Adjustments to Capital Resources					
0	Use of the capital receipts and capital finance reserves to finance capital expenditure	0	0	0	(5,585)
63	Application of capital grants to finance capital expenditure	0	167	167	(167)
63	Total Adjustments to Capital Resources	0	167	167	(5,752)
(80,456)	Total	(82,036)	0	(82,036)	78,557

Total Usable Reserves	Adjustments Between Accounting Basis and Funding Under Regulations for Police and Crime Commissioner	General Fund	Capital Receipts and Capital Contributions Unapplied Reserves	Total Usable Reserves	Total Unusable Reserves
2023/24		2024/25	2024/25	2024/25	2024/25
£'000's		£'000's	£'000's	£'000's	£'000's
	Adjustments to Revenue Resources				
(176)	Pooled fund adjustment account	83	0	83	(83)
12	Financial instruments adjustment account	0	0	0	0
(989)	Collection fund adjustment account	722	0	722	(722)
0	Capital grants move to capital grant unapplied account	167	(167)	0	0
(30,327)	Reversal of entries for capital expenditure	(17,681)	0	(17,681)	17,681
0	Implementation of IFRS 16	(580)	0	(580)	580
(31,480)	Total Adjustment to Revenue Resources	(17,289)	(167)	(17,456)	17,456
	Adjustments Between Revenue and Capital Resources				
12	Transfer of cash sale proceeds from non-current assets to Capital Receipts Reserve (CRP)	(103)	0	(103)	2,209
26,806	Statutory provision for financing of capital investment (MRP)	4,382	0	4,382	(4,382)
26,818	Total Adjustments Between Revenue and Capital Adjustment to Capital Resources	4,279	0	4,279	(2,173)
	Adjustments to Capital Resources				
0	Use of the capital receipts and capital finance reserves to finance capital expenditure	0	0	0	(5,585)
63	Application of capital grants to finance capital expenditure	0	167	167	(167)
63	Total Adjustments to Capital Resources	0	167	167	(5,752)
(4,599)	Total	(13,010)	0	(13,010)	9,531

Note 9 – Officers' remuneration

The Authority has a specific requirement to disclose the number of employees whose taxable remuneration falls within certain brackets. The table illustrates the number of senior police officers and staff whose remuneration, excluding pension contributions was £50,000 or more in bands of £5,000. Senior Police Officers are defined by CIPFA guidance as those at Chief Superintendent rank and above.

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 the PCC, their chief executive and CFO, all police officers of rank of chief superintendent and above, the deputy chief officer, the director of Essex and Kent support services, the director of Essex and Kent HR and Learning and Development, the director of Corporate Communications and Citizens in Policing and the force CFO.

The officers listed in the following remuneration note are also included in this banding disclosure note which, whilst not technically compliant, does provide a complete analysis for the user of the Accounts. The definition of remuneration used in the table opposite is based on the Code as it includes salary and other benefits to the extent to which they are taxable.

		Number of Employees				
2023/24	2023/24	Remuneration Band (£)	2024/25	2024/25		
Group	PCC		Group	PCC		
76	1	50,000 to 54,999	66	4		
43	4	55,000 to 59,999	38	0		
14	0	60,000 to 64,999	35	3		
10	0	65,000 to 69,999	10	0		
2	0	70,000 to 74,999	6	0		
5	0	75,000 to 79,999	5	0		
2	0	80,000 to 84,999	4	1		
5	2	85,000 to 89,999	2	0		
2	0	90,000 to 94,999	4	1		
4	0	95,000 to 99,999	1	0		
10	1	100,000 to 104,999	7	0		
5	0	105,000 to 109,999	2	0		
0	0	110,000 to 114,999	8	0		
0	0	115,000 to 119,999	3	0		
2	0	120,000 to 124,999	1	0		
1	0	125,000 to 129,999	1	0		
1	0	130,000 to 134,999	1	0		
3	0	135,000 to 139,999	1	0		
1	0	140,000 to 144,999	3	0		
0	0	150,000 to 154,999	1	0		
1	0	155,000 to 159,999	0	0		
0	0	160,000 to 164,999	1	0		
0	0	195,000 to 199,999	0	0		
1	0	200,000 to 204,999	1	0		
188	8	Total	201	9		

2023/24			2024/25	2024/25	2024/25	2024/25
Total Remuneration (Restated)	Post Title	Note	Salary Including Allowances	Benefits in Kind	Pension Contributions	Total Remuneration
£			£	£	£	£
Group and PCC						
99,409	The Kent Police and Crime Commissioner		88,600	0	10,196	98,796
120,600	Police and Crime Commissioner Chief of Staff/ Chief Executive	1	76,445	0	8,088	84,533
0	Police and Crime Commissioner Chief of Staff/ Chief Executive	2	64,654	0	7,888	72,542
96,300	Police and Crime Commissioner Chief Finance Officer		97,571	0	11,027	108,598
CC and Group						
264,126	Chief Constable, Mr Tim Smith	3	197,831	3,735	36,536	238,102
0	Temporary Chief Constable, Mr Peter Ayling	4	13,798	0	4,782	18,580
203,304	Deputy Chief Constable, Mr Peter Ayling	4	148,233	2,284	51,355	201,872
49,978	Deputy Chief Constable – Op Magenta	5	118,813	0	0	118,813
159,725	Deputy Chief Officer, Mr Ian Drysdale		151,097	1,613	18,434	171,144
176,391	Assistant Chief Constable (Local Policing)	6	100,261	0	32,460	132,721
	Assistant Chief Constable (Local Policing)	7	42,149	0	14,557	56,706
162,122	Assistant Chief Constable (Serious Crime Directorate)		136,191	1,363	47,016	184,570
156,378	Assistant Chief Constable (Central Operations)	8	91,180	1,296	31,449	123,925
	Assistant Chief Constable (Central Operations)	9	24,715	3,252	8,395	36,362
165,717	Assistant Chief Constable (Crime Directorate)		151,157	4,925	49,386	205,468
	Assistant Chief Constable (Emergency Services Network (ESN)/ Airwave)	10	91,714	3,691	31,578	126,983
173,558	Assistant Chief Constable (HMICFRS)		136,191	5,410	47,016	188,617
	Assistant Chief Constable (Eastern Regions Special Operations Unit (ERSOU))	11	109,801	5,651	38,289	153,741
153,295	Director of Human Resources and Learning and Development	12	144,221	212	17,443	161,876
151,833	Director of Corporate Communications and Citizens in Policing		142,971	0	17,443	160,414
113,067	Chief Finance Officer to the Chief Constable		111,887	0	13,650	125,537
2,245,802	Total		2,239,480	33,432	496,988	2,769,900

Notes:

1. The PPC Chief Executive retired on 03.11.2025, their replacement (2) commenced 04.11.2025
3. The Chief Constable retired on 01.03.2025 and re-joined Kent Police as Chief Constable from 01.04.2025
4. The Deputy Chief Constable fulfilled the role of Temporary Chief Constable during the period 01.03.2025 to 31.03.2025
5. The Deputy Chief Constable for Operation Magenta leads the independent enquiry into deaths at Gosport War Memorial Hospital. The post is externally funded, full costs are recovered from the Home Office under the control of Hampshire Police but are included here as Kent Police are the employing force.
6. Assistant Chief Constable for Local Policing retired 11.12.2024. They were replaced by ACC for Central Operations (8,7) with effect from 12.12.2024
8. Assistant Chief Constable for Central Operations transferred to Local Policing and Partnerships (7) with effect from 12.12.2024
9. Assistant Chief Constable for Central Operations commenced 20.01.2025 replacing the previous holder (8) who transferred to ACC for Local Policing
10. Assistant Chief Constable Seconded to the Emergency Services Network/Airwave project commenced 01.07.2024. Full costs are recovered from the Home Office but are included here as Kent Police are the employing force.
11. Assistant Chief Constable ERSOU commenced 06.05.2024. The collaborative post covers specialist policing operations within the eastern region. Costs are shared between partner agencies, administered by Bedfordshire Police but are included here as Kent Police are the employing force.
12. 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.

In addition to the police officers and police staff shown in the table, the Kent Police Officer Management Team also included in the following shared posts: Director of Essex and Kent Support Services – the post is shared 50:50 between Essex and Kent Police, 50% of costs were recharged to Kent Police in 2024/25. Their remuneration is disclosed in full in the Essex Police Statement of Accounts.

The 2023/24 figures were restated to include a post of Assistant Chief Constable who is seconded to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

Note 10 – Termination benefits

There were three terminated contracts during 2024/25 (16 in 2023/24), as well as two redundancies from the joint collaboration Seven Forces Procurement Team where Kent paid their share of the cost, based on Net Revenue Expenditure. Termination payments are made to staff made redundant mostly on a voluntary basis, as part of the Kent Police rationalisation of the service. Payments were made to staff in accordance with Kent Police policy 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.

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

2023/24	2023/24	2023/24	2023/24		2024/25	2024/25	2024/25	2024/25
Number of People	Redundancy Cost	Pension Cost	Total	Cost to Kent Police	Number of People	Redundancy Cost	Pension Cost	Total
	£'000's	£'000's	£'000's	£'000's		£'000's	£'000's	£'000's
6	80	0	80	0 to 20	2	25	0	25
5	121	7	128	20 to 40	0	0	0	0
3	52	105	157	40 to 60	1	17	29	46
1	21	40	61	60 to 80	0	0	0	0
1	28	52	80	80 to 100	1	29	71	100
0	0	0	0	400 +	1	131	283	414
16	302	204	506	Total	5	202	383	585

Note 11 – Defined benefit pension schemes (group accounts only)

The Police Officer pension scheme is an unfunded scheme meaning there are no assets built up to meet the pension liabilities and cash has to be generated to meet pension payments as they fall due. Both Police Officers and the employer make contributions to the Police Pension Fund. Any difference between the pension income and the actual pensions paid out is reimbursed by the Home Office through a top up grant.

All Police Staff are eligible to join the Local Government Pension Scheme (LGPS) administered by Kent County Council. Both the staff and the employer make contributions to the Scheme; however, the LGPS is a fully funded scheme meaning contributions are invested to help fund future liabilities. The amount the employer pays is determined by a valuation which takes place every three years.

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 1 – Accounting Policies.

Transactions relating to retirement benefits

The Group 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 Group 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 Group's accounts during the year.

2023/24	Police Officer Pension Schemes (Combined)	2024/25
£'000's		£'000's
Comprehensive Income and Expenditure Statement		
Cost of Services:		
37,500	Current service cost	33,300
0	Past service cost / (gain)	300
Financing and Investment Income and Expenditure:		
128,500	Net interest on the net defined benefit liability (asset)	130,000
166,000	Sub-total Charged to the (Surplus) / Deficit on the Provision of Services	163,600
Other Post-employment Benefit Charged to Other Comprehensive Income and Expenditure:		
(14,300)	Actuarial losses (gains) arising from change in demographic assumptions	(32,500)
(155,900)	Actuarial losses (gains) arising from change in financial assumptions	(442,000)
71,500	Other experience	19,000
(98,700)	Sub-total Charged to Other Comprehensive Income and Expenditure	(455,500)
67,300	Total Charged to the Comprehensive Income and Expenditure Statement	(291,900)
Movement in Reserves Statement:		
(166,000)	Reversal of net charges made to the (surplus) / deficit on the Provision of Services for post-employment benefits	(163,600)
Actual Amount Charged to the General Fund for Pensions:		
88,700	Actuarial Contributions to Fund	95,700

Assets and liabilities in relation to retirement benefits

The following table reconciles the present values of the liabilities of the police pension schemes.

2023/24	Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)	2024/25
£'000's		£'000's
(2,731,800)	Benefit Obligation at 1 April	(2,710,400)
(37,500)	Current service cost	(33,300)
(128,500)	Interest on pension liabilities	(130,000)
98,700	Actuarial remeasurement	455,500
(20,800)	Contributions by scheme participants	(22,100)

2023/24	Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)	2024/25
£'000's		£'000's
0	Past service gains/(losses)	(300)
109,400	Benefits paid / (received)	117,700
100	Transfers in from / (out to) other authorities	100
(2,710,400)	Benefit Obligation at 31 March	(2,322,800)

2023/24	Reconciliation of Movements in the Fair Value of the Scheme (Plan)	2024/25
£'000's		£'000's
0	Opening Fair Value of Assets	0
88,700	Contributions by employer	95,700
20,800	Contributions by participants	22,100
(100)	Transfers in from / (out to) other authorities	(100)
(109,400)	Net benefits paid out	(117,700)
0	Closing Fair Value of Assets	0

Pensions assets and liabilities recognised in the Balance Sheet

2023/24	Police Pension Scheme (Combined)	2024/25
£'000's		£'000's
(2,710,400)	Present value of Police Pension Scheme defined benefit obligation	(2,322,800)
(2,710,400)	Net Liability Arising From the Defined Benefit Obligation	(2,322,800)

The liabilities show the underlying commitments that the Group has in the long-term to pay retirement benefits. The total liability of £2.32 billion (2023/24, £2.71 billion) has a substantial impact on the net worth of the Group as recorded in the Balance Sheet.

Statutory arrangements for funding the deficit however, mean that the financial position of the Group remains healthy. Police Pensions are charged to the Police Pension Fund Account (see note below) and any shortfall between the value of pensions paid in the year and the receipts into the account from the employer and employee contributions is funded from the General Fund. A top-up grant from the Government is then claimed to cover the deficit or, in the event of a surplus, repaid to the Government for 2024/25 this was £31.8 million (£36.3 million, 2023/24).

Basis for estimating assets and liabilities Police Pension Scheme

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, etc. The Police Pension Schemes have been assessed by Hymans Robertson LLP, an independent firm of actuaries.

The principal assumptions used in their calculations are shown below:

2023/24 Actuarial Assumptions:	2024/25
<u>Years</u> Longevity at 60 for current pensioners:	<u>Years</u>
26.5 Men	26.3
29.4 Women	29.2
Longevity at 60 for future pensioners:	
27.9 Men	28.1
30.7 Women	30.5
3.1% Rate of inflation (RPI)	3.1%
3.1% Rate of increase in salaries	3.1%
2.8% Rate of increase on pensions	2.8%
4.9% Rate of discounting for scheme liabilities	5.8%
90.0% Take up of option to convert annual pension into retirement lump sum	90.0%

Local Government Pension Scheme

2023/24 Local Government Pension Scheme	2024/25
£'000's	£'000's
Comprehensive Income and Expenditure Statement	
Service Cost:	
10,546 Current service cost	12,003
440 Past service cost	100
509 Administration expenses	550
Financing and Investment Income and Expenditure:	
27,201 Interest cost	28,902
(30,249) Expected interest return on assets in the scheme	(30,148)
8,447 Sub-total Charged to the (Surplus) / Deficit on the Provision of Services	11,407
Other Post-employment Benefits Charged to Other Comprehensive Income and Expenditure	
9,112 Return on plan assets (excluding amount included in net interest expense)	10,815
(6,635) Actuarial (gains) arising from demographic assumptions	(1,244)

2023/24	Local Government Pension Scheme	2024/25
£'000's		£'000's
(12,665)	Actuarial (gains) arising from financial assumptions	(91,757)
10,150	Actuarial losses arising from the impact of the asset ceiling	82,086
1,552	Experience (gains) / losses	(1,202)
1,514	Sub-total Charged to Other Comprehensive Income and Expenditure	(1,302)
9,961	Total Charged to the Comprehensive Income and Expenditure Statement	10,105
	Movement in Reserves Statement	
(8,447)	Reversal of net charges made to the (surplus) / deficit on the Provision of Services for post-employment benefits	(11,407)
	Actual Amount Charged to General Fund for Pensions in the Year	
10,058	Employers' contribution payable to the scheme	10,245

The actual return on scheme assets in the year was £30.15 million (2023/24, £30.25 million).

Pensions assets and liabilities recognised in the Balance Sheet

2023/24	Local Government Pension Scheme	2024/25
£'000's		£'000's
(513,882)	Present value of liabilities	(446,663)
582,333	Fair value of assets	600,935
68,451	Surplus	154,272
(69,429)	Impact of LGPS asset ceiling	(155,110)
(978)	Total (Liability)	(838)

Reconciliation of impact of asset ceiling

International Financial Reporting Interpretations Committee (IFRIC) 14 requires that a surplus in the LGPS must be measured at the lower of the surplus in the defined benefit plan, or the "asset ceiling" which is the present value of any economic benefits available in the form of reductions in future contributions to the LGPS. However, as there is no unconditional right to a refund or a reduction in employer contributions, application of the asset ceiling results in a net liability.

2023/24 Local Government Pension Scheme	2024/25
£'000's	£'000's
(56,254) Opening impact of asset ceiling	(69,429)
(3,025) Interest on impact of asset ceiling	(3,595)
(10,150) Actuarial (losses)/ gains	(82,086)
(69,429) Closing impact of asset ceiling	(155,110)

The calculation of the asset ceiling assumes that:

- The force does not have a right to a refund of surplus at the level required by the accounting standard. Any surplus recognised is based on the economic benefit from a reduction in contributions.
- The force is a scheduled body and assumed to participate indefinitely.
- The requirement for the force to make contributions to the Fund is considered to be a minimum funding requirement (MFR). For the period beyond the existing Rates and Adjustments certificate, it is estimated that the existing rates remain in force. This is based on the fund actuary's methodology which is designed to provide a stable contribution rate, and also the lack of any other readily available figure.

Reconciliation of present value of the scheme assets and liabilities

The following tables reconcile the present value of liabilities and assets of the Local Government Pension Scheme attributable to the Group. Asset returns have been higher than the discount rate assumed at the previous valuation and discount rates used have increased, both have led to the increase of £13.2m in the impact of the LGPS asset ceiling.

2023/24 Local Government Pension Scheme – Liabilities	2024/25
£'000's	£'000's
(508,068) Balance Brought Forward	(513,882)
(10,546) Current service cost	(12,003)
(24,176) Interest cost	(25,307)
(5,027) Contributions by scheme participants	(5,400)
6,635 Actuarial gains / losses arising from changes in demographic assumptions	1,244
12,665 Actuarial gains / losses arising from changes in financial assumptions	91,757
(1,552) Experience (gains)/losses on defined benefit obligation	1,202
(440) Past service costs	(100)
16,505 Benefits paid / transfers paid	15,696
122 Unfunded pensions payments	130
(513,882) Balance Carried Forward	(446,663)

Reconciliation of present value of the scheme assets

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

31 March 2024	31 March 2024	Reconciliation of present value of the scheme assets	31 March 2025	31 March 2025
£'000's	%		£'000's	%
338,765	59	Equities	342,198	57
42,668	7	Gilts	35,621	6
83,847	14	Other Bonds	89,332	15
52,247	9	Property	49,209	8
9,273	2	Cash	23,767	4
29,424	5	Target Return Portfolio	30,693	5
26,109	4	Infrastructure	30,115	5
582,333	100	Total	600,935	100

Reconciliation of the movements in fair value of scheme assets

2023/24	Local Government Pension Scheme – Assets	2024/25
£'000's		£'000's
563,247	Opening Fair Value of the Scheme Assets	582,333
30,249	Interest Income	30,148
(9,112)	Expected return on assets	(10,815)
(509)	Other	(550)
10,058	Employer contributions	10,245
5,027	Contributions by employees into the scheme	5,400
(16,627)	Benefits paid	(15,826)
582,333	Closing Fair Value of the Scheme Assets	600,935

Basis for estimating assets and liabilities (LGPS)

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, etc. 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 2024.

The principal assumptions used in their calculations have been:

2023/24	Local Government Pension Scheme	2024/25
Years	Mortality assumptions:	Years
	Longevity at 65 for current pensioners:	
20.8	Men	20.7
23.3	Women	23.3
	Longevity at 65 for future pensioners:	
22.0	Men	22
24.7	Women	24.7
%		%
3.2%	Rate of inflation (RPI)	3.1%
2.9%	Rate of inflation (CPI) on which Pensions are based	2.9%
3.9%	Rate of increase in salaries	3.9%
2.9%	Rate of increase on pensions	2.9%
5.0%	Rate of discounting for scheme liabilities	5.9%
50.0%	Take up of option to convert annual pension into retirement lump sum	50.0%

The liabilities show the underlying commitments that the Group has in the long-term to pay retirement benefits. The total liability (£0.8m) has a substantial impact on the net worth of the Group as recorded in the Balance Sheet.

McCloud consideration

In 2018 the Government was found to have discriminated against younger members of public service pension schemes. The judgment, known as McCloud, resulted in the Government making changes to public service pension schemes to remedy discrimination which had taken place. In the Lord Chancellor v McCloud and others, the Court of Appeal ruled that younger members of the judges' and firefighters' pension schemes had been unlawfully discriminated against because the protections from the reforms did not apply to them. As a result, the Government accepted that the judgment would apply to all public service schemes, including the police and the LGPS, which had similar arrangements protecting members closer to retirement from the reform.

The impact of an increase in scheme liabilities arising from McCloud judgment will be measured through the pension valuation process, which determines employer and employee contribution rates. The impact of an increase in annual pension payments arising from McCloud 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. A separate process for reimbursing the police authority for costs in relation to the McCloud remedy is also in place – it operates outside of the police pension fund top-up grant.

Note 12 – Material items of income and expense

Under the Public Service Pensions and Judicial Offices Act 2022, the McCloud remedy returned all eligible police pension members to their legacy (final salary) pension scheme for the duration of the remedy period (01 April 2015 to 31 March 2022). In some cases this required payment of additional pension contributions where members returned to a legacy scheme with higher contribution rates than the reformed CARE scheme they had been members of during the remedy period. Therefore in 2024/25 £899k expenditure was included against "Police Pay" in the CIES for the cost of officers transferring their pension benefit accrued in the remedy period between the CARE and legacy schemes. This sum was offset by a grant for the same amount against "Support Services".

Note 13 – Grant income

This note details the grants to the Comprehensive Income and Expenditure Account.

Grants Credited to Taxation and Non-Specific Grant Income are detailed in the Comprehensive Income & Expenditure Statement.

Capital grants and contributions: please see Note 18 under "capital contributions unapplied".

Revenue grants – receipts in advance for 2024/25 were £0.5 million (£0.5 million, 2023/24).

2023/24 £'000's	Grants	Providers	2024/25 £'000's
	Credited to Net Cost of Services		
(36,343)	Home Office pension top-up grant	Home Office	(31,797)
(5,724)	PFI grant	Home Office	(5,724)
(7,183)	Police Officer Maintenance grant	Home Office	(10,421)
(8,080)	Police Officer Pay Award	Home Office	(4,008)
(2,482)	PCC special grants including Safer Streets	Home Office	(2,163)
(3,372)	Police pension grant	Home Office	(11,693)
(4,068)	Ministry of Justice	Home Office/ Ministry of Justice (MoJ)	(4,001)
(709)	Serious Violence Fund (GRIP programme)	Home Office	(1,557)
(20)	Designated security post grant	Home Office	(62)
(18,076)	Other	Home Office/ ERSOU	(20,040)
(86,057)	Total		(91,466)

Note 14 – External audit costs

2023/24 Group	2023/24 PCC (Restated)	External Audit Costs	2024/25 Group	2024/25 PCC
£'000's	£'000's		£'000's	£'000's
179	125	External audit service fees for year	195	134
39	29	Variation fees	0	0
(21)	0	Reversal of accrual	0	0
0	0	Non-audit costs	0	0
197	154	Total External Audit Costs	195	134

The force's auditors are Ernst and Young LLP. For 2024/25, an assumption has been made to accrue for the Audit Fees based on the Public Sector Audit Appointments scale fee notification sent to the PCC and Chief Constable.

Note 15 – Expenditure and income analysed by nature

Group 2023/24 (Restated)	PCC 2023/24 (Restated)	Income and Expenditure Analysed by Nature	Group 2024/25	PCC 2024/25
£'000's	£'000's		£'000's	£'000's
Expenditure				
457,674	10,856	Employee benefits expenses	480,133	11,317
18,334	18,334	Premises related expenses	19,019	19,019
8,424	8,424	Transport related expenses	8,164	8,164
36,625	36,624	Supplies and services	43,172	43,050
20,224	18,249	Third party payments	16,034	13,867
30,248	30,248	Depreciation, amortisation and impairment	19,071	19,071
5,301	5,301	Capital financing expenses	5,271	5,271
12	12	Other service expenses	3	3
0	349,413	Recharge for Chief Constable's Net Service Cost	0	380,893
576,842	477,461	Total Expenditure	590,867	500,655

Group 2023/24 (Restated) £'000's	PCC 2023/24 (Restated) £'000's	Income and Expenditure Analysed by Nature	Group 2024/25 £'000's	PCC 2024/25 £'000's
		Income		
(20,606)	(20,606)	Fees, charges and other service income	(20,601)	(20,601)
(160,729)	(160,729)	Income from council tax	(173,214)	(173,214)
(274,246)	(266,166)	Government grants and contributions	(295,349)	(291,343)
(26,579)	(11,134)	Contributions from other public bodies	(30,866)	(13,686)
(23,097)	(23,097)	Cancellation of North Kent PFI liability	0	0
(505,257)	(481,732)	Total Income	(520,030)	(498,844)
71,585	(4,271)	(Surplus)/ Deficit on the Provision of Services	70,837	1,811

The most significant movement between years is on income where 2023/24 included the cancellation of the North Kent PFI liability, on employees due to the increase in the cost of police officers and on supplies and services due to the North Kent transfer to match normal PFI costs.

The 2023/24 figures were restated following a review of the categories used in the table.

Note 16 – Revenue from contracts with service recipients

In accordance with the Code, Kent Police recognises revenue from contracts with service recipients when it satisfies a performance obligation by transferring promised goods or services to a recipient, measured as the amount of the overall transaction price allocated to that obligation.

Group 2023/24 £'000's	PCC 2023/24 £'000's	Revenue from Contract with Service Recipients Analysis	Group 2024/25 £'000's	PCC 2024/25 £'000's
(2,938)	(2,938)	Channel tunnel	(3,659)	(3,659)
(594)	(594)	Bluewater	(844)	(844)
(1,933)	(1,933)	National Driver Offending Retraining Scheme (NDORS)	(1,511)	(1,511)
(636)	(636)	Driver training	(623)	(623)
(530)	(530)	Vehicle seizure	(590)	(590)
(801)	(801)	Court costs	(745)	(745)

Group 2023/24 £'000's	PCC 2023/24 £'000's	Revenue from Contract with Service Recipients Analysis	Group 2024/25 £'000's	PCC 2024/25 £'000's
(1,073)	(1,073)	Proceeds of crime	(1,073)	(1,073)
(1,707)	(1,707)	Seconded police officer income	(2,196)	(2,196)
(721)	(721)	Courses	(618)	(618)
(3,257)	(3,257)	Sale of assets	(2,241)	(2,241)
(6,296)	(6,296)	Other income	(6,496)	(6,496)
(20,486)	(20,486)	Revenue from Contracts with Service Recipients in CIES Provision of Services	(20,596)	(20,596)
161	161	Impairment of receivables	193	193
(20,325)	(20,325)	Total	(20,403)	(20,403)

The total income for CIES Provision of Service for 2024/25 was £520m (£501.3m, 2023/24) and therefore the result of the analysis of the income streams was that there was no impact on the 2024/25 accounts as a consequence of revenue from contracts with service recipients.

Note 17 – Transfer to/from revenue earmarked reserves

This note sets out the amounts set aside from the General Fund to earmarked reserves to provide financing for future revenue expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure in 2024/25.

	As at 31 March 2023 £'000's	Transfers In £'000's	Transfers Out £'000's	As at 31 March 2024 £'000's	Transfers In £'000's	Transfers Out £'000's	As at 31 March 2025 £'000's
Budget support	(8,687)	(895)	2,434	(7,148)	(10,858)	6,261	(11,745)
PFI reserve	(834)	(3,814)	0	(4,648)	(2,227)	0	(6,875)
Insurance	(2,969)	(657)	0	(3,626)	(173)	800	(2,999)
Airwave Credits Reserve	0	0	0	0	(1,104)	0	(1,104)
Operation Brock/Stack contingency	(1,078)	0	0	(1,078)	0	0	(1,078)
OPCC	(1,157)	0	236	(921)	(507)	676	(752)
Partnership funding and contributions	0	(974)	0	(974)	(27)	439	(562)
Property maintenance	(93)	(13)	5	(101)	(13)	2	(112)
Revenue funding of capital	0	(4,469)	4,361	(108)	(3,479)	3,587	0
Total Earmarked Reserves	(14,818)	(10,822)	7,036	(18,604)	(18,388)	11,765	(25,227)

Note 18 – Usable reserves

31 March 2024 £'000's	Usable Reserves	31 March 2025 £'000's
(12,273)	General fund	(13,370)
(7,149)	Budget support	(11,745)
(4,648)	PFI reserve	(6,875)
(3,626)	Insurance	(2,999)
0	Airwaves Credits Reserve	(1,104)
(1,078)	Op Brock/Stack contingency	(1,078)
(921)	OPCC	(752)
(974)	Partnership funding and contributions	(562)
(101)	Property maintenance	(112)
(108)	Revenue funding of capital	0
(114)	Capital contributions unapplied	(114)
(30,992)	Total	(38,711)

Movements in the PCC for Kent's usable reserves are detailed in the Movement in Reserves Statement and Note 17.

General fund

During 2024/25 the general fund was maintained to 3% of the net revenue budget.

Budget support

This reserve has been created for identified revenue slippage in projects, operational risks and for supporting unforeseen budget fluctuations.

PFI reserve

North Kent Police Station transferred into the force's ownership from a PFI contract during 2023/24 and the difference between the cost of the PFI contract and the actual cost of running the building is credited to this reserve. It will be used to help meet the ongoing costs of the building and works required to remedy the building's significant defects.

Insurance

This reserve is held to cover potential liabilities in any insurance claim. In order to keep insurance premiums at a reasonable level the force will self-insure to a significant degree. This level is reviewed annually.

Airwaves credits reserve

This reserve was created once it was confirmed Kent Police would retain the credits applied to the cost for a contracted communications service and will be used to support future budget fluctuations.

Operation Brock/Stack contingency

This reserve was created to assist in policing of the Kent ports.

OPCC

This reserve has been built up over the years where the PCC for Kent transferred a proportion of its office underspend to this reserve. This funding is then used to support several special projects during the year for both the PCC and the force.

Partnership funding and contributions

This reserve hold monies received from other bodies to support Kent police expenditure on projects.

Property maintenance

This reserve has been created for the maintenance of the properties for which the Kent PCC Group is responsible.

Revenue funding of capital

This reserve is made up of transfers from revenue balances for the financing of capital expenditure.

Capital contributions unapplied and capital receipts reserves

These reserves are built up from contributions for capital projects and the sale of non-current assets. The funds received from disposal of non-current assets can only be used for capital expenditure.

31 March 2024	Capital Contributions Unapplied Reserve	31 March 2025
£'000's		£'000's
(114)	Balance at 1 April	(114)
(63)	Receipts and transfers during the year	(167)
63	Financing of non-current assets	167
(114)	Balance at 31 March	(114)

31 March 2024	Capital Receipts Reserve	31 March 2025
£'000's		£'000's
0	Balance at 1 April	0
(3,257)	Receipts and transfers during the year	(2,106)
3,257	Financing of non-current assets	2,106
0	Balance at 31 March	0

Note 19 – Unusable reserves

Group 31 March 2024 £'000's	PCC 31 March 2024 £'000's	Unusable Reserves	Group 31 March 2025 £'000's	PCC 31 March 2025 £'000's
(54,376)	(54,376)	Revaluation reserve	(52,518)	(52,518)
978	0	Pensions reserve (LGPS)	838	0
2,710,400	0	Pension reserve (Police)	2,322,800	0
(85,509)	(85,509)	Capital adjustment account	(76,930)	(76,930)
(175)	(175)	Collection fund adjustment account	(897)	(897)
4,573	0	Short-term accumulated compensated absences account	4,537	0
665	665	Pooled investment funds adjustment account	581	581
2,576,556	(139,395)	Total	2,198,411	(129,764)

Revaluation reserve

The Revaluation Reserve contains the gains made by the PCC for Kent arising from increases in the value of its property, plant and equipment. The balance is reduced when assets with accumulated gains are:

- revalued downwards or impaired and the gains are lost
- used in the provision of services and the gains are consumed through depreciation
- disposed of and the gains are realised

2023/24 £'000's	Revaluation Reserve	2024/25 £'000's
(62,381)	At 1 April	(54,376)
0	Adjustment to opening balance	429
(62,381)	Restated balance at 1 April	(53,947)
(3,048)	Upward revaluation of assets	(1,495)
8,345	Downward revaluation of assets and impairment losses not charged to the Provision of Services in the CIES	1,724
1,655	Difference between fair value of depreciation and historical cost depreciation	801
1,052	Accumulated gains on assets sold or scrapped	465
0	Upward revaluation of IFRS 16 right-of-use assets	(129)
0	Difference between fair value of depreciation and historical cost depreciation IFRS 16 right of use assets	63
(54,377)	At 31 March	(52,518)

The opening balance has been restated as an exercise was carried out in 2024/25 to determine that the current value of assets match the total of net historical cost and the revaluation reserve and this adjustment was required to ensure compliance with the Code.

Pensions reserve (group accounts only)

2023/24 Pensions Reserve	2024/25
£'000's	£'000's
2,732,875 At 1 April	2,711,378
(100,211) Actuarial (losses) on pensions assets and liabilities	(460,397)
174,447 Reversal of items relating to retirement benefits debited or credited to the Provision of Services in the CIES	175,007
(98,758) Employer's pension contributions and direct payments to pensioners payable in the year	(105,945)
3,025 Impact of Local Government Pension Scheme (LGPS) asset ceiling	3,595
2,711,378 At 31 March	2,323,638

Accounting standards state that if an employer has an accounting surplus for a pension scheme, it should only be recognised to the extent that it is able to recover the surplus either through reduced contributions in the future, or through refunds. The present value of such economic benefits is commonly referred to as the "asset ceiling". In accordance with International Financial Reporting Interpretations Committee (IFRIC) 14 an allowance for an asset ceiling was made for Kent Police LGPS scheme for the 2024/25 accounts. The impact of the asset ceiling creates an additional liability to reflect that Kent Police has no unconditional right to a refund of the pension surplus.

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The PCC for Kent accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the PCC for Kent makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the PCC for Kent has set aside to meet them, this shortfall is met by the Home Office through the top-up grant. In 2024/25 this shortfall was £31.8 million (£36.3 million, 2023/24). The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

Capital adjustment account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis). The Account is credited with the amounts set aside by the PCC for Kent as finance for the costs of acquisition, construction and enhancement.

The Account contains accumulated gains and losses on Investment Properties and gains recognised on donated assets that have yet to be consumed by the PCC for Kent.

The Account also contains revaluation gains accumulated on property, plant and equipment before 1 April 2007, the date that the Revaluation Reserve was reset to hold such gains.

2023/24 Capital Adjustment Account	2024/25
£'000's	£'000's
(81,887) At 1 April	(85,509)
Reversal of items of capital expenditure debited or credited to the CIES:	
10,468 Charges for depreciation and impairment of non-current assets	11,184
0 Revaluation (gains)/losses re Assets held for sale/ investment properties	(81)
16,815 Revaluation (gains)/losses on property, plant and equipment	7,019
3,043 Amortisation of intangible assets	1,259
3,245 Amount of non-current assets written off on disposal or sale as part of the gain/ loss on disposal to the CIES	2,209
0 Right of use assets	(630)
Adjusting amounts written out of the Revaluation Reserve:	
(2,706) Net written out amount of the cost of non-current assets consumed in the year	(2,247)
Capital financing applied in the year:	
(7,618) Use of reserves to finance new capital expenditure	(5,585)
(63) Capital grants and contributions credited to the CIES that have been applied to capital financing	(167)
(26,806) Minimum Revenue Provision repayments (2023/24 included repayment of liability on a closed PFI)	(4,382)
(85,509) At 31 March	(76,930)
Collection fund adjustment account	
2023/24 Collection Fund Adjustment Account	2024/25
Re-stated	£'000's
£'000's	£'000's
(1,164) At 1 April	(175)
988 Amount by which Council Tax Income credited to the CIES is different from the cost of settlements chargeable in the year in accordance with statutory requirements	(722)
(176) At 31 March	(897)

The Collection Fund Adjustment Account manages the differences arising from the recognition of council tax income in the Comprehensive Income and Expenditure Statement as it falls due from council taxpayers compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund. This reflects the PCC for Kent's share of any under or over payments and potential bad debts relating to non-payment of council tax to local authorities.

Short-term accumulated absences account (group accounts only)

2023/24 Short-term Accumulated Absences Account £'000's	2024/25 £'000's
4,405 At 1 April	4,573
(4,405) Unused amounts reversed in year	(4,573)
4,573 Additional liability calculated in year	4,537
4,573 At 31 March	4,537

The Accumulated Absences Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year such as annual leave entitlement and time off in lieu of payment carried forward at 31 March 2025. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the account.

Pooled investment funds adjustment account

2023/24 Pooled Investment Funds Adjustment Account £'000's	2024/25 £'000's
488 At 1 April	664
176 Adjustment to fair value of property fund investments	(83)
664 At 31 March	581

The movement of £83k shown above in 2024/25 is the increase in the fair value of the Churches, Charities and Local Authorities (CCLA) property fund (the long-term investment in the Balance Sheet). The Pooled Investment Funds Adjustment Account absorbs the changes in fair value of investments. There was in place a statutory override so that the movement on this reserve does not impact on the General Fund. The government has decided that the override will be extended until 31 March 2029 for investments already in place at 1 April 2024 which applies to this investment as it was purchased in September 2017. Any new investments taken out after 1 April 2024 will be subject to IFRS 9 compliance and will require fair value movements to be accounted for.

Note 20 – Property, plant and equipment

The adjustment to the opening balance relates to the writing out of items from the asset register that were no longer in use and which had a net book value of nil. This adjustment was reflected in the Accounts for 2023/24.

2024/25	Operational Assets	Operational Assets	Non-Operational Assets	Non-Operational Assets	Property, Plant and Equipment Assets
Classification	Land and Buildings	Vehicles, Plant and Equipment	Surplus Assets	Assets Under Construction	Total
	£'000's	£'000's	£'000's	£'000's	£'000's
Cost or Valuation					
Balance Brought Forward on Asset Register	167,212	60,800	3,754	0	231,766
Adjustment to Opening Balance on Asset Register	0	(2,958)	0	0	(2,958)
At 1 April 2024	167,212	57,842	3,754	0	228,808
Additions	0	13,035	0	4,373	17,408
Disposal	0	(3,726)	0	0	(3,726)
Revaluation recognised in the Revaluation Reserve	(1,724)	0	(48)	0	(1,772)
Revaluation recognised in the Surplus / Deficit on the Provision of Services	(4,155)	0	0	0	(4,155)
Revaluation recognised in the Surplus / Deficit on the Provision of Services – IFRS 16 Medway PFI	(2,634)	0	0	0	(2,634)
Reclassifications	2,688	0	689	(4,373)	(996)
Transport workshop's extension of lease acquisition	397	0	0	0	397
Transport workshop lease recognised in the Revaluation Reserve	(3)	0	0	0	(3)
IFRS 16 PFI Lease Liability Remeasurement – Medway PFI	2,463	0	0	0	2,463
As at 31 March 2025	164,244	67,151	4,395	0	235,790
Accumulated Depreciation and Impairment					
Balance Brought Forward	(938)	(38,362)	(9)	0	(39,309)
Adjustment to Opening Balance	0	2,958	0	0	2,958
At 1 April 2024	(938)	(35,402)	(9)	0	(36,349)
Depreciation Charge	(2,530)	(8,102)	(35)	0	(10,667)
Disposal	2	3,090	0	0	3,092
Revaluation Depreciation written out to the Revaluation Reserve	1,481	0	69	0	1,550
Revaluation Depreciation written out to the Surplus / Deficit on the Provision of Services	235	0	7	0	242

2024/25	Operational Assets	Operational Assets	Non-Operational Assets	Non-Operational Assets	Property, Plant and Equipment Assets
Classification	Land and Buildings	Vehicles, Plant and Equipment	Surplus Assets	Assets Under Construction	Total
	£'000's	£'000's	£'000's	£'000's	£'000's
Revaluation Depreciation written out to the Provision of Services – IFRS 16 Medway PFI	145	0	0	0	145
Reclassification	44	0	(42)	0	2
Other Movement	0	0	0	0	0
As at 31 March 2025	(1,561)	(40,414)	(10)	0	(41,985)
Net Book Value at 31 March 2025	162,683	26,737	4,385	0	193,805
Net Book Value at 31 March 2024	166,274	22,440	3,745	0	192,459

2023/24	Operational Assets	Operational Assets	Non-Operational Assets	Non-Operational Assets	Property, Plant and Equipment Assets
Classification	Land and Buildings	Vehicles, Plant and Equipment	Surplus Assets	Assets Under Construction	Total
	£'000's	£'000's	£'000's	£'000's	£'000's
Cost or Valuation					
At 1 April 2023	176,099	56,210	3,634	6,162	242,105
Additions	0	9,112	0	11,522	20,634
Disposal	0	(7,435)	0	0	(7,435)
Revaluation recognised in the Revaluation Reserve	(4,939)	0	(5)	0	(4,944)
Revaluation recognised in the Surplus / Deficit on the Provision of Services	(17,427)	0	0	0	(17,427)
Reclassifications	16,184	(45)	125	(17,684)	(1,420)
Transport workshop's extension of lease acquisition	1,138	0	0	0	1,138

2023/24	Operational Assets	Operational Assets	Non-Operational Assets	Non-Operational Assets	Property, Plant and Equipment Assets
Classification	Land and Buildings	Vehicles, Plant and Equipment	Surplus Assets	Assets Under Construction	Total
	£'000's	£'000's	£'000's	£'000's	£'000's
Transport workshop lease recognised in the Revaluation Reserve	(3,843)	0	0	0	(3,843)
As at 31 March 2024	167,212	57,842	3,754	0	228,808
Accumulated Depreciation and Impairment					
At 1 April 2023	(1,615)	(34,853)	(14)	0	(36,482)
Depreciation Charge	(3,143)	(7,241)	(34)	0	(10,418)
Disposal	0	6,675	0	0	6,675
Revaluation Depreciation written out to the Revaluation Reserve	1,955	0	52	0	2,007
Revaluation Depreciation written out to the Surplus / Deficit on the Provision of Services	671	0	5	0	676
Reclassifications Depreciation written out to the Revaluation Reserve	41	0	(18)	0	23
Reclassification	0	17	0	0	17
Transport workshop lease depreciation written out to the Revaluation Reserve	1,153	0	0	0	1,153
As at 31 March 2024	(938)	(35,402)	(9)	0	(36,349)
Net Book Value at 31 March 2024	166,274	22,440	3,745	0	192,459
Net Book Value at 31 March 2023	174,484	21,357	3,620	6,162	205,623

All assets are under the control of the PCC.

Medway Police Station is subject to a PFI agreement and therefore to comply with IFRS 16 in 2024/25, its current value was increased by the value of the increase in the associated liability, and this was then subsequently reduced as a result of a revaluation by the force's valuers.

Right-of-use assets are included under the Property, Plant and Equipment assets and are disclosed separately in Note 28 Leases including Right-of-Use Assets.

Non-current asset valuation

Kent Police ensures that all property, plant and equipment required to be measured at current value is revalued sufficiently regularly so that their carrying amount is not materially different from their current value at the year-end, and as a minimum every five years. Valuations of land and buildings were carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. The PCC for Kent property asset (excluding vehicles, plant, and equipment) valuations were prepared by Wilks Head and Eve LLP who are a registered professional surveyor company which is a non-related organisation to Kent Police.

The valuation date for the year end of 2024/25 was 31 December 2024. The PCC for Kent selected the top 10 operational assets which represents 69% of the total of operational assets revalued, plus a further 26% of the remaining operational assets instead of 20%. All investment, surplus and assets held for sale assets were revalued resulting in a total of 78% of the value of the Kent Group portfolio.

An impairment review was also carried out by Wilks Head and Eve LLP. The impairment review considered if there were material differences to the valuations performed at 31 December 2024 which would require these to be updated at 31 March 2024, but the result was that there were no material changes to the valuations advised.

The table below shows how regularly valuations are carried out over the five-year cycle:

Revaluation Timescale	Land and Buildings £'000's	Vehicle, Plant and Equipment £'000's	Surplus Assets £'000's	Assets Under Construction £'000's	Total Property, Plant and Equipment Assets £'000's
Carried at historical cost					
Carried at cost model (depreciated historical cost)		67,152			67,152
Valued at current value as at:					
2020/21	6,475	0	0	0	6,475
2021/22	3,337	0	0	0	3,337
2022/23	1,763	0	0	0	1,763
2023/24	26,161	0	0	0	26,161
2024/25	126,507	0	4,395	0	130,902
Total Cost/Valuation at 31 March 2025	164,243	67,152	4,395	0	235,790

Note 21 – Investment properties

The following items have been accounted for in the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement:

2023/24	Investment Properties	2024/25
£'000's		£'000's
(80)	Rental income from investment properties	(80)
(67)	Net (loss)	(59)

The PCC for Kent has no contractual obligations to, construct or develop investment property or repairs, maintenance, or enhancement.

The following table summarises the movement in the fair value of investment properties over the year:

2023/24	Investment Properties	2024/25
£'000's		£'000's
1,067	At 1 April	1,000
(67)	Net gain / (loss) from revaluation	(59)
1,000	At 31 March	941

The investment property has been assessed as input hierarchy Level 2 for valuation purposes using the fair value approach which is based on the market approach using current market conditions and recent sales process and external geographical market data. Market conditions for these assets are such that the level of observable inputs are significant with no significant Level 3 inputs used, leading to the properties being categorised as Level 2 in the fair value hierarchy. In estimating the fair value of the PCC for Kent's investment property, the highest and best use of the property has been applied.

Note 22 – Intangible assets

The PCC for Kent accounts for software and licenses as intangible assets, to the extent that the software is not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant and Equipment.

All software is given a finite useful life, based on assessments of the period that the software is expected to be of use to the PCC for Kent. The useful lives assigned to the major software suites used by the PCC for Kent vary between 0 to 10 years depending on the nature of the software.

Total 2023/24 £3,436k excludes joint operation assets £1,450k which are disclosed separately in Note 25 for Joint Operation Assets.

Total	Intangible Assets	Total
2023/24		2024/25
£'000's		£'000's
At 1 April		
11,075	Gross carrying amounts	12,412
(7,780)	Accumulated amortisation	(8,976)
3,295	Net Carrying Amount at 1 April	3,436
1,336	Purchases	130
(1,195)	Amortisation for the period	(1,259)
3,436	Net Carrying Amount at 31 March	2,307
Comprising		
12,412	Gross carrying amounts	12,542
(8,976)	Accumulated amortisation	(10,235)
3,436	At 31 March	2,307

Note 23 – Assets held for sale

2023/24	Assets Held For Sale	2024/25
£'000's		£'000's
2,135	As at 1 April	1,025
1,375	Assets held for sale reclassification	998
(2,485)	Assets sold	(1,568)
1,025	As at 31 March	455

There were five properties classified as an Asset Held for Sale at 31 March 2025.

Note 24 – Joint operations (group accounts only)

Eastern Region Special Operations Unit (ERSOU)

ERSOU is a joint arrangement comprising seven forces - Hertfordshire, Cambridgeshire, Essex, Suffolk, Norfolk, Bedfordshire and Kent, to provide one serious and organised crime unit for the eastern region. ERSOU is run by a management board where all forces are equally represented, and decisions are made with the unanimous consent of all forces. Therefore, each force's share of costs is consolidated into their own financial statements.

The ERSOU income and expenditure statement for 2024/25 is shown below. Please note that whilst the £4.754m in the table below is the reported share of ERSOU costs for Kent in 2024/25 (2023/24, £4.081m), the actual costs chargeable to the taxpayer in the year will differ. This is due to adjustments from the previous accounting period, as well as the depreciation element, which is chargeable to the Comprehensive Income and Expenditure Statement (CIES) but not the taxpayer. In addition, the CIES includes capital recharges which are not itemised out in the table.

2023/24	ERSOU	2024/25	2024/25	2024/25	2024/25
£'000's		£'000's	£'000's	£'000's	£'000's
Deficit	Forces	Revenue Grants	Running Costs	Depreciation	Deficit
2,775	Bedfordshire	(901)	3,867	148	3,114
3,505	Cambridgeshire	(1,137)	4,879	160	3,902
3,638	Essex	(2,214)	6,460	102	4,348
5,015	Hertfordshire	(1,616)	6,932	249	5,565
4,081	Kent	(1,611)	6,300	65	4,754
3,952	Norfolk	(1,278)	5,480	193	4,395
3,059	Suffolk	(985)	4,225	153	3,393
26,025	Total	(9,742)	38,143	1,070	29,471

The Serious Crime Directorate

The Serious Crime Directorate (SCD) is working across Kent and Essex to provide intelligence and support to target and tackle anyone involved in serious criminality in our neighbourhoods, from home grown criminal networks within our own communities, to criminals who travel into Kent and Essex to commit offences. The directorate is one of the largest in UK policing dedicated to tackling serious and organised crime, with over 1,000 officers and staff working together across both counties.

The Directorate includes the following departments:

- Major Crime
- Forensics
- Serious and Organised Crime
- Intelligence
- Cyber Crime

The Support Services Directorate

The Support Services Directorate (SSD) provides specialist services to Kent Police and Essex Police and includes the following departments.

Finance

The Payroll and Pensions Team provides a comprehensive payroll service for Kent and Essex Police forces and is shared 50:50 between those forces.

IT Services

IT Services provide the two organisations of Essex Police and Kent Police with a comprehensive range of technology services and functions, including day to day support of over 500 business applications that enable police officers and staff to carry out their operational roles, integration and development of new products, a joined up network and communications structure across both forces, data storage, and the supply of a variety of user devices, including desktops, laptops, and telecoms equipment.

Transport Services

Transport Services supports cost efficient policing in Kent and Essex through the provision of vehicles and services, delivered to high standards, ensuring the operational effectiveness and safety of officers, staff and the public. The Transport Management team costs are shared between Kent Police and Essex Police.

Human Resources

The joint Human Resources and Learning and Development Directorate provides efficiency of resources and resilience enabling greater harmonisation of systems and processes across all services provided. HR delivers a comprehensive, professional and business focussed service across both Kent and Essex. The department covers Diversity and HR Strategy; Resourcing; Learning and Development; Health Services and Performance Improvement.

Business Services

Business Services carry out a range of high-volume transactions. The department also manages local facilities and administration services delivery teams at both HQ's and other operational bases across both forces and supports users accessing self-services and administers processes across a wide range of support services functions for all officers and staff as well as for and on behalf of other departments in the Support Services Directorate. The Head of Business Services and three deputies, one each for HR, Finance and Facilities are jointly funded between Essex Police and Kent Police. The department is 50:50 shared costs between Kent Police and Essex Police.

Procurement

A Seven Forces (7F) Procurement Team has been operable covering Kent, Essex, Bedfordshire, Hertfordshire, Cambridgeshire, Norfolk and Suffolk Police forces, the aim of this team is to gain savings from increased buying power and standardisation.

South East Regional Organised Crime Unit (SEROUCU)

Kent is a member of the South East Regional Organised Crime Unit (SEROUCU) with the Hampshire Constabulary, Surrey Police, Sussex Police, Thames Valley Police, UK Border Force, HM Revenue and Customs (HMRC), the National Crime Agency (NCA) and the Crown Prosecution Service (CPS) for the South East Regional Prison Intelligence Unit (SERPIT) only. Kent prisons will have SERPIT staff working within them and are the main point of contact for His Majesty's Prison and Probation Service (HMPPS).

Gatwick Hub

Kent is a member of the Gatwick Hub, along with Hampshire Constabulary, Thames Valley Police, Surrey Police and Sussex Police. On a quarterly basis a South-East Region Firearms Forum is held where the region is discussed, including finance and contributions across each of the forces.

2023/24	Joint Operations Net Spend in CIES	2024/25
£'000's		£'000's
36,398	Serious Crime Directorate	39,307
26,483	Information Services	29,822
6,977	Transport Services	5,737
4,826	Human Resources	4,271
3,625	Business Services	3,579
855	Gatwick Hub	778
565	Procurement	600
313	Payroll	377
541	SEROCU	473
80,583	Total	84,944

Note 25 – Joint operations assets

As part of the collaborative arrangements between Kent Police, Essex Police and their collaborative partners in the Seven Force Consortium (7F) a number of assets have been jointly purchased specifically for joint / collaborative operations. The following tables set out the values of joint controlled assets held in the Kent Police Group's Balance Sheet as at 31 March 2024.

2023/24	Joint Controlled Assets – Kent PCC share	2024/25
£'000's		£'000's
Eastern Region Organised Crime Unit (ERSOU)		
108	Land and buildings	69
241	Vehicles	312
92	Equipment	44
1,009	Two properties – shared on separate basis	986
1,450	Total ERSOU	1,411

Total depreciation for year for ERSOU assets is £0.099m.

On 1 January 2025, an Agreement was signed by the Chief Constable of Kent to transfer the ownership of 8 vehicles and equipment purchased by our TSU (Technical Surveillance Unit) from Kent Police to ERSOU, via Bedfordshire Police. The net book value of these held within our Balance Sheet (Note 20) is £0.09m at 31 March 2025.

As part of the collaborative arrangements between Kent Police and Essex Police a number of assets have been jointly purchased specifically for joint / collaborative operations. The following table sets out jointly controlled assets that were held at 31 March 2025, where the PCC's proportion is included in the Balance Sheet (Note 20).

2023/24	Joint Controlled Assets – Kent PCC share	2024/25
£'000's		£'000's
	Collaboration with Essex Police	
36	SCD equipment	51
1,509	IT software and equipment	927
17	Other	1
1,562	Total Collaboration with Essex Police	979

Note 26 – Impairment losses and changes in estimation bases

The Code requires disclosure by class of assets of the amounts for impairment losses and impairment reversals charged to the surplus or deficit on the provision of services and to other comprehensive income and expenditure. These disclosures are consolidated in notes 20 and 21 reconciling the movement over the year in the property, plant and equipment and investment asset balances.

There was one material impairment loss which was to the former PFI North Kent Police Station for £1.5m as a result of a revaluation by the force's valuer Wilks Head Eve (WHE). The £1.5m has been charged to the deficit on the provision of services and added to the impairment revaluation loss balance recognised in the previous years. Refurbishment work is actively carrying out to the North Kent Police Station. Total capital expenditure adding value of £0.777m has been incurred this year on the refurbishment of North Kent Police Station PFI building and its roof element. A recent survey has identified that the building required circa £3.7m of works addressing various issues including the ground source heating and cooling system, the roof, the passive fire protection systems and custody cells. This element represents circa 52% of the overall building.

The other impairment was to Medway Police Station PFI building where £2.5m has been charge to the deficit on the provision of services and added to the impairment revaluation loss balance. This is due to the new IFRS 16 standard effective on 1 April 2024 and the remeasurement of the PFI lease liability which increased the value of the Medway Police Station PFI building. Subsequently, there was a new valuation by WHE, resulting in a revaluation loss has been reflected in the Accounts.

There were no impairments identified other than the impact of the revaluation.

Please refer to Note 4 for an assessment of the impact of national and global events on property valuations.

Note 27 – Capital expenditure and capital financing

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

2023/24	Capital Expenditure and Financing	2024/25
£'000's		£'000's
70,763	Opening Capital Financing Requirement	59,487
	Capital Investment	
20,634	Property, plant and equipment	17,408
1,439	Intangible assets	130
1,139	Transport workshop lease property	394
0	Right-of-use assets	1,275
0	IFRS 16 PFI Medway Police Station	2,463
23,212	Total Capital Investment	21,670
	Sources of Finance	
(3,257)	Capital receipts	(2,106)
(63)	Grants and other contributions applied	(167)
(4,361)	Direct revenue contributions	(3,479)
(7,681)	Total Sources of Finance	(5,752)
	Minimum Revenue Provision Repayments (MRP)	
(2,600)	Capital expenditure financed by debt	(3,188)
(805)	Repayment of PFI	(710)
(305)	Transport workshop lease	(231)
0	Right-of-use assets	(252)
(23,097)	Cancellation of North Kent Police Station PFI Liability	0
(26,807)	Total Minimum Revenue Provision Repayments	(4,381)
59,487	Closing Capital Financing Requirement	71,024
	Explanation of Movements in Year	
15,531	Capital expenditure to be funded from future MRP when assets are operational	15,918
(26,807)	Increase (decrease) in underlying need to borrow (MRP)	(4,381)
(11,276)	Increase/(Decrease) in Capital Financing Requirement	11,537

2023/24	Capital Financing from Balance Sheet	2024/25
£'000's		£'000's
166,274	Land and Buildings	162,683
22,440	Vehicles, Plant and Equipment	26,736
3,746	Surplus Assets	4,384
0	Right-Of-Use Assets	1,554
1,448	Joint Operation Assets	1,411
1,000	Investment Properties	941
3,437	Intangible Assets	2,307
1,025	Assets Held For Sale	455
(54,376)	Revaluation Reserve	(52,517)
(85,507)	Capital Adjustment Account	(76,930)
59,487	Closing Capital Financing Requirement	71,024

Note 28 – Leases including right-of-use assets and related lease liabilities

Police and Crime Commissioner for Kent as lessee

Group right-of-use assets held under leases by the authority

The authority's lease contracts comprise leases of operational land and buildings, and vehicles. Most are individually immaterial; however, material leases include lease of Transport Workshop at Quarry Wood and Medway Police Station PFI assets which are included under the Property, Plant, and Equipment (PPE) in the Balance Sheet and in Note 20. 2024/25 is the force's first year of implementing IFRS 16 and a modified retrospective approach is mandatory, so there is no restatement of prior year balances. The financial impact of the transition to IFRS 16 was not material and therefore is not disclosed in the Accounts.

The table below shows the change in the value of right-of-use assets held under leases by the PCC:

Classification	Buildings £'000's	Peppercorn and Nominal Rent Assets £'000's	Vehicles £'000's	Total £'000's
Cost or Valuation				
At 1 April 2024 Assets held under operating leases	1,251	1	23	1,275
Revaluation depreciation written out to the Revaluation Reserve	(162)	0	0	(162)
Revaluation recognised in the CIES Provision of Services	130	729	0	859
As at 31 March 2025	1,219	730	23	1,972
Accumulated Depreciation and Impairment				
At 1 April 2024	0	0	0	0
Depreciation charge for the year	(268)	(137)	(14)	(419)
As at 31 March 2025	(268)	(137)	(14)	(419)
Net Book Value at 31 March 2025	951	593	9	1,553

Analysis of amounts included in the Group Comprehensive Income and Expenditure Statement in relation to leases:

The PCC incurred the following expenses and cash flows in relation to leases.

At 31 March	2024/25 £'000's
Comprehensive income and expenditure statement	
Interest expense on lease liabilities	62
Expenses relating to low-value items	136
Variable lease payments not included in the measurement of lease liabilities	94
Cash flow statement	
Minimum lease payments (undiscounted)	243

The low-value items include photocopiers and storage containers. Variable lease payments consist of service charges, maintenance expenditures, and any other payments not included in the lease liability calculation.

Group maturity analysis of right-of-use lease liabilities:

The table below shows the lease liabilities due to be settled over the following time bands (measured at the undiscounted amounts of expected cash payments). The intention of this analysis is to disclose the impact on future cash flows, and so the figures are undiscounted so they will not match the lease liabilities included in the Balance Sheet.

At 31 March	2024/25	2024/25	2024/25
Undiscounted liabilities	Right-of-use Leases	Transport Workshop Lease	Total
	£'000's	£'000's	£'000's
Less than one year	243	281	524
Two to five years	685	1,500	2,185
More than five years	297	0	297
Total undiscounted liabilities	1,225	1,781	3,006
Less:			
Present value discount	(201)	(249)	(450)
Present value of minimum lease payments	1,024	1,532	2,556

Group lease liabilities to right-of-use assets:

At 31 March Principal outstanding	2024/25	2024/25	2024/25
	Right-of-use Leases	Transport Workshop Lease	Total
	£'000's	£'000's	£'000's
Short-term liabilities	191	204	395
Long-term liabilities	832	1,328	2,160
Total lease liabilities	1,023	1,532	2,555

Police and Crime Commissioner for Kent as lessor

The PCC leases out part of its premises to partners such as Hampshire Police (Op Magenta), Bedfordshire (ERSOU), KFRS and Highways Agency. There are also a small number of properties are let out to public sector tenancies dating from a previous agreement by Kent County Council in 1995. Such agreements are only undertaken where space is available and where such an undertaking would be mutually beneficial and not compromise Kent Police's impartiality or provision of service.

The PCC for Kent rents space on either buildings or its own masts to telecommunications providers such as mobile phone companies. These are long contracts but can be terminated at short notice by either party. For 2024/25, this generated an income of £0.82m (2023/24 £0.62m); of which, £0.18m related to mast rental (2023/24 £0.21m) and £0.64m relating to premises rent (2023/24 £0.41m).

Note 29 – Private finance initiative (PFI) funded schemes

Kent Police has one property funded through PFI arrangements: Medway Police station, brought into service in December 2006. The Medway contract expires in July 2034 at which time the contractors are contractually required to hand the facilities and all furniture, fixtures and fittings provided under the contract, over to the PCC for Kent in good condition. The PFI contractor is contractually required to maintain the asset and deliver facilities management services in accordance with the contracts on a 'full risk transfer' basis to the contractor. There are no options to renew the contract. Termination is possible in accordance with the terms and conditions of the respective contract.

The assets used to provide services are recognised on the Kent Police Group and PCC Balance Sheet. Movements in their value over the year are detailed in the analysis of the movement on the property, plant, and equipment balance in note 20.

Although the payments made to the contractor are described as unitary payments, they have been calculated to compensate the contractor for the fair value of the services they provide over the life of the contracts, the capital expenditure incurred and interest payable whilst the capital expenditure remains to be reimbursed. The amounts due for the remainder of the contracts are shown in the table below.

2023/24	Private Finance Initiative (PFI) Funded Schemes – Medway PFI Balance Sheet Liability	2024/25
Liabilities		Liabilities
£'000's		£'000's
13,235	At 1 April	12,430
0	Remeasurement of liability as at 1 April in accordance with IFRS 16	2,461
13,235	Balance outstanding at 1 April	14,891
(805)	Capital repayment	(711)
12,430	Balance outstanding at 31 March	14,180

The above liability is split between £0.75m short-term (£0.66m, 2023/24) and £13.43m for long-term (£11.77m, 2023/24).

Previously, increases in unitary payments resulting from indexation were treated as contingent rent and were an expense in the Comprehensive Income and Expenditure Statement. From 2024/25, contingent rent will not be recognised for service concession arrangements under IFRS 16 and instead the liability is recalculated. Therefore the opening liability was recalculated in 2024/25 as a result of the implementation of the accounting standard IFRS 16. The payments affected by the IFRS 16 changed are the capital repayment total £2,461k; finance cost £1,550k and contingent rent (£4,009k).

The PCC for Kent makes an agreed unitary payment each year to the contract provider that is increased annually by inflation and can be reduced if the contractor fails to meet availability and performance standards in any year, but which is otherwise fixed. Payments remaining to be made under the PFI contract at 31 March 2025 (excluding any estimation of inflation and availability/performance deductions) are as follows:

Medway PFI Funded Scheme	Within one year £'000's	Within 2 to 5 years £'000's	Within 6 to 10 years £'000's	Total Payments £'000's
Reimbursement of capital expenditure	749	5,377	8,054	14,180
Payments of interest	1,257	4,016	2,046	7,319
Payments for service charges	1,861	7,920	9,323	19,104
Payments for asset lifecycles	723	1,810	2,427	4,960
Total amount payable under non-cancellable PFI arrangements	4,590	19,123	21,850	45,563

Note 30 – Financial instruments

The term financial instrument refers to any contract that gives rise to a financial asset and a financial liability or equity instrument with the PCC for Kent. For Kent Police this includes investments, loans, trade debtors and creditors, PFI and leases.

There have been no substantive changes in the PCC for Kent's exposure to financial instrument risks, its objectives, policies and processes for managing those risks or the methods used to measure them from previous periods unless otherwise stated in this note.

The risks associated with financial instruments are detailed in Note 31.

Financial instrument balances

The financial assets disclosed in the Balance Sheet are analysed across the following categories:

The Cash and Cash Equivalent assets show a negative balance as the bank balances at 31 March 2025 are shown net of £9.3m cash held on behalf of third parties as listed in the table below, arising from the PCC's for Kent operational policing responsibilities. See Note 33 Cash and Cash Equivalents.

Fair Value Through Profit and Loss 31 March 24 £'000's	Amortised Cost 31 March 24 £'000's	Total per Category of Financial Asset 31 March 24 £'000's	Financial Assets	Fair Value Through Profit and Loss 31 March 25 £'000's	Amortised Cost 31 March 25 £'000's	Total per Category of Financial Asset 31 March 25 £'000's
1,546	1,796	3,342	Cash and cash equivalents	10,425	2,845	13,271
0	13,067	13,067	Trade and other receivable (debtors)	0	7,528	7,528
1,546	14,863	16,409	Total Short-term	10,425	10,374	20,799

Fair Value Through Profit and Loss	Amortised Cost	Total per Category of Financial Asset	Financial Assets	Fair Value Through Profit and Loss	Amortised Cost	Total per Category of Financial Asset
31 March 24 £'000's	31 March 24 £'000's	31 March 24 £'000's		31 March 25 £'000's	31 March 25 £'000's	31 March 25 £'000's
4,336	0	4,336	Investments	4,420	0	4,419
0	99	99	Loans made for services purposes	0	79	79
4,336	99	4,435	Total Long-term	4,420	79	4,498
5,882	14,962	20,844	Total Financial Assets	14,845	10,453	25,297

The debtors' lines on the Balance Sheet include £38.957m (2023/24, £40.38m) within short-term debtors (see Note 32) that do not meet the definition of 'Financial Instruments' which are debtors from central government, local authorities and other police forces.

The amortised cost assets are shown net of a loss allowance reflecting the statistical likelihood that the borrower or debtor will be unable to meet their contractual commitments to the force of £188k (£161k, 2023/24). The loss allowance has been calculated by reference to the force's historic experience of default and to adjust for current and forecast economic conditions. Long-Term debtors are not similarly impaired because the Chief Finance Officer is confident the debt is fully recoverable.

Financial Liability Balances

The financial liabilities disclosed in the Balance Sheet are analysed below:

31 March 2024 £'000's	Financial Liabilities (Amortised Cost)	31 March 2025 £'000's
(30,405)	Trade and other payables	(30,797)
(9,358)	Cash and cash equivalents	(9,188)
(28,000)	Loans and borrowings	(22,000)
(231)	Transport workshop lease	(204)
0	Right-of-use leases	(191)
(658)	PFI arrangements	(749)
(68,652)	Total Short-term	(63,129)
(1,138)	Transport workshop lease	(1,328)
0	Right-of-use leases	(832)
(11,769)	PFI arrangements	(13,432)
(12,908)	Total Long-term	(15,592)
(81,560)	Total Financial Liabilities	(78,721)

The creditors lines on the Balance Sheet include £15,354k (2023/24, £13,966k) within short-term creditors (Note 35) that do not meet the definition of 'Financial Instruments' which are creditors for central government, local authorities and other police forces.

Financial instruments not measured at fair value includes cash and cash equivalents, trade and other receivables, trade and other payables, and loans and borrowings. Due to their short-term nature, the carrying value of cash and cash equivalents, trade and other receivables, and trade and other payables approximates their fair value.

Offsetting Financial Assets and Liabilities

As at 31 March 2025 the net balance on cash and cash equivalents consisted of an asset of £13,271k (2023/24, £3,342k) offset by a liability of £9,188k (2023/24, £9,358k) (see Note 33).

Financial instruments gains / losses

The gains and losses in the Comprehensive Income and Expenditure Statement in relation to financial instruments consist of the following:

2023/24	Financial Instruments Gains / Losses	2024/25	2024/25	2024/25	2024/25
Total		Financial Liabilities Amortised Cost	Financial Assets Loans and Receivables	Financial Assets Fair Value Through Profit and Loss	Total
£'000's		£'000's	£'000's	£'000's	£'000's
1,173	PFI	1,320	0	0	1,320
10	Transport workshop lease	5	0	0	5
0	Right-of-use leases	62	0	0	62
872	Interest paid on temporary borrowing and other	1,675	0	0	1,675
2,055	Interest Payable and Similar Charges	3,062	0	0	3,062
(1,210)	Interest income	0	(2,030)	0	(2,030)
(229)	Dividend income	0	0	(231)	(231)
(1,439)	Interest and Investment Income	0	(2,030)	(231)	(2,261)
616	Net Impact on CIES Provision of Services	3,062	(2,030)	(231)	801
616	Net (Gain)/ Loss for the Year	3,062	(2,030)	(231)	801

Please note that in the CIES net investment interest is the interest paid on temporary borrowing less the interest and investment income shown above.

Please see Note 19 for Pooled Investment Funds Adjustment Accounts for details of the increase of £83k in the fair value of of the Churches, Charities and Local Authorities (CCLA) property fund (the long-term investment in the Balance Sheet).

Financial instruments

Level 1 31 March 2024 £'000's	Level 2 31 March 2024 £'000's	Financial Instruments	Level 1 31 March 2025 £'000's	Level 2 31 March 2025 £'000's
Short-term Financial Assets:				
3,342	0	Cash and cash equivalent	13,271	0
13,067	0	Trade and other receivables	7,528	0
16,409	0	Total Short-term Financial Assets	20,799	0
Long-term Financial Assets:				
0	4,336	Investments – CCLA Property Fund	0	4,419
99	0	Loans made for services purposes	79	0
99	4,336	Total Long-term Financial Assets	79	4,419
16,508	4,336	Total Financial Assets	20,878	4,419
Short-term Financial Liability				
(30,405)	0	Trade and other payables	(30,797)	0
(9,358)	0	Cash and cash equivalents	(9,188)	0
0	(28,000)	Loans and borrowings	0	(22,000)
(39,763)	(28,000)	Total Short-term Financial Liabilities	(39,985)	(22,000)

Financial instruments not measured at fair value includes cash and cash equivalents, trade and other receivables, trade and other payables, and loans and borrowings. Due to their short-term nature, the carrying value of cash and cash equivalents, trade and other receivables, and trade and other payables approximates their fair value.

Fair value disclosures for lease and PFI liabilities are no longer required for this note due to IFRS 16.

Investments

Total at 31 March 2024 £'000's	Counterparty	Fair Value Level	Up to 1 month at 31 March 2025 £'000's	Greater than 3 months at 31 March 2025 £'000's	Total at 31 March 2025 £'000's
850	Lloyds Bank Treasury Call Account	1	2,315	0	2,315
100	NatWest Corporate Cash Manager	1	100	0	100
0	Federated PR Money Market Fund	1	3,432	0	3,432
0	Aberdeen Money Market Fund	1	3,496	0	3,496

Total at 31 March 2024	Counterparty	Fair Value Level	Up to 1 month at 31 March 2025	Greater than 3 months at 31 March 2025	Total at 31 March 2025
£'000's			£'000's	£'000's	£'000's
1	Insight Liquidity Money Market Fund	1	1	0	1
1	SsgA Liquidity Money Market Fund	1	1	0	1
1,534	LGIM Liquidity Money Market Fund	1	3,496	0	3,496
10	HSBC Liquidity Money Market Fund	1	0	0	0
2,496	Total Cash and Cash Equivalents Investments		12,840	0	12,840
4,336	CCLA Property Fund	1	0	4,420	4,420
4,336	Total Long-Term Investments		0	4,420	4,420
6,832	Total Investments		12,840	4,420	17,260
	Reconciliation to Cash and Cash Equivalents in Balance Sheet				
846	Other bank balances for day-to-day use not classified as "investments" above	1	434	0	434
(9,358)	Cash held on behalf of third parties	1	(9,188)	0	(9,188)
2,496	Cash and cash equivalents investments above	1	12,840	0	12,840
(6,016)	Total Cash and Cash Equivalents		4,086	0	4,086
(2,000)	Crawley Borough Council	2	0	0	0
(1,000)	Calderdale Metropolitan Borough Council	2	0	0	0
(3,000)	Gwent Police and Crime Commissioner	2	0	0	0
(2,000)	Leicester City Council	2	0	0	0
(5,000)	Halton Borough Council	2	(7,000)	0	(7,000)
(5,000)	Northwest Lincolnshire District Council	2	0	0	0
(5,000)	City and County of Swansea	2	0	0	0
(5,000)	West Yorkshire Pension Fund	2	0	0	0
0	West Northamptonshire Council	2	(15,000)	0	(15,000)
(28,000)	Total External Borrowing	2	(22,000)	0	(22,000)

Descriptions of the fair value level ratings are given below:

Level 1 inputs – quoted prices (unadjusted) in active markets for identical assets that the force can access at the measurement date

Level 2 inputs – measurements other than quoted prices included within Level 1 that are observable (for example, they can be measured or found from existing data and records) for the asset, either directly or indirectly

The valuation techniques and significant unobservable inputs used in determining the fair value measurement of level 1 and level 2 financial instruments, as well as the inter-relationship between key unobservable inputs and fair value, are set out in the accounting policies.

During 2017, the Police and Crime Commissioner invested in the CCLA local authority property fund, and this has been treated in accordance with IFRS 9. This means the fair values gains and losses are chargeable to the surplus or deficit on the provision of services. The fair value of the CCLA investment fund was £4,420k as of 31 March 2025 and the dividend received for 2024/25 amounted to £231k.

Note 31 – Nature and extent of risks arising from financial instruments

The PCC for Kent’s activities expose it to a variety of financial risks:

Liquidity risk – the possibility that the PCC for Kent might not have funds available to meet its commitments to make payments to its suppliers and creditors.

Credit risk – the possibility that other parties might fail to pay amounts due to the PCC for Kent.

Market risk – there are three types of market risk:

- foreign exchange risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates
- interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates, that income from investments will fall if interest rates fall, or that borrowing costs will rise if interest rates rise. The PCC for Kent has fixed rate, fixed term investments which are not impacted although the investments in Money Market Funds do have this risk as do liabilities.
- price risk – the possibility that financial loss might arise for the PCC for Kent as a result of changes in such measures as market prices

Liquidity risk

This is the possibility that the force might not have the funds available to meet its payment commitments. The force meets Government and accounting requirements on treasury management which emphasise the security of funds. The policy is to avoid unnecessary risk, so the force only puts money with the safest and most secure financial institutions and a number of very large, wide-ranging money market funds (these are well rated, highly diversified pooled investment vehicles). In addition to the Private Finance Initiative (PFI) (see Note 29) the force has an external debt of £22m as at 31 March 2025 and is predominately funded through Government grants. As a result of this overall approach, there is no significant risk that the force will not be able to meet its commitments under financial instruments. The PFI liability is also supported by a Home Office grant which further reduces the potential liquidity risk. The PFI liability is detailed more in Note 43 (Contingent Liabilities).

The PCC for Kent has a comprehensive cash flow management system that seeks to ensure that cash is available as needed. If unexpected movements happen, the PCC’s borrowing strategy addresses the key issue of affordability without compromising the longer-term stability of the organisation. There is no significant risk that the PCC for Kent will be unable to raise finance to meet its commitments under financial instruments. Instead, the PCC is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.

To cover short-term commitments, the PCC for Kent maintains an instant access account and on call deposit accounts in line with a detailed cash management plan, minimising the requirement to realise an investment before it reaches final maturity.

The PCC has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing as part of the Treasury Management Strategy.

All trade creditors and other payables are due to be paid by the PCC for Kent in less than one year. The repayment on the PFI building is tabulated in Note 29 of this statement. The future lease payments are tabulated in Note 28 of this statement.

The force holds £4.1 million (2023/24: £Nil) of liquid financial assets that can be withdrawn or sold at short notice if required to meet cash outflows on financial liabilities.

Credit risk

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the PCC for Kent's customers. Deposits are made with banks and financial institutions by the Treasury Management department of Kent County Council in accordance with the PCC's risk-based investment strategy and on advice from ratings companies who specialise in analysing financial institutions for investment purposes. The Treasury Management Strategy stipulates the minimum credit quality of counterparties for inclusion in the lending list.

Impairment for loss on trade debtors is calculated based on historical experience of default and is detailed in the Accounting Policies Note 1.

Market risk

Interest rate risk

The PCC for Kent is exposed to risk in terms of its exposure to interest rate movements on its borrowings (under the PFI contracts) and investments although changes in interest rates on Kent Police's investments are not significant.

Inflation risk

Repayments against the PFI for the interest element of the charge will increase the amounts payable and have a corresponding increase in the amounts paid through the Comprehensive Income and Expenditure Statement. The PFI contract held by the PCC for Kent is comprised of two elements, capital repayment which is fixed and the service charge and interest which is variable based on the retail price index excluding mortgages (RPIX). If this index were to increase by 1% the net effect would be an increase in cost to the Comprehensive Income and Expenditure Account of £31k. A 1% decrease in the value of RPI would see a corresponding decrease.

The PCC's Treasury Management Strategy has invested in the CCLA Local Authority Property Fund. Investment in a property fund offers enhanced returns over the longer term, which should help mitigate inflation risk, but can be more volatile in the short-term. Therefore, a longer-term investment view is taken to absorb changes in the capital value of the fund whilst receiving income / dividend payments on a regular basis. These funds are a long-term investment and have no defined maturity date, however these are available for withdrawal after a notice period. The performance and continued suitability in meeting the PCC's investment objectives will be monitored regularly.

Price risk

The PCC for Kent does not invest in equity shares or other similar financial instruments and therefore has no exposure to losses arising from movements in the price of shares. However, there is a risk from movements in property prices which could impact upon the CCLA investment so this value is under regular review.

Note 32 – Short-term debtors

31 March 2024	Short-term Debtors	31 March 2025
Group and PCC		Group and PCC
£'000's		£'000's
25,385	Central government bodies	21,276
10,771	Other local authorities	5,491
11,995	Payments in advance	5,474
114	Staff advance	234
12,287	Other entities and individuals	14,156
60,552	Total	46,631

In accordance with the Code, there has not been any impairment for debt outstanding from local authorities, other police, or PCC authorities or from central Government departments because the relevant statutory provisions prevent default.

As at 31 March 2025 the gross balance for short-term debtors excluding these categories was £19.9m (2023/24, £24.4m). A review of significant balances suggested that an impairment for doubtful debts of £0.19m was appropriate for expected credit losses (2023/24, £0.16m).

Note 33 – Cash and cash equivalents

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

31 March 2024	Cash and Cash Equivalents	31 March 2025
£'000's		£'000's
(9,358)	Cash held on behalf of third parties	(9,188)
846	Cash and Bank current accounts	433
950	Bank Investments	2,415
1,546	Money Market Funds (MMF's)	10,425
(6,016)	Total Cash and Cash Equivalents	4,086

The cash and bank balance had a surplus of £2.85m at 31 March 2025, but £9.2m cash in the above note arising from the PCC for Kent's operational policing responsibilities is held on behalf of third parties as listed in the table below, and therefore is not included in the Balance Sheet.

31 March 2024	Third Party Cash	31 March 2025
£'000's		£'000's
6,591	Proceeds of Crime Act (POCA) monies	5,974
2,322	Prisoners' property and lost cash	2,916
445	Other	298
9,358	Total	9,188

Note 34 – Short-term creditors

31 March 2024	31 March 2024	Short-term Creditors	31 March 2025	31 March 2025
Group	PCC		Group	PCC
£'000's	£'000's		£'000's	£'000's
(4,573)	0	Short-term accumulating compensated absences	(4,537)	0
(7,787)	(7,787)	Central Government bodies	(9,052)	(9,052)
(15,011)	(15,011)	Other local authorities	(13,389)	(13,389)
(254)	(254)	NHS	(305)	(305)
(2,938)	(2,938)	Receipts in advance	(2,808)	(2,808)
(13,808)	(13,808)	Other entities and individuals	(15,723)	(15,723)
(44,371)	(39,798)	Sub-total	(45,814)	(41,277)
(658)	(658)	Repayments due on Private Finance Initiative (PFI) within 1 year	(749)	(749)
(45,029)	(40,456)	Total	(46,563)	(42,026)
(231)	(231)	Note - Short-term Creditors – Lease Liabilities (Note 28)	(395)	(395)

The PCC for Kent held £6m of monies in trust under the Proceeds of Crime Act 2002 (2023/24, £6.6m). This money was seized and banked under powers granted by the act and will be paid over to the Government on the conclusion of each successful prosecution. If defendants are found not guilty or no charges are made, the money is returned to the person(s) it was seized from.

In addition to this a further £3.2m was held in trust in relation to prisoner's property, found property and deceased persons cash (2023/24, £2.7m).

The above amounts have been excluded from the Balance Sheet as both net assets (Cash and Cash equivalents) and also net liabilities (Creditors).

Note 35 – Short-term borrowing

31 March 2024 Group £'000's	31 March 2024 PCC £'000's	Short-term Borrowing	31 March 2025 Group £'000's	31 March 2025 PCC £'000's
(28,000)	(28,000)	Other local authorities – short-term borrowing	(22,000)	(22,000)
(28,000)	(28,000)	Total	(22,000)	(22,000)

Note 36 – Long-term creditors

31 March 2024 £'000's	Long-term Creditors	31 March 2025 £'000's
(11,770)	PFI Long-term liability	(13,431)

Note 37 – Provisions

Provisions are made where an event has taken place that gives the force a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation.

Provisions	Balance at 31 March 2024 £'000's	Additional provisions made in year £'000's	Claims paid in year £'000's	Balance at 31 March 2025 £'000's
Insurance	(6,134)	(2,461)	1,945	(6,650)
Legal claims	(309)	(65)	0	(374)
Police pension	0	(192)	0	(192)
Employee costs	(230)	0	155	(75)
Creditors	(109)	0	109	0
Grand Total	(6,782)	(2,718)	2,209	(7,291)

The insurance provision was reviewed as at 31 March 2025. The insurance provision is split between amounts expected to be paid within one-year 2024/25 - £3.039m (2023/24, £3.238m) and those expected to be payable after one-year 2024/25 - £3.611m (2023/24, £2.896m). The long-term provision has not been discounted as it is based on an accurate forecast of costs due to be paid after one year for known insurance claims.

The legal claims provision relates to claims made by police officers.

The creditors provision was for the write off of costs which are not expected to be recovered.

The employee costs provision is for costs due to be paid for staff related payments.

The police pension provision relates to retiring police officers who then re-join as a police officer and this is for a one-off deduction to be made from the pension top-up grant in 2025/26 for previous years' costs. The regulations for this cost are in K4 of the 1987 Police Pension Regulations and regulation 52 of the 2006 Police Pension Regulations and it is known as a "pension abatement".

Note 38 – Cash flow statement

2023/24 Group £'000's	2023/24 PCC £'000's	Cash Flow Statement Adjustments to CIES Provision of Services for Non-Cash Movements	2024/25 Group £'000's	2024/25 PCC £'000's
(10,468)	(10,468)	Depreciation on non-current assets	(11,084)	(11,084)
(3,043)	(3,043)	Amortisation of intangible assets	(1,359)	(1,359)
(16,818)	(16,818)	Reversals of previous impairments and upwards revaluations of non-current assets and investment property	(6,680)	(6,680)
(3,245)	(3,245)	Carrying amount of non-current assets and assets held for sale sold or de-recognised	(2,209)	(2,209)
16,074	16,074	Increase / (decrease) in debtors	(13,920)	(13,920)
(9)	(9)	Increase / (decrease) in long-term debtors	(20)	(20)
3,331	3,331	(Increase) / decrease in creditors	(1,697)	(1,733)
21,900	21,900	(Increase) / decrease in long term creditors	(2,683)	(2,683)
933	933	(Increase) / decrease in revenue grants receipts in advance	31	31
42	42	Increase / (decrease) in inventories	(359)	(359)
1,063	1,063	(Increase) / decrease in provisions	(509)	(509)
(75,689)	0	Pensions liability	(69,062)	0
0	0	Pensions abatement	108	108
(168)	0	Provision for compensated absences	36	36
0	0	Other non-cash items to be charged to the CIES provision of services	(13)	(13)
(66,097)	9,760	Total	(109,420)	(40,394)

2023/24 Group	2023/24 PCC	Cash Flow Statement Adjustments for Items in the Net Surplus or Deficit on the Provision of Services that are Investing or Financing Activities	2024/25 Group	2024/25 PCC
£'000	£'000's		£'000	£'000's
3,257	3,257	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	2,106	2,106
209	209	Insurance refund	0	0
1,210	1,210	Interest received	2,030	2,030
(872)	(872)	Interest paid	(1,675)	(1,675)
63	63	Capital grants applied	167	167
3,867	3,867	Total	2,628	2,628

Note 39 – Cash flow statement – investing activities

2023/24 Group	2023/24 PCC	Cash Flow Statement – Investing Activities	2024/25 Group	2024/25 PCC
£'000's	£'000's		£'000's	£'000's
22,073	22,073	Purchase of property, plant and equipment, investment assets and intangible assets	21,274	21,274
(522,895)	(522,895)	Purchase of short-term and long-term investments	(658,246)	(658,246)
522,908	522,908	Proceeds from short-term and long-term investments	658,259	658,259
(3,257)	(3,257)	Proceeds from the sale of property, plant and equipment, investment property and intangible assets.	(2,106)	(2,106)
(209)	(209)	Insurance refund	0	0
(1,210)	(1,210)	Other receipts from investing activities	(2,030)	(2,030)
(63)	(63)	Capital grant received	(167)	(167)
17,347	17,347	Net Cash Flows from Investing Activities	16,984	16,984

Note 40 – Cash flow statement – financing activities

2023/24 Group £'000's	2023/24 PCC £'000's	Cash Flow Statement - Financing Activities	2024/25 Group £'000's	2024/25 PCC £'000's
(18,000)	(18,000)	Cash receipts of short-term borrowing	6,000	6,000
1,109	1,109	Cash payments for the reduction of outstanding liabilities relating to leases and PFI contracts	1,194	1,194
872	872	Interest paid	1,675	1,675
(16,019)	(16,019)	Net Cash Flows from Financing Activities	8,869	8,869

The balance sheet shows that the force's borrowings reduced by £6m from £28m in 2023/24 to £22m for 2024/25. This is the movement shown in the first line of the above table.

Reconciliation of Liabilities Arising from Financing Activities for Kent Police Group	1 April 2023 £'000's	Financing Cash Flows £'000's	Non-Financing Cash Flows £'000's	31 March 2024 £'000's	Financing Cash Flows £'000's	Non-Financing Cash Flows £'000's	31 March 2025 £'000's
Short-term borrowings as Balance Sheet	(10,000)	(18,000)	0	(28,000)	6,000	0	(22,000)
Short-term borrowings – Transport workshop lease	(226)	226	(230)	(230)	230	(204)	(204)
Short-term borrowings – PFI	(1,753)	805	290	(658)	711	(802)	(749)
Short-term borrowings – ROU leases	0	0	0	0	253	(444)	(191)
Other short-term creditors	(46,612)	78	2,162	(44,372)	0	(1,442)	(45,814)
Short-term Creditors and Lease Liabilities as per Balance Sheet	(48,591)	1,109	2,222	(45,260)	1,194	(2,892)	(46,958)

Reconciliation of Liabilities Arising from Financing Activities for PCC	1 April 2023	Financing Cash Flows	Non-Financing Cash Flows	31 March 2024	Financing Cash Flows	Non-Financing Cash Flows	31 March 2025
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
Short-term borrowings as Balance Sheet	(10,000)	(18,000)	0	(28,000)	6,000	0	(22,000)
Short-term borrowings – Transport workshop lease	(226)	226	(230)	(230)	230	(204)	(204)
Short-term borrowings – PFI	(1,753)	805	290	(658)	711	(802)	(749)
Short-term borrowings – ROU leases	0	0	0	0	253	(444)	(191)
Other short-term creditors	(42,207)	78	2,330	(39,799)	0	(1,478)	(41,277)
Short-term Creditors and Lease Liabilities as per Balance Sheet	(44,186)	1,109	2,390	(40,687)	1,194	(2,928)	(42,421)

Note 41 – Events after the balance sheet date

The Statement of Accounts was authorised for issue by the CFO on 26 February 2026. Events taking place after this date are not reflected in the financial statement or notes. Where events taking place before this date provided information about conditions existing at 31 March 2025, the figures in the financial statements and notes have been adjusted in all material respects to reflect this information.

PFI Liability

In August 2023, the Police and Crime Commissioner for Kent (the "PCC") terminated the PFI contract with Justice Support Services (North Kent) Limited (in administration) (the "PFI Contractor") on the grounds of contractor default. The PFI contract contained a contractual provision that entitled the PFI Contractor to a compensation payment even if the PFI Contract terminated for contractor default. This contractual provision is common to PFI contracts and is intended to ensure that the public sector pays a fair amount for buildings which are owned by the public sector but funded and constructed by the private sector. The PCC and the PFI Contractor were unable to agree the amount of the compensation payment due under the PFI contract within the timescales set out in the PFI Contract. In February 2024, the PFI Contractor issued a claim against the PCC. In December 2025, the PCC, with the support of his legal team (including a leading King's Counsel) and the Home Office, agreed an out-of-court settlement with the PFI Contractor which is documented in a confidential settlement agreement. Under the terms of the confidential settlement agreement, the PCC paid a settlement (including all compensation, interest and costs) to the PFI Contractor in January 2026 and each of the PCC and the PFI Contractor released the other from all other claims and liabilities relating to the PFI contract. This compensation payment reflects the amount which the PCC, acting on the advice of his advisers including accountants, lawyers and surveyors, considered that he was contractually obliged to pay under the compensation on termination provisions set out in the PFI Contract.

Note 42 – Related parties

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

Central government

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

Officers

The Kent Police Chief Officer team led by the CC has direct control over all operational decisions and the day-to-day running of the service as well strategic decision making in conjunction with the PCC. All Chief Officers have been contacted and there are no material related party transactions to disclose for 2024/25. The PCC, Chief Executive, and CFOs for the PCC and CC of Kent were also contacted as they have influence over strategic decisions of Kent Police. There are no related party transactions to disclose for 2024/25.

Other public bodies

The PCC for Kent 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 County Council provides Treasury Management services to Kent Police and also provides a range of supplies and services through their commercial services departments. These include provision of utilities such as gas and electricity.

Kent Police has collaborative agreements with Essex Police covering Serious Crime and Support Services. These are categorised as joint operations as each force uses and retains its own assets in the provision of the joint service rather than creating a legal entity separate to Kent Police and Essex Police.

Kent Police is a member of the Seven Forces Procurement Team in collaboration with other police forces.

Joint Operations are further explained in Note 24.

Kent Police paid £1,157m in 2024/25 (£1,127m, 2023/24) to the National Police Air Service for air support as part of a national framework.

Income	Expenditure	Debtors as at	Creditors as at	Related Party	Income	Expenditure	Debtors as at	Creditors as at
2023/24	2023/24	31 March 2024	31 March 2024		2024/25	2024/25	31 March 2025	31 March 2025
£'000's	£'000's	£'000's	£'000's		£'000's	£'000's	£'000's	£'000's
(2,057)	3,117	(8,058)	437	UK Government	(2,599)	2,241	(10,848)	152
(72)	3,274	0	112	Local authorities	(732)	5,805	0	250
(11,864)	12,763	(806)	2,212	Essex Police	(14,188)	18,152	(633)	394
(164)	20,973	0	540	Kent County Council (KCC)	(288)	17,455	0	296
(13,802)	5,001	(1,343)	1,727	Other local authorities	(16,462)	5,580	(1,305)	1,399

Income 2023/24 £'000's	Expenditure 2023/24 £'000's	Debtors as at 31 March 2024 £'000's	Creditors as at 31 March 2024 £'000's	Related Party	Income 2024/25 £'000's	Expenditure 2024/25 £'000's	Debtors as at 31 March 2025 £'000's	Creditors as at 31 March 2025 £'000's
(27,959)	45,128	(10,207)	5,028	Total	(34,269)	49,233	(12,786)	2,491

Note 43 – Contingent liabilities

Virgin Media Ltd v NTL Pension Trustees II Ltd

Kent Police is aware of the 'Virgin Media Ltd v NTL Pension Trustees II Ltd (and others)' case and considers that there is potential for the outcome of this case to have an impact on the Kent Police Authority. The case affects defined benefit schemes that provided contracted-out benefits before 6 April 2016 based on meeting the reference scheme test. Where scheme rules were amended, potentially impacting benefits accrued from 6 April 1997 to 5 April 2016, schemes needed the actuary to confirm that the reference scheme test was still being met by providing written confirmation under Section 37 of the Pension Schemes Act 1993. The original court case in June 2023 decided that certain rule amendments were invalid in absence of the actuarial certification (potentially including cases where such a confirmation cannot now be located). For the LGPS, the Scheme Actuary is the Government Actuary's Department (GAD). GAD is currently reviewing historic amendments to the LGPS in this context and the Scheme Advisory Board are liaising with GAD on whether the relevant certificates were available for past scheme changes. The Department for Work and Pensions (DWP) published an announcement on 5 June 2025 noting the plan to introduce new legislation in response to the Virgin Media vs NTL Trustees ruling. The legislation will allow affected pension schemes to retrospectively obtain written actuarial confirmation that historic changes to scheme rules met the required standards. The new legislation is hoped to provide clarity to affected schemes. No further information has been provided at this time. We still await further information but at this time are hopeful there will be no impact on the LGPS.

Note 44 – Contingent assets

In December 2023, new legislation was passed under the Dangerous Dogs Act 1991, making it illegal to breed, sell, exchange, or abandon an XL Bully. Further changes in legislation were introduced in February 2024, making it a criminal offence to own or possess an XL Bully in England and Wales without a valid Certificate of Exemption. This has resulted in a significant operational impact on policing and the forces response to enforcing these changes in legislation. During the 2024/25 financial year, the force seized 182 dangerous dogs at a cost of approximately £1.0 million. The costs primarily relate to kennelling, veterinary fees, travel costs, and professional fees to support case file preparation for court. On 25 June 2024, the National Police Chiefs Council (NPCC) asked forces to complete a costing survey, which was submitted to the NPCC Finance Committee to enable discussions with the Department for Environment, Food and Rural Affairs (DEFRA). There were suggestions that this exercise would contribute towards reimbursement or compensation for these exceptional unbudgeted costs, and this has been further endorsed by recent requests by Kent's Chief Constable; however, no funds have currently been received.

Note 45 – Date of authorisation of Statement of Accounts for issue

The Statement of Accounts was authorised for issue on 26 February 2026 by Mr Rob Phillips, Chief Finance Officer to the PCC.



Supplementary accounts

POLICE

Police officer pension fund account

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 XPS Pensions Group.

The income is either from serving police officers contributing to the pension fund account or from the employers' contribution that is a real cost to the Police budget. The expenditure is the cost of pensions paid out through payroll. The net balance is charged to the PCC who in turn will receive a Home Office grant to offset it.

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 11 of these Accounts.

From 2024/25, the employer contribution rate increased from 31.2% to 35.3%.

2023/24	Police Officer Pension Fund Account	2024/25
£'000's		£'000's
	Contributions Receivable	
(48,099)	Police and Crime Commissioner for Kent	(58,143)
(20,810)	Serving Police Officers	(22,446)
(931)	Capital equivalent payment for ill-health	(774)
	Transfers In:	
(610)	Individual transfers in from other schemes	(10)
(70,450)	Total Receipts	(81,373)

2023/24	Police Officer Pension Fund Account	2024/25
£'000's		£'000's
	Benefits Payable	
90,985	Pensions	97,832
14,791	Commutations and lump sum payments	14,557
136	Lump sum death benefits	305
	Payments to and on account of leavers	
244	Refund of contributions	393
636	Individual transfers out to other schemes	83
106,792	Total Payments	113,170
36,343	Sub-total for the year before transfer from Police and Crime Commissioner for Kent of amount equal to the deficit	31,797
(36,343)	Transfer of amount from the PCC for Kent of amount equal to the deficit which is recouped by a government grant	(31,797)
0	Net Amount Payable for the Year	0

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

Pension fund net asset statement

2023/24	Pension Fund Net Asset Statement	2024/25
£'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 of terms

ACC

Assistant Chief Constable

Accruals accounting

A basis of accounting in which the effects of transactions and other events on an authority's resources are accounted for when the effects occur; not when the relevant cash receipts or payments take place.

Actuarial gains and losses

Changes in the force's pensions liabilities calculated at the end of the previous year as a result of actual events being different from those predicted by the actuary or because the actuary has updated their assumptions

AGS

Annual Governance Statement. A statement published with the Statement of Accounts prepared in accordance with the CIPFA/SOLACE publication Delivering Good Governance in Local Government: Framework. It assesses the effectiveness of the arrangements the Council has put in place to govern decision-making and accountability.

Amortisation

The spreading of the cost of an asset over a number of financial years to fairly represent the period over which the force benefits from the asset.

ANPR

Automatic Number Plate Recognition

APCC

Association for Police and Crime Commissioners

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. Property, plant and equipment that is being constructed for use by the force, but which is not yet operational

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. The unusable reserve that absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets (largely depreciation) and for the financing of the acquisition, construction or enhancement of those assets from revenue, grants, contributions and capital receipts as determined under statutory provisions. (The Account also contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains)

Capital Expenditure

The expenditure incurred by the force that is intended to provide longer-term benefits and qualifies to be paid for from capital resources, rather than charged to revenue as it is incurred. The definition covers expenditure that results in the recognition of non-current assets in the Balance Assets and other transactions specified in Government regulations

Capital Receipts

Income received from the sale of non-current assets (particularly property) when they are £10,000 or more and from other transactions specified in Government regulations. Their use is largely restricted to financing capital expenditure

Carrying value

The amount at which an asset or liability is recognised in the Balance Sheet

Cash equivalents

Investments that are comparable to cash, being short-term, highly liquid and readily convertible to known amounts of cash and unlikely to change in value

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

CC

Chief Constable

CDSP

Custody and Detention Scrutiny Panel

CFO

Chief Finance Officer

CFR

Capital Financing Requirement

Chief Officers

Include the Chief Officers and Directors in the senior management team

CIES

Comprehensive Income and Expenditure Statement. The financial statement that summarises the expenditure that the force has incurred in providing services and the income it has generated during the year and other gains and losses arising from changes in the value of assets and liabilities

CIPFA

The Chartered Institute of Public Finance and Accountancy – the accountancy body primarily concerned with public services that issues guidance on accounts preparation for local authorities

CJS

Criminal Justice System

Contingency

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

COMB

Chief Officer Management Board

CPI

Consumer Price Index, a measure of inflation which has replaced the RPI

CPS

Crown Prosecution Service

Creditors

The organisations and individuals that the force owes money to

CRR

Capital Receipts Reserve

CSR

Comprehensive Spending Review

Current service (pensions) cost

The increase in pensions liabilities arising from employee service in the current year

Curtailed and settlements

Curtailed 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. A settlement is a transaction that eliminates pensions liabilities, such as the transfer of an employee to a new employer that participates in the Local Government Pension Scheme

DCC

Deputy Chief Constable's portfolio. This includes the following departments: Local Policing, Central Operations, Serious Crime, Crime, Professional Standards and Corporate Services

Debtors

The organisations and individuals that owe the force money

Depreciation

The charge made for the use of an item of property, plant or equipment during the year, based on the systematic allocation of its depreciable amount over its useful life

DEU

Digital Forensic Unit

Division

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

DRC

Depreciated Replacement Cost

ERSOU

Eastern Regions Special Operations Unit

EY

Trade name of Ernst and Young Global Ltd, financial auditors

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

FOI

Freedom of Information

GDPR

General Data Protection Regulation

HMICFRS

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

HMPPS

His Majesty's Prison and Probations Service

HMRC

His Majesty's Revenue and Customs

HR

Human Resources

IAO

Information Asset Owners

IAS

International Accounting Standards

ICO

Information Commissioner's Office

ICV Scheme

Independent Custody Visitors Scheme

IDVA

Independent Domestic Violence Advisers

IE

Income and Expenditure

IFRIC

International Financial Reporting Interpretations Committee

IFRS

International Financial Reporting Standards

Impairment

A fall in the value of an asset to the force (whether it will be sold or continue in use) below the amount it is recorded in the Balance Sheet

Intangible Fixed Assets

Assets that do not have physical substance, such as computer software, licences and websites supporting the force's services

IOPC

Independent Office for Police Conduct

IPSAS

Independent Office for Police Conduct

ISVA

Independent Sexual Violence Advisers

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; Payroll and Pensions Team

KCC

Kent County Council

KCJB

Kent Criminal Justice Board

KFRS

Kent Fire and Rescue Services

Lease

An arrangement under which a lessor conveys the right to use an asset to a lessee in return for a payment or series of payments. The definition can include contracts that are not in the legal form of a lease but involve the use of a specific asset and therefore might contain a lease.

LGPS

Local Government Pension Scheme

Liability

Liabilities are present obligations of the force to transfer an economic resource as a result of past events. They include borrowings and amounts owed by the force

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

MHCLG

Ministry of Housing, Communities and Local Government

MIRS

Movement in Reserves Statement

MoJ

Ministry of Justice

MRP

Minimum revenue provision is the method by which capital expenditure is financed by setting aside amounts from revenue over the useful life of the relevant asset

MTFP

Medium Term Financial Plan

NCA

National Crime Agency

NDORS

National Driver Offending Retraining Scheme

NHP

Neighbourhood Policing

NHS

National Health Service

NK

North Kent (Police Station)

NPAS

National Police Air Service

NPCC

National Police Chiefs' Council

NRE

Net Revenue Expenditure

OOCR

Out of Court Resolutions

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

PCC

Police and Crime Commissioner

PCSO

Police Community Support Officer

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

PPS

Police Pension Scheme

PPE

Property, plant, and equipment is a class of assets with physical substance that are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes (and expected to be used for more than one year)

Peppercorn / Nominal Rent Asset

This is a non-commercial lease asset where lease payment is at nominal amount or nil consideration.

Provision

A liability of the force where there is uncertainty about when it will be settled and/or how much the force will have to pay. The estimated amount that will be required to settle the liability is charged as an expense when the force recognises the obligation

PSE

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

PUP

Police Uplift Programme

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

The balances in the Balance Sheet that show variously the revenue and capital resources available to support the provision of services by the force, the cumulative effect of statutory adjustments to manage the availability of those resources for particular financial years, and balances of revaluation gains and losses on assets that have yet to be realised

Return on Plan Assets

Interest, dividends, and other income derived from the plan assets, together with realised and unrealised gains or losses on the plan assets, less: a) any costs of managing plan assets, and b) any tax payable by the plan itself, other than tax included in the actuarial assumptions used to measure the present value of the defined benefit obligation

Revaluation Reserve

The unusable reserve that accumulates the gains made by the force from increases in the value of its Property, Plant and Equipment assets. The force might benefit from these gains in the future from the continued use of the assets or from their sale. (The Reserve contains only revaluation gains accumulated since 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account)

Revenue Expenditure

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

RICS

Royal Institute of Chartered Surveyors

ROU

Right-of-use asset recognised on the balance sheet from the IFRS 16 Leases effective from 1 April 2024.

RPI

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

RPIX

Retail Price Index excluding mortgages

RR

Revaluation Reserve

SAP

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

SAR

Subject Access request

SCD

Serious Crime Directorate

SEROCU

South East Regional Organised Crime Unit

SERPIT

South East Regional Prison Intelligence Unit

SMT

Senior Management Team

Specific Grants

Grant that is required to be applied to revenue expenditure meeting criteria specified by the donor

SSD

Support Services Directorate

TSU

Technical Surveillance Unit

Usable Capital Receipts

Income received from the sale of non-current assets (particularly property) and from other transactions specified in Government regulations. Their use is largely restricted to financing capital expenditure. They are available to finance capital expenditure in future years

VPGA

Valuation Practice Guidance Applications

VPS

Valuation Technical and Performance Standards

WHE

Wilks Head Eve, the force's valuer

Contact information

This document gives details of Group and PCC Annual Accounts and is available on the website at kent.police.uk

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**Annual
Governance
Statement**



Annual Governance Statement 2024/25

Introduction

The Police and Crime Commissioner (PCC) is elected by the people of Kent and is responsible for creating a Police and Crime Plan and holding the Chief Constable to account. PCCs were established under the 2011 Police Reform and Social Responsibility Act.

The Office of the Police and Crime Commissioner (OPCC) is a small organisation, with the responsibility of supporting Kent's PCC, and helping to ensure the PCC meets the obligations set out above. It covers four main areas: finance; commissioning; governance; and complaints and correspondence, with administrative support and a media/communications team. There are two statutory roles, the Chief Executive and the Chief Finance Officer.

In 2024-25, the Commissioner, Mr Matthew Scott, was elected for a third term. A new Police and Crime Plan was created, based on Mr Scott's manifesto; this has led to a number of governance changes, with two new Boards being established (focussing on Rural Crime and Retail Crime) and a new performance framework is in the process of being drawn up to enable the PCC to hold the Chief Constable to account for how well the Force is meeting the measures in the Plan.

Each year, the OPCC is required to produce an Annual Governance Statement (AGS) which assesses how its corporate governance arrangements, as outlined in the Local Code of Governance, are working. This is informed by internal and external audit, the risk register, external oversight bodies, and other areas such as engagement with the public and new legislation. The Local Code sets out the overall governance framework within which the OPCC operates, and the AGS provides assurances as to how the OPCC is complying with it. The AGS identifies areas of both success during 2024/25, and where the OPCC can and will improve.

Document key:

Area of strength (Green)	Area for improvement (Amber)	Area of challenge (Red)
<p>The policies and procedures in place, as set out in the Local Code of Governance, are effective, with a high level of internal and external assurance. There are potentially some areas for improvement, but these have no material impact on the strength of the governance framework.</p>	<p>The policies and procedures in place, as set out in the Local Code of Governance, are mainly effective. However, there are areas where there remain challenges or the potential for improvement, which have a limited impact on the strength of the governance framework. There are plans in place to address this.</p>	<p>Failings have been identified in the policies and procedures, which may have a material impact on the governance arrangements in this area, and therefore on the wider operation of the OPCC. Significant remedial work is being taken to address these risks.</p>

Assessment of OPCC Governance

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

The PCC has assessed compliance with the framework as set out in the Local Code of Governance under section A. He has assessed that there is adequate assurance, and that this is overall an area of strength.

Issue	Identified from	Strength - Green	Area for Improvement - Amber	Area of challenge - Red
Comprehensive update of Police and Crime Plan	Other- PCC's election manifesto	<p>Following the PCC's election, a new Police and Crime Plan was produced. The PCC and his executive team took the opportunity to refresh and update the structure and content, specifically focussing on:</p> <ul style="list-style-type: none"> • Collating information into specific areas, with more defined objectives • Improving accessibility and design, including visual representations of the data <p>There was greater engagement with the Force, specifically the DCC, when creating the Plan, to ensure that the targets aligned with Force priorities and were achievable.</p> <p>The Plan was approved by the Police and Crime Panel in February (albeit the Plan comes into effect 1 April 2025).</p>	<p>It was decided that a performance framework would allow both the public to hold the PCC to account, and for the PCC to hold the Chief Constable to account, in an effective and transparent manner.</p> <p>This will need agreement as to what success looks like, how it can be measured, and the appropriate metrics. Also need to consider how it aligns with performance measures from Central Government, which are being developed in line with the Safer Streets Mission and the Neighbourhood Policing Guarantee.</p> <p>This will be the subject of ongoing development in 2025/26.</p>	
Management of FOIs and SARs	Risk register	<p>Whilst there has again been a significant increase in numbers (24/25 the OPCC received 101 FOIs compared to 69 in 23/24 - a 46% increase; in 24/25 the OPCC received 35 SARs compared to 20 in 23/24 - a 75% increase) additional work has been undertaken in order to manage the requests and provide a high quality service to residents. These include:</p> <ul style="list-style-type: none"> • The appointment of a Committee and Information Management Officer; • A monthly meeting with the Chief Executive to monitor performance; 	<p>To further enhance and streamline processes, the team intend to create a bank of standardised elements (for example, the specific legislative framework text) to use within responses.</p> <p>This will enable responses to be compiled more quickly and ensure a more uniform and legislatively compliant set of FOI responses to members of the public.</p>	

Issue	Identified from	Strength - Green	Area for Improvement - Amber	Area of challenge - Red
		<ul style="list-style-type: none"> A new tracking document to ensure that response times can be measured, ensuring that the team meet their legal responsibilities under GDPR. <p>As a result of this work, this issue has been removed from the Strategic risk register. It should be noted that there have been no appeals to the Information Commissioner’s Office (ICO) in the reporting period.</p>		
Custody and Detention Scrutiny Panel (CDSP)	Other- national guidance from the APCC and NPCC	<p>In April 2023, the Association of Police and Crime Commissioners (APCC) and the National Police Chiefs’ Council (NPCC) released joint guidance, which outlined the expectation that Forces and OPCCs would establish Custody and Detention Scrutiny Panels.</p> <p>The OPCC worked with Kent Policeto establish their local Panel, and the first formal meeting was held in September 2023.</p> <p>During 24-25, the panel has broadened its membership and agreed a standardised agenda reviewing Force data and performance; ICV reports; complaints; and an Annual Thematic Review.</p> <p>The Thematic Review in 24-25 considered the treatment of detainees with mental health issues and created an aligned action plan to ensure that the findings were implemented.</p> <p>The establishment of the Panel meets the APCC and NPCC requirements for greater, and more frequent focus on custody, and enables the PCC to hold the Chief Constable to account.</p>	The CDSP could further broaden its membership, to include partnership agencies such as Liaison and Diversion.	
Strengthened grant conditions and applications process for Commissioned Services	Other- following internal review	<p>An internal review of processes was conducted across the Commissioned Services department, as a result of one of the charities failing to meet the OPCC’s requirements for commissioned services (this was included in the 23/24 AGS).</p> <p>Following this review, the following improvements have been implemented to strengthen governance arrangements:</p>	<p>The OPCC intends to further strengthen processes, by reviewing grant conditions annually and carrying out spot check audits.</p> <p>The degree to which oversight will be enhanced depends on staffing levels.</p>	

Issue	Identified from	Strength - Green	Area for Improvement - Amber	Area of challenge - Red
		<ul style="list-style-type: none"> • Refreshed policies and protocols, in order to adhere to new legislation, for example the Anti-Bribery Act; • Updated the requirements for commissioned/grant-funding organisations in terms of skills and qualifications for staff, and formal accreditations where required; • A new risk-based approach to assessing organisations' performance, which includes more intrusive management by the OPCC where issues have been identified. 		

Core Principle of the Framework: B. Ensuring openness and comprehensive stakeholder engagement.

The PCC has assessed compliance with the framework as set out in the Local Code of Governance under section B. He has assessed that there is adequate assurance, and that this is overall an area of strength.

Issue	Identified from	Strength - Green	Area for Improvement - Amber	Area of challenge - Red
Schools engagement programme	Other- PCC manifesto and engagement programme	<p>Through his engagement programme with residents, and using the results of the residents' survey, the Commissioner has implemented a Youth Internet Safety campaign, focussed on reducing smartphone usage in school children.</p> <p>The surveys - one for parents, and one for children - also included an offer for the PCC to visit individual schools, and a substantial programme of engagement has been developed.</p> <p>There is also a specific webpage for the campaign, and an aligned theatre play, developed with both a parents' group and a local university.</p> <p>This supports the 'Protecting People' element of the Commissioner's Police and Crime Plan and has also led to an increased media presence for the PCC in Kent.</p>	<p>The engagement with schools is in its early stages. The aim is to visit 100 schools, and to refine the programme as it progresses, using feedback from the first round of visits.</p> <p>The PCC also aims to develop collaboration with Collaborate Digital to avoid overlap between the two.</p>	
Grip Zone – visiting all areas with high ASB	Other - PCC manifesto and engagement programme	<p>The PCC has implemented a programme of visiting all the Force's 'Grip Zone' areas, to meet with officers directly. This has allowed him to understand how the Force's new Neighbourhood model has worked on the ground.</p> <p>In addition, he is engaging with residents and local businesses, to get feedback on the public's perception of how the model is operating.</p> <p>The information gained from these visits has fed into the PCC's Performance and Delivery Board, enabling him to hold the Chief Constable to account.</p> <p>It has also improved the direct engagement with local businesses, which has then informed the creation, membership and items for the agenda of the PCC's new Retail Crime Board.</p>		

Issue	Identified from	Strength - Green	Area for Improvement - Amber	Area of challenge - Red
		This supports the 'Protecting People' element of the Commissioner's Police and Crime Plan and has also led to an increased media presence for the PCC in Kent.		
Development of Performance and Delivery Board	Other- PCC manifesto and engagement programme	<p>The Performance and Delivery Board is the key vehicle for the PCC to hold the Chief Constable to account, in public.</p> <p>The content and approach of the Board will need to be re-designed, in order to align with new Police and Crime Plan and Performance Framework.</p>	<p>This project is in its initial stages, and it will be an on-going process of refinement over next financial year. It will also need to take account of the police reform and devolution agendas at the national level.</p> <p>The way in which the Board is broadcast will be redesigned to give a more professional look, and to increase public engagement.</p>	
Recommissioning of Independent Sexual Violence Advisors (ISVA) and Therapy Services		<p>The PCC's Commissioning Team has begun a comprehensive programme of engaging with victims and service providers to understand their views of current services, and what these should look like in the future.</p> <p>There is additional engagement with service providers, in order to link in with peer support networks and conduct further surveys.</p>	The engagement programme will be further refined and developed to ensure it does not re-traumatise victims.	

Core Principle of the Framework: C. Defining outcomes in terms of sustainable service and economic benefits

The PCC has assessed compliance with the framework as set out in the Local Code of Governance under section C. He has assessed that there is adequate assurance, and that this is overall an area for improvement.

Issue	Identified from	Strength - Green	Area for Improvement - Amber	Area of challenge - Red
Improving management of the Criminal Justice (CJ) partnership work	Risk register	<p>A new manager for the Kent Criminal Justice Board was appointed, and the role brought within the OPCC, to strengthen the management of the workstreams. The manager is supported by the Performance and Research analyst, to improve the OPCC understanding and management of a complex data environment.</p> <p>There is a strong collegiate approach to CJ working in Kent, and to further support this, a multi-agency workshop was held. This enabled the parties to agree joint priorities, identify areas to improve processes, and undertake horizon scanning. A future work plan has now been agreed. A follow-up workshop for those involved in delivering services to victims and witnesses is planned, and subgroups reporting to the Kent Criminal Justice Board have been strengthened.</p>	<p>There are significant issues with each organisation having its own data sets. This makes it challenging to both access data and to pull together to a comprehensive Board pack.</p> <p>The OPCC will also lobby government to try to break down some of the barriers around siloed funding and national contracts.</p>	
Strengthened grant conditions and applications process for Commissioned Services	See section A	See commentary in section A	See section A	
Working with Victim Support to survey victims about their experience of policing and the criminal justice system.	Police and Crime Plan	<p>A wide ranging survey has been launched to gain a better understanding of victims' experiences, which will enable the Commissioning Team to be better tailor support services.</p> <p>Whilst this work is vital for the team, given the nature of the survey, it is being carried out sensitively and unobtrusively with victims of crime.</p> <p>The findings will also feed into the work of the KCJB.</p>	<p>The response rate will be closely monitored to ensure that the number of responses is at a level where appropriate conclusions can be drawn.</p> <p>The team is aware of survey fatigue.</p>	

Core Principle of the Framework: D. Determining the actions necessary to achieve the intended outcomes

The PCC has assessed compliance with the framework as set out in the Local Code of Governance under section D. He has assessed that there is adequate assurance, and that this is overall an area of strength.

Issue	Identified from	Strength - Green	Area for Improvement - Amber	Area of challenge - Red
Comprehensive update of Police and Crime Plan	See Section A	See section A The new plan has an enhanced focus on partnership working, recognising the interdependence of the various agencies to achieve reductions in crime.	See section A	
Monitoring compliance with the Victims Code	Other: Victims and Prisoners Act	The Victims and Prisoners Act came into force in 2024, and places a number of duties on OPCCs, including monitoring compliance with the Victims' Code. The OPCC has attended a number of meetings with representatives of the Ministry of Justice to understand what the requirements are, although all parties are awaiting further statutory guidance. The OPCC has also attended a range of meetings with other OPCCs, and the APCC, to gain a national perspective of the demand. Initial planning meetings have been arranged with the relevant parties, under the duty to collaborate.	This new requirement is likely to place significant new demands on the OPCC's team, and on partners. The level is not yet known, as the statutory guidance has not been released, but will require careful monitoring.	
Enhanced engagement programme to support new Police and Crime Plan	Other: Police and Crime Plan	See section B commentary on visits to Grip Zones, and the School Engagement programme. Two new members of staff have been recruited into the Communications team, to enhance engagement work. The PCC has also worked with the team to enhance his media profile both locally and nationally, campaigning on key issues such as teenagers' smartphone usage. The PCC has established two new Boards to focus specifically on retail crime, and crime in rural areas. These were identified as particular areas of concern during the Commissioner's last term and featured in his manifesto and now the revised Police and Crime Plan.		

Issue	Identified from	Strength - Green	Area for Improvement - Amber	Area of challenge - Red
		<p>The Boards bring together representatives from a range of organisations, and examine the concerns of those representatives, such as shoplifting and violence against retail staff, and flytipping, theft of agricultural equipment etc.</p> <p>The Commissioner has also organised a roundtable meeting, to be held in June 2025, to consider organised waste crime and flytipping, which will support the work of the Rural Crime Board.</p>		
Development of a new Criminal Justice Work programme	Other: Police and Crime Plan	<p>Having identified key barriers and issues across the CJS, attendees at the workshop discussed and considered four areas of challenge where there are potential solutions to take forward. These are:</p> <ul style="list-style-type: none"> • Recalls – where the current capacity issues are not being managed effectively, creating repeat demand and an unsustainable service model. • Out of Court Resolutions/Diversions – where the need has been identified to focus on effective diversion/rehabilitation at first point of contact, and to widen engagement and use of Out of Court Resolutions (OOCR). • Timely production of prisoners at court/prisoner transport – to improve fulfilment of the national contract requirements of the service, reduce knock on impact of delays on different CJS partners e.g. late court sittings, ineffective hearings, reduced time for defendants with counsel. • Improved updates and information to victims – where currently information provided back from courts is insufficient to update victims in a timely way and at the appropriate level of detail. 	The need for a further task group has been identified, to review key processes and 'journeys' within the CJS, with the aim of increasing efficiency across the sector.	

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

The PCC has assessed compliance with the framework as set out in the Local Code of Governance under section E. He has assessed that there is adequate assurance, and that this is overall an area of strength.

Issue	Identified from	Strength - Green	Area for Improvement - Amber	Area of challenge - Red
OPCC staffing	OPCC risk register	<p>This was identified as a significant risk to the effective functioning of the OPCC, and therefore various new appointments have been made across a number of teams to support the delivery of service.</p> <p>All job descriptions have been fully updated.</p> <p>There is a wide-ranging training and development programme, encompassing:</p> <ul style="list-style-type: none"> • Mandated training days to ensure staff are fully compliant with required training, such as GDPR, health and safety. This is monitored by the Office Manager; • Team specific training, such procurement, or the IOPC's initial complaints handling; • Specific SMT training day, and a full Office training and development day has been arranged for May 25. 	<p>The OPCC is inherently disadvantaged by being a small organisation, and therefore the departure of one or two staff can have a significant impact on function.</p> <p>There is also the impact on finances; the time and investment of on-boarding new people; and growing external pressures such as new legislation.</p> <p>Consideration will be given to an Office-wide review of structure and capacity, to ensure the work of the OPCC is on a sustainable footing, with necessary resilience built in.</p>	
Commissioning Team training		<p>There have been new appointments to the Commissioning Team, and greater demands from Central Government in respect of new legislation. It has been acknowledged that this greater complexity has required an upskilling of the team overall.</p> <p>The team have attended contract management and commissioning courses through the Public Services Transformation Academy. Owing to legislative change, the team have also gained further knowledge and skills around procurement, through Blue Light training packages.</p>	<p>Owing to the constantly changing landscape, there is an ongoing need for further training and development.</p>	

Core Principle of the Framework: F. Managing risks and performance through robust internal control and strong public financial management.

The PCC has assessed compliance with the framework as set out in the Local Code of Governance under section F. He has assessed that there is adequate assurance, and that this is overall an area of strength.

Issue	Identified from	Strength	Area for Improvement	Area of challenge
Appointment of analyst to provide data analysis and insight across all departments and new Boards	Risk register	<p>The appointment of a new Research and Data Analyst in the OPCC has allowed for greater insight across all the workstreams and provided new information to enable the PCC to hold the Chief Constable to account.</p> <p>The analyst has provided support to:</p> <ul style="list-style-type: none"> • KCJB • CDSP • Performance and Development Board • Commissioning Team 	<p>There needs to be a greater understanding on what data exists, both internally and with partners, and how best to use this to develop insights to inform the delivery of the Police and Crime Plan.</p>	
Strengthened processes in the commissioning team for both mid and end of year reviews	Internal audit	<p>Following the internal audit of Commissioned Services, the team introduced an improved focus on identifying and managing risks.</p> <p>Services are now RAG-rated, to allow a responsive and targeted approach to managing the team's work.</p> <p>The team has also increased the number of in-person meetings with service providers to better understand potential issues.</p>	<p>As a part of the new process, the team will introduce spot check audits on providers, in line with the RAG rating.</p> <p>There is also a need to establish a framework to provide independent assurance on providers' services and governance arrangement.</p>	

Core Principle of the Framework: G. Implementing good practices in transparency, reporting and audit to deliver effective accountability.

The PCC has assessed compliance with the framework as set out in the Local Code of Governance under section G. He has assessed that there is adequate assurance, and that this is overall an area of strength.

Issue	Identified from	Strength - Green	Area for Improvement - Amber	Area of challenge - Red
Information management and security	Risk register	<p>The Office Manager has written the Data Retention and Disposal policy, which was presented to SMT. Teams are developing policies, in line with the data requirements of their individual areas and will then have until end-September to implement their plans.</p> <p>The removal of hard copy documents, in line with the policy, is nearly completed, and the clear desk policy has been implemented.</p>	<p>Some of the retained hard copy documents will need to be sent to long term storage.</p> <p>A new information asset register will need to be established.</p>	
Broadcasting JAC	Other: through public engagement	The OPCC already broadcasts the Performance and Delivery Board. In order to enhance transparency and improve public engagement, the Joint Audit Committee is now also webcast.	There are some technical issues with simultaneously webcasting and on-line attendance by JAC officers and staff, which need to be resolved.	
New Rural Crime Board and new Retail Crime Board	Other: PCC manifesto and in Police and Crime Plan	<p>See commentary in section D.</p> <p>Both boards enhance engagement with local communities, and also public and private sector organisations. The Boards bring different sectors together, including Kent Police, to focus on problem solving.</p> <p>Both Boards are already identifying issues and working with partners to solve them and improve service to these communities.</p>	<p>Now that the Boards are established, there is a need to develop an effective framework and work plan to aid delivery of objectives.</p> <p>Work is also being undertaken to ensure outcomes from the Boards feed into KCJB and Performance and Delivery Board.</p> <p>Need to capture national best practice.</p>	
Annual Policing Survey and Engagement programme	Other: legislation	This year saw the highest-ever response to the survey, and one of the highest across all OPCCs. Nearly 7,000 people responded, and there was a marked increase in the number of young people who participated.		

Issue	Identified from	Strength - Green	Area for Improvement - Amber	Area of challenge - Red
		There is an on-going programme of work with the force to improve social media and in person engagement.		
Improvement of Annual Report - Commissioning	Internal audit	<p>The improved monitoring of commissioned services, following the internal audit, has fed into creating a stronger and more effective Annual Report.</p> <p>This has included:</p> <ul style="list-style-type: none"> • Greater use of case studies • More focus on highlighting achievements for both services and the OPCC. • Greater levels of disclosure • Undertaking a gap analysis 	The information on the OPCC website needs to be improved. The OPCC also wants to explore other approaches to raising awareness of services and their achievements.	

Update on Last Year's Action Plan

	Core Principle	Issue	Owner	Action plan	Met?
1	B: Ensuring openness and comprehensive stakeholder engagement	Improving response to Annual Survey	Head of Communications	The progression of this action is in part dependent on the outcome of the 2024 PCC elections. Having identified that the use of a topical question has increased the response rate to the Annual Survey, the Communications Team will include one each year to better engage with the public.	YES Participation increased from c. 4,500 to nearly 7,000 responses
2	B: Ensuring openness and comprehensive stakeholder engagement	Improving engagement with young people	Head of Communications	The progression of this action is in part dependent on the outcome of the 2024 PCC elections. Having identified that in person promotion in schools was successful in building engagement, this will be the starting point for a new, effective and sustainable engagement strategy with young people.	YES More young people responded to the Annual Policing Survey, and the new schools programme has taken engagement directly to young people. The OPCC ran a specific Youth Survey with 3,500 responses, which allowed the team to identify areas for development.
3	B: Ensuring openness and comprehensive stakeholder engagement	Holding Kent Police to account for performance and improving residents' trust in policing	PCC, supported by senior management team.	The main OPCC-commissioned service for victims, Victim Support, is developing a satisfaction survey for clients, which will provide more information for the PCC to hold Kent Police to account.	PARTIAL The survey has been launched, but has not yet completed.

	Core Principle	Issue	Owner	Action plan	Met?
	B: Ensuring openness and comprehensive stakeholder engagement	Holding Kent Police to account for performance and improving residents' trust in policing	PCC, supported by senior management team.	The Annual Policing Survey will include the same question set over the PCC's term of office to provide a more robust evidence base to support monitoring, and the PCC's ability to hold the Force to account effectively.	PARTIAL It was decided to maintain some of the previous questions to allow on-going analysis, but it was identified that a set of new questions were also needed to take account of the impact of the new Neighbourhood Policing (NHP) model
4	C. Defining outcomes in terms of sustainable service and economic benefits	Management of commissioned services, and staffing within the team	CFO and Head of Commissioning	In relation to the internal audit, all recommendations have been agreed and will be implemented by end of calendar year 2024.	MET All internal audit recommendations have been met, and reported to the Internal Auditors as a part of the follow up process
4	C. Defining outcomes in terms of sustainable service and economic benefits	Management of commissioned services, and staffing within the team	CFO and Head of Commissioning	In relation to staffing, a junior member of staff has been acting up into a higher-grade role as a temporary measure. Recruitment for a Deputy Head of Dept, and two new Commissioning Support Officers is underway. Appointments into these three roles should provide the resilience and depth that the team requires.	PARTIAL Two new Commissioning Support Officers were recruited (a further Commissioning Support Officer was recruited to cover an absence) and a new Victims' Centre administration officer was also recruited. The recruitment for a Deputy Head was not successful, and this will be reviewed.

	Core Principle	Issue	Owner	Action plan	Met?
5	E. Developing the entity's capacity, including the capability of its leadership and the individuals within it	OPCC staffing	Chief Executive	<p>The progression of this action is in part dependent on the outcome of the 2024 PCC elections.</p> <p>In addition to the commentary in section 4, there will be further recruitment into the administration, FOI and SAR team.</p>	<p>MET</p> <p>A new staff member was recruited to support the work of the FOI and SAR team. New members of staff were recruited in Commissioning, Communication, Data Analysis and to support the work of the KCJB. A SMT training day was held, with an all-staff event planned for May 2025.</p>
6	F. Managing risks and performance through robust internal control and strong public financial management	Delivery of the Commissioning Strategy	CFO and Head of Commissioning	<p>Additional funding brings additional administrative and performance monitoring burdens. As noted in section C, there is a need to increase resilience within the team to ensure the Commissioning Strategy is delivered, both through recruitment of staff and re-design of the structure.</p> <p>Conversely, a withdrawal of funding from central government will need careful managing as the OPCC would need to exit from grant funding arrangements and the consequent impact on the delivery of services to victims.</p>	<p>MET</p> <p>The recruitment into the Commissioning team was successful, but one member of the team is absent through ill health; a further individual has been recruited to cover this absence.</p> <p>The Commissioning Strategy was delivered on time and is aligned to Police and Crime plan.</p> <p>There is a reduction in funding, but this will be for 25-26.</p>
7	G. Implementing good practices in transparency, reporting and audit to deliver effective accountability	Revision of website accessibility	Head of Communications and Chief Executive	<p>Head of Communications and Engagement Officer dedicate time each week to on-going revision and updating, to maintain/improve compliance. However, a significant portion of the remaining updates can only be carried out by the website host, Single On-line Home, which restricts Kent OPCC's approach and will require a national piece of work to be undertaken.</p>	<p>PARTIAL</p> <p>The team have achieved a 90% compliance rate, which is above the national average and one of the best in country. However, it has not been possible to meet the 100% target as some documents will remain as PDFs.</p>

Action Plan for Issues Identified in 2024/25

	Core Principle	Issue	Owner	Action plan
	A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.	Comprehensive update of Police and Crime Plan	Chief Executive and Head of Performance and Governance	<p>It was decided that a performance framework would allow both the public to hold the PCC to account, and for the PCC to hold the Chief Constable to account, in an effective and transparent manner.</p> <p>This will need agreement as to what success looks like, how it can be measured, and the appropriate metrics.</p> <p>This should be in operation by September 2025</p>
	A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.	Management of FOIs and SARs	Head of Performance and Governance and Office Manager	<p>To further enhance and streamline processes, the team intend to create a bank of standardised elements (for example, the specific legislative framework text) to use within responses.</p> <p>This will enable responses to be compiled more quickly and ensure a more uniform and legislatively compliant set of FOI responses to members of the public.</p>
	A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.	Membership of CDSP	Chairs of CDSP and Head of Standards	The CDSP needs to further broaden its membership, to include partnership agencies such as Liaison and Diversion.
	A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.	Strengthened grant conditions and application process for Commissioned Services	CFO and Head of Commissioning	<p>The OPCC intends to further strengthen processes, by reviewing grant conditions years, and carrying out spot check audits.</p> <p>The degree to which oversight will be enhanced depends on staffing levels.</p>
	B: Ensuring openness and comprehensive stakeholder engagement	Schools engagement programme	Head of Communications	The engagement with schools is in its early stages. The aim is to visit 100 schools, and to refine the programme as it progresses, using feedback from the first round of visits.

	Core Principle	Issue	Owner	Action plan
				The PCC also aims to develop collaboration with Collaborate Digital to avoid overlap between the two.
	B: Ensuring openness and comprehensive stakeholder engagement	Development of Performance and Delivery Board	Head of Performance and Governance	This project is in its initial stages, and it will be an on-going process of refinement over the next financial year. It will also need to take account of the police reform and devolution agendas at the national level. The way in which the Board is broadcast will be reviewed to give a more professional look, and to increase public engagement.
	B: Ensuring openness and comprehensive stakeholder engagement	Re-commissioning of ISVA and Therapy Services	Head of Commissioning	There is a need to further develop and refine the process to ensure that the engagement programme to ensure it does not re-traumatise victims.
	C. Defining outcomes in terms of sustainable service and economic benefits	Improving Management of Criminal Justice Partnership work	Chief Executive and KCJB Manager	There are significant issues with each organisation having its own data sets. This makes it challenging to both access data and to pull together for a comprehensive Board pack. The OPCC will also lobby government to try to break down some of the barriers around siloed funding and national contracts.
	C. Defining outcomes in terms of sustainable service and economic benefits	Working with Victim Support to survey victims of crime about their experiences with the Police and Criminal Justice System	Head of Commissioning	The response rate will be closely monitored to ensure that the number of responses is of a level where appropriate conclusions can be drawn. The team is aware of survey fatigue.
	D. Determining the actions necessary to achieve the intended outcomes	Monitoring compliance with Victims' Code	Head of Commissioning	This new requirement is likely to place significant new demands on the OPCC's team, and on partners. The level is not yet known, as the statutory guidance has not been released, but will require careful monitoring.

	Core Principle	Issue	Owner	Action plan
	D. Determining the actions necessary to achieve the intended outcomes	Development of a new CJ work programme	Chief Executive and KCJB Manager	The need for a further task group has been identified, to review key processes and 'journeys' within the CJS, with the aim of increasing efficiency across the sector.
	E. Developing the entity's capacity, including the capability of its leadership and the individuals within it	OPCC staffing	Chief Executive and Head of Standards	<p>The OPCC is inherently disadvantaged by being a small organisation, and therefore the departure of one or two staff can have a significant impact on function.</p> <p>There is also the impact on finances; the time and investment of on-boarding new people; and growing external pressures such as new legislation.</p> <p>Consideration will be given to an Office-wide review of structure and capacity, to ensure the work of the OPCC is on a sustainable footing, with necessary resilience built in.</p>
	E. Developing the entity's capacity, including the capability of its leadership and the individuals within it	Commissioning Team training	CFO and Head of Commissioning	Owing to the constantly changing landscape, there is a need for further training for staff.
	F. Managing risks and performance through robust internal control and strong public financial management	Appointment of analyst to provide data analysis and insight across all departments and new Boards	Chief Executive and Head of Performance and Governance	There needs to be a greater understanding on what data exists both internally and with partners, and how best to collate this to maximise its use for the Office.
	F. Managing risks and performance through robust internal control and strong public financial management	Strengthened process in commissioning for mid and end of year reviews	Head of Commissioning	<p>As a part of the new process, the team will introduce spot check audits on providers, in line with the RAG rating.</p> <p>There is also a need to establish a framework to provide independent assurance on providers' services and governance arrangements.</p>
	G. Implementing good practices in transparency, reporting and audit to	Information management and security	Head of Performance and	Some of the retained hard copy documents will need to be sent to long term storage.

	Core Principle	Issue	Owner	Action plan
	deliver effective accountability		Governance and Office Manager	A new asset register will need to be established.
	G. Implementing good practices in transparency, reporting and audit to deliver effective accountability	Webcasting JAC	CFO and Head of Standards	There are some technical issues with simultaneously webcasting and on-line attendance by JAC officers and staff, which need to be resolved.
	G. Implementing good practices in transparency, reporting and audit to deliver effective accountability	New Rural Crime and Retail Crime Boards	Chief Executive and Head of Performance and Governance	Now that the Boards are established, there is a need to develop an effective framework and work plan to aid delivery of objectives. Work is also being undertaken to ensure outcomes from the Boards feed into KCJB and Performance and Delivery Board. Need to capture national best practice
	G. Implementing good practices in transparency, reporting and audit to deliver effective accountability	Improvement of Annual Report in Commissioning	Head of Commissioning	The information on the OPCC website needs to be improved. The OPCC also wants to explore other approaches to raising awareness of services and their achievements.

Internal Audit Update

During 2024/25, there were no OPCC-specific audits. However, there were a number where the OPCC was either the joint sponsor, or where the audit covered both the OPCC and Kent Police, which are outlined in the table below. The OPCC also took assurances from the audits on Estates Health and Safety (Partial Assurance); Information Asset Ownership (Reasonable Assurance); and Insurance (Substantial Assurance). The remaining seven audits were solely in relation to Kent Police.

The Kent Police audit outcomes enables the Police and Crime Commissioner to hold the Chief Constable to account. It also allows his Chief Finance Officer (as s.151 Officer) to effectively consider the level of controls in place within Kent Police, through both formal channels (such as the Joint Audit Committee) and through other meetings, boards and workstreams.

Of the two OPCC-specific audits that had been planned:

- Commissioning was moved to the 2026/27 audit owing to staffing pressures.
- The PFI case has not yet been concluded, and so the Home Office and OPCC are yet to determine the scope necessary.

The recommendations will be implemented, and this will be monitored both internally (and through the Joint Audit Committee) and by the Internal Auditors, RSM.

Assignment	Organisations	Opinion
Contract Governance- Joint	Force/OPCC (as joint sponsors)	Partial Assurance
Follow Up	Force/OPCC	Reasonable Progress
Capital Accounting and Assets	Force/OPCC (as joint sponsors)	Substantial Assurance
Budget Setting and Control	Force/OPCC	Substantial Assurance

Other Significant Governance Issues

National issues affecting external audit

Nationally, there have been ongoing issues concerning the timely completion of local audits. These national delays are due to a number of reasons but primarily a lack of resources within the external audit sector, changes in statutory regulations and on occasions the quality of the accounts themselves. Kent PCC and Police have always prepared the accounts in accordance with the statutory deadlines and had continually received an unqualified opinion on the quality of those accounts. In July 2023, the Government set out proposals to clear the backlog of audits. This three-stage approach required a Reset - clearing the backlog of

historical audit opinions up to and including financial year 2022/23 by 13 December 2024; Recovery - after the Reset Measures that reduces the likelihood of the backlog re-emerging by using backstop dates to allow assurance to be rebuilt over one or more audit cycles; Reform - addressing systemic challenges in the local audit system and embedding timely financial reporting and audit.

Ernst and Young (EY) completed their audit of the Kent PCC/ Group 2022/23 Accounts and took the decision to issue a "disclaimer" opinion as they did not have the resources to issue an unmodified audit report. The 2022/23 Accounts were published with the EY "disclaimer" opinion by 13 December 2024 and therefore met the Government set "backstop" deadline. EY completed their audit of the Kent PCC/ Group 2023/24 Accounts and took the decision to issue a "disclaimer" opinion as a consequence of the brought forward balances being from 2022/23 which had a "disclaimer" opinion. The 2023/24 Accounts were published with the EY "disclaimer" opinion by 28 February 2025 and therefore met the Government set "backstop" deadline. Both the 2022/23 and 2023/24 Accounts were published in accordance with the statutory timetable, for both years the everything had been prepared in readiness for the audit and the fact that EY did not issue an "unmodified" opinion for the 2022/23 or 2023/24 Accounts opinion is not a reflection on either the quality of the work or the Accounts themselves. EY themselves stated that: "we issued a disclaimed audit report on the financial statements for 2022/23 under these arrangements to reset and recover local government audit which was no fault of Kent Police".

Policing Landscape Reform, Devolution, and Local Government Reorganisation

The Government's devolution plans for England will see Mayors assuming the responsibilities of Police and Crime Commissioners. Kent County Council and Medway Unitary Authority had applied to be on the Government's priority list; however, they were not successful. If they re-apply, a Mayor could be in place in 2027. There is a lack of clarity as to how PCCs' role will fit in with the new arrangements, outside of the high-level understanding that their role will be subsumed into the Mayoralty.

Local government re-organisation for Kent was confirmed; the initial proposals from Local Authorities were submitted to Ministry of Housing, Communities and Local Government (MHCLG) in February, with a final decision to be taken in November. This will be implemented over two to three years.

This is a rapidly changing situation, but as it stands local government re-organisation will have limited impact on the OPCC specifically.

In relation to Policing Reform, the Home Secretary outlined proposals in November 2024, including:

- a new Police Performance Unit to track national data on local performance and drive up standards, which will support a new Police Performance Framework
- a Neighbourhood Policing Guarantee to get policing back to basics and rebuild trust between local forces and the communities they serve
- a new National Centre of Policing to harness new technology and forensics, making sure policing is better equipped to meet the changing nature of crime

There will be an enhanced role for Police and Crime Commissioners to prevent crime, and a focus on "Safer Streets", neighbourhood policing and counter-terrorism. The Crime and Policing Bill 2025, which covers these elements, was laid in Parliament in February.

Statement on the audit of the 2024/25 Accounts

On 30 July 2024, 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 28 February 2025 has been set to clear the backlog of unaudited accounts for 2023/24. The unaudited 2024/25 Kent Group PCC Statement of Accounts met the publication deadline of 31 May 2024 and were ready to be audited. The 2022/23 Statement of Accounts were not subject to audit as Ernst & Young took the decision to issue a disclaimer opinion as they 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. That decision has resulted in Ernst & Young not having assurance over the 2024/25 opening balances and the 2022/23 comparatives.

The internal auditors' view is that:

"The organisation has an adequate and effective framework for risk management, governance and internal control. However, our work has identified further enhancements to the framework off risk management, governance and internal control to ensure that it remains adequate and effective".¹ Therefore, the view of the PCC, supported by his statutory 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.

Conclusion

Based on the review of the governance framework and the evidence provided throughout this statement, the Police and Crime Commissioner is satisfied that Kent Police's governance arrangements for 2024/25 remain effective and fit for purpose. No significant governance issues have been identified. The internal control environment, risk management processes, and assurance mechanisms continue to support the delivery of policing services with integrity, accountability, and transparency.



Tim Smith
Chief Constable of Kent
26 February 2026



Matthew Scott
PCC for Kent
26 February 2026

¹ This conclusion is provided jointly for both the OPCC and Kent Police.