



Meeting: Leicester, Leicestershire and Rutland Police and Crime Panel

Date/Time: Wednesday, 4 February 2026 at 2.00 pm

Location: Sparkenhoe Committee Room, County Hall, Glenfield

Contact: Damien Buckley (Tel: 0116 305 0183)

Email: Damien.Buckley@leics.gov.uk

Membership

Cllr. Les Phillimore (Chairman)

Cllr. Shital Adatia	Mr. D. Harrison CC
Cllr. Liz Blackshaw	Peter Jones
Cllr Sharon Butcher	Cllr. Kevin Loydall
Parisha Chavda	Cllr. Michael Mullaney
Cllr. Elly Cutkelvin	Cllr. Christine Wise
Cllr. Bhupen Dave	Cllr. Darren Woodiwiss
Cllr. Mohammed Dawood	Cllr. Andrew Woodman

Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at www.leicestershire.gov.uk
– Notices will be on display at the meeting explaining the arrangements.

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 1 December 2025.	(Pages 3 - 8)
2. Public Question Time.	
3. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
4. Declarations of interest in respect of items on the agenda.	



5. Appointment of an Independent Co-Opted Member. (Pages 9 - 10)
6. Review of LLR Police and Crime Panel Constitution. (Pages 11 - 22)
7. Police Precept Proposal and 2026/27 Budget. (Pages 23 - 96)
8. Police and Crime Commissioners Update Report. (Pages 97 - 130)
9. Joint Audit, Risk and Assurance Panel (JARAP) Annual Report. (Pages 131 - 144)
10. Date of next meeting.

The next meeting of the Panel is scheduled to take place on 21 April 2026.

11. Any other items which the Chairman has decided to take as urgent.

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Monday, 1 December 2025.

PRESENT

Cllr. Les Phillimore (in the Chair)

Cllr. Liz Blackshaw
Parisha Chavda
Cllr. Elly Cutkelvin
Cllr. Bhupen Dave
Cllr. Mohammed Dawood

Mr. D. Harrison CC
Cllr. Kevin Loydall
Cllr. Michael Mullaney
Cllr. Christine Wise
Cllr. Andrew Woodman

In attendance

Rupert Matthews – Police and Crime Commissioner
Claire Trewartha – Chief Executive, Office of the Police and Crime Commissioner
Lizzie Star – Director of Performance and Governance, Office of the Police and Crime Commissioner

53. Minutes of the meeting held on 27 October 2025.

The minutes of the meeting held on 27 October 2025 were taken as read, confirmed and signed.

54. Minutes of the meeting held on 30 October 2025.

The minutes of the meeting held on 30 October 2025 were taken as read, confirmed and signed.

55. Public Question Time.

There were no questions submitted.

56. Urgent Items.

There were no urgent items for consideration.

57. Declarations of interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

No declarations were made.

58. Finance and Medium Term Financial Plan Update.

The Panel considered a report of the Police and Crime Commissioner (PCC) which provided an update on the financial position for 2025/26, an updated MTFP including an update on the assumptions, an update on the pressures facing the policing area over the MTFP and progress made towards the efficiency savings target. A copy of the report, marked 'Agenda Item 6', is filed with these minutes.

In introducing the report, the PCC thanked the Chairman and the other members of the Panel for their contribution towards a joint letter which had been sent from him and the Panel to the Secretary of State with responsibility for policing. The letter had outlined concerns relating to financial pressures faced by the Force, victim support, and community safety within LLR. The PCC and the Chairman agreed that the response which had been received had not outlined solutions to the issues raised.

Arising from discussion, the following points were raised:

- (i) With regards to efficiency savings and closing the budget deficit gap, the PCC stated that a number of areas for possible efficiency savings had been identified by the Office of the Police and Police and Crime Commissioner (OPCC) and the Force, within the 2025/26 budget. Many of the savings had either been realised, or were on track to be realised, with exception of two areas. One of which was a £1.4m saving relating to reorganisation of police staff roles. It was noted that only £1m of this would be realised. The other area related to a £0.4m underachievement of income relating to the recharge of officers to regional collaborations, as a result of the officer establishment reducing for the unit. However, the PCC stated that additional grant income had been awarded which had reduced the funding gap by £2m. A further £0.5m had been realised from debt charges and £0.3m non-pay savings relating to national ICT costs and online rental charges. This resulted in the overachievement of the savings target by £0.9m.
- (ii) A question was raised regarding a 10% increase in ICT costs and whether steps would be taken in order to mitigate future inflation risks for technology related expenditure. In response, it was explained that inflation was not applied as a blanket rate across all contracts. Each contract was reviewed individually, and its specific inflation mechanism was taken into account. Known inflation factors within contracts were built into the MTFP wherever possible. The best available information and historical trends were used in order to estimate future ICT costs. It was noted that some ICT costs related to national systems, such as the Police National Database, where the Force had no control over pricing. Forecasting these costs was often difficult because increases had been inconsistent year to year. Information on national charges often arrived late in January, making timely budgeting challenging.
- (iii) Concern was raised relating to the longstanding and recurrent nature of the Force's financial challenges, noting that similar issues had been highlighted consistently over several years by both the current PCC and their predecessor. This included underfunded police pay awards, pension contributions, and employer National Insurance costs. It was emphasised that these funding gaps had increasingly resulted in greater reliance on the policing precept. The PCC acknowledged these pressures and confirmed that further detailed correspondence had recently been submitted to Government outlining the extent of the underfunding, reflecting similar representations made in previous years. The Panel remained concerned that despite repeated efforts, many of the same financial issues persisted. The PCC stated that an updated position would be outlined within the proposed 2026/27 budget and precept, which would be presented at the meeting on 4 February 2026.
- (iv) In response to a question asked, the PCC confirmed that the OPCC utilised the Public Works Loan Board in order to secure borrowing at the most favourable and risk-averse rates available.

- (v) With regards to the Neighbourhood Policing Uplift, the report stated that a total of 56 FTEs would be recruited in 2025/26 (23 officers, 21 PCSOs, and 12 Staff). It was noted that the reference to 12 staff related to non-policing personnel employed to backfill roles when police officers or PCSOs had been moved into frontline neighbourhood policing. This mechanism ensured that frontline neighbourhood policing could be strengthened without leaving other operational areas understaffed.

RESOLVED:

That the update on the financial position for 2025/26, be noted.

59. Police and Crime Plan Delivery Update (Quarter 2).

The Panel considered a report of the Police and Crime Commissioner (PCC) which provided an update in relation to the delivery of the 2025-29 Police and Crime Plan as at the end of Quarter 2 2025/26 (July - September 2025). A copy of the report marked 'Agenda Item 7', is filed with these minutes.

Arising from discussion, the following points were raised:

- (i) The Chairman commented that data relating to two metrics in the table in the appendix had been redacted – 'Staff satisfaction for Force' and 'Abstractions from Neighbourhood Policing'. The data had also been redacted when presented to the Panel at the meeting on 27 October. The PCC stated that during a recent Corporate Governance Board meeting, he requested that the Temporary Chief Constable consider releasing the two currently redacted figures for public transparency. It was noted that the Temporary Chief Constable had provided assurances that work was being undertaken to address issues with staff satisfaction. It was also noted that the metric numbered 25 had been reviewed and would instead measure 'the proportion of available hours extracted from the frontline'. This change was made because there were questions about what the original data actually represented. The updated metric better reflected the data the police force used internally and would provide clearer, more appropriate information for the public.
- (ii) A point was made regarding historical issues where recorded crime appeared to have significantly reduced but was later found to be the result of crimes not having been recorded, rather than an actual reduction in crime. The PCC stated that the performance framework combined independently assured crime-recording data with internal operational metrics. Crime statistics continued to be validated through His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Crime Data Integrity inspections, which consistently showed high recording accuracy.
- (iii) The Chairman commented that it would be valuable for the Panel to be presented with information regarding the abandonment rate relating to the Force's crime reporting page, noting that the Panel had previously received data relating to the abandonment rate relating to both 101 and 999 calls.
- (iv) It was noted that the Violence Reduction Network (VRN) had appointed a new Prevention and Diversion Manager with a focus on engagement with the education sector. It was confirmed that the change in job title would not reduce the organisation's work with children or families. The VRN continued to deliver a range

of youth and family-focused projects, supported by the wider team. Oversight of the VRN delivery plan remained with the Strategic Partnership Board.

- (v) With regards to independent scrutiny arrangements, the Office of the Police and Crime Commissioner had recently conducted a review of its scrutiny functions. This included the Ethics and Transparency Panel, the Joint Audit and Risk Panel, and associated sub-groups. The review involved engagement with partner organisations and current panel members. The PCC stated that the findings had reflected positively on the existing arrangements. It was agreed that the results of this work would be made available to the Panel once it had been completed.
- (vi) A member of the Panel asked a question regarding recent national proposals relating to the criminal justice system, including suggested restrictions on the use of jury trials in some cases. The PCC emphasised strong concern regarding the potential impact on long-established rights relating to jury trials and on public confidence in the justice process, and the Panel were in agreement. The PCC assured the Panel that he had written formally to the Government to express opposition to the proposals.
- (vii) It was noted that high levels of pressure within the prison system were expected to continue. Work was being undertaken through the Local Criminal Justice Board in order to ensure that the police and partner agencies were prepared to manage any implications, including the potential early release of offenders. A joint partnership strategy was expected to be finalised early in 2026.

RESOLVED:

- (a) That the update in relation to the delivery of the 2025-29 Police and Crime Plan as at the end of Quarter 2 2025/26 (July - September 2025), be noted.
- (b) That the Office of the Police and Crime Commissioner be requested to provide the Panel with the results of the review of its scrutiny functions once it had been completed.

60. Annual Scrutiny Report of the Ethics and Transparency Panel.

The Panel considered a report of the Police and Crime Commissioner which outlined how he was fulfilling his duty by holding the Chief Constable to account by utilising the independent Ethics and Transparency Panel. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

Arising from discussion, the following points were raised:

- (i) Concern was raised regarding poor attendance at the Hate Crime Panel and the Out of Court Resolution Panel which had meant that meetings had been cancelled. The PCC acknowledged that attendance remained a key issue. It was noted that whilst an allowance was paid to the chair of a panel, most participants were volunteers. Work was being undertaken by the Office of the Police and Crime Commissioner in order to improve attendance at meetings. The results of the work would be presented to the panel at a future meeting.
- (ii) It was noted that work was being undertaken by the Office of the Police and Crime Commissioner in order to establish a joint scrutiny function and to improve

communication across scrutiny panels. A framework was being developed in order to clarify the structure of scrutiny activity. At the time, four panels were operational, with recommendations for additional panels, including a flexible Public Treatment Panel which could be convened in response to emerging issues. An audit which would focus on all areas of scrutiny was planned to take place in 2026.

- (iii) Concern was raised regarding concerns highlighted by the Ethics and Transparency Panel relating to LGBTQ+ victims. Concern was raised regarding a case of misgendering during an interview and it was noted that feedback had been provided to the relevant officer. Concern was also raised regarding the vulnerability of LGBT+ victims, noting that one in three had experienced abuse from a family member. The Ethics and Transparency Panel recommended that an audit be conducted focusing specifically on LGBTQ+ hate crimes, which would help determine whether the highlighted cases were isolated incidents or indicative of a broader pattern which required further attention. A member of the Police and Crime Panel (PCP) requested that results of this audit be reported to the PCP.

RESOLVED:

- (a) That the report outlining the annual report of the Ethics and Transparency Panel, be noted.
- (b) That the results of work being undertaken by the Office of the Police and Crime Commissioner in order to improve attendance at scrutiny panel meetings, be presented at a future meeting.
- (c) That the PCC be requested to provide the Panel with results of an audit focusing specifically on LGBTQ+ hate crimes.

61. Annual Report on Complaints against the Police and Crime Commissioner.

The Panel considered a report of the Director of Law and Governance at Leicestershire County Council which provided the Police and Crime Panel with an update on complaints relating to the PCC over the last 12 months. A copy of the report, marked 'Agenda Item 9', are filed with these minutes.

RESOLVED:

That the update relating to complaints received relating to the Police and Crime Commissioner over the last 12 months, be noted.

62. Appointment of Co-opted Independent Members.

The Panel considered a report of the Panel's Secretariat which outlined the options for the recruitment of coopted independent members of the Police and Crime Panel. A copy of the report, marked 'Agenda Item 10', is filed with these minutes.

The Panel agreed that the term of office of Parisha Chavda should be extended for the next four years, subject to any abolition of Police and Crime Panels. It was also agreed that a subcommittee of three panel members be appointed to shortlist and interview candidates for the vacant coopted independent member position.

The Chairman placed on record his thanks, on behalf of the Panel, to Salma Manzoor for her work as a coopted independent member of the Police and Crime Panel over her four-year term.

RESOLVED:

- (a) That the term of office of Parisha Chavda be extended for the next four years, subject to any abolition of Police and Crime Panels.
- (b) That a subcommittee of three Police and Crime Panel members to shortlist and interview candidates, be appointed.

63. Date of next meeting.

RESOLVED:

It was noted that the next meeting of the Commission would be held on 4 February 2026 at 14:00.

2.00 - 3.18 pm
01 December 2025

CHAIRMAN

LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND CRIME PANEL – 04 FEBRUARY 2026

APPOINTMENT OF AN INDEPENDENT CO-OPTED MEMBER OF THE POLICE AND CRIME PANEL

REPORT OF THE PANEL'S SECRETARIAT

Purpose of Report

1. To provide Members with details of the recruitment process which took place for an Independent Co-opted Member of the Leicester, Leicestershire and Rutland Police and Crime Panel, and introduce the member appointed.

Background

2. The Police Reform and Social Responsibility Act 2011 (the Act) requires Police and Crime Panels to have at least two non-political independent members. The Act also states that in making these appointments the Panel must ensure the overall Panel membership meets the balanced appointment objective in terms of having the skills, knowledge and experience necessary to discharge its functions effectively.
3. The requirements of the Act are reflected in the Terms of Reference of the Leicester, Leicestershire and Rutland Police and Crime Panel which state at Section 2, Paragraph 9:

The Panel shall co-opt two independent members on to the Panel for a term of 4 years commencing at the mid-way point in the Police and Crime Commissioner's term of office, with a view to ensuring the Panel has the necessary skills, knowledge and experience to carry out its functions.

4. In February 2022, following a recruitment exercise, Parisha Chavda and Salma Manzoor were appointed. Their term of office came to an end in February 2026. Salma Manzoor expressed that she did not wish to apply to extend her term of office. Parish Chavda expressed that she wished to extend her term of office.
5. At the meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel on 1 December 2025, a decision was made to allow Parisha Chavda to continue to serve as one of the Panel's two co-opted members without carrying out a further recruitment process for that vacancy and extend her term of office for the next four years, subject to any abolition of Police and Crime Panels. In addition to this, the decision was made to appoint a subcommittee of three Police and Crime Panel members to shortlist and interview candidates for the vacant role.

Police and Crime Commissioner

6. On 13 November 2025, the Government announced its intention to abolish Police and Crime Commissioners in May 2028. It is not yet clear whether Police and Crime Panels will also be abolished but it is assumed that the Panel will continue until at least May 2028 and therefore two independent members will be required until that date as well.

Recruitment process

7. The vacancy was advertised on the Leicestershire County Council website and on Linked In.
8. As a result of the advertisement, the Panel's Secretariat received five completed applications.
9. On 7 January 2026, a sub-committee of Panel members comprising of Councillor Les Phillimore (Blaby District Council), Councillor Liz Blackshaw (Charnwood Borough Council) and Councillor Christine Wise (Rutland County Council) conducted a shortlisting process and selected four candidates for interview. On 16 January, those four candidates undertook a formal interview. The applicants were assessed against the following selection criteria as recommended in the Local Government Association guidance on appointing Independent Members:
 - The ability to think strategically;
 - The ability to make good judgements;
 - The ability to be objective;
 - The ability to be supportive;
 - The ability to scrutinise and challenge;
 - The ability to be analytical;
 - The ability to communicate effectively.
10. Following the interviews, the Appointment Panel made the decision to appoint one of those candidates Mr Peter Jones as an Independent Member of the Panel. Their term of office will run from 4 February 2026 to 3 February 2030, or until any abolition of Police and Crime Panels.

Recommendations

11. The Panel is asked to note the report.

Officer to Contact:

Damien Buckley, Democratic Services Officer
 Leicestershire County Council
 Tel: 0116 305 0183
 Email: Damien.Buckley@leics.gov.uk



LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND CRIME PANEL: 04 FEBRUARY 2025

REVIEW OF THE LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND CRIME PANEL CONSTITUTION

REPORT OF THE DIRECTOR OF LAW AND GOVERNANCE – LEICESTERSHIRE COUNTY COUNCIL

Purpose of the Report

1. This report is intended to seek approval from the Police and Crime Panel to formally amend Part 4 of the Constitution, in order to provide clarity regarding the process for dealing with serious complaints and conduct matters relating to the PCC/DPCC, and to include detail regarding the authority which the Panel has delegated to the Director of Law and Governance at Leicestershire County Council with regards to complaints.

Policy Framework and Previous Decisions

2. The responsibility for dealing with complaints against the PCC or DPCC is vested in the Panel by virtue of s31 and Schedule 7 Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) regulations 2012 (as amended).
3. On 20th December 2012, the Panel delegated authority to the Director of Law and Governance, Leicestershire County Council to:
 - i. act as the first point of contact for complaints (and that the Chairman and Vice-Chairman of the Panel act as second or reserve points of contact);
 - ii. make decisions, in consultation with the Chairman of the Panel if appropriate, as to whether:
 - (1) a complaint has been made which requires resolution under the complaint's procedures;
 - (2) that complaint should be referred to the Independent Office of Police Conduct (IOPC);
 - (3) the complaint should be subject to the informal resolution process; and
 - (4) to make arrangements for the process of informal resolution.

- iii. produce such further procedures, notes of guidance and forms as may be helpful to assist in the operation of the process and the provision of information to complainants.

4. At the same meeting the Panel delegated authority to the Director of Law and Governance, in consultation with the Chairman and Vice-Chairman, to:
 - i. resolve complaints informally, or
 - ii. arrange for a meeting of a sub-committee to be drawn from the full membership of the Police and Crime Panel, to resolve complaint informally.
5. At a meeting on 2nd December 2021, the Panel amended the delegation at ii (2) and delegated to the Chief Executive of the Office of the Police and Crime Commissioner (OPCC), rather than the Monitoring Officer, the power to refer relevant complaints to the IOPC.
6. At a meeting on 27th October the Panel approved an amendment to Part 4 of the Constitution, in order to make changes to the delegated authority so that the Director of Law and Governance, Leicestershire County Council, has the power to make decisions, in consultation with the Chairman of the Panel if appropriate, as to whether complaints about the PCC or DPCC should be referred to the IOPC.

Background

7. In November 2022, The IOPC published an operational advice note to police and crime panels on the handling of complaints or conduct matters recorded against police and crime commissioners. The guidance outlines that Panels must refer the following to the IOPC:
 - all recorded conduct matters;
 - all serious complaints (i.e. a complaint which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence);
 - any conduct matter or serious complaint where the IOPC has told the panel that it must be referred (Regulations 13 (1) and (2) of the 2012 Regulations).
8. The nature of the complaint must be assessed before it is referred to the Independent Office for Police Conduct (IOPC). This may involve contacting the complainant for clarification. The Panel should evaluate whether the alleged conduct, if proven, would qualify as a serious complaint under Regulation 2 of the 2012 Regulations. The Panel does not assess the merits of the complaint at this stage. A referral to the IOPC is only mandatory if the conduct could amount to a criminal offence. The initial assessment and supporting evidence must be included in the referral papers.

9. Regulation 7 of the 2012 Regulations allows the PCP to delegate the assessment to the Chief Executive of the OPCC, the Monitoring Officer, a subcommittee, or a local authority officer.

Proposal

10. It is proposed that additional wording be added to Part 4 of the Constitution regarding the process for dealing with serious complaints and conduct matters relating to the PCC/DPCC, as indicated within the appendix. This is proposed because the IOPC has provided feedback that the Constitution in its current form was not clear on this.
11. It is also proposed that detail be added regarding the authority which the Panel has delegated to the Director of Law and Governance at Leicestershire County Council with regards to complaints, as indicated within the appendix.

Recommendations

12. The Panel is asked to formally approve an amendment to Part 4 of the Constitution in order to provide clarity regarding the process for dealing with serious complaints and conduct matters relating to the PCC/DPCC, and to include detail regarding the authority which the Panel has delegated to the Director of Law and Governance at Leicestershire County Council with regards to complaints.

Background Papers

13. Part 4 of Police and Crime Panel Constitution:
<https://www.leicestershire.gov.uk/sites/default/files/2024-10/LLR-police-and-crime-panel-constitution-making-complaints.pdf>
14. Independent Office for Police Conduct: Operational advice note to Police and Crime Panels:
https://www.policeconduct.gov.uk/sites/default/files/documents/PCP%20complaints_guidance_for_police_and_crime_panels_Nov22.pdf

Circulation under the Local Issues Alert Procedure

15. None

Equality Implications

16. There are no equality implications arising from the recommendations in this report.

Human Rights Implications

17. There are no human rights implications arising from the recommendations in this report.

Officer to Contact:

Fiona McMillan, Director of Law and Governance
Leicestershire County Council
Tel: 0116 3052024
Email: Fiona.Mcmillan@leics.gov.uk

PART 4

MAKING A COMPLAINT ABOUT THE POLICE & CRIME COMMISSIONER OR DEPUTY POLICE & CRIME COMMISSIONER

MAKING A COMPLAINT ABOUT THE POLICE AND CRIME COMMISSIONER OR DEPUTY POLICE AND CRIME COMMISSIONER

(Elected Local Policing Body (Complaints and Misconduct) Regulations 2012, Part 4)

Introduction

This section explains:

- how to complain about the Leicester, Leicestershire and Rutland Police and Crime Commissioner and/or Deputy PCC ('PCC/DPCC').
- what type of complaints the Leicester, Leicestershire and Rutland Police and Crime Panel ('the Panel') can consider.
- the process that will be followed in handling and resolving these complaints.

Background

The Panel has delegated authority to the Director of Law and Governance, Leicestershire County Council to:

- i. act as the first point of contact for complaints (and that the Chairman and Vice-Chairman of the Panel act as second or reserve points of contact);
- ii. make decisions, in consultation with the Chairman of the Panel if appropriate, as to whether:
 - (1) a complaint has been made which requires resolution under the complaint's procedures;
 - (2) that complaint should be referred to the Independent Office of Police Conduct (IOPC);
 - (3) the complaint should be subject to the informal resolution process; and
 - (4) to make arrangements for the process of informal resolution;
- iii. produce such further procedures, notes of guidance and forms as may be helpful to assist in the operation of the process and the provision of information to complainants;

The Panel has also delegated authority to the Director of Law and Governance, in consultation with the Chairman and Vice-Chairman, to:

- i. resolve complaints informally, or
- ii. arrange for a meeting of a sub-committee to be drawn from the full membership of the Police and Crime Panel, to resolve complaints informally.

Objectives

The objectives of the complaints process are to:

- Handle complaints in a fair and independent way
- Deal with complaints as quickly and effectively as possible

- Keep all parties informed of progress until the complaint reaches a conclusion

What complaints can the Panel look at?

The Panel is responsible for dealing with complaints about the conduct of the PCC/DPCC. This means the way things are done or not done, statements that are made and the way decisions are taken.

Any complaint comprising either a “serious complaint” or “conduct matter” (as defined in the Police Reform and Social Responsibility Act 2011) will first be passed onto the Independent Office for Police Conduct (IOPC) for investigation.

A “conduct matter” is a matter where there is an indication (whether from the circumstances or otherwise) that the relevant office holder may have committed a criminal offence (Police Reform and Social Responsibility Act 2011, Section 31(1)(b)).

A “serious complaint” is a complaint which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence.

The Police and Crime Panel hereby formally delegates the function of making a referral for either a serious complaint or a conduct matter to the IOPC to the Director of Law and Governance, Leicestershire County Council in accordance with Regulation 7 of The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

Other non-criminal complaints are logged and then handled by the Panel, in accordance with the decisions and delegations referred to above and in accordance with Regulation 28(3) The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, usually through a process of Informal Resolution.

What the Panel is unable to do

There are certain complaints the Panel cannot consider because it does not have the legal power to do so. There are separate procedures for the following complaints:

- Complaints about operational policing matters
- Complaints about the Chief Constable
- Complaints relating to the administration of the Panel
- Complaints relating to the conduct of Members of the Panel.

If it is decided that your complaint should be directed to another body because it falls beyond the Panel’s remit, the Panel will explain why and offer to direct it to the appropriate body.

The Panel cannot consider complaints about the merits of a PCC/DPCC decision, for example where someone disagrees with a policy the PCC/DPCC has introduced.

It is important to note that the Panel has no power to investigate complaints in any way, although it may ask the PCC/DPCC to provide information or comment on the complaint.

Submitting a complaint

Complaints should be sent in writing to:

Lauren Haslam
 Director of Law and Governance and Monitoring Officer
 Leicestershire County Council
 Glenfield
 LE3 8RA
 Or by email to Lauren.Haslam@leics.gov.uk

You can arrange for someone to act on your behalf, such as a friend or relative. However, you must provide written confirmation that you have given your consent before the Panel can discuss your case with them.

How the Panel will deal with your complaint

(Elected Local Policing Body (Complaints and Misconduct) Regulations 2012, Reg 9 etc)

Step 1 – Initial Assessment

Your complaint will be checked to see that it is about the conduct of the Leicester, Leicestershire and Rutland PCC/DPCC.

If the complaint is about operational policing matters or the performance of the Leicestershire Police or any of its officers, you will be redirected to the Leicestershire Constabulary.

If the complaint is about the Chief Constable, it will be passed to the PCC.

Step 2 – Recording your Complaint

If your complaint relates to the conduct of the PCC/DPCC it will be recorded, unless the matter has been or is currently being dealt with by criminal proceedings.

If it is decided not to record your complaint, the reason for this will be explained to you.

Where a complaint is recorded:

- a) You will be supplied with a copy of the record made of the complaint; and
- b) The PCC/DPCC will be supplied with a copy of the complaint.

A copy of a complaint supplied may be in a form which keeps anonymous your identity or the identity of any other person.

A copy of the complaint may not be supplied where to do so may:

- a) Prejudice any criminal investigation or pending proceedings, or
- b) Would otherwise be contrary to the public interest.

Where it is decided not to supply a copy of a complaint, that decision shall be kept under regular review.

Step 3 – Deciding how your complaint will be handled

Option A – Is it a serious complaint that should be passed to the Independent Office for Police Conduct (IOPC)?

If your complaint alleges criminal conduct (or appears to involve a criminal offence that can be triable in England and Wales) it will be passed to the IOPC. The IOPC will then decide how to deal with your complaint.

Option B – Are there grounds to reject the complaint?

It may be decided to reject your complaint and take no action in the following circumstances:

- a) The complaint is by a member of the PCC staff, arising from their work;
- b) The complaint is more than 12 months old where there is no good reason for the delay, or the delay would be likely to cause injustice;
- c) The complaint is about conduct that is already the subject of another complaint;
- d) The complaint is anonymous;
- e) The complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints; or
- f) The complaint is repetitious.
- g) The complaint is trivial, unevidenced, circumstantial or otherwise wholly inferential

If it is decided to take no action regarding your complaint you will be notified of the reasons for this.

Option C – Has the complaint already been satisfactorily dealt with?

If it appears your complaint has already been satisfactorily dealt with by the time it comes to the Panel's attention, it may decide to take no further action.

Option D – Should the complaint be taken forward to Informal Resolution?

If your complaint has not been passed to the IOPC, rejected, or already been dealt with, it will usually be taken forward to informal resolution.

What is Informal Resolution of Complaints?

Informal Resolution is a way of dealing with a complaint without investigation or formal proceedings. It is a flexible process that may be adapted to the needs of the complainant and the individual complaint.

Informal Resolution may be conducted by the Director of Law and Governance (in consultation with the Chairman and Vice Chairman of the Panel) or by the Panel or a sub-committee of the Panel. Examples of informal resolution include:

- Resolution by telephone
- Providing information
- Concluding the matter through correspondence and explaining the circumstances
- Individual communication between the PCC/DPCC and the complainant via the office of the Director of Law and Governance
- An apology made by the person complained about
- A face to face meeting between the complainant and the person subject to the complaint facilitated through the office of the Director of Law and Governance

- Identification of 'lessons to be learnt' and changes in practice communicated to the complainant

In attempting to secure a resolution the Panel will consider whether further information, clarification or explanation is required and/or whether any actions are required and can be agreed with all parties.

The Panel cannot tender an apology on behalf of the person who is subject to the complaint unless he or she is agreeable to this.

The Panel has no powers to investigate complaints (including seeking corroborating witness statements) but is allowed to ask the person complained against to provide information and documents and /or attend to answer questions.

The Panel cannot impose formal sanctions on the person you have complained about because it does not have the power to do so.

Outcome of Informal Resolution

A record of the outcome of your complaint will be sent to both parties and shall not be published unless (i) both parties have been given the chance to comment on the proposed publication And (ii) it is deemed in the public interest to publish the outcome.

Timescales for Handling your Complaint

Wherever reasonably possible your complaint will be acknowledged within 5 working days. Your complaint will be concluded, insofar as reasonably practicable within 12 weeks if it is dealt with through informal resolution.

However, each case is different, and the time taken to reach a conclusion will depend on the nature of the complaint.

All parties will be kept updated of progress until the complaint reaches a conclusion.

If the complaint is criminal in nature it must be passed to the IOPC as soon as possible. You will be notified if that happens. The IOPC will then decide how to deal with the complaint and will contact you.

Withdrawing a Complaint

If you wish to withdraw your complaint you (or someone authorised to act on your behalf) must say this in writing via post or email. It is however for the Panel to determine whether a complaint should be withdrawn.

Appeals

There is no right of appeal regarding the outcome of the complaint. The Local Government and Social Care Ombudsman has the power to investigate the administration of the complaint process.

If you are unhappy with the way your complaint was handled, you can refer the matter to the Local Government Social Care Ombudsman.

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**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner

Police and Crime Panel

4th February 2026

Proposed Precept Report for 2026/27

Report Date	22 nd January 2026
Report Author	Kira Knott, Chief Finance Officer
Security Classification	Official

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to secure efficient and effective policing for Leicester, Leicestershire and Rutland and set the budget and precept.
2. The PCC brings this report to outline the Policing budget for Leicestershire for 2026-27 and put forward a policing precept proposal for consideration by the Panel.

Request of the Panel

3. The Panel is asked to:
 - 3.1 Note the information presented in this report, including:
 - the total 2026-27 net revenue budget of £267.044m,
 - a council tax (precept) request for 2026-27 of £110.563m,
 - the future risks, challenges, uncertainties and opportunities included in the precept proposal, together with the financial and operational considerations identified.
 - the Home Office grant allocations notified through the provisional settlement and the Band D council tax base and estimated collection fund deficit received from the billing authorities.
 - the current Medium-Term Financial Plan (MTFP) contained in Appendix 1, the Operational Policing Context to Budget Allocation at Appendix 2, the Capital Strategy at Appendix 3 and the Treasury Management Strategy at Appendix 4.
4. The Commissioner would specifically like to ask the Panel to support his proposal to increase the 2026-27 policing element of the precept by £11.00 per annum to £311.2302 (3.66%) for a Band D property.

Commissioner's Foreword



Setting the revenue and capital budget for the various matters for which the Police and Crime Commissioner (PCC) is responsible – the police force, crime prevention, victim services and related services – is perhaps the most impactful task that faces any PCC.

Having had experience of the previous process for budget setting, I this year introduced a new system. This was designed to allow for extra time to study proposals and background documents and to give all involved additional opportunities to present evidence, give their views or ask questions. This process was communicated to the Chief Constable and Chief Executive on 5th November and has been adhered to throughout.

At an early stage in the process, I explained to both the Chief Constable and Chief Executive that I was concerned by the increases in taxation being imposed on local residents and businesses by the central government and the impact that this might have on the economy as well as on individuals who might lose their jobs, suffer a drop in disposable income or otherwise suffer financial hardship. I had no wish to add to the tax burden across Leicester, Leicestershire and Rutland unless absolutely necessary. As a consequence, I would expect the Chief Constable and Chief Executive to explain clearly the types and levels of service that the public would receive for the proposed budget requirement of their respective organisations.

I also undertook a survey of public opinion on the matter of the policing precept. The results of this showed a majority in favour of an increase in the precept but no overall agreement on the size of the increase. There was also a significant percentage of respondents [31%] opposed to any increase at all.

Both the OPCC Chief Executive and the Chief Constable submitted papers to the meetings as per the schedule tabulated above. At the meetings there were lengthy discussions around points of detail and wider issues. These were continued in writing as emails and more formal papers.

I have also had regard to the Reserve Strategy as set out by the Chief Financial Officer and have based decisions regarding the reserves on this.

Regarding the Medium Term Financial Plan [MTFP], it would be remiss of me not to mention that the forecasts discussed by Financial Scrutiny and Oversight Board (FSOB) on 19 January are rather concerning. Across the term of the MTFP the deficit position is estimated to build to £16m by 2029/30. The key problem here is the lack of funding given to the Leicestershire PCC over the years by governments of both Labour and Conservative. Consequently the answer to the underlying structural issues is to be found at national level. Any decisions taken locally are unlikely to materially affect the MTFP by more than a relatively small amount.

However, all such projections are based on assumptions, including settlement from central government, precept levels, grant income and likely expenditure – all of which are likely to vary at short notice and may do so quite substantially. These figures and their unstable nature were taken into account by myself during decision making.

On 22 December, as scheduled, I wrote to the Chief Constable and OPCC Chief Executive to outline a provisional decision. There followed a period of consultation, as allowed for in my preferred extended budget-setting process. As a result of this consultation the draft budget allocations were altered and refined. A final decision was communicated in writing to the Chief Constable and Chief Executive on 20 January, after a meeting of FSOB on 19 January.

Taking all the above factors into account, I am recommending to this Panel that the Policing Precept be raised by £11, a little more than inflation. The proposed budgets of the OPCC and the Force are attached for information. I would ask the Panel to note that the OPCC budget is falling by 3% and that the Force budget is rising by 5%. This means that the respective shares of the overall funds available have changed in the Force's favour so that for the first time since I became PCC the Force will now have more than 98% of all funds. This decision also takes into account my underlying concerns about the tax burden on local residents and businesses.

Rupert Matthews
Police and Crime Commissioner for Leicester, Leicestershire and Rutland

1. Executive Summary

- 1.1. This report, and the Precept proposal, is the culmination of several months' work by the Office of the Police and Crime Commissioner (OPCC) and Force colleagues, and takes account of public and stakeholder consultation, key government announcements and economic pressures.
- 1.2. The Police Grant Provisional Settlement was announced on 18th December 2025 in a written statement, setting out the police funding envelope for 2026/27.
- 1.3. The provisional settlement headlines were as follows:
 - funding for police forces will be £18.3bn, an increase in funding from 2025-26 of £746m.
 - this equates to 4.2% increase in cash terms, a 2% real terms increase.
 - Funding for Police, including Counter Terrorism in 2026/27 will increase by £798m compared to the 2025/26 Police Settlement, to £19.5bn.
 - This represents a 4.3% increase in overall funding and indicates that counter terrorism policing will increase by at least £52m (to £1.2bn).
 - Police Referendum Principles confirmed a maximum £15 precept increase for a Band D property in 2026/27.
 - Police Reform White Paper to be published in early 2026.
- 1.4. Other than the information above, the details provided in the provisional settlement were limited and has required a degree of speculative analysis both nationally and locally.
- 1.5. The Commissioner has been briefed on the current and emerging operational challenges, both nationally and locally by the Chief Constable, with reference to the Force Management Statement and recent HMIC Peel inspection and has considered this advice in preparing the budget for 2026-27.
- 1.6. The Commissioner has been briefed on the current financial landscape, which has become a challenging one for policing. A nationally-set pay agreement for all Police Officers and Police Staff, higher inflation, changes in legislation, volatility in the energy and fuel markets and other inflationary pressures have put significant pressure on the Force's budget.
- 1.7. The budget is focussed upon the Commissioner's priorities as contained within the Police and Crime Plan and the Strategic Policing Requirement and ensures there are strong links with the Force Target Operating Model (TOM).
- 1.8. The PCC and Force are taking a holistic approach to Prevention. As such the OPCC and the Force are working together to continue to deliver a joined-up approach to prevention and have agreed a joint prevention strategy 2024-2028. This is to maximise the impact on preventing and reducing crime, harm and demand through pursuing an integrated approach to the planning, commissioning and delivery of prevention activity across the OPCC and the Force and in collaboration with communities and partners.
- 1.9. Over the last 3 years £23.3m of savings have had to be sought to close the budget deficit. The budget included a £5.4m efficiency savings target for 2023/24, an £8.6m

deficit for 2024/25 and £9.3m deficit for 2025/26. An further £3.6m will need to be removed in order to balance the budget in 2026/27.

- 1.10. The Commissioner has received regular updates from the Chief Constable that the efficiency targets are being achieved, whilst still ensuring the Force can deliver its core functions, deliver good service and high standards.
- 1.11. The Police Officer and Police Staff pay awards for 2025/26 was confirmed in August 2025 and November 2025 respectively at 4.2%. Funding was provided to meet the part-year pay award for 2025/26 in excess of 2.8%.
- 1.12. The Reserve Strategy has been reviewed as part of the budget setting process and the Commissioner has considered the adequacy of reserves. The General Reserve will remain at 2.3% of net revenue budget which will result in a transfer to the reserve of £340k.
- 1.13. As at end of November 2025, the outturn forecasted for 2025/26 is £250.953m. This is a positive variance of £3.592m (1.4%) against the annual net revenue budget of £254.545m.
- 1.14. In considering the proposed level of precept, the Commissioner was keen to consult with local residents regarding the level of precept they were prepared to pay. To this end he offered all residents of Leicester, Leicestershire and Rutland the opportunity to give their views.
- 1.15. The survey was launched on 21st November, prior to the precept referendum limit being announced, to increase engagement and wider participation. However this meant that the precept threshold wasn't included as an option as this was not made available at this point.
- 1.16. The survey asked if residents of LLR were supportive of increasing council tax and were provided with a number of options. The outcome of the survey was as follows:

Option	Description	Indicative cost increase per week for Band D property	Percentage of responses for each option
Option 1	Paying more to contribute towards the ongoing financial pressures of Leicestershire Police	+30p	38%
Option 2	Matching the increase from last year (25/26)	+27p	18%
Option 3	Paying more to contribute to the costs of the pay award (4.2%)	+24p	4%
Option 4	Paying more to contribute to the costs of inflation (3.8%)	+22p	9%
Option 5	No increase	0p	31%

- 1.17. There were 1544 responses to the survey. Overall, 69% of respondents were supportive of an increase to council tax to support the financial pressures, of which 38% were supportive of paying up to 30p per week (equivalent to £15.60 for a Band D property).

2. Leicestershire Context

- 2.1. This section sets out some key information in relation to the policing area and the external factors that are driving demand which have a significant impact on policing in Leicester, Leicestershire and Rutland. Chart One - Leicestershire Police Funding 2017-2026
- 2.2. Chart One shows what has happened to core grant funding and the locally raised precept since 2017/18. It shows the actual cash grant received each year and does not consider the real terms changes in funding.
- 2.3. The chart shows that core grant funding has increased from £106.9m in 2017-18 to £149.4m⁽¹⁾ for 2026-27 an increase of 40%.
- 2.4. The graph also shows that the funding raised locally has increased significantly over the same period. In 2017-18 £66.2m was raised directly from residents of the area (and related grants) and for 2026-27 this will increase to £117.6m. An increase of £51.4m or 77.6% over the period.

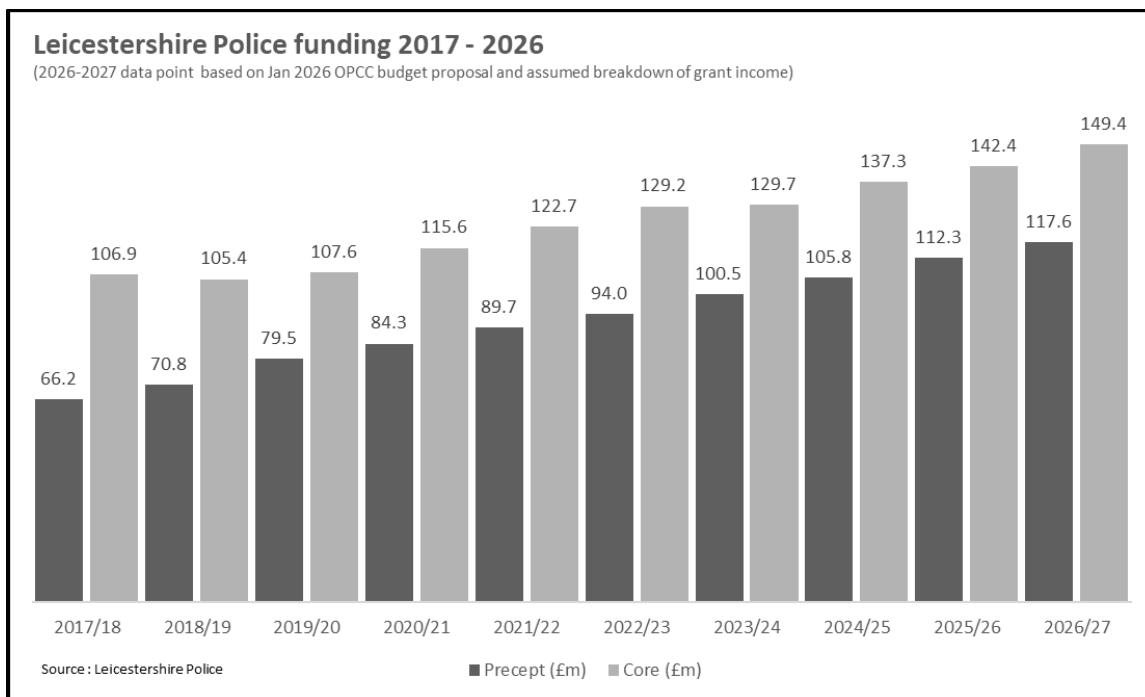


Chart Two - Leicestershire Police Funding Split 2017-2026

- 2.5. Chart Two demonstrates how the total funding has moved between Core Grant and Precept Funding since 2017-18. It shows that in 2017-18 62% of the funding came from Core Grant with the balance of 38% coming from the local precept. For 2026-27 this has moved significantly to show that 56% of the total funding will come from Core Grant⁽¹⁾ and that 44% of funding now comes directly from the local taxpayer (and related grants).

⁽¹⁾ Based on assumed split between core grant funding and other grants such as Neighbourhood Policing grant and Uplift Maintenance Grant

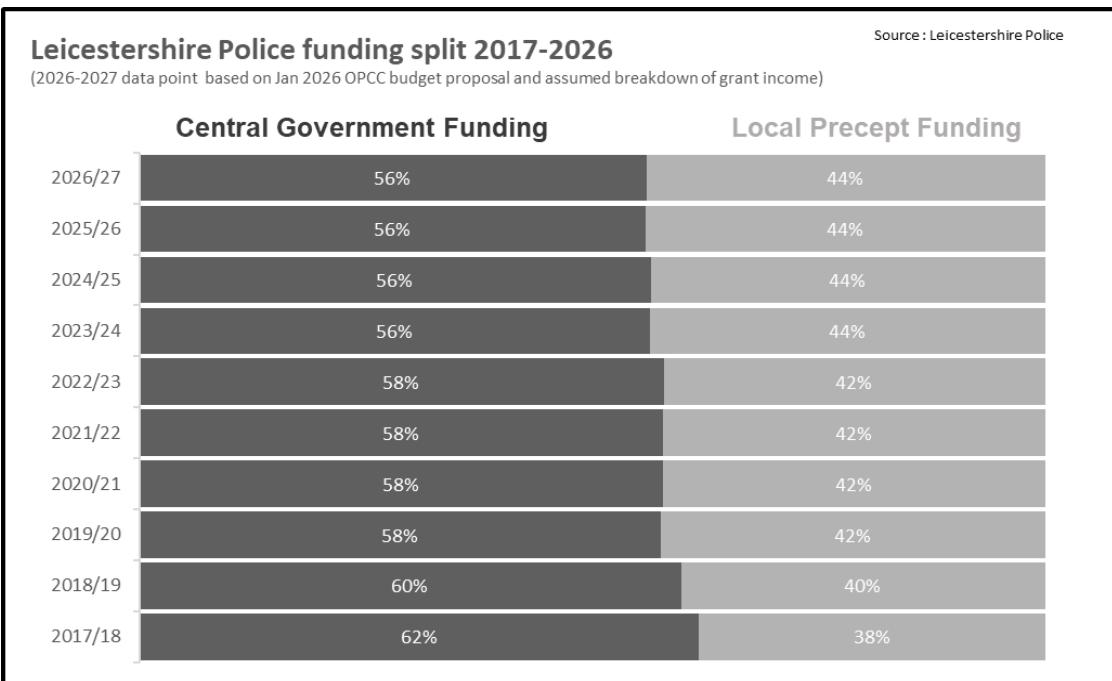
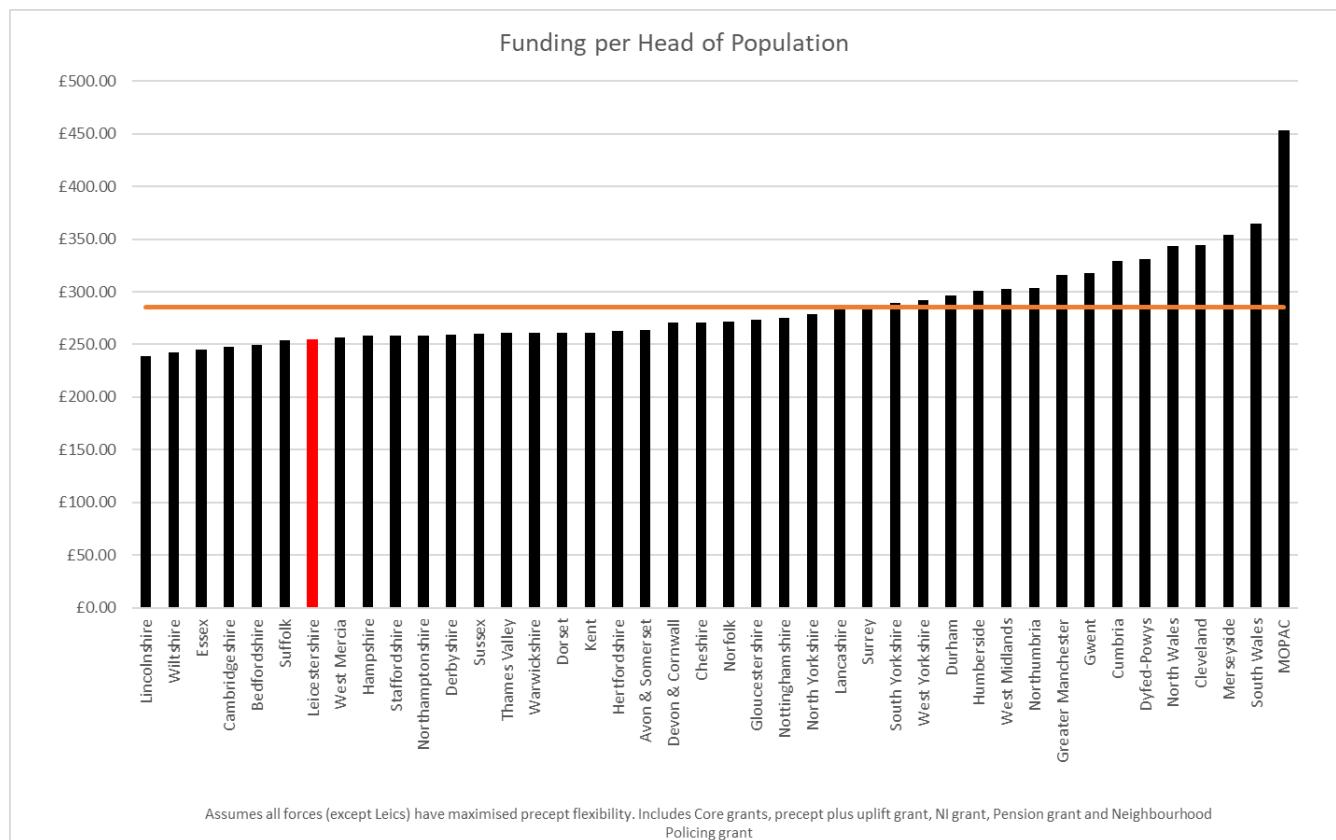


Chart Three - Funding per head of Population

2.6. Chart Three below shows the funding (core grants, Precept, Neighbourhood Policing grant, NI grant, Pension Grant and Uplift Maintenance Grant) per head of population for all forces in the UK. This shows that LLR receive approximately £254 per head of population which is lower than the national average. Leicestershire Police funding per head of the population is the 7th lowest in the country.



3. Grant Settlement 2026-27

- 3.1. On the 17th December 2025 the Government released the provisional local government financial settlement, which set out its intentions for local government finance settlement. The policy statement states:
 - A £15 referendum principle on Band D bills for Police and Crime Commissioners.
- 3.2. The Provisional Police Grant Settlement was announced on 18th December 2025. The Home Office are obtaining feedback from stakeholders on the contents of the provisional settlement, and the final settlement is expected in January 2026.
- 3.3. The provisional settlement confirmed an increase in government grant of £7m to £174.8m. The provisional settlement did not provide a breakdown of the increase therefore it is assumed that this includes continuation of the uplift maintenance grant, the pensions grant, the national insurance grant, council tax legacy grants and year one of the Neighbourhood policing grant. The precept referendum threshold has been confirmed at £15 for a Band D property.
- 3.4. The Home Secretary and Policing Minister wrote to the Police and Crime Commissioner and Chief Constable on the 16th January 2026 updating the details within the provisional police settlement. The letter stated that an additional £50m has been made available to forces to support the government's neighbourhood policing objectives. For Leicestershire this is an additional £752k however details of the grant conditions are still unknown and therefore have not been reflected within budget envelope.
- 3.5. The letter from the Home Secretary also stated that the headcount target has been moved for the Officer Maintenance Grant and therefore no conditions attached to this element of funding.
- 3.6. It is anticipated that further information will become available in late January 2026 as part of the final settlement including details for year 2 of the Neighbourhood Policing grant, the Violence Reduction Network grant and the Hotspot Policing grant.
- 3.7. Based on the information we have received from Central Government the increased Core funding quoted for Leicestershire is £7m (this does not include the £752k Neighbourhood Grant uplift). We have assumed that the increase relates to the Home Office Police Grant and all other grants remain at flat cash. The overall increase in funding is broken down as follows:

Funding	2025-26	2026-27	Difference
	£000	£000	£000
Home Office Police Grant	89,947	96,949	7,002
Ex-MHCLG Grant	50,521	50,521	0
Council Tax Support Grant	7,020	7,020	0
Council Tax Freeze Grant	1,911	1,911	0
Home Office Pension Grant	6,174	6,174	0
NI Grant	3,889	3,889	0
Home Office Uplift Grant	5,362	5,362	0
Neighbourhood Policing Grant	2,974	2,974	0
Total Core Government Funding	167,798	174,800	7,002
%age Increase			4.17%

3.8. The Government announced as part of the settlement that an additional £6.2m is available to Leicestershire through precept. This results in a total available funding increase of £13.2m or 4.9%. This is only delivered if the Policing element of the Band D Council Tax bill increases by £15.00 (5%).

3.9. There are other cost pressures which will need to be funded relating to staff pay, inflationary increases and other contractual increases.

4. Base Budget Preparation, Approach, and Scrutiny

4.1. In 2008-09 the Force introduced a risk-based approach to budget setting which sought to align the budget process with identified strategic operational priorities and risks.

4.2. The Force/OPCC continues to consider key corporate risks when setting the budget. Essentially these risks are operational and organisational around managing people, infrastructure assets, information and so on. The Force and OPCC has maintained and kept up to date its Corporate Risk Registers that sets out how it intends to control and mitigate these risks. The Corporate Risk Registers are regularly reported to the Joint Arrangements Risk and Assurance Panel which is a public meeting.

4.3. The Force continues to identify its Strategic Operational Risks as part of the National Intelligence Model (NIM). This has been used to inform resourcing strategies at both Directorate and Departmental level.

4.4. Each year, the Force undertakes a major exercise to review its operational risks which are set out within the "Force Strategic Policing Assessment". This was also informed by the work of regional collaborations.

4.5. The purpose of the Force Strategic Assessment is to identify those areas of greatest risk. Essentially, a high-risk area is where only limited resources have been allocated to address a substantial risk, thereby creating a significant risk gap.

4.6. The revised four-year financial forecast and, in particular, the 2026-27 budget contained within this report aligns the Force and Commissioner's financial resources to risk and therefore, is fundamental to the Force's performance management regime.

4.7. The OPCC Chief Finance Officer (CFO) has worked closely with the Force finance team throughout the year during the budget monitoring process and in the preparation of the budget for 2026-27. In respect of the budget, this has included (but was not

limited to), the identification and agreement of assumptions and methodology and challenge and scrutiny of the budget workings. In addition, where the CFO has sought clarification, or changes, these have been discussed and amendments made where appropriate.

- 4.8. The Commissioner set a new process to setting the budget. A new governance board was set up during 2025-26 which focuses specifically on financial matters. The Financial Scrutiny and Oversight Board (FSOB) consists of a panel made up of the PCC and the Deputy PCC. Chief Officers of the Force and the OPCC Senior Leadership team attend the meeting monthly. The new process will ensure greater transparency and accountability in the budget-setting process and monitoring process.
- 4.9. The Commissioner, together with his Senior Management Team have held regular discussions with the Chief Constable and his Chief Officers throughout the year, particularly prior to and throughout the budget preparation process and the announcement and interpretation of the Settlement.
- 4.10. This has resulted in a number of discussions of the budget requirement, the national and local operational and financial challenges, the precept options available and a review of the MTFP and associated risks.

5. Precept Proposal

- 5.1. The Localism Act 2011 requires authorities, including Police and Crime Commissioners, to determine whether their “relevant basic amount of council tax” for a year is excessive, as such increases will trigger a council tax referendum.
- 5.2. From 2012-13, the Secretary of State is required to set principles annually, determining what increase is deemed excessive. The Home Office has confirmed that in order to maximise council tax income for 2026-27, Police and Crime Commissioners can increase their precept on a Band D property by up to £15.00 without triggering a referendum.
- 5.3. The Commissioner’s proposed precept increase for 2026-27 is £11.00 per annum (3.66%) for police purposes to £311.2302 for a Band D property. This generates an extra £5.5m in revenue funding based on a Band D tax base of 355,246 and an estimated Collection Fund surplus of £0.080m.
- 5.4. Leicester City Council, Rutland County Council and the Borough and District Councils are responsible for estimating the tax base in their area, and the Council Tax Collection Fund surplus or deficit.
- 5.5. The total tax base is used to calculate the total precept that will be collected by billing authorities on behalf of the Commissioner.
- 5.6. In 2025-26 the tax base used in setting the budget for the Commissioner was 349,954 Band D equivalent properties. For 2026-27 this has increased to 355,246 Band D equivalent properties.
- 5.7. The collection fund surplus for 2026-27 is currently estimated at £0.08m. This is currently an estimate as awaiting confirmation from billing authorities which is expected late January/early February 2026.

5.8. The table below illustrates the impact of changes to the policing element of the precept on the funding for Leicestershire:

Sensitivity Analysis	£10 Increase	£11 Increase	£14 Increase
Band D Precept Scenario	£310,2302	£311,2302	£314,2302
Band D Precept 2025/26	£300,2302	£300,2302	£300,2302
Increase on Prior Year	£10.00	£11.00	£14.00
Increase on Prior Year (%)	3.33%	3.66%	4.66%
Taxbase	355,246	355,246	355,246
Precept Levied	110,208,078	110,563,324	111,629,062
Precept not levied (based on £15)	-£1,776,231	-£1,420,985	-£355,246
Amount foregone:			
Over 2 Years	-3,552,461	-2,841,969	-710,492
Over 5 Years	-8,881,153	-7,104,923	-1,776,231
Over 10 Years	-17,762,307	-14,209,845	-3,552,461

5.9. For each £1 of precept not maximised Leicestershire Police lose £355k of potential funding. Based on a precept increase of £11 this does mean £1.4m is foregone in 2026/27 and every year after. Over the MTFP the compounding effect is £7m of funding is foregone. The Commissioner was presented with these options to support his decision making and has weighed this up against the impact for local taxpayers.

6. Revenue Budget 2026-27

6.1. The base budget for 2026-27 has been built based upon the 'budget rules' which are consistent with previous years and the risk-based approach outlined earlier in the report.

6.2. The OPCC and the Force presented to the Commissioner the budget requirement for both the OPCC and the Force. The total net budget requirement for 2026-27 was £270.6m, resulting in a budget deficit of £3.5m. Difficult decisions have had to be made in order to balance the budget (further information available in the efficiency savings section of the report).

6.3. With identified savings taken into account the Panel is advised that the total net revenue budget in 2026-27 is £267.044m, with a £1.2m efficiency savings target. This equates to an increase of £12.5m (4.9%) from the 2026-27 net revenue budget level of £254.546m.

2026/27	
	£m
Net Budget Requirement	270.6
Additional Investments	1.1
Savings identified	-3.5
Revised Budget requirement	268.2
Efficiency Savings Target	-1.2
Total Net Revenue Budget	267.0

6.4. The following table breaks down the costs by service delivery and includes the staffing levels for each division:

Heading	Police Officer FTE	Staff FTE	PCSO FTE	Net Budget Requirement	
				(NBR) £000	%age of NBR
Prevention & Partnerships	63.0	36.4	0.0	8,628	3.2%
Public Contact	98.0	279.6	0.0	22,857	8.5%
Policing in Neighbourhoods	1383.0	83.8	150.0	107,532	40.1%
Investigation & Vulnerable People	423.0	203.5	11.0	43,877	16.4%
Detaining and Prosecuting Offenders	45.0	153.6	0.0	11,994	4.5%
Enabling Services	119.0	468.2	0.0	49,363	18.4%
Victims and Witnesses	0.0	2.82	0.0	108	0.0%
OPCC Functions	0.0	20.2	0.0	1,854	0.7%
Regional Collaborations	53.0	0	0.0	15,534	5.8%
Centrally Held Functions	58.0	24.3	0.0	6,510	2.4%
Total	2242.0	1272.42	161.0	268,257	100%

Prevention & Partnerships

6.5. The PCC has set an ambition in his Police and Crime Plan to take a holistic approach to Prevention. As such the OPCC and the Force have worked together to build a proposal that sees a more joined up approach to prevention and the setting of a prevention strategy 2024-2028. This is to maximise the impact on preventing and reducing crime, harm and demand coming into the Force through pursuing an integrated approach to the planning, commissioning and delivery of prevention activity across the OPCC and the Force and in collaboration with communities and partners. The prevention and partnership budget includes funds for an integrated prevention and partnership hub, diversion and youth justice, crime prevention and community safety and offender management.

Public Contact

6.6. The Public Contact offer is efficient and effective public contact through a range of customer centric services that optimises technology and innovation along with the right skills and empathy to deliver resolutions and customer satisfaction. The Public Contact heading includes the budget for the Contact Management Centre.

Policing in Neighbourhoods

6.7. Policing in Neighbourhoods delivers local policing in an effective and efficient way, building connected leadership with teams, partners and communities. The budget for Policing in Neighbourhoods includes the budget for Local Policing, Operations and Volunteers. The Government announced that it intends to increase neighbourhood policing officers and PCSOs by up 13,000. The government confirmed a £5.44m grant for Neighbourhood policing for 2026/27. Leicestershire's share of the growth into Neighbourhood policing is 26 however it is not known whether this will be through redeployment or additional officers/PCSOs.

Investigation and Vulnerable People

6.8. The Investigation and Vulnerable People layer provides locally based Professionalising Investigation Programme (PIP) 1 & 2 criminal investigation teams working collaboratively and proactively within Neighbourhood Policing Areas to support local

investigations and lead serious, specialist and high risk investigations. This area contains a number of different departments including Crime and Intelligence, Force Intelligence Bureau, Serious Crime teams, Digital Hub, Forensics and Major Crime.

Detaining and Prosecuting Offenders

6.9. The Detaining and Prosecuting Offenders (Criminal Justice) aims to maximise the use of technology to increase efficiencies and enhance voluntary attendance and support frontline policing to ensure quality file submissions and reduce submission failure rates.

Enabling Services

6.10. Enabling Services are designed to meet the needs of policing, providing the right people and right skills and keeping the workforce fit and well. It is to provide a flexible suitable estate, equipment and fleet that supports policing and digital technology that enables officers to be efficient and effective in any location. Enabling Services is split between support services, people services and corporate services. Enabling Services includes estates, transport, IT, HR, Team Leicestershire Academy, change team, professional standards and many other departments.

Victims and Witnesses

6.11. Victim and Witness Services are delivered and commissioned through the OPCC. This heading includes costs for Victim First, the Victim Liaison Unit, the Adult and the Children and Young Persons Sexual Abuse Referral Centre, the Domestic Abuse Helpline, Sexual Violence and Abuse Services and Project 360. This also includes funding for a number of independent Domestic Violence Advisors (IDVAs) and Independent Sexual Violence Advisors (ISVAs). The budget is based on staffing costs for 2.8FTE. Included in the Victims and Witnesses heading is grant income from the Ministry of Justice which offsets a large proportion of the expenditure.

OPCC Governance, Accountability and Statutory functions

6.12. The PCC and OPCC has a number of responsibilities around governance, accountability and statutory functions. This budget heading captures the cost required for the OPCC to undertake these responsibilities and have been broken down into the following sub-headings:

- Democratic and Business Support Services
- Scrutiny
- Efficiency and Effectiveness
- Communications and Engagement

Further breakdown is available in the OPCC section later in the report.

Regional Collaboration

6.13. The Force is part of six Regional Collaborations. The Target Operating model and budget requirement have been reviewed. Regional collaboration budgets relate only to Leicestershire Police's share and include the cost of 53 police officer posts. The budget for regional collaboration in 2026-27 is £15.5m.

Centrally Held Functions

6.14. Central held functions include a number of costs and income streams which do not sit within the other headings. This includes Non-Mainstream funding such as counter-terrorism and policing of the Airport. This also includes projects and initiatives such as ESN, Accreditation costs, Taser and Single online Home. Also included in Central held items is the Police uplift grant and the Pension grant.

7. Investments

7.1. Having considered operational and organisational needs, along with the continued delivery of the Police and Crime Plan, below are areas which will require continued or additional investment during 2026/2027.

- Victim Journey Strategic Platform to deliver modern, scalable digital engagement to improve victim experience, reduce failure demand, and enable future innovation across Leicestershire Police.
- Migration of the Origin Resource Management (RM) platform from on-premises to NEC-hosted Oracle Cloud Infrastructure
- Integral additional resource to support the Diversion hub and implementation of an external end-to-end digital solution (Make Time Count).
- Transition to new extraction tool for extracting Origin RM data, supporting HR, duties, finance, training, and health and safety reporting.
- Expansion of the Force's use of AI and robotics to support transformation, efficiency, and effectiveness in regard our services and to manage demand and support address complexity.

8. Risks

8.1. There are number of financial risks within the draft budget requirement, as summarised below:

- Pay inflation – is included for 2026/27 at 3%. It is not yet known what the cost of the award will be until September 2026 or if any pay award increase above 3% would be met by Central Government.
- Emergency Services Network (ESN) – The Emergency Services Mobile Communications Programme (ESMCP) have announced a further delay of at least 6 years. The earliest transition date for the Force is now 2030. The continuing airwave costs have been included in the IT budget.
- Digital transformation and Cloud migration – the Force has developed a digital transformation strategy, part of which includes the move from on premise data storage to Cloud storage which will enhance operational analytical capability. The risks and costs associated with this are factored into the funding envelope but are likely to change through time as the migration evolves.
- Neighbourhood Policing additional 13,000 personnel nationally – the Government has announced it intends to increase neighbourhood policing officers and PCSOs by up to 13,000 funded through shared services and procurement savings. The Settlement confirmed a £5.4m grant for 2026/27. No further details are available.
- Contractual increases – A number of large contracts are coming up for renewal during 2026/27. A provision has been included within the budget to allow for inflationary increases however due to volatility within the markets these could be higher than anticipated.

- College of Policing – the college of policing have reported budgetary pressures and budget reductions going forward. The college have confirmed that costs to forces would be increasing in order to support their sustainability but the impact of this is not yet known.

9. Capital Strategy, Capital Programme and Treasury Management Strategy

- 9.1. The Capital Strategy 2026-27 is set out in Appendix 3. The revenue consequences of the proposed programme have been considered in the development of the revenue budget, and the required prudential indicators are set out.
- 9.2. The Capital Programme includes investment in operational areas of premises, IT and vehicle fleet.
- 9.3. A summary of the proposed Capital Programme for 2026/27 is shown in the table below:

<i>Proposed Capital Programme 2026/27</i>			
Expenditure	£000	Funding	£000
Property	3,980	Borrowing Requirement	8,871
Information Technology	3,426	Revenue Contributions	100
Vehicle Fleet	1,080	Government Grant	-
Operational Equipment	975	3 rd Party Contributions	750
Corporate Projects	260		
 Total	 9,721	 Total	 9,721

- 9.4. The Treasury Management Strategy report is set out at Appendix 4. This is required by the Code of Treasury Management published by the Chartered Institute of Public Finance and Accountancy (CIPFA) and explains the Investment Strategy in relation to reserves and balances.
10. Medium Term Financial Plan (MTFP)

 - 10.1. Prudent financial management requires the Commissioner to have an MTFP that covers a period of at least four financial years. This provides a longer-term view which will enable informed decision making to take place over the period of the plan. This is not without its challenges, given that there is only a firm Government announcement of funding for 2026-27.
 - 10.2. The Comprehensive Spending Review (CSR) was published 11th June 2025. Whilst precise force level budget allocations were not made available, there were a few key points to take away which could be used as an indicative for planning purposes.
 - 10.3. The CSR showed planned growth of circa £2bn over the next 3 years which represents a 11% increase (approx. 3.7% per year) and is technically a real terms increase. However, in practice most of the increase in funding will be taken up in pay

and non-pay inflation. The increase in funding also assumes that PCC's maximise precept increases which is not certain.

- 10.4. The published CSR figures indicate funding growth for policing of approximately £0.9bn, £0.7bn and £0.5bn for the next three-year period. This declining trajectory means that financial pressures may intensify as pay and inflationary costs continue to rise and absorb a greater share of force budgets.
- 10.5. There has been no clarity on precept funding to aid financial planning and the £2bn increase is assumed to be made up of grant, precept and additional income such as PUP maintenance grant and Neighbourhood policing grant. The precise split between the funding stream is not known.
- 10.6. It is evident that there is no additional funding for capital investment, delivery of the government safer streets mission, pay reform or any technology advances.
- 10.7. Until further information becomes available an MTFP has to be formulated using the best information available at the time of producing it. The attached MTFP has been produced on this basis, accepting that it is subject to change as new information emerges that can and will, change the assumptions inherent in the plan.
- 10.8. Key assumptions that have been included in seeking to outline the financial challenge for the medium term are:
 - That the council tax base grows at 1.5% for financial years 2027-28, 2028-29 and 2029-30 respectively.
 - The Spending Review (SR) indicated an increase in funding for Police Forces (inc. precept) of 3.6% for 2027/28, and 2.5% for 2028/27. A 2.5% has been assumed for 2029/30.
 - The precept is based on a £11.00 increase per Band D equivalent property for 2026-27. The precept assumption for 2027/28 is included within an overall funding increase set out in the bullet point above. It should be noted that no decision on future years precept has yet been taken.
 - All existing council tax related grants continue up to and including 2029-30.
 - Pay awards for officers and staff are included at 3% for 2026-27, and 2.5% each year thereafter. The national view is that pay increases should be modelled at 2.5%.
 - Non-pay inflation is included at 2% for certain goods and services for 2026-27 and 1.9% for each year thereafter. Utility and vehicle fuel inflation is included at significantly higher rates in line with market forecasts. IT contractual inflation is included at actual rates averaging 10%.
 - Further borrowing beyond the capital programme is not required.
- 10.9. Taking into account the above assumptions, the position is as follows:

Summary of the Budget Requirements	2026/27	2027/28	2028/29	2029/30
	£m	£m	£m	£m
Budget Requirement	270.6	286.3	295.7	307.1
Net Funding	267.0	276.7	283.6	290.7
Funding Gap / (Surplus)	3.6	9.6	12.1	16.4
Reductions:				
Investments	1.1			
Savings Identified (see below)	(3.5)			
Efficiency Savings Target	(1.2)			
Revised Funding Gap / (Surplus)	0	9.6	12.1	16.4

11. Efficiency Savings

- 11.1. Over £23 million-worth of savings have been taken out of Leicestershire Police over the last 3 years, with a further £3.6m required to close the deficit for 2026/27.
- 11.2. Despite these efforts and as a result of unfunded pay awards, inflationary increases and changes within legislation, Leicestershire Police find themselves with a £3.6m budget deficit for 2026-27.
- 11.3. The following areas have been identified as savings to reduce the £3.6m deficit:

Budget Deficit	3,559,258
2026/27 Investments	1,125,166
Total Funding Gap	4,684,424
<u>Closing the Gap</u>	£
Establishment Review	
Reverse Modernisation of Police Staff Role	-139,664
Reduction in 1 Superintendent post	-69,160
Reduction in transferees	-453,574
Reduction of 17 police staff roles	-807,347
Reduction in Debt Charges due to a Revenue Contribution to Capital for 2025/26	
	-553,000
Non-Pay	
Reduction in telephony charges	-150,000
Funded from Reserves:	
Equipment Reserve	
Motorcycle Uniform / PPE	-38,000
Budget Equalisation Reserve	
Op Olympos (Post Office Investigation)	-123,000
Contribution to Prevention Activity	-300,000
Fund Custody CCTV contract for 1 year whilst system is replaced	-108,012
Funding of one-off investments in 26/27	-729,750
Residual funding gap	1,212,917

12. Use of Reserves and Balances

12.1. In considering the 2026-27 budget, the Commissioner has reviewed all of the reserves held.

12.2. In January 2026 a Reserves Strategy was agreed which set out the following ‘guiding principles’ for managing reserves:

- As per the Home Office guiding principles the General fund reserves should be in the range of 2% to 5% of the total net revenue budget (between £5.34m and £13.35m based on the 2026-27 net revenue budget).
- The BER can be used to support the budget but there must be a strategy to move reliance away from the reserve over a period of time.
- Other earmarked reserves should only be used for specific time limited projects, to provide financial cover for potential future financial liabilities and for ‘invest to save’ projects.
- Ongoing reliance should not be placed on reserves to deal with the funding of financial deficits, and a clear plan should be in place to move reliance away from one off reserves.
- There should be an annual review of reserves.

12.3. Three types of reserve are held and these are explained further below:

General Reserve

12.4. The General reserve can be described as ‘the contingency of last resort’. It is the level of cash balances that have not been earmarked for any specific purpose and is held to deal with any unplanned emergency or exceptional item of expenditure for which there is no other funding available.

12.5. The level of general fund reserves held should not be excessive but should be held at a level in order for there to be sufficient funds available to deal with any urgent costs of emergency expenditure that arises. The respective Chief Financial Officer of the Police and Crime Commissioner applies their professional judgement to recommend a level of general fund balances to hold.

12.6. The current General Reserve balance of £5.86m represents 2.3% of the Net Revenue Budget for 2025/26, falling to 2.2% of the Net Revenue Budget for 2026/27.

12.7. In determining the appropriate level of General Reserve, the OPCC applies a risk-based methodology, rather than relying solely on a percentage of the Net Revenue Expenditure. This approach reflects good practice set out in the CIPFA financial Management Code and Home Office guidance.

12.8. Based on the current financial profile, including a Net Revenue Expenditure of £267.0m and a savings requirement of £1.2m, the Chief Finance Officer has assessed the aggregate residual in-year financial exposure to be in the region of £6.2m.

12.9. The Commissioner has agreed the transfer of £340k from the Budget Equalisation reserve to the General Reserve.

Budget Equalisation Reserve (BER)

12.10. Over recent years, due to the impact of effective efficiency programmes and through financial prudence, a Budget Equalisation Reserve (BER) has been created. This reserve is currently estimated to be £8.4m at 31st March 2026, decreasing to £5m by 31st March 2030. Its purpose when established was twofold:

- To fund 'invest to save' and other new initiatives and investments.
- To recognise that some savings would take time to implement and to smooth the impact of these changes.

12.11. In July 2022 it was agreed that £7.5m of the BER will be used during the MTFP period to fund ongoing historical investigations of £0.3m, Job Evaluation Pay protection costs of £0.2m and Business Transformation costs. The Business Transformation costs included £5m for Cloud Migration and £2m for Peripatetic Investigators.

12.12. It is forecast that £2m will be used in 2025/26 and the remaining £1.7m will be drawn down during 2026/27.

12.13. For 2026/27 the Commissioner has agreed to use £1.2m of the BER for the following:

- 2026/27 Investments - £0.7m
- Prevention Hub - £0.3m
- Custody CCTV Contract - £0.1m
- Contribution to Op Olympus - £0.1m

Earmarked Reserves

12.14. The Commissioner currently holds a number of Earmarked Reserves which at 31 March 2026 are estimated to total £11m (excluding the General Reserve and BER) and those to note are as follows:

12.15. OPCC & Commissioning Reserve £1.87m – This contributes towards supporting the cost of the Commissioning Framework. The Commissioner has agreed to use £70k for Surveying software and £58k for invest to save initiatives.

12.16. Civil Claims £1.7m – This reserve holds funds set aside, where considered prudent, for Civil Claims (Public and Employer liability) in line with professional advice. It is proposed that this reserve is increased by £130k for 2026-27 to ensure that there is sufficient level of reserve to mitigate the risk of civil claims. This will result in a balance of £1.83m.

12.17. Proceeds of Economic Crime - £1.57m – reserve funded from proceeds of crime, used to support the Force's capability in specific investigative areas. It is proposed that £0.38m is used during 2026-27 to support the work of the Economic Crime Unit. This will result in a balance of £1.19m at the 31 March 2027.

12.18. Carry Forwards - £1.86m - This reserve includes those sums that the OPCC has approved to carry forward to finance specific expenditure in 2025-26 and beyond. It is estimated that £1.18m of carry forward will be drawn down in 2026-27.

12.19. Team Leicestershire Academy - £0.1m – this reserve was created from funds bequeathed to the Force and is to fund Team Leicestershire Academy. It is proposed that £0.09m is used in 2026-27 to fund 5 posts, reducing the balance to £0.01m.

12.20. Equipment Reserve - £0.90m - Funds held for the periodic replacement of personal equipment such as body worn video, taser equipment and personal protective equipment. The Commissioner has agreed to use £38k of this reserve in 2026/27 to fund motorcycle uniform and PPE.

12.21. There are a number of other small reserves which are not listed above.

12.22. The following transfers to and from reserves form part of these budget proposals:

<u>Transfers from Reserves</u>		<u>Transfers to Reserves</u>	
	£m		£m
<u>Budget Equalisation Reserve</u>		<u>Specific Reserves</u>	
2025/26 Ongoing Investments	-1.706	Fleet Insurance Claims	0.158
2026/27 One off Investments	-1.137	Civil Claims Liability	0.130
Funding 2026/27 Base Budget	<u>-2.843</u>		
<u>Other Earmarked Reserves</u>			
Economic Crime (POCA)	-0.384		
Team Leicestershire Academy (Legacy)	-0.085		
Carry Forward Reserve	-1.301		
Op Equipment Reserve	-0.038		
MAPPA	-0.006		
RSU	<u>-0.021</u>		
	<u>-1.835</u>		
<u>OPCC Reserves</u>			
Office of the OPCC	<u>-0.131</u>		
	<u>-4.809</u>		<u>0.288</u>
<u>Net Transfers to/(from)</u>		<u>£m</u>	
<u>Earmarked Reserves</u>		<u>-4.521</u>	

Crime Prevention Fund

12.23. It is the intention of the Commissioner to create a Crime Prevention fund to use on activities to support the delivery of the Police and Crime Plan for the remainder of the Commissioner's term in office. The Commissioner intends to transfer £1.2m from the Commissioning reserve and £2.5m from the Budget Equalisation reserve to the Crime Prevention fund to commission crime prevention activity.

13. Office of the Police and Crime Commissioner

- 13.1. The Commissioner requested that for preparation of the 2026/27 budget a bottom-up process was followed. Like last year the budget would be built on an evidence-based approach and every line of the budget scrutinised rather than a fixed percentage of the Net Budget Requirement. The Chief Executive presented her budget proposal to
- 13.2. A Workforce Planning Review was carried out at the beginning of 2024/25 to ensure that the OPCC was structured to be able to discharge the legislative requirements of a PCC plus the key policy areas that the Commissioner required at that time. This has been reviewed in line with the new Police and Crime Plan to ensure that the right support is in place for 25/26 and beyond.

13.3. The OPCC budget has been split into 6 areas:

- Democratic and Business Services
- Efficient and Effective
- Engagement
- Scrutiny
- Prevention
- Victims and Witnesses

13.4. The total budget for the Office of the Police and Crime Commissioner is £5.1m and is made up of:

	£000
Democratic and Business Services	633
Efficiency and Effectiveness	455
Engagement	423
Scrutiny	472
Prevention	4,160
Victims and Witnesses	<u>2,485</u>
	8,628
Ministry of Justice Grant	(2,377)
Home Office VRN Grant	(1,047)
Transfer from Reserves	<u>(131)</u>
Total OPCC budget	5,073

13.5. Overall, the budget for the OPCC budget has decreased by £162k from 2025/26.

13.6. The FTE of the OPCC has increased to 38.1FTE, an increase of 7.4FTE due to the VRN staff not previously been included within the establishment figures. The VRN posts are covered by the VRN grant from the Home Office.

13.7. It is agreed that £131k is transferred from the OPCC to fund the Senior Value for Money Analyst which was not recruited into last financial year. The Commissioner has agreed to the use of the OPCC reserve to trial a new surveying software.

13.8. The OPCC and the Force have worked together to build a proposal that sees a more joined up approach to prevention and the setting of a prevention strategy 2024-2028. The total budget for prevention and partnership is £8.6m of which the OPCC will be contributing £3.1m of the Commissioning budget towards preventing and reducing crime, harm and demand through pursuing an integrated approach to the planning, commissioning and delivery of prevention activity in collaboration with communities and partners.

13.9. The Commissioning Framework for 2026-27 aligns to the priorities contained within the Police and Crime Plan.

13.10. The Ministry of Justice (MoJ) Victims and Witnesses Grant has been confirmed at £1.250m for 2026-27, an increase of £25k from 2025-26. The MoJ have also confirmed an additional £1.127m to continue to commission the Domestic Abuse and Sexual Violence Support Services.

- 13.11. The funding for Violence Reduction Units has not yet been confirmed. It is anticipated that funding will be in line with funding received for 2025-26.

Robustness of the budget and adequacy of reserves – Statement of the Commissioner’s Chief Finance Officer

The Local Government Act 2003, Part 2, Section 25, as amended by the Police Reform and Social Responsibility Act 2011, requires the Commissioner’s Chief Finance Officer to report on the robustness of the estimates used for the budget and the adequacy of the proposed financial reserves. The Commissioner is required to have regard to the report of the Chief Finance Officer and the report must be given to the Police and Crime Panel. The CFO statement is as follows:

“As the Chief Finance Officer and statutory Section 151 officer, I am required to provide assurance on the robustness of the budget estimates and the adequacy of the proposed financial reserves in accordance with my professional responsibilities and relevant requirements.

Robustness of Estimates

In forming my view, I have considered:

- The detailed budget preparation process.
- The reasonableness of key assumptions, including pay awards, inflation, demand pressures and government funding.
- The achievability of planned savings and efficiency programmes.
- The strength of financial governance, monitoring and control arrangements.

The budget for the forthcoming year has been prepared through a structured and comprehensive process involving senior leadership and budget holders. Known cost pressures have been incorporated, including pay and price inflation, contractual uplifts, and operational demand assumptions based on the best information currently available.

However, the Medium-Term Financial Plan (MTFP) contains a number of inherent uncertainties and risks, including:

- Future government funding levels beyond the current settlement period
- The delivery of planned savings and transformation programmes
- Inflationary volatility and pay award uncertainty
- Unpredictable operational demands and major incident costs

While these risks are not unusual in financial planning of this nature, the decision to set the precept at a lower level than government allows and lower than originally forecast reduces financial flexibility across the planning period. As a result, the MTFP is more reliant on the successful delivery of savings and continued tight financial control.

Taking all of these factors into account, I am satisfied that the estimates used in setting the budget for the forthcoming year are sufficiently robust. The position in later years of the MTFP is more challenging and will require continued active management, regular review, and timely corrective action where required.

Adequacy of Reserves

In assessing the adequacy of reserves, I have considered:

- The overall risk environment reflected in the MTFP
- The level of general (unearmarked) reserves
- The purpose and planned use of earmarked reserves

- Potential exposure to financial shocks and unforeseen events

The level of general reserves is a key safeguard against unforeseen expenditure and volatility in funding or demand. In determining the appropriate level of General reserves, I have taken a risk-based approach, which reflects good practice set out in the CIPFA Financial Management Code. The assessment considers the residual financial risk after taking into account the mitigations, earmarked reserves, insurance arrangements and in year budget management. On this basis the General Reserve Balance will increase to £6.2m, an increase of £340k for 2026/27.

In my professional judgement, the proposed level of General Reserve is considered prudent for the organisation based on the risk profile. The adequacy of the General reserve will continue to be reviewed annually as part of the budget and medium-term financial planning, and throughout the year via budget monitoring. This is to ensure it remain proportionate to the financial risks and particularly given the increased financial uncertainty within the MTFP.

Earmarked reserves are held for specific, time-limited purposes, including supporting transformation, smoothing the impact of funding fluctuations, and managing known future fluctuations, and managing known future liabilities. Planned use of these reserves is appropriate and aligned to the financial strategy, but their use to support recurring expenditure cannot be sustained indefinitely.

Given the current financial outlook, it will be important to:

- Avoid further unplanned depletion of general reserves
- Ensure that any use of reserves is linked to clear plans
- Rebuild financial resilience where opportunities arise.

Overall Assurance

The Medium-Term Financial Plan identifies gaps in the later years of the planning period which will need to be addressed as the financial strategy develops. Work is underway to refine savings proposals, identify efficiencies and explore other options to close the gap, and this will continue to be a key focus to financial planning. As with all medium-term plans there are uncertainties around future funding levels, inflation and demand, and these will be kept under regular review. While this does present a degree of financial risk, arrangements are in place to monitor progress closely and take timely action as plans are firmed up.

Based on the information available at this time:

- I am satisfied that the budget for the forthcoming year is based on robust and reasonable estimates
- I consider the level of reserves to be adequate for the immediate term, but given the scale of financial risks over the MTFP period, will require close monitoring and careful managing.

I will continue to monitor the financial position closely and will provide further advice and assurance to the PCC should the risk profile or financial outlook change materially.

Views on the Commissioner's Precept Proposal - Chief Constable's Statement

See Appendix 2 – Operational Policing Context to Budget Allocation

----- **End of Report** -----

The Office of the Police and Crime Commissioner for Leicestershire
Budget Requirement and Precept 2026/27

Version Date

16/01/2026

Precept Increase		3.66%	3.53%	0.00%	0.00%
2025-26 Approved Budget £		2026/27 Revenue Budget £	2027/28 Revenue Budget £	2028/29 Revenue Budget £	2029/30 Revenue Budget £
148,173,072	Police Pay & Allowances	157,719,852	165,920,530	170,479,371	176,760,934
63,098,283	Staff Pay & Allowances	65,466,750	69,316,223	71,523,959	73,794,022
6,916,439	PCSO Pay & Allowances	7,438,733	7,910,907	8,200,925	8,498,848
218,187,794		230,625,335	243,147,660	250,204,254	259,053,804
11,400,888	Regional Collaboration	11,994,594	12,492,322	12,986,630	13,486,528
4,203,379	Police Pensions	4,518,224	4,703,375	4,893,155	5,087,679
52,303,090	Non-Pay Expenditure	53,263,742	55,724,745	57,957,333	58,672,405
3,716,028	Inflation Contingency	5,214,049	1,057,740	857,740	857,740
(19,863,352)	Income	(20,767,466)	(21,121,128)	(21,399,387)	(21,650,289)
51,760,033		54,223,143	52,857,053	55,295,471	56,454,064
269,947,826	Force Budget Requirement (excl. OPCC)	284,848,478	296,004,714	305,499,725	315,507,868
2,488,689	OPCC	3,684,861	3,756,804	3,826,208	3,885,572
4,129,914	Commissioning	4,943,360	4,943,360	4,943,360	4,943,360
(1,225,384)	Specific Grant - Victims and Witnesses	(3,424,317)	(3,424,317)	(3,424,317)	(3,424,317)
5,393,219		5,203,904	5,275,847	5,345,250	5,404,614
275,341,046	Gross Budget Requirement	290,052,382	301,280,560	310,844,975	320,912,482
(6,174,230)	Home Office Pension Grant	(6,174,230)	(6,174,230)	(6,174,230)	(6,174,230)
- Home Office - 25/26 Neighbourhood Grant - to fund add'l posts		(2,643,801)	(2,643,801)	(2,643,801)	(2,643,801)
- Neighbourhood Grant 25/26 - unallocated		(330,159)	(330,159)	(330,159)	(330,159)
Neighbourhood Grant for 26/27		(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
(5,362,488)	Home Office Uplift Grant	(5,362,488)	(5,362,488)	(5,362,488)	(5,362,488)
(3,888,857)	Home Office National Insurance Grant	(3,888,857)	(3,888,857)	(3,888,857)	(3,888,857)
0	Investment	1,125,166	547,434	399,493	401,593
	Investment - 26/27 Neighbourhood Grant	3,000,000	6,000,000	6,000,000	7,000,000
0	PCC Contribution towards Force Prevention Strategy	-	0	0	0
(1,170,625)	Efficiency Savings	(1,212,917)	(0)	(0)	(0)
(4,199,175)	Use of reserves for specific projects	(4,521,431)	(136,899)	(146,696)	151,898
- General transfer (from)/to reserves		-	-	-	-
254,545,670	Net Budget Requirement	267,043,665	286,291,561	295,698,237	307,066,439
- Surplus / (Funding Gap)		-	(9,634,324)	(12,124,570)	(16,403,429)
- Transfers into Reserves					
254,545,670	Net Revenue Budget	267,043,665	276,657,237	283,573,668	290,663,010
89,947,004	Funding				
50,520,968	Police Grant	96,948,576			
7,020,391	Business Rates	50,520,968			
1,910,530	Council Tax Support Grant	7,020,391			
79,876	Council Tax Freeze Grant	1,910,530			
105,066,901	Collection Fund Surplus / (Deficit)	79,876			
254,545,670	Precept	110,563,324			
349,954	Council Tax Base	355,246	360,575	365,983	371,473

Precept by Billing Authority		Tax Bases (tbc)	£	£	£	£
10,403,600	Blaby	34,926.50	10,870,182	-	-	-
18,085,976	Charnwood	61,320.20	19,084,698	-	-	-
11,874,946	Harborough	40,169.60	12,501,993	-	-	-
12,041,775	Hinckley & Bosworth	40,554.50	12,621,785	-	-	-
24,792,330	Leicester City	83,867.00	26,101,943	-	-	-
6,138,762	Melton	21,068.68	6,557,209	-	-	-
11,261,521	North West Leicestershire	37,927.00	11,804,028	-	-	-
5,579,209	Oadby & Wigston	19,004.95	5,914,914	-	-	-
4,888,782	Rutland	16,407.70	5,106,572	-	-	-
105,066,901		355,246.13	110,563,324	-	-	-
349,954			355,246	360,575	365,983	371,473

Precept by Band		Apportionment	£	£	£	£
200.0341	Band A	6/9	207,4868	214,8201	222,1535	229,4868
233.3732	Band B	7/9	242,0679	250,6235	259,1790	267,7346
266.7122	Band C	8/9	276,6491	286,4268	296,2046	305,9824
300.0512	Band D	9/9	311,2302	322,2302	333,2302	344,2302
366.7292	Band E	11/9	380,3925	393,8369	407,2814	420,7258
433.4073	Band F	13/9	449,5547	465,4436	481,3325	497,2214
500.0853	Band G	15/9	518,7170	537,0503	555,3837	573,7170
600.1024	Band H	18/9	622,4604	644,4604	666,4604	688,4604

£300.2302	Band D Council Tax	£311.2302	£322.2302	£333.2302	£344.2302
4.89%	% Increase	3.66%	3.53%	3.41%	3.30%
14.00	£ Increase	11.00	11.00	11.00	11.00
26.9p	Increase per week in Pence	21.2p	21.2p	21.2p	21.2p

Summary of Assumptions

Changes in Core Grant	4.2%		
Changes in Spending Review Funding Envelope Increase (Grant / Precept)	3.6%	2.5%	2.5%
Precept increases	3.7%		
Precept increases £	£ 11.00		
Tax Base increases	1.50%	1.50%	1.50%
Pay Inflation	3.00%	2.50%	2.50%
Non-Pay Inflation	2.00%	1.90%	1.90%
Police Officer FTE	2242	2242	2242
PCSO FTE	161	161	161
Staff FTE (Force and OPCC Combined)	1273	1273	1273

POLICE AND CRIME PANEL

PAPER MARKED

Report of	Chief Constable
Subject	Operational Policing Context to Budget Allocation
Date	23/01/26
Author	Chief Constable

1. Purpose of report

1.1 The purpose of this report is to provide operational policing advice and feedback on the finalised proposed budget allocation for Leicestershire Police made by the Police and Crime Commissioner on Tuesday 20th January 2026, in accordance with the statutory responsibilities of the Chief Constable.

1.2 This report is structured as follows:

- At the outset, the report provides an executive summary and recommendations on the finalised budget allocation to Leicestershire Police and the proposed 21p per week / £11 per year Band D precept increase for 2026/27.
- The report then sets out the impact of the precept decision, the operational context, and implications.
- The report concludes with the Chief Constable professional policing advice to the Police and Crime Commissioner to recommend a 29p per week / £15 per year precept increase for 2026/27.

2. **Executive Summary**

2.1 Leicestershire Police has the highest levels achievable in internal and external audit assurance for its financial management. The force utilises “zero based” budgeting, where the required budget is built based on the actual costs of workforce and supporting assets such as police stations, vehicle fleet, information technology and other commodities.

2.2 The cost of Leicestershire Police to retain the same service level and same number of Police Officers, Staff and PCSO in 2026/27 does cost more than it was in 2025/26 and it will again cost more in 2027/28. This increases year on

year due to several factors, including general inflation, technology inflation, imposed pay awards, incremental pay scale rises, increased national insurance costs and rate changes etc.

- 2.3 After numerous years of underfunding the provisional government settlement unexpectedly included £1.4 million additional funding than expected. Whilst the actual amount of grant funding provided to the force in 2026/27 increases from 2025/26. It does not cover the increased costs of the force and creates a deficit to be overcome in 2026/27.
- 2.4 Through the four-year period of the Medium-Term Financial Plan (MTFP) based on current information the financial deficit grows significantly larger, from £9.6 million in 2027/28 to £16.4 million in 2029/30, based on current national funding projections.
- 2.5 Following £23 million of budget deficits over the last three years, the budget requirement for the force in 2026/27 to retain the current level of public service, resources and required areas of investment is £288.4 million.
- 2.6 The Police and Crime Commissioner has allocated a £283.7m budget to the force creating a further £4.7 million deficit for 2026/27.
- 2.7 Prior to the finalised budget, the initial budget allocated by the Police and Crime Commissioner to Leicestershire Police had created a far larger deficit. This has been addressed with several positive decisions being made by the Police and Crime Commissioner in response to the concerns and operational advice provided by the Chief Constable.
- 2.8 As a result of good strategic planning by the force, arrangements are already in place to close £3.5 million of the predicted £4.7 million deficit by the 31st of March 2026. This will include a further £1 million reduction in police staff and £0.5 million in police officer costs.
- 2.9 A Band D precept increase of £14 or more would close the outstanding £1.2 million budget deficit in 2026/27 and support mitigate further reductions in police resources and help with future deficits.
- 2.10 The Police and Crime Commissioner has outlined they are now setting an £11 precept. This is contrary to both the operational advice provided by the Chief Constable, and to the financial advice of the force S151 Officer.

- The decision is contrary to the public precept consultation outcome:
69% supported an increase above 21p a week / £11 per year.
56% supported an increase of 27p a week / £14 per year or above.
38%, the highest single supported option, supported a 29p a week / £15 per year increase.
- It changes the jointly agreed budget assumption set from February 2025 to 22nd December 2025 from £14, undermining good financial strategic planning and creating a budget deficit.
- It is in contradiction to the stated aims contained in the Police and Crime Plan.
- It does not consider sufficiently the £23 million of cuts delivered in the last three years.
- It exacerbates the underfunding of Leicestershire Police which is one of the lowest funded police forces already in the country, as recognised in the Police and Crime Plan and national funding data.
- It is believed Leicestershire will be a significant outlier for not going for a 29p a week / £15 a year precept. It is expected that Police and Crime Commissioner's across the country are likely to go for £15 and several forces will go above this, recognising the financial strain on police services.
- It may conflict with the internal Corporate Governance Framework.
- The force had a balanced budget based on a £14 precept increase, but £11 creates a £1.2 million outstanding deficit to overcome (despite £1 million reduction in police staff and £0.5 million in police officer resources already planned to be delivered 31st March 2026).
- The force costs more each year to maintain the same level of police staff, police officers and PCSO and therefore the decision will directly result in a reduction in resource and service to the public at a time of greater demand, expectation, and complexity.
- A £3.7 million prevention reserve fund is created from OPCC and Force reserves with no operational policing advice as to use, benefit and alignment with operational need having been provided due to no detailed business case, rationale or evidence base for its use having been shared.
- The decision reduces the public service that can be provided by Leicestershire Police by circa £6 million over four years (£1.4 million per year rising to £1.56 million per year and continuing to rise thereafter year-on year).
- The budget deficit based on the national figures known to date creates a £16.4 million deficit in the next four years, which will require significant further cuts that could be mitigated by the maximum precept increase.
- It undermines the Police and Crime Commissioner aims to be sustainable.

- The detailed rationale, written evidence base and any community safety or impact assessment for an £11 has not been shared with the Chief Constable.

2.11 It is for the Police and Crime Commissioner as part of their overall duty to “*secure the maintenance of the police force*” and “*secure that the police force is efficient and effective*” and the decision now will have significant longer-term impact past the term of office of the Police and Crime Commissioner.

2.12 In conclusion, the Chief Constable recognises the impact of any extra tax being placed on households, no one would really want to have to pay more; but this has to also be balanced with the potential level of harm, risk to the public safety and to the reduction on already strained public service from further reductions in your local police force. The operational policing advice of the Chief Constable is for the Police and Crime Commissioner to set a £15 precept increase. This is a £4 per annum / 8p per week higher than the proposed £11 increase.

3. **Recommendations**

3.1 The Police and Crime Commissioner set a Band D precept increase of £15 for 2026/27.

4. **The Budget Process**

4.1 The Chief Constable recognises the challenge that the current and previous Government’s approach to one-year funding has created and has previously written to the Policing Minister and engaged with local Members of Parliament to highlight these concerns. The Chief Constable fully recognises the difficulty in setting the budget and implementing the steps required when there is uncertainty around the budget settlement, the impact of public finances on local people and the fact the national policing funding formula has disadvantaged Leicestershire Police and the communities of Leicester, Leicestershire and Rutland over many years.

4.2 It is important to highlight that Leicestershire Police is subject to an annual external audit of its financial statements and value for money by Grant Thornton UK LLP. These are statutory requirements and provide a clear assessment of the strategic financial planning and operational delivery, as well as a national comparator. The internal auditors (Forvis Mazars) also audited the force’s core financials, payroll, sustainability, savings plan and budgetary control. All areas have received the highest levels of assurance.

4.3 In addition, the Police and Crime Commissioner invited the Home Office in October 2021 and an external consultant in 2024, to conduct an additional external assessment of the force’s financial management. The former Minister

of State and Policing Rt Hon. Kit Malthouse confirmed that there was a strong focus on financial management in the force, that financial planning assumptions were consistent with those used by similar forces and was reassured on the financial position. The value for money report commissioned in 2024 also did not result in any concerns being identified to the force and no recommendations for improvement were made.

- 4.4 The Police and Crime Commissioner and the Chief Constable recognised that the public finances were unlikely to improve, and a budget deficit was expected for 2026/2027.
- 4.5 The force had developed a sustainability plan that has delivered and overcome all the recent budget deficits (£23million in last three years). The latest audit reports on Core Financials, Sustainability and Payroll all have the highest levels of assurance achieved, with the force being shown within the highest performing in the sector.
- 4.6 These reports have been shared and reviewed within the JARAP (Joint Audit and Risk Assurance Panel), who have provided further independent scrutiny and have also provided positive feedback on the approach, jointly agreed (force and Police and Crime Commissioner) financial assumptions, and external audit findings received by Leicestershire Police in regard the sustainability plans and financial management.
- 4.7 The National Police Chiefs Council (NPCC) have also shared data with the force that reaffirms the positive financial approach the force has taken to sustainability.
- 4.8 Leicestershire Police is graded in the top forces by HMICFRS (the police service inspectorate) and in the context of a future White Paper on policing in 2026, this is a positive position to be in.
- 4.9 Leicestershire Police understands the real benefits of having good financial planning, recognising that any significant change has direct implications on the operational viability and the actual policing operating model. This takes time, investment, and effective planning to ensure that the changes can achieve the desired aims and mitigate the impact on our service to the public, and on the police core role as an emergency service, keeping communities safe by maintaining order and preventing and detecting crime.
- 4.10 As part of the approach developed last year and receiving positive feedback from the Police and Crime Commissioner, the force and the Office of the Police and Crime Commissioner (OPCC) have tried to work collaboratively and consider the budget from a holistic perspective. This also helps the statutory functions of the S151 officers to be discharged.

4.11 The Police and Crime Commissioner receives all the funding provided to the force through Home Office Grant and Local Precept. This is then split into an allocation for the force to deliver policing services and to the office of the Police and Crime Commissioner (OPCC). The approach has included considering the finances throughout the period of the Medium-Term Financial Plan (MTFP) rather than focussing simply on the one-year settlements received from central government. The joint approach also enables a greater understanding to be developed between the Police and Crime Plan, commissioned services, national policing requirements and the core duty of the force as an emergency service, there to maintain order and prevent and detect crime.

4.12 As part of the budget build, the Chief Constable and Police and Crime Commissioner consider and agree several financial assumptions, as the actual financial details will be unknown. For example, the precept levy, the grant settlement, any additional specific grants, the council tax base, and collection fund allocations are not known when building the budget. The force and OPCC cannot wait until these final decisions are confirmed or communicated as this gives insufficient time to prepare for the outcome, which could mean the force grows its capability/capacity or as in recent years continually decreases the level of resources available. The force needs time to understand the implications, interdependencies and identify mitigation and methods to reduce the impact on public safety and the service provided to the public.

4.13 A fundamental element of this collaborative approach was the Chief Constable and Police and Crime Commissioner agreeing the assumptions that the force and OPCC would utilise that would inform the budget build. It was recognised that there could be changes or volatility, but the overarching strategic approach would ensure the force and OPCC is well placed and can demonstrate strong competent financial management. To support this the Police and Crime Commissioner introduced a new approach, timetable and bespoke finance meeting called the Financial Scrutiny Oversight Board (FSOB).

4.14 The assumptions are important and the more accurate they are, the greater certainty there is in the planning. The assumptions are built and based on an assessment of the information known at the time, the contextual financial picture nationally and locally, and guidance from the Home Office. They are reviewed regularly in the budget meetings, including the newly introduced Financial Scrutiny Oversight Board. From February 2025 right through to the 22nd of December 2025, this included a jointly agreed £14 precept assumption.

4.15 The Chief Constable has provided full transparency regarding the budget build process, providing open access to the Police and Crime Commissioner, their Monitoring Officer, and their S151 Officer to all the budget build data, working papers. The force has also responded to the Police and Crime Commissioner's additional requests for financial and organisational information within the requested timescales.

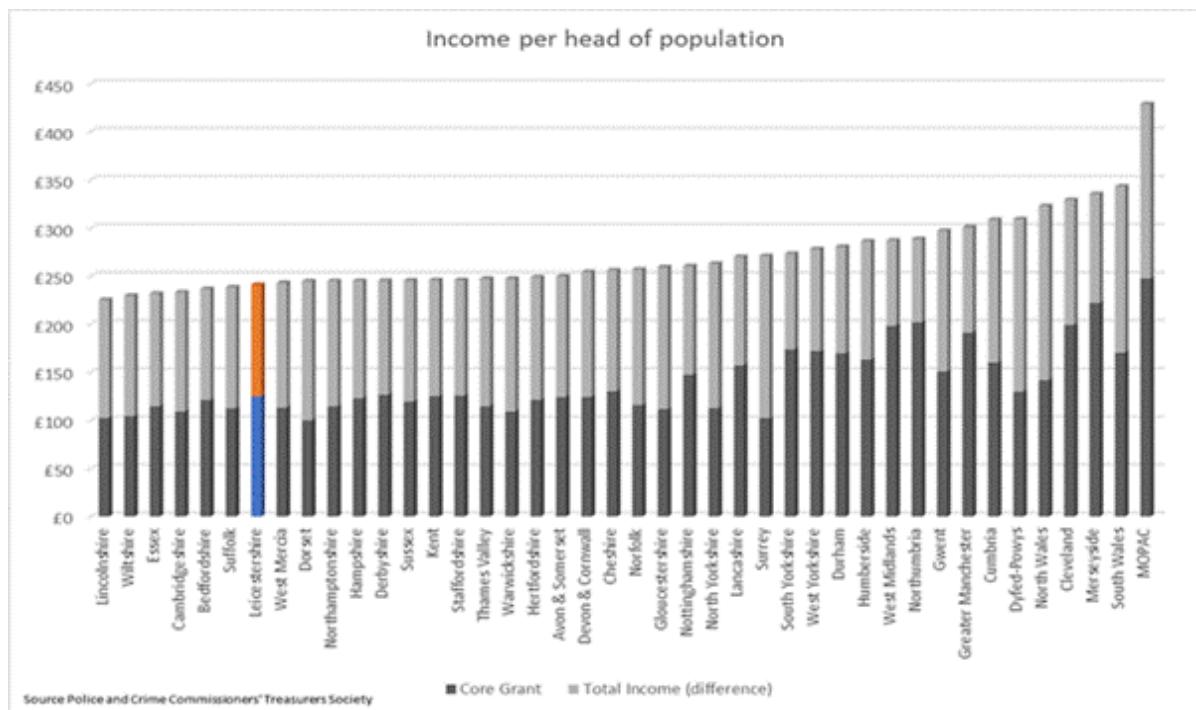
4.16 The Budget Settlement was received on the 18th of December. The settlement for the first time in many years was fairer to the communities of Leicester, Leicestershire, and Rutland, with the level of grant shared in the provisional allocation data being £1.4 million higher than had been anticipated.

4.17 On the morning of Monday 22nd December, the force had effective plans to close the budget deficits, and to fund the investments required to improve efficiency, improve service and/or performance based on the budget settlement and a £14 agreed precept assumption.

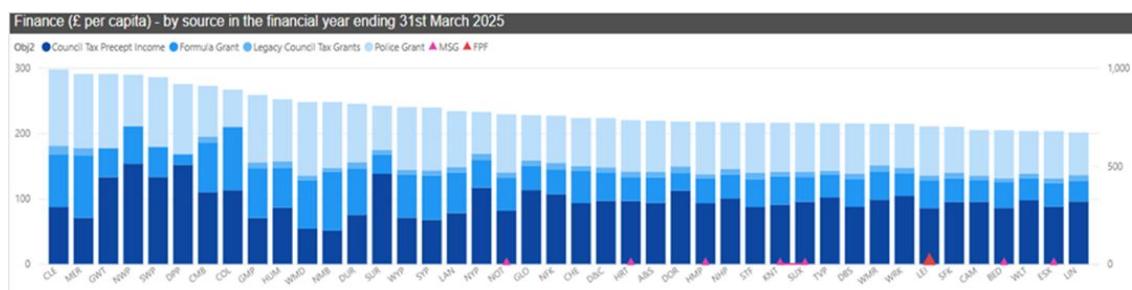
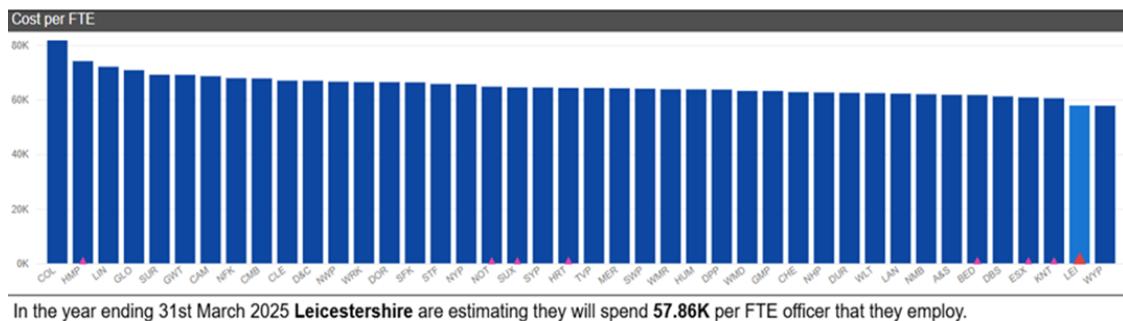
4.18 The provisional settlement announcement provided the Police and Crime Commissioner the opportunity to increase the precept to £15. This was welcomed as Leicestershire Police is underfunded compared to other forces and it helps address the funding challenges continually being addressed in recent years and supports the force aim to remain sustainable through the MTFP.

4.19 It is important for the Chief Constable to highlight the implications of the budget and place them in the context when compared nationally. It is believed Leicestershire would be an outlier for not setting a maximum precept and it is expected that several forces are going above £15 to address the financial pressures. Therefore, the current approach will mean the force remains in the lowest group for funding.

4.20 The underfunding is illustrated in the 2025 national data graphs below and is included in the Police and Crime Plan. The graphs show Leicestershire police in the lowest group of forces nationally for funding already.



Graphs taken from 2024/25 HMIC Value for Money Profiles



4.23 Revised budget allocations were presented and discussed in further Financial Scrutiny Oversight Board meetings attended by all relevant persons (including the Chief Constable) and chaired by the Police and Crime Commissioner on the 13th, 14th, and 19th January 2026.

4.24 The Chief Constable provided a further detailed response and operational policing advice to the proposed budget allocation and again there were several changes and decisions made that were received positively, as they would help mitigate future reductions in public service and operational capability and capacity of Leicestershire Police.

4.25 The budget required by the force for 2026/27 is £288.4 million. The current allocation provided by the Police and Crime Commissioner to Leicestershire Police is only £283.7 million, resulting in a funding shortfall of £4.7 million.

4.26 To close the budget deficit in 2026/27 the force has identified and will deliver £1.8 million of further efficiency savings by the 31st of March 2026 (including £1 million reduction in police staff and £0.5 million reduction in police officer pay costs and £0.3million non pay costs).

4.27 The force's prudent financial management in 2025/26 will deliver £1.5 million of savings to reduce our ongoing capital debt charges, thereby delivering a reduction in £0.5million in revenue costs for 2026/27 and beyond.

4.28 The Police and Crime Commissioner has agreed to provide £1.2 million reserves funding for one off costs in 2026/27.

4.29 This leaves a residual deficit of £1.2 million for 2026/27, which would have been closed with a precept increase of £14 or more.

4.30 The Chief Constable appreciates the changes made by the Police and crime Commissioner to the force budget allocation following extensive negotiation but continues to have concerns in regard the finalised budget allocation.

- The force had at midday on the 22nd of December presented a balanced budget based upon the jointly agreed assumptions and provisional settlement.
- The revised allocation in January still resulted in a £4.7 million deficit, with £1.2 million remaining due to the precept decision (even with £1 million of police staff and £0.5 million of resources already identified to be removed

by the 31st of March 2026 to ensure the force would not be overspending as entering 2026/27).

- There continued to be no additional OPCC contribution to the force deficit and the full OPCC budget details has not been shared with the force, but it appears to have reduced by £189k in 2026/27 compared to 2025/26. However, the overall cost of the OPCC has increased to £8.6 million from £5.4 million in 2025/26 (not including the creation of the new prevention reserve fund in 2026/27). This increase appears to have been funded by £3.4 million of MOJ/Home Office grants and £0.13 million use of OPCC reserves.
- A £3.7 million Police and Crime Commissioner prevention reserve fund is created from force and OPCC reserves and at this stage no operational policing advice has been provided as the evidence base, clear rationale or business cases have not yet been shared.
- The Police and Crime Commissioner, OPCC S151 Officer and the Monitoring Officer have not yet provided any details of the advice, rationale or evidence base for the £11 precept increase decision.
- The £11 precept increase
 - Is contrary to the jointly agreed £14 increase assumption built into the budget build since February 2025, undermining effective strategic financial management.
 - Is in contradiction to the Police and Crime Commissioner's own precept consultation where 69% of people supported an increase above £11 and 56% support a £14 or more increase.
 - Jeopardises and creates additional future pressure on sustainability through the Medium-Term Financial Plan (MTFP) and subsequent public service provision.
 - Conflicts with the aims and statements within the Police and Crime Plan.
 - Will result in a direct reduction in policing resources on top of £23 million already delivered in the last 3 years and creates a residual deficit in 2026/27 of £1.2 million.
 - Creates a £1.4 million per year funding shortfall that continues to rise to circa £6 million funding shortfall over 4 years of the MTFP and increases further year-on year.

4.31 There is a concern that the long-term impact of the decision will not secure the maintenance of the police force, will not ensure that the police force is efficient and effective, and impact upon the Chief Constable ability to be able to deliver an effective and efficient service.

5. Precept

5.1 The Chief Constable recognises the pressures on the public purse and on family and household finances. The Chief Constable has consistently raised concerns around the force funding formula and has appreciated the cross-party support of local members of parliament to help raise this issue and address this underfunding. It is also recognised that underfunding has been evident across many public service areas serving Leicester, Leicestershire, and Rutland.

5.2 The budget settlement was better than expected and there are of course many different views on the concept of precept and the inequality across different areas of the country. However, the precept does make a real difference and whilst no one would want additional taxation this has to be balanced with the level of harm, the impact on public safety and public service if your local police force continues to reduce.

5.3 The funding envelope being provided to the force on the 20th of January creates a £4.7 million deficit. Plans are in place to address £3.5 million, and this means the force must find £1.2 million in further cuts.

5.4 The key decisions creating the additional deficit are as follows.

- Precept increase reduction from £14 to £11 £1.065m per year.
- Precept at £11 and not supporting £15 £1.4m per year.

5.5 It is important to highlight if the Police and Crime Commissioner chose not to take a maximum precept increase of £15 but remained at £14 as included as part of the jointly agreed assumptions in the budget preparations and still supported in the public consultation, the force would have a balanced budget for 2026/27. This would still create significant cost pressures within the period of the MTFP and still require the force to deliver the £1million reduction in police staff and £0.5 million in police officer costs by the 31st of March 2026. This is in a context where Leicestershire Police is experiencing greater complexity of demand, higher need for investments in technology and specialisms, but with real terms cut in budget and a further year on year realignment of the workforce.

5.6 In the past the precept has led to growth and investment, but the reality is that this year, as with recent years, the precept increase will be mitigating the number of cuts required and the potential severe impact on public service.

5.7 The force already has one of the leanest back offices in the country, as evidenced in the HMICFRS value for money profiles. The Police and Crime Plan specifically highlights the force's underfunding. An £11 precept increase in 2026/27 would mean a further and additional significant reduction to the

force's resources, which would predominantly have to be met if the government police officer uplift penalties are not removed by resource reduction, redundancy and reverse modernisation of officers moving from frontline roles into back-office functions, reducing the force's ability to deliver core functions and/or being visible within our communities. If the uplift penalties are removed, it could mean a further significant reduction in police officer numbers. Leicestershire Police still has less Police Officers, PCSO's and Police Staff than it did in 2010 despite the increase in demand, calls for service and complexity of modern policing.

- 5.8 With a £11 precept increase, it is the force's view that the transformation and service to the public will need to be significantly reduced or withdrawn. It will also impact on the investments we can make, in developing skills and training of our people, in local neighbourhood policing, in technology and prevention, which are designed to improve service, reduce extraneous demand, and find savings and efficiencies in the medium-term. All contributing directly to the force's effectiveness, efficiency, and legitimacy.
- 5.9 The Chief Constable and the Police and Crime Commissioner have been raising the unfair funding of Leicestershire Police. If the settlement still leads to a budget deficit and if the precept funding allocation is not changed, it is disappointing that it is local Police and Crime Commissioner decisions that do not help try and address further budget strain, risk, and pressures on the force, with an impact on public harm, safety and service.
- 5.10 The Police and Crime Commissioner should understand that a £11 precept increase will affect the policing service for the people of Leicester, Leicestershire, and Rutland in the short, medium, and long term. It is contrary to the operational policing advice of the Chief Constable and will impact on the ability to continue to deliver service in 2026/27 in the same way as in 2025/26 and will impact on having due regard to the Police and Crime Plan.
- 5.11 The Government has given police forces the opportunity to apply for a precept increase above 29p per week / £15 a year. As a nationally underfunded force a significant increase above £15 would solve several challenges and strengthen the capability of the force significantly. It would help maintain and improve service to the public and help return to past levels of resourcing.
- 5.12 Despite this, the Chief Constable has not sought to request a precept increase above £15. The Chief Constable has considered the criteria and considered the local impact on taxpayers and balanced this with the plans for the force can achieve with a £15 precept increase in 2026/27.

6. **Sustainability**

- 6.1 The Police and Crime Commissioner has held the force to account in regard the sustainability plans. The predominant driver for the budget deficits has been the

imposed national unfunded pay awards, which have been overcome, and over £23 million efficiency savings being delivered in the last 3 years. The pay award in 2025 of 4.2% increased the force costs by £4 million in 2026/27 and IT inflation was running at 13%, which is totally out of the control of both the Police and Crime Commissioner and Chief Constable.

- 6.2 The budget deficits being have been overcome and both the internal and external auditors have highlighted the effectiveness of the force approach. It appears that in the current budget allocation the fact £23 million savings have been taken out of the force's budgets in the last three years and there are less Police Officers, PCSO and Police Staff than in 2010 has not effectively been taken into consideration when creating further pressures on the force.
- 6.3 It should be noted that from the effectiveness of the force approach there was a balanced MTFP based on the jointly agreed assumptions with the Police and Crime Commissioner as recently as in June 2025.
- 6.4 Throughout the year financial papers have been submitted with the agreed assumptions and there was no shared planning to reduce the precept increase below £14. This includes in the November and December Financial Scrutiny Oversight Boards. The Chief Constable was not consulted and had consistently highlighted the importance of the precept decisions. The force supported the Police and Crime Commissioner with transparent and effective budget planning and in regard the aim that any reductions need to be made in a planned and sustainable way, as to not compromise service delivery and public safety. A substantial and significant change being made at such a late stage is undermining to effective strategic financial management, which the force delivers at the highest levels, as highlighted through internal and external audit.
- 6.5 The reduction of the precept increase, from a maximum £15 to £11 (29p per week to 21p per week and £4 in total difference) will have a cumulative effect and within the period of the 4 years of the MTFP means a circa £6 million reduction in public service funding, with £1.4 million reoccurring every year thereafter (but growing each year to £1.55million by end of MTFP).
- 6.6 To put it into context £6 million is the equivalent of 150 PCSO's serving the public locally in our neighbourhoods.
- 6.7 An important aspect to consider is what is known, and the implications of decisions today will have on sustainability in the future and through the period of the MTFP. The Police and Crime Commissioner has not shared with the Chief Constable any advice they have received, or any information regarding the impact assessment that this reduction would have on the policing services, or the considerations made by the Police and Crime Commissioner in managing the future impact of the decision.

6.8 As part of the strategic planning, we must recognise and consider the force currently spends less on our police officers compared to other forces (HMICFRS Value for money profiles) due to a lower management profile, but predominantly due to the length of service of our workforce. Currently a new in-service Police Constable with on-costs is £45k per annum, rising with each year of service to £72k per annum within 7 years. Therefore, the cost of our police officer establishment will increase year on year for the same amount of actual deployable resource. This must be considered with a clear strategic view to the future when making decisions around funding and affordable officer numbers. If this is not funded the number of police officers in the future would reduce to remain within the same budget.

6.9 The strategic and planned use of reserves helps to support maintain and deliver public service and keep people safe. This has and should still be used to support the force deliver on its core functions. The strategic use of reserves is an area that is important around sustainability, to ensure that a longer term and not a short-term approach is undertaken. Therefore, any investments using reserves need clear business cases and consideration of the longer-term impact to supporting force demand, enhancing public service or safety, increasing performance or supporting the force be more efficient. This is set within the context of a shrinking organisation at time of increased demand and complexity.

6.10 The decision around the use of reserves and the precept is a decision of the Police and Crime Commissioner but the Chief Constable highlights the impact that this will have in year but also the cumulative impact on sustainability each year of the MTFP. The current approach would undermine the Police and Crime Commissioner's aim to be sustainable through their term of office and will not support the Police and Crime Commissioner discharge their statutory responsibilities.

6.11 The danger is that the force financial situation, the number of officers, PCSO and police staff and ability to meet public needs will in the longer term be in a worse position, which would be potentially explainable to the public from externally imposed budget settlements, but more difficult when based on local decisions.

6.12 The following data evidences and clearly illustrates the impact and necessity to make the right decisions now and for the future.

Precept Options Summary 2026/27

Option 1 - £15 Precept Increase

Extrapolation of funding based on total SR funding envelope including grant & precept, 3.6% increase in 2027/28, and 2.5% increase in 2028/29 and 2029/30 based on provisional settlement.

Inclusion of future years costs for Neighbourhood Grant Officers and Staff - details to be confirmed by Home Office. One off costs in 2026/27 funded from reserves removed from 2027/28 onwards (reserves £208k less than option 2).

	2026/27	2027/28	2028/29	2029/30
	£	£	£	£
Expenditure	271,728,089	288,587,306	297,993,982	309,362,184
Funding	268,464,650	278,129,377	285,082,611	292,209,677
Surplus / (Funding Gap)	(3,263,439)	(10,457,929)	(12,911,371)	(17,152,507)
Savings / Use of Reserves	3,263,439	2,295,745	2,295,745	2,295,745
Net Surplus / (Funding Gap)	(0)	(8,162,184)	(10,615,626)	(14,856,762)

Option 2 - £11 Precept Increase

Extrapolation of funding based on total SR funding envelope including grant & precept, 3.6% increase in 2027/28, and 2.5% increase in 2028/29 and 2029/30 based on provisional settlement.

Inclusion of future years costs for Neighbourhood Grant Officers and Staff - details to be confirmed by Home Office. One off costs in 2026/27 funded from reserves removed from 2027/28 onwards (maximum agreed use of reserves).

	2026/27	2027/28	2028/29	2029/30
	£	£	£	£
Expenditure	271,728,089	288,587,306	297,993,982	309,362,184
Funding	267,043,665	276,657,237	283,573,668	290,663,010
Surplus / (Funding Gap)	(4,684,424)	(11,930,069)	(14,420,315)	(18,699,174)
Savings / Use of Reserves	3,471,507	2,295,745	2,295,745	2,295,745
Net Surplus / (Funding Gap)	(1,212,917)	(9,634,324)	(12,124,570)	(16,403,429)
Variance - Option 1 v 2	1,212,917	1,472,140	1,508,944	1,546,667

6.13 There also appears to be a potential contradiction with the internal Corporate Governance framework section 6.1.17 that outlines below a requirement to balance expenditure needs of the police service against the level of taxation to achieve a balanced budget. Therefore, if expenditure needs to be higher, taxation should rise accordingly.

Corporate Governance Framework

December 2025 Version Five

6.1.17 The Police and Crime Commissioner should consult with the Chief Constable and other relevant partners and stakeholders in planning the overall annual budget which will include a separate force budget. This will take into consideration funding from government and from other sources, and balance the expenditure needs of the policing service and community safety against the level of local taxation. This should meet the statutory requirements to achieve a balanced budget (Local Government Act 2003) and be completed in accordance with the statutory timeframe.

6.1.18 The annual budget should be prepared within the context of the medium-term financial plan, representing the first year of that plan. The impact of the annual budget on the priorities and funding of future years as set out in the Police and Crime Plan and the medium-term financial plan should be clearly identified.

7. **Precept Increase of 29p per week / £15 per year**

- 7.1 The precept increase of 29p per week / £15 per year is only 8p per week and £4 a year more than the £11 set by the Police and Crime Commissioner.
- 7.2 Using precept, the force will be able to protect the investment in those service areas we know are important to local communities and those outlined in the Police and Crime Plan. For example, it would enable us for a year to maintain our focus on neighbourhood policing, urban and rural crime, violence against women and girls and high harm crime, whilst maintaining the current operating model but still with less people.
- 7.3 A £15 precept increase will enable the force to continue to maintain the improved call handling performance for emergency 999 and non-emergency calls. Without the maintenance of the investment, despite introducing new ways working, using right care right agency best practice, refurbishing the facility, and introducing new digital technology the service to the public will reduce.
- 7.4 A £15 precept increase will support the force approach and collaborative partnership with the OPCC, to develop and maximise the benefits of the new Prevention Directorate, in particular with external partners develop and optimise new diversionary programmes to prevent crime, provide tailored and targeted support and intervention, to both those victims and offenders who display additional risk of becoming a victim again, or of further offending.
- 7.5 The Chief Constable has due regard to the Police and Crime Plan and supports a focus on prevention activity, and a £15 precept increase would support the Police and Crime Commissioner ambition to continue to focus on prevention.
- 7.6 A precept increase of £15 will also allow us to continue to move forward at pace to deliver the next phase of transformation linked with IT and digital restructuring to enable greater safe use of AI and automation to create both cashable and non-cashable efficiencies.
- 7.7 If a £15 precept increase is agreed, it would enable for a year the force to maintain the uplift in police officer numbers in neighbourhoods and maintain the plan to increase in 2026 the number of PCSOs into rural communities and the city.

7.8 A £15 precept increase makes a real difference to the cuts that the force faces in the next four years. There is a clear balance required and based on the current trajectory and current financial assumptions the force cannot achieve both, between not wanting to increase local taxation, but also wanting to make sure that there is not greater harm and risk to the public, that public service can be maintained, and that police visibility does not reduce further.

7.9 Precept is the decision of the Police and Crime Commissioner, and it is not just a decision for today but also a decision for the future that creates a real legacy impact through the period of the MTFP and beyond.

7.10 The decision to have a £11 precept increase and not to support a £15 increase needs to be informed in light of the assumptions of the future grant allocations and MTFP (as clearly shown at page 15) and have due regard to the statutory role of the Police and Crime Commissioner to *“secure the maintenance of the police force”* and *“secure that the police force is efficient and effective”*.

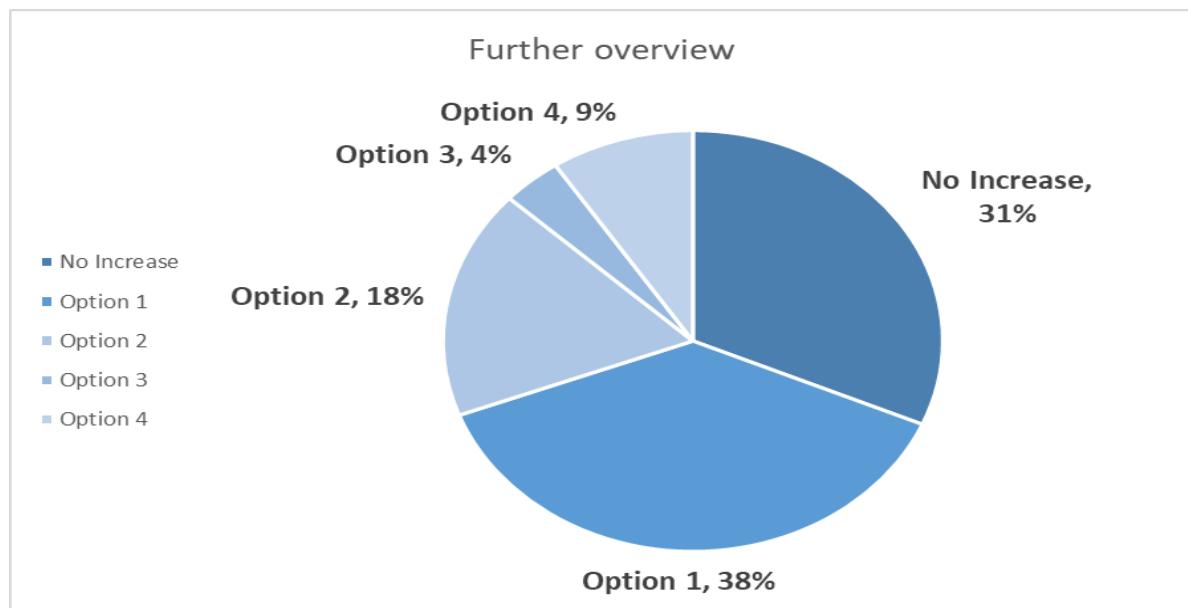
7.11 The difference between the £15 precept increase and an £11 precept increase is only £4 per annum or 8p per week in 2026/27. This must be considered in achieving a balance between the family/household’s budget and the implications to public safety and harm and a significant future reduction in police officers, PCSO’s and staff.

8. **Public Consultation**

8.1 The Police and Crime Commissioner’s budget allocation to the force does not appear to be fully informed by the public consultation. The Police and Crime Commissioner refers to the strain on the public and personal finances which the force is very sensitive to and recognises this within its own workforce. There is though no reference to the broader cost of crime to the local economy, the benefits policing provides, the impact on core policing services, the impact in relation to the force support to the police and crime plan and the potential harm caused from reducing policing resources.

8.2 The Police and Crime Commissioner undertook a public consultation on the precept levy. The decision to set a £11 precept increase for 2026/27 is contrary to the public consultation outcome, as illustrated in the tables below created by the Office of the Police and Crime Commissioner.

Option	Description	Indicative cost increase per week for Band D property	Percentage of responses for each option
Option 1	Paying more to contribute towards the ongoing financial pressures of Leicestershire Police	+30p (*actual +29p)	38%
Option 2	Matching the increase from last year (25/26)	+27p	18%
Option 3	Paying more to contribute to the costs of the pay award (4.2%)	+24p	4%
Option 4	Paying more to contribute to the costs of inflation (3.8%)	+22p	9%
Option 5	No increase	0p	31%



8.3 The largest section, 38% of those responding supported option 1 paying 29p a week / £15 more to contribute to the ongoing financial pressures of Leicestershire Police.

8.4 56%, a majority of those responding supported option 1 or 2, a precept of 27p per week / £14 or more.

8.5 69% indicated they would be happy to support at least the minimum increase to maintain service levels, which is actually above 21p per week / £11 a year.

8.6 Only 31% supported no increase at all, of which the data provided by the Office of the Police and Crime Commissioner showed it was the council tax higher Band, rather than the lower Band, that were less likely to support the increase.

8.7 A reduction in the support provided by taxpayers will have a real impact on public service, community safety and operational capability of the force in the short, medium, and long term as it will have a permanent year-on-year detrimental impact.

9 **Police and Crime Plan**

9.1 The Chief Constable has due regard for the police and crime plan and there is consistent evidence of the force's contribution to the delivery of the plan. The current budget allocation has a direct impact on the resources of Chief Constable and therefore restricts the ability to deliver against the plan in the future.

9.2 The precept decision to go for £11 increase does directly impact on the stated aims and statements included in the police and Crime Plan

- **How the force is already disadvantaged.**
- **How financial sustainability of the force will be key.**
- **Aim that the force is well resourced.**
- **That the force is secure for the long term.**
- **That the force has a sustainable financial position into the future.**
- **That a long-term approach to resources, spending, and funding pressures will be taken.**
- **That you can only allocate the resources with which you are provided.**
- **That Leicestershire Police have one of the lowest levels of funding per head of any police force in the country.**

9.3 The impact of the decision and the constraining of the available resources will impact on the service provided to the public and therefore has the potential to undermine the shared ambition of the Chief Constable and Police and Crime Commissioner to build and improve trust and confidence in policing.

10 **Operational and Organisational Implications, threat, and risk**

10.1 It is important for the Chief Constable to highlight the implications of the budget and place them in the context of current operational demand, threat, and risk in Leicestershire.

10.2 The strategic challenges outlined for 2025/26 in the previous Police and Crime Panel operational budget report of January 2025, remain largely the same as we enter 2026/27, but with the unenviable requirement for a further reduction in

people and resource to address these challenges in 2026/27 because of the budget decisions.

10.3 The Chief Constable has set out his strategic plan for addressing these strategic challenges and delivering both the force priorities and ambitions of the Police and Crime Commissioners Police and Crime Plan in 'BluePrint 2030 and beyond'.

10.4 Leicestershire Police remains resolutely committed to delivering consistently good public service with high standards and despite the underfunding (lowest 7 in country of 43 forces) building further on our ranking (top 8 in country of 43 forces) as a leading force in the UK, as we support the delivery of the Police and Crime Plan and deliver our core role as an emergency service and protecting our communities by maintaining the peace and preventing and detecting crime.

10.5 Funding Leicestershire Police contributes into a system that provides universal protection, safety, and order for everyone in Leicester, Leicestershire, and Rutland, regardless of where they live or what they earn 24/7, 365 days a year.

10.6 In Leicestershire Police, around 81% of our entire budget is spent on people, Officers, PCSOs and staff because policing is a people business delivered day and night. Leicestershire Police provides a 24/7 emergency service that comes when it's needed most, provides visible neighbourhood policing that keeps streets, towns, and villages safer, contains skilled investigators and specialists for today's complex crimes, provides protection for the most vulnerable in our communities and behind the scenes our enabling teams and national collaborations make it all work efficiently.

10.7 Policing is complex, covering a broad range of services and functions, including:

✓ **Emergency Response (999 and 101)**

A core function of the Police

- Immediate response to life-threatening emergencies
- Attendance at collisions, crimes in progress, missing persons, and domestic incidents
- Close coordination with Ambulance and Fire Services, 24/7, 365 days a year

✓ **Crime Prevention and Deterrence**

A significant part of our policing approach is preventing harm before it occurs. As a result, residents, students, businesses, and visitors across Leicester, Leicestershire, and Rutland benefit from the following prevention activity:

- Visible neighbourhood policing that deters crime and antisocial behaviour
- Licensing and safety checks for venues, events, and public spaces
- Prevention and partnership work with OPCC, councils, schools, and charities
- Intelligence led disruption of organised crime and high harm offenders.

✓ **Investigation of Crime**

Taxpayers' funding pays for the people and technology to:

- Investigate crime – including violence, sexual offences and VAWG, burglary, vehicle crime, rural crime, retail and business crime, fraud, online crime, hate crime, cybercrime, and all crimes under the Home Office National Crime Recording Standards

- Secure evidence, arrest and interview suspects, safeguard victims, and support prosecutions

✓ **Protection of Vulnerable People**

We deliver services that allow us to safeguard those most at risk:

- People affected by domestic abuse, children at risk, exploited adults, missing people.
- People in mental health crisis (often requiring longer officer time and specialist partners)

✓ **Counter Terrorism, Firearms & National Security**

Taxpayers in LLR receive support and protection from dedicated Counter Terrorism, Firearms and Serious and Organised Crime Teams. Much of this work is not visible, and that's by design. However, they protect local communities by the:

- Disruption of extremist threats and organised networks
- Protection of crowded places and critical infrastructure
- Coordination with regional and national policing units
- Response to public safety incidents and crimes

✓ **Public Order & Safety at Events**

Leicestershire Police provide public order and public safety services across LLR and beyond and ensures our communities can safely enjoy events throughout the year. The services we provide include policing:

- Protests and marches
- Football matches, concerts, festivals, and major community events
- VIP and royal protection

✓ **Roads Policing**

Taxpayer funding supports:

- Serious collision response and investigations
- Tackling dangerous and uninsured driving
- Disrupting criminals who use the road network.

✓ **Partnership Work That Saves Society Money**

Leicestershire Police have statutory responsibilities that it legally must deliver and supports other locally based partners in protecting our communities. We work with:

- NHS & Mental Health Services, Local Councils, and Social Care
- Probation, Prisons, and Charities
- Regional and national policing collaborations for specialist capabilities and services

✓ **Good Value to local Taxpayers**

Independent scrutiny says we run a lean, value for money service.

- External and internal auditors have given the highest levels of assurance on our financial management and sustainability.
- HMICFRS Value for Money profiles show Leicestershire has very lean "back office" functions compared to peers, with proportionally higher investment in frontline delivery.
- We have delivered £23m of efficiency savings in the last three years, redesigned processes and introduced technology (incl. safe and policy supported automation and AI) that gave 200,000 staff hours back to frontline work without compromising safety.
- Our operating model prioritises local neighbourhood policing supported by specialists, so issues are owned and solved where they occur.

10.8 In 2025, the force has dealt with approx. 1500 calls for service a day, which amounted to 4,899 additional 999 calls and 38,565 more non-emergency calls than last year.

10.9 Policing pressures in 2025 have been consistently high across the year, with our officers making over 15,000 arrests, investigating 91,500 crimes, looking for 3756 missing people and sharing over 48,278 referrals to partners identifying potentially vulnerable adults and children.

10.10 In 2025 the force launched 11 homicide investigations, of which 2 have resulted in convictions, 5 have been charged and awaiting conclusion at court and 4 remain under investigation.

10.11 We also attended 665 deaths in the community and completed enquiries on behalf of His Majesty's Coroner.

10.12 There were 17 critical incidents which required Gold Group oversight, covering a broad range of operational issues from IT and Cyber events, missing people, community tension and criminal justice pressures.

10.13 The force undertook 220 Firearms deployments across the year, of which 177 were dynamic incidents presenting immediate risks to the public, 43 were planned operations. requiring a coordinated Command response and there were 8 mutual aid deployments to support national firearms threats.

10.14 Furthermore, the Force experienced additional demands from the prison sentence changes and early release of prisoners and around policing protests in the summer and autumn linked to international conflicts, community tensions and immigration policies. There were 71 full Public Order deployments by the force in 2025, 53 being in response to public safety events in our force area, and 18 being in support of national events.

10.15 We have supported numerous national community safety campaigns this year, including the Safer Summer and Safer Winter initiatives. This has resulted in 178 events having taken place across Leicester, Leicestershire and Rutland including beat surgeries, patch walks, and public gatherings. 88 business-focused events were conducted across each of the neighbourhood policing areas and over 2000 additional patrol hours were delivered during the campaign.

10.16 The force covers an area which is rightly proud of its rich diversity and range of emerging and established communities, including large scale new housing estates being built in our rural and metropolitan areas. This provides both challenges and opportunities for the force in delivering the service we believe all members of our communities deserve.

10.17 In line with consistent trends over previous years, our population has grown by over 100,000. Leicester remains one of the most deprived cities in England ranking 32nd most deprived out of 317 local authority districts.

10.18 Force data for 2025 indicates that the force arrests 1200-1300 people each month, 20% of those arrested are foreign nationals and 39% have a mental health need, 27% of detainees declare self-harm and 13.1% require an appropriate adult, increasing the resources and time to manage, process and increasing our interpreter and medical provision costs.

10.19 The levels of investment and engagement necessary to reassure and support victims, communities and sustain and maintain good order continues to far exceed what we have experienced in recent years. This has required the force to invest further in local neighbourhood policing and manage a sustained demand on specialist public order and safety officers.

10.20 Policing continues to become more complex; there are ever increasing imposed expectations on recording, checking, and processing demand and with the rapidly changing nature of crime, investment into high-harm crimes, cross-border criminality and the interconnected nature of physical and digital evidence that needs to be captured and interpreted.

10.21 There remains sustained improved confidence to report complex high harm crimes like rape, child exploitation and abuse, domestic violence, stalking and harassment. They all require continued significant investment as part of the violence against women and girls' strategy (VAWG) and 'Operation Soteria' initiative (Home Office supported approach to rape investigation), strengthened by the introduction of the National Policing Centre for Public Protection, opened at the College of Policing this year.

10.22 It is also important that the force continues to focus on areas of high harm and invests in areas of transformation. The decisions made in the past have placed the force in a stronger position to manage the challenges of today. Therefore, the investment decisions made this year, and subsequent years will help the force in 2030 and beyond.

10.23 The 2025/26 Force Management Statement is currently being finalised. This is a HMICFRS requirement for Chief Constables to complete a statement and explanation of

- *current and projected demand: the demand the force is currently facing, as well as demand it expects to face in the next four years.*
- *workforce assessment: the performance, condition, capacity, capability, well-being, serviceability and security of supply of the force's workforce and non-workforce assets, and the extent to which current force assets will be able to meet expected future demand.*
- *prioritisation and planning: how the force will change and improve its workforce, policies, practices and other assets to cope with future demand; and*
- *risk management: the risks that have been identified because of demand that can't be met, how these will be mitigated and the effect you expect this to have.*

10.24 The current draft before further budget cuts are imposed identifies 22 business areas across the force which have been assessed as a high priority due

to anticipated increased demand, threats and pressures, skills and resourcing challenges and ability to mobilise mitigation activity.

10.25 As previously, the force has prioritised, implemented, and continues to develop plans that are aligned with managing the budget and reducing the threat, risk and harm identified through our strategic and operational planning processes.

10.26 Leicestershire Police has been robust in identifying and implementing savings to address budget deficits over previous years. Most of these savings having come from reduction in police staff numbers as we seek to avoid penalties and maximise external funding opportunities. This does, however, have an impact on the reduced number of staff left within the organisation seeking to meet the ever-increasing demands.

10.27 To mitigate those impacts, the Force has sought to maximise every opportunity to identify and implement productivity improvements and create capacity for our staff, use technology to support colleagues in delivering their duties and strengthened our health, well-being, and employee incentive schemes.

10.28 In June 2025 the Force stood up an Operational Productivity forum, co-chaired by the Assistant Chief Constables to identify and introduce business focussed innovation opportunities that delivered immediate time saving to front line staff. To date, we have been able to evidence over 200k hours of time given back to officers and staff through making good decisions about how we manage our administration and processes.

10.29 Specific examples of innovation and bold decision making introduced this year to increase productivity and liberate staff from unnecessary administrative tasks include:

- Reducing the administration required around Public Protection Notice's saving at least 225 front-line officer hours per month.
- The Assessment and Investigation Unit (AIU) has been introduced to take more pressure off our emergency response teams and enhance our service offer and efficiency through a new victim video calling service, with high levels of public satisfaction recorded.
- Introducing in 2026 a role-specific approach to personal safety training, reducing the number of days officers are required to train across a 24-month period.
- Introduction of AI with necessary safeguards and policy to our policing business to improve efficiency, including around supervisory crime management functions.
- Reviewing Use of Force form requirements and reducing officer completion time

10.30 Our wellbeing team have introduced bespoke health, wellbeing, and fitness appointments available to all employees this year, including delivering clinics and offering appointments at police premises across LLR to maximise the opportunity and reduce the abstractions for all staff to receive well-being support.

10.31 The existing offer around member funded gym membership, exercise and recreational classes, financial and debt advice, mental health and addiction services have been enhanced this year in recognition that to achieve our mission of protecting communities across Leicester, Leicestershire and Rutland with an ever-shrinking work-force and increased demands, we need to ensure those who are working for us are fit, healthy, present and fully engaged in service delivery.

10.32 There remains enduring pressure points and business areas of particular concern regarding health, wellbeing, and attendance. For example, the performance of the control room, caused by the turnover of resources and the sustained increase in demand and calls for service. The force has continued to invest in uplifting the resources in the control room this year delivering significant improvements in call handling times and being at the forefront nationally of performance for responding to 999 calls. This has included repurposing a Chief Superintendent post to specifically Lead Force Contact and Operations and enable greater focus and support on people and performance.

10.33 The force recognises and really values the benefits of a mixed police workforce in terms of public service delivery, skills, and specialisms. However, the government conditions on the budget such as the PUP uplift penalties for police officer numbers have been restricting the force and the potential change of approach to lift these penalties is welcomed. The force has invested in Neighbourhood policing and tried to maximise the additional grant funding. This is a very important consideration in the budget build process as officer and PCSO numbers are supplemented from this neighbourhood uplift funding (2420 to 2242 FTE officers and 150 to 161 PCSO FTE).

10.34 It is worth noting that many Police Staff have an integral role in addressing the strategic and contextual risks as they have specific skills and specialisms not held within our PCSO and Police Officer establishment. Our staff consistently go above and beyond and have engaged in the transformation. The continued reduction in resources is not sustainable and means that the force will be unable to maintain the same levels of public service and protect our local communities in the same way. Any changes need the time to plan, and the right workforce mix to help mitigate the impact on public service and public safety, as well as ensuring the capacity and capability of the force can achieve the national policing requirements.

10.35 This is set in the context that £23 million has already been delivered in efficiencies in the last three years and demand, complexity and expectations are increasing.

10.36 The force needs time and investment to plan for the significant levels of budget deficit through the period of the MTFP, but it is clear the precept decisions, having a year-on-year impact will have a direct impact on public service.

11 Operational and practical impact of the proposed budget allocation

11.1 The budget allocation does increase but it is clear that the increase fails to cover the actual costs of the current force service, as illustrated in the budget allocation provided by the Police and Crime Commissioner creating a £4.7 million budget deficit on the force.

11.2 This report outlines the fact the force uses “zero based” budgeting. Each person and thing are costed so the required costs are accurate and for the force to operate under its current resourcing it will cost more than what the Police and Crime Commissioner has allocated. Therefore, the force will need to reduce as it has recently year-on-year. The force had a national 4.2% pay award imposed creating over £4million in cost increase than the previous year, pension and national insurance contributions and pay increments each year increase – a new officer costs £45k per annum but after 7 years a constable costs £72k per annum. IT inflation has risen by 13% and other costs have increased above inflation levels. To retain the same level of service each year more funding is required as the resources, of which 81% of the budget is invested in people providing a service for the public, cost more each year.

11.3 The decision to set an £11 precept increase creates a further reduction in resources and service to the public and therefore there will be further cuts and it should be highlighted the national funding remains provisional and there are several areas of potential additional costs.

11.4 The force will continue to work hard in 2025/26 to mitigate and limit the impact of the future costs, financial liabilities and ensure that service pressures are mitigated before entering the new financial year of 2026/27.

11.5 The Chief Constable continues to want to achieve a fair budget for the public and for policing and has a legal duty to ensure there is an effective and efficient police force and gives due regard to the police and crime plan. This will be challenging through the period of the MTFP.

11.6 The Chief Constable has considered the budget implications and the implications of having to make further cuts. In considering the £23 million budget deficit already overcome, the additional £4.7 million in 2026/27 and the potential £16 million deficit over four years of the MTFP this will require a target

operating model change. Any plans need to be thought through and considered fully as there is a direct risk to public service and public safety and to officer, PCSO and staff safety.

11.7 It should be acknowledged that the current service to the public would change, and it should be expected that this would need to be reduced.

11.8 The approach would follow the previous successful sustainability plan approach highlighted positively in internal and external audit, with detailed planning and a full business case to understand the implications and actual costs. This is important as the required redundancy costs would need to be built in and there is no financial provision to meet these costs. It is likely based on the information gathered when exploring and accepting voluntary redundancies in previous deficit plans, that it could take several years for a saving to actually be realised. This is due to the level of service and age of many police staff in the workforce and the risk of pension strain costs for those above 55 years old.

11.9 It is not fair or reasonable to expect the Chief Constable within such a short period to prepare a plan that is detailed, reasonable and achievable before the Police and Crime Panel (from a budget allocation finalised on the 20th of January 2026). To put the current budget allocation into reality when £23 million has already been taken out of Leicestershire Police in the last three years, there is a £4.7 million deficit to overcome in 2026/27 and for 2027/28 based on the current projections it would mean a reduction of circa. 250 police officers or a reduction of approx. 300 police staff and/or PCSO.

11.10 It is clear the £1.4million reduction per year (rising to circa £6 million in four years of the MTFP and continuing to grow year on year) in the potential budget allocation provided as a result of the precept decision will reduce the resources, capacity, and capability of the force. These resources deliver public service and keep the public safe, requiring significant planning and preparation as the target operating model and service provided to the public will need to change.

12 Summary

12.1 The internal and external audits showcase the professional approach to financial management undertaken by the force.

12.2 The Chief Constable recognises the strain on the public purse, but this needs to be balanced with the impact on public safety, potential public harm and public service.

12.3 The decision to set a precept increase of 21p per week / £11 per year, is not supported by the Chief Constable, is contrary to the public consultation and is in contradiction with the aims and statement of the police and crime plan.

12.4 The setting of the reserve strategy and precept is a decision of the Police and Crime Commissioner, the financial assumptions clearly illustrate the funding gaps created and the potential £16.4 million financial deficit over the next four years, and it is as part of their overall duty to “*secure the maintenance of the police force*” and “*secure that the police force is efficient and effective*”. The precept decision will create pressure on the Police and Crime Commissioner to deliver on their statutory role in their final years, but even more pressure on any future governance arrangement.

12.5 This report aims to show the reality of the decision not to provide the level of funding the force needs to maintain the current levels of service both now and importantly in a prudent and strategically planned manner into the future.

12.6 The decision now will have significant longer-term impact past the term of office of the Police and Crime Commissioner. The Chief Constable operational policing advice having considered the balance between tax increases and potential harm and risk to the public and impact on public service is for the Police and Crime Commissioner to set a £15 precept increase. This is only £4 per year or 8p per week higher than the proposed £11 precept increase but makes a significant difference to the effectiveness of the force in the future.

Implications

Financial: Significant

Legal: Significant in longer term as result of reduced service and resource

Equality Impact Assessment: Potentially significant dependent on outcome of budget decisions

Risks and Impact: Significant to public safety and service, delivery of Police and Crime Plan, HMIC inspections

Community Safety Impact -Potentially significant dependent on outcome of budget decisions.

Link to Police and Crime Plan: The budget has a direct correlation with the police and crime plan delivery

Communications: Police and Crime Panel, OPCC and Leicestershire Police

Person to Contact

T/Chief Constable David Sandall
S151 Finance Director Paul Dawkins

CAPITAL STRATEGY 2026/27

Introduction

This capital strategy provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of policing services along with an overview of how associated risk is managed and the implications for future financial sustainability.

Decisions made this year on capital and treasury management will have financial consequences for the Policing Body for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

Capital Expenditure and Financing

Capital expenditure is where the Police and Crime Commissioner (PCC) spends money on assets, such as property, IT or vehicles that will be used for more than one year.

In 2026/27, the Force is proposing capital expenditure of £9.7m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2024/25 actual	2025/26 forecast	2026/27 budget	2027/28 budget	2028/29 budget
Estates	1.3	1.2	4.0	0.3	0.1
IT	1.6	2.4	3.4	3.6	0.9
Fleet	1.6	1.0	1.0	1.3	1.3
Operational Equipment	0.1	0.2	1.0	-	-
Corporate Projects	1.5	0.3	0.3	0.6	0.6
TOTAL	6.1	5.1	9.7	5.8	2.9

The capital projects included in the expenditure above are detailed later in this report on page 6.

Governance: The Estates, IT and Transport Departmental Heads in conjunction with the business, bid annually during October for projects to be included in the Force's capital programme. Bids are collated by Corporate Finance who calculate the financing cost (which can be nil if the project is fully funded from other resources). The proposed capital programme has been reviewed by Chief Officers and the PCC's office. The final capital programme is then presented to the **Strategic Financial Oversight Board** in **December** for approval.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the PCC's own resources (revenue, reserves and capital receipts)

or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £ millions

	2024/25 actual	2025/26 forecast	2026/27 budget	2027/28 budget	2028/29 budget
External sources	0.7	0.9	0.7	-	-
Revenue resources	4.3	1.8	0.1	0.1	0.1
Debt	1.1	2.4	8.9	5.7	2.8
TOTAL	6.1	5.1	9.7	5.8	2.9

Where the commissioner finances capital expenditure through borrowing (debt) resources must be set aside to repay that debt from the revenue account. The amount charged to revenue account for the repayment of borrowing is known as the Minimum Revenue Provision (MRP). Planned MRP is as follows:

Table 3: Replacement of debt finance in £ millions

	2024/25 actual	2025/26 forecast	2026/27 budget	2027/28 budget	2028/29 budget
Minimum Revenue Provision (MRP)	5.0	4.9	4.4	5.0	5.8

The Statutory Guidance issued by the DCLG sets out the 4 options for calculating the MRP. The recommended MRP policy is:

- For capital expenditure incurred before the 1st April 2008 (which was supported capital expenditure) the policy will be based on 4% of the Capital Financing requirement.
- From the 1st April 2008 for all unsupported borrowing the MRP policy will be the Asset Life Method (Equal instalment approach) – the MRP will be based on the estimated life of the assets.

The Commissioner's policy is to finance shorter life assets from capital receipts, grants and revenue contributions. However, these funds are now limited and borrowing is being utilised to fund Land and Buildings with an expected life of 25 years, IT projects with an expected life of between 3 – 10 years and the purchase of vehicles.

The PCC's cumulative outstanding 'debt finance' is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP repayments and capital receipts used to replace debt. The CFR is expected to increase by £4.2m during 2026/27. Based on the figures above for expenditure and financing, the PCC's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	31.3.2025 actual	31.3.2026 forecast	31.3.2027 budget	31.3.2028 budget	31.3.2029 budget
TOTAL CFR	35.2	32.4	36.6	37.2	34.0

Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. No capital receipts are expected to be received during 2026/27.

Treasury Management

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the PCC's / Force's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The PCC is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

Due to decisions taken in the past, the PCC currently has £13.39m borrowing at an average interest rate of 4.41% and £21.8m treasury investments at an average rate of 3.9% (as at 31st December 2025)

Borrowing strategy: The PCC's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the PCC therefore seeks to strike a balance between cheap short-term loans and long-term fixed rate loans where the future cost is known but higher.

The PCC does not borrow to invest for the primary purpose of financial return and therefore retains full access to the Public Works Loan Board.

Projected levels of the PCC's total outstanding debt (which comprises borrowing, PFI liabilities and leases) are shown below, compared with the capital financing requirement (see above).

Table 5: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

	31.3.2025 actual	31.3.2026 forecast	31.3.2027 budget	31.3.2028 budget	31.3.2029 budget
Debt (incl. PFI & leases)	26.4	17.3	21.6	23.6	23.8
Capital Financing Requirement	35.2	32.4	36.6	37.2	34.0

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the PCC expects to comply with this in the medium term.

Liability benchmark: To compare the PCC's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to a minimum level of £10m at each year-end. This benchmark is currently £13.4m and is forecast to increase to £14.4m over the next four years.

Table 6: Borrowing and the Liability Benchmark in £ millions

	31.3.2025 actual	31.3.2026 forecast	31.3.2027 budget	31.3.2028 budget	31.3.2029 budget
Existing Borrowing	24.6	13.4	9.0	5.5	3.0
Forecast borrowing	-	13.4	17.0	17.5	14.4
Liability benchmark	14.1	13.4	17.0	17.5	14.4

The table shows that there is an underlying need to borrow over the coming years.

Affordable borrowing limit: The PCC is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2025/26 limit	2026/27 limit	2027/28 limit	2028/29 limit
Authorised limit – borrowing	36.2	35.4	36.1	33.2
Authorised limit – Long Term Liabilities	2.5	2.5	2.5	2.5
Authorised limit – total external debt	38.7	37.9	38.6	35.7
Operational boundary – borrowing	33.2	32.4	33.1	30.2
Operational boundary – Long Term Liabilities	1.5	1.5	1.5	1.5
Operational boundary – total external debt	34.7	33.9	34.6	31.7

Treasury Investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The PCC's policy on treasury investments is to prioritise security and liquidity over yield. That is to focus on minimising risk rather than maximising returns. Surplus cash is invested securely, for example with the government, other local authorities, selected high-quality banks and pooled funds, to minimise the risk of loss.

Table 8: Treasury management investments in £millions

	31.3.2025 actual	31.3.2026 forecast	31.3.2027 budget	31.3.2028 budget	31.3.2029 budget
Near-term investments	20.4	10.0	10.0	10.0	10.0
Longer-term investments	-	-	-	-	-
TOTAL	20.4	10.0	10.0	10.0	10.0

Risk management: The effective management and control of risk are prime objectives of the PCC's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Force's ACO (Resources) and staff, who must act in line with the treasury management strategy approved by the PCC. Half yearly reports on treasury management activity are presented to the Corporate Governance Board.

Investments for Service Purposes

The PCC does not make any investments directly into local public services i.e buying shares or investing in local businesses to promote economic growth.

Commercial Activities

The PCC does not invest in any commercial property / activities.

Other Liabilities

In addition to current debt of £13.4m (*figure as at December 2025*), it has also set aside £1.6m to cover the risks of both the self insured public and employers liability claims where the PCC's claims handlers have advised there is a high probability of economic benefits being transferred.

The PCC has a Budget Equalisation Reserve of £11.8m (Balance as at 31/03/25) to support annual expenditure and manage the financial risks of major incidents (this is in addition to the General Fund Reserve of £5.9m).

Governance: The risk of liabilities crystallising and requiring payment is monitored by corporate finance and reported in the quarterly Budget Monitoring Report presented to the Corporate Governance Board (CGB), if appropriate.

- Further details on liabilities are on pages 45 to 46 of 2024/25 statement of accounts (draft).

Revenue Budget Implications

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax and core government grants.

Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream

	2024/25 actual	2025/26 forecast	2026/27 budget	2027/28 budget	2028/29 budget
Financing costs (£m)	5.9	5.6	5.4	6.2	7.0
Proportion of net revenue stream	2.4%	2.2%	2.0%	2.2%	2.4%

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 25 years into the future.

Proposed Capital Programme

A summary of the proposed Capital Programme for 2026/27 is shown in the table below.

Proposed Capital Programme 2026/27			
Expenditure	£000	Funding	£000
Property	3,980	Borrowing Requirement	8,871
Information Technology	3,426	Revenue Contributions	100
Vehicle Fleet	1,080	Government Grant	-
Operational Equipment	975	3 rd Party Contributions	750
Corporate Projects	260		
 Total	 9,721	 Total	 9,721

The detailed 4-year Capital Programme can be found at **Annex 1A**

Estates Programme

The 'Estates' programme is based on the approved Estates Strategy and includes:

- Refurbish and expand the electrical infrastructure at FHQ. A provisional sum of £2m has been included for 2026/27 to complete the project. However, the actual costs will not be known until the design phase is complete.
- Replacement of flat roofs at various locations and speed gates at Euston Street
- Structural works to the Hinckley Police Station car park
- The purchase of land at Coalville for a new LPU, based on predicted housing growth, it is hoped that this will be funded S106 contributions.
- Installation of air-conditioning to the dog kennels to meet the animal welfare standards under the Animal Welfare Act 2006
- Creation / installation of a Fire escape door in the Firing range – a fire risk assessment has identified that there are insufficient fire escape doors in the firing range.
- Alterations to the drains at various sites to ensure the run-off from car washing goes into the foul drains. The Force may be currently breaching the Environmental Protection Act 1990 and Environment Act 2021.
- Replacement of the redundant roller racking with safer fixed option to provide effective storage of uniform stock.
- Development of the vulnerability wing at Keyham Lane custody to meet national good practice for vulnerable detainees.

Annex 1B provides more detail regarding the individual schemes.

IT programme

The 'IT' programme is based on the approved Digital, Data and Technology strategy which includes the following schemes :

- Investment in the data network to ensure continued performance.
- An upgrade to the Regional Digital Interview Recording (DIR) hardware. The cost of the upgrade will be split with Northants although the split between the 2 Forces has not yet been agreed. For the purposes of the initial capital programme a 50:50 split has been assumed. This has been slipped from 25/26
- Purchase of 800 K6 Body Worn Video devices to replace our aging fleet of cameras. The new cameras have enhanced capabilities allowing the Force to take advantage of new features such as facial recognition and wireless uploads.
- The ongoing replacement of the smartphone fleet to maintain security, performance and availability. Google will only maintain security fixes for our fleet for 2-years requiring the 5-year programme to be revised for a 2-year replacement cycle. The budget allows for the replacement of 1,500 phones and 100 tablets for use within specialist teams.
- The continuation of investment in the personal computer estate to support agile working. The 2025/26 budget will provide the Force with 1177x Laptops to replace an aging estate which will not be compatible with the latest operating systems and security updates.
- Provision to enhance the Open Scape Contact Centre and OpenScape 4000 telephony system operated by Contact Management and Assessment Investigation Unit to meet operational requirements.
- Replacement / upgrade of the portable ICCS operator positions to ensure compatibility with 'Windows 11'.
- Provision for the replacement of airwave terminals that are beyond economic repair.

- Provision of Laptop lockers to improve support out of hours. This has now been moved to 2027/28.
- The replacement of the confidential network hardware, to reduce future licensing costs.
- Replacement of the 'Redbox' call recording system following the withdrawal of the supplier from the Emergency Services control room environment. This is a key risk for the Force. This is a provisional sum as the delivery model for the future replacement is still being determined. If it goes to a cloud solution, it is unlikely that the capital budget will be required.
- SAN storage it may be necessary to purchase additional storage during 2026/27.

Annex 1C provides more detail regarding each of the work streams.

Vehicle replacement

The fleet replacement programme is based on the approved Transport Strategy. A sum of £1.1m is included for 2025/26 for 28 vehicle replacements. The cost of vehicle replacements below the insurance threshold as a result of accidents are also included.

Corporate Projects

Corporate Projects include:

- Provision for the rolling programme of Automatic Number Plate Recognition (ANPR) Camera replacements and new back office software.
- Provision for the complete replacement of the custody CCTV system / software which is now end of life
- Leicestershire's share of the capital investment for assets provided through regional collaboration.

Knowledge and Skills

The PCC / Force employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions.

Where staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The PCC currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly, and ensures that the PCC / Force has access to knowledge and skills commensurate with its risk appetite.

Background Papers

Home Office Settlement Notification via the Home Office website.



TREASURY MANAGEMENT – INVESTMENT STRATEGY

Revised January 2026.

1. Introduction

- 1.1. Treasury Management is defined as the management of the Police and Crime Commissioner's (PCC) investments and cash flows, banking and financing of capital expenditure; the effective control of the risks associated with those activities, balanced against the relative performance.
- 1.2. A key activity of Treasury Management is to ensure that the cash flow is adequately planned, with cash being available when it is needed. Any surplus treasury management funds should be invested in low risk counterparties in line with the strategy of providing security of the capital and sufficient liquidity before investment return.
- 1.3. Capital financing decisions provide a guide to the borrowing need of the PCC. In essence, this involves longer term cash flow planning to ensure that capital spending obligations can be met. The management of the longer term cash balances may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasions any current loans may be restructured to meet the PCC's risk or cost objectives.

2. Statutory Requirements

- 2.1. The 'Code of Treasury Management' published by the Chartered Institute of Public Finance and Accountancy (CIPFA), and recommended by the Home Office, has been adopted by the Office of the Police and Crime Commissioner for Leicestershire ("the OPCC").
- 2.2. In 2018 CIPFA revised the Code and the Prudential Code for Capital Finance, the key changes being:
 - The definition of 'Investments' in the revised TM Code now covers all the financial assets of the organisation, as well as other non-financial assets which the PCC may hold primarily for financial returns, such as investment property portfolios.

This may therefore include investments which are not managed as part of normal treasury management or under treasury management delegations.

- A revised TM Code covers investments made for reasons other than treasury management with the requirement that these are proportional to the resources available and that the same robust procedures for the consideration of risk and return are applied to these investments.
- The Prudential Code, which also applies to police and fire authorities, recommends that a Capital Strategy is produced giving a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2.3. In addition, the Ministry of Housing, Communities and Local Government (MHCLG) issued revised guidance on Local Authority investments in February 2018 that requires the PCC to approve an investment strategy before the start of each financial year. Investments now include all the financial assets and those non-financial assets held primarily or partially to generate a profit, including investment property and loans to subsidiaries and third parties.

2.4. This report fulfils the OPCC's legal obligations under the Local Government Act 2003 to have regard to both the CIPFA Code and MHCLG guidance in relation to treasury activity.

2.5. The Treasury Management Strategy is approved annually to run from 1st April to the following 31st March but can be revised at any time during the year.

2.6. The Local Government Act 2003 included capital regulations that applied from 1st April 2004. These regulations allow the OPCC freedom to borrow to fund capital expenditure provided it has plans that are affordable, prudent and sustainable. The requirements are covered in the Prudential Code.

3. Treasury Management Strategy

- 3.1. The OPCC has potentially large exposure to financial risks including the loss of invested funds and the effect of changing interest rates. The successful identification, monitoring and control of risk is therefore central to the OPCC's Treasury Management Strategy.
- 3.2. The core aim of the Treasury Management Strategy is to have an appropriate balance of borrowing and investments, in keeping with the principles of affordability and prudence and maintaining longer-term stability. The OPCC's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 3.3. The OPCC has appointed Arlingclose as treasury management advisers to provide specific borrowing and investment advice as well as capital financing, technical and accounting advice.
- 3.4. The influence of the government's 2025 Autumn Budget, lower short-term interest rates alongside higher medium and longer term rates, slower economic growth,

together with ongoing uncertainties around global economy, stock market sentiment and geopolitical issues will be the most significant impact on the Authority's treasury management strategy for 2026/27.

- 3.5. The Bank of England's Monetary Policy Committee (MPC) cut Bank Rate to 3.75% in December 2025, as expected. The vote to cut was 5-4, with the minority instead favouring holding rates at 4.0%. Those members wanting a cut judged that disinflation was established while those preferring to hold Bank Rate argued that inflation risks remained sufficiently material to leave rates untouched at this stage.
- 3.6. Figures from the Office for National Statistics showed that the UK economy expanded by 0.1% in the third quarter of the calendar year, this was unrevised from the initial estimate. The most recent Monetary Policy Report (November) projected modest economic growth, with GDP expected to rise by 0.2% in the final calendar quarter of 2025. Annual growth is forecast to ease from 1.4% before improving again later, reflecting the delayed effects of lower interest rates, looser monetary conditions, stronger global activity, and higher consumer spending. The view of modest economic growth going forward was echoed by the Office for Budget Responsibility in its Economic and fiscal outlook published in line with the Autumn Statement which revised down its estimate of annual real GDP to around 1.5% on average between 2025 and 2030.
- 3.7. CPI inflation was 3.2% in November 2025, down from 3.6% in the previous month and below the 3.5% expected. Core CPI eased to 3.2% from 3.4%, contrary to forecasts of remaining at 3.6%. Looking forward, the MPC continues to expect inflation to fall, to around 3% in calendar Q1 2026, before steadily returning to the 2% target by late 2026 or early 2027.
- 3.8. The Authority's treasury management adviser Arlingclose currently forecasts that the Bank of England's Monetary Policy Committee will continue to reduce Bank Rate in 2026, reaching around 3.25%. This forecast reflects amendments made following the Autumn Budget and an assessment of the fiscal measures and their market implications, and following the BoE MPC meeting held on 18th December.
- 3.9. Arlingclose expects long-term gilt yields, and therefore interest rates payable on long-term borrowing, are expected to remain broadly stable on average, though with continued volatility, and to end the forecast period marginally lower than current levels. Yields are likely to stay higher than in the pre-quantitative tightening era, reflecting ongoing balance sheet reduction and elevated bond issuance. Short-term fluctuations are expected to persist in response to economic data releases and geopolitical developments.

Managing daily cash balances and investing surpluses

- 3.10. In order that the OPCC can maximise income earned from investments, the target for the uninvested overnight balance in the current account is a maximum of £15,000.
- 3.11. At any one time, the OPCC has between £10m and £59m (depending on the cash flow) available to invest. This represents income received in advance of expenditure plus balances and reserves.

3.12. Currently most of the PCC's surplus cash is invested in short term unsecured bank deposits and money market accounts.

Credit Rating Agencies

3.13. There are three main credit rating agencies that provide a view on the credit worthiness and security of financial institutions.

3.14. The three credit rating agencies are:

- Fitch
- Standard and Poor's
- Moody's.

Their range of ratings for financial institutions are as follows:

Credit Rating Agency	Highest long-term investment grade rating	Lowest long-term investment grade Rating
Fitch	AAA	BBB-
Standard and Poor's	AAA	BBB-
Moody's	Aaa	Baa3

3.15. We have employed the services of Treasury Management Advisers Arlingclose who monitor, on a continual basis, the ratings provided to financial institutions and indeed countries where those institutions are based.

3.16. They provide this information on a regular basis and alert clients if there are changes to any of the ratings as well as tailoring their advice based on other information they have at their disposal and further checks that they carry out.

3.17. Before making investments the current ratings of the financial institution where the investment is to be made will be checked to ensure that they are within the limits set within this Treasury Management Strategy.

3.18. Security of investment remains the priority ahead of investment returns.

Revised Credit Ratings

3.19. The OPCC defines "high credit quality" as those organisations and securities having a credit rating of:

- A- or higher that are domiciled in the UK
- A- or higher that are domiciled in a foreign country with a sovereign rating of AA+
- A- or higher for Money Market Funds

3.20. The limits set out above will ensure that investments can be made in more financial institutions but security of investment is not compromised.

3.21. This Treasury Management Strategy also seeks to broaden the investment instruments that can be used. The following investment instruments can be used when investments are made:

Unsecured Bank Deposits

3.22. This includes investments in call and notice accounts, deposits, certificates of deposit and senior unsecured bonds with UK and non-UK banks and UK building societies with high credit quality as defined above.

3.23. These investments are nevertheless subject to the risk of credit loss via a “bail-in” should the regulator determine that the bank is failing or likely to fail. The counterparty list is determined by the treasury advisor based on various criteria including, but not limited to, credit ratings and other credit metrics, as well as research.

3.24. Investment limits will be set by reference to the lowest published long-term credit rating from the major rating agencies (Fitch, Moody’s or Standard & Poor’s). Investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be considered. Information on all of the credit ratings is clearly summarised by Arlingclose which sets out the institutions that can be invested in according to the set criteria.

Secured Bank Deposits

3.25. Investments are secured on the bank’s assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in.

3.26. These are ‘designated investments’ which can be transacted by Professional Clients under MiFID II. As at March 2019 we have been re-classified as a professional client and therefore these instruments have become available.

Government

3.27. This will include loans to and bonds/bills issued by or guaranteed by national governments, regional and Local Authorities and multilateral development banks. These investments are not subject to bail-in risk. Bonds and bills are also a designated investment tool and therefore can only be used if we are re-classified as a professional client.

3.28. Investments in non-UK national Governments will be subject to them having a minimum sovereign rating of AA+.

3.29. Investments with the UK Central Government may be made in unlimited amounts for up to 10 years. The UK’s Debt Management Office currently takes loans for periods up to 6 months.

3.30. A very small number of Local Authorities are credit rated and their long-term ratings range from AA to A+.

- 3.31. The security for loans to UK Local Authorities stems from the local government finance framework, creditor protections and likelihood of central government support (or intervention for those facing particular budgetary challenges).
- 3.32. Loan principal along with any interest due is charged on the revenues of the borrowing authority. All loans rank equally including those from the PWLB, banks and other Local Authorities, without any priority.
- 3.33. No investments will be made to a Local Authority where a S114 Notice has been issued and is still in operation.

Pooled Funds

- 3.34. Collective investment schemes, generally referred to as pooled funds, have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee.
- 3.35. Short-term Money Market Funds (MMFs) that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts.
- 3.36. Pooled funds whose values change with market prices and/or have a notice period will be used for longer investment periods for that element of the OPCC's funds which can be invested for periods in excess of 12 months. Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term.
- 3.37. These allow diversification into asset classes other than cash without the need to own and manage the underlying investments. The risk and reward characteristics of these funds and their appropriateness for the OPCC's investment portfolio and time frames will be carefully considered in conjunction with advice from the treasury advisor.
- 3.38. The funds' performance and continued suitability in meeting the investment objectives will also be monitored regularly.
- 3.39. Pooled funds will only be utilised following specific advice from the OPCC's Treasury Advisers and after consultation with the OPCC's S151 officer and the Chief Constable's S151 officer.
- 3.40. Some of these funds can only be transacted by 'Professional' clients under MiFID II. As a professional client we would be able to use some of these funds.
- 3.41. In the event that cash balances are available for more than one year, the OPCC will seek to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. Pooled funds can help towards achieving this aim.

Risk Assessment and Credit Ratings

3.42. Credit ratings are obtained and monitored by the Commissioner's treasury advisers, who will notify the OPCC and the Force finance team of ratings and changes as they occur.

3.43. Where an entity has its credit rating downgraded so that it fails to meet the OPCC's approved investment criteria then:

- no new investments will be made in that entity
- any existing investments that can be recalled or sold at no cost will be
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

3.44. In these circumstances advice will be sought from the treasury advisers and the OPCC/Force's S151 officer will be consulted with regard to the next steps to be taken.

Summary of Amounts and Durations of Investments

Credit rating	Banks/Building Societies unsecured	Banks/Building Societies secured	Government including LAs
UK Govt	n/a	n/a	£ Unlimited 10 years
AAA, AA+, AA, AA-	£3m 3 years	£3m 4 years	£3m 5 years
A+	£3m 2 years	£3m 3 years	£3m 3 years
A	£3m 13 months	£3m 2 years	£3m 2 years
A-	£3m 6 months	£3m 3 months	£3m 13 months
None	£1m 6 months ¹	n/a	£3m 13 months ²
Pooled funds	£3m per fund		

Note: The durations highlighted in the table are maximum durations for investments. However, the recommended durations will vary on a regular basis depending on what is happening in the market. These recommended durations are contained within the regular credit rating updates provided by Arlingclose and will be used for the day to dealings.

Other information on the security of investments

3.45. The OPCC understands that credit ratings are good, but not perfect, indicators of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including

¹ Some Building Societies do not apply for a credit rating. However, in the opinion of our Treasury Advisers they are as secure as the A- rated banks. Strictly speaking they are an unrated, nevertheless we may wish to consider investing some of our funds with them. These are the only investments in unrated financial institutions that will be authorised.

² Most Local Authorities are included in this category as they do not have an official rating but are seen as a secure investment option. Authorities subject to a S114 notice will not be invested in.

credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

- 3.46. The OPCC and Force finance team will rely upon the treasury management advisers to highlight and communicate emerging issues on counterparties as a matter of urgency.

Investment Limits

- 3.47. The OPCC's General Fund revenue reserves available to cover investment losses were £5.86 million on 31st March 2025. In order that available reserves are not put at risk in the case of a single default and taking into account the in-year level of cash balances, the maximum that will be lent to any one organisation (other than the UK Government) will be £3 million.
- 3.48. A group of banks under the same ownership will be treated as a single organisation for limit purposes.
- 3.49. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Borrowing

- 3.50. The OPCC currently holds a £13.4m loan with the Public Works Loans Board (PWLB).
- 3.51. Capital expenditure forecasts show that the PCC expects to borrow up to £4.5m over the remainder of 2025/26.
- 3.52. The main objective when borrowing funds is to strike a balance between securing low interest costs and achieving certainty of those costs over the period for which the funds are required.
- 3.53. The strategy continues to address the key issues of affordability. Short-term interest rates are currently higher than in the recent past, but are expected to fall in the coming year and it is therefore likely to be more cost effective over the medium-term to either use internal resources, or to borrow short-term loans instead.
- 3.54. By borrowing internally, the OPCC is able to reduce net borrowing costs (despite forgone investment income) and reduce overall treasury risk. The benefits of internal versus external borrowing will continue to be monitored.
- 3.55. In addition, the OPCC may borrow short term loans to cover unplanned cash flow shortages.
- 3.56. The recommended sources of long-term and short-term borrowing are:
 - Public Works Loan Board (PWLB) and any successor body

- UK Local Authorities
- Any bank or building society authorised to operate in the UK.

3.57. Whilst the OPCC has previously raised all of its long term borrowing from the PWLB other options will be explored at the point of borrowing to ensure that the most favourable rates and terms are secured.

3.58. Short term and variable rate loans can leave the OPCC exposed to the risk of short term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the Treasury Management Indicators.

3.59. Arlingclose will assist the PCC with borrowing analysis. Its output may determine whether or not the PCC borrows additional sums at long-term fixed rates in 2026/27 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

3.60. The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current redemption rates determined by the PWLB. These often lead to high premium costs on premature redemption. The OPCC and its treasury advisers will nevertheless keep the loan portfolio under review during the remainder of 2025/26 and throughout 2026/27 to see whether a saving could be achieved on the overall interest costs.

3.61. The PCC will not borrow more than or in advance of its needs purely in order to profit from the investment of extra sums borrowed. Any decision to borrow in advance will be within the forward approved Capital Financing Requirement estimates and will be considered carefully to ensure value for money can be demonstrated and the PCC can ensure the security of such funds.

4. Latest Position regarding Treasury Management

4.1. The banking sector continues to show signs of instability alongside the wider economy. Exposure to individual institutions will be diversified by counterparty and also through the use of Money Market Funds (where appropriate) in which the underlying investments are very highly spread and also very liquid. This is in keeping with the OPCC's stated aim of protecting the principal (cash) amount.

4.2. Funds are placed with institutions based on (a) available headroom and (b) rate of return – this is a daily decision-making process. A balance is struck between the desired level of return and the need to provide liquid funds to meet the OPCC's obligations i.e. supplier payments, payroll costs and tax liabilities.

4.3. Continued monitoring of institutions' credit ratings and other credit metrics takes place and is reported to the Corporate Governance Board throughout the year via the "Treasury Management Performance" report.

4.4. The Bank of England has decreased the bank rate to 3.75%, with our financial advisors forecasting that it will continue to reduce throughout 2026. Arlingclose forecast that rates will fall to 3.25% by the end of 2026/27. Future policy rates are not, however, guaranteed and a lot hinges on the economy's strength and the inflation outlook.

4.5. On this basis the investment income budget rate has been set at £1,200,000 for 2026/27.

<u>Financial Year</u>	<u>Interest Income</u>	<u>Comments</u>
2021/22	£0.01m	Actual
2022/23	£0.25m	Actual
2023/24	£1.43m	Actual
2024/25	£1.45m	Actual
2025/26	£1.24m	Forecast
2026/27	£1.20m	Budget

4.6. Given the continued uncertainty in the economy an ongoing review of the Treasury Management Strategy will be undertaken during 2026/27 to review whether there are other investment options available.

5. Borrowing Limits

5.1. In accordance with the Prudential Code it is a requirement that the OPCC set borrowing limits for the next three years and upper limits on fixed and variable interest rate exposures. These limits are intended to reduce risk. It is proposed that the limits should be as follows:

		2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
(i)	Total authorised borrowing limit*	36.2	35.4	36.1	33.2
(ii)	Long term liabilities	2.5	2.5	2.5	2.5

*includes headroom for short term borrowing - £1m for each year

5.2. The interest rate risk indicator is set to control the OPCC's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rate will be:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£14,118
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£(14,118)

The impact of change in interest rates calculated on the assumption that maturing loans and investments will be replaced at current rates.

5.3. The Prudential Code also recommends that the Police and Crime Commissioner sets upper and lower limits for all of its borrowing to control exposure to refinancing risk. The following limits are proposed:-

	Upper Limit	Lower Limit
Under 12 months	60%	0%
Between 12 months and 24 months	50%	0%
Between 24 months and 5 years	75%	0%
Between 5 years and 10 years	90%	0%
Between 10 years and 15 years	100%	0%
Over 15 years	100%	0%

5.4. The purpose of the upper and lower limit is to make sure that the debt portfolio is diversified appropriately over different durations to ensure that not too much borrowing is maturing at the same time and therefore subject to market conditions at the point of maturity.

6. Principal sums invested for long periods longer than 364 days

6.1. The purpose of this indicator is to control the exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

	2025/26	2026/27	2027/28
Limit on principal invested beyond year end	£2m	£2m	£2m

7. Changes to the Treasury Management Strategy

7.1. The Treasury Management Strategy can be amended in year by the S.151 officer of the OPCC who will have consulted with the Police and Crime Commissioner and the Force's ACO (Resources) prior to making any changes. Any changes will be the subject of a formal decision record.



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

4th February 2026

Commissioner's Update Report (Q3)

Report Date	4 th February 2026
Report Author	Lizzie Starr, Director of Governance and Performance
Security Classification	Official

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to establish a Police and Crime Plan and deliver such a plan and bring together community safety and criminal justice partners to make sure local priorities are joined up.
2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty through his work or the work of his Deputy and office throughout October 2025- December 2025 (Quarter 3 2025/26)

Request of the Panel

3. In their role to scrutinise the actions and decisions of the PCC, the Commissioner requests that the panel examines the contents of this report. He would specifically like to ask the panel their opinion on the following questions;
 - a. Is the Panel supportive of the work update provided by the PCC?
 - b. Would the panel like to make any recommendations to the PCC in relation to any of the work outlined within the report?

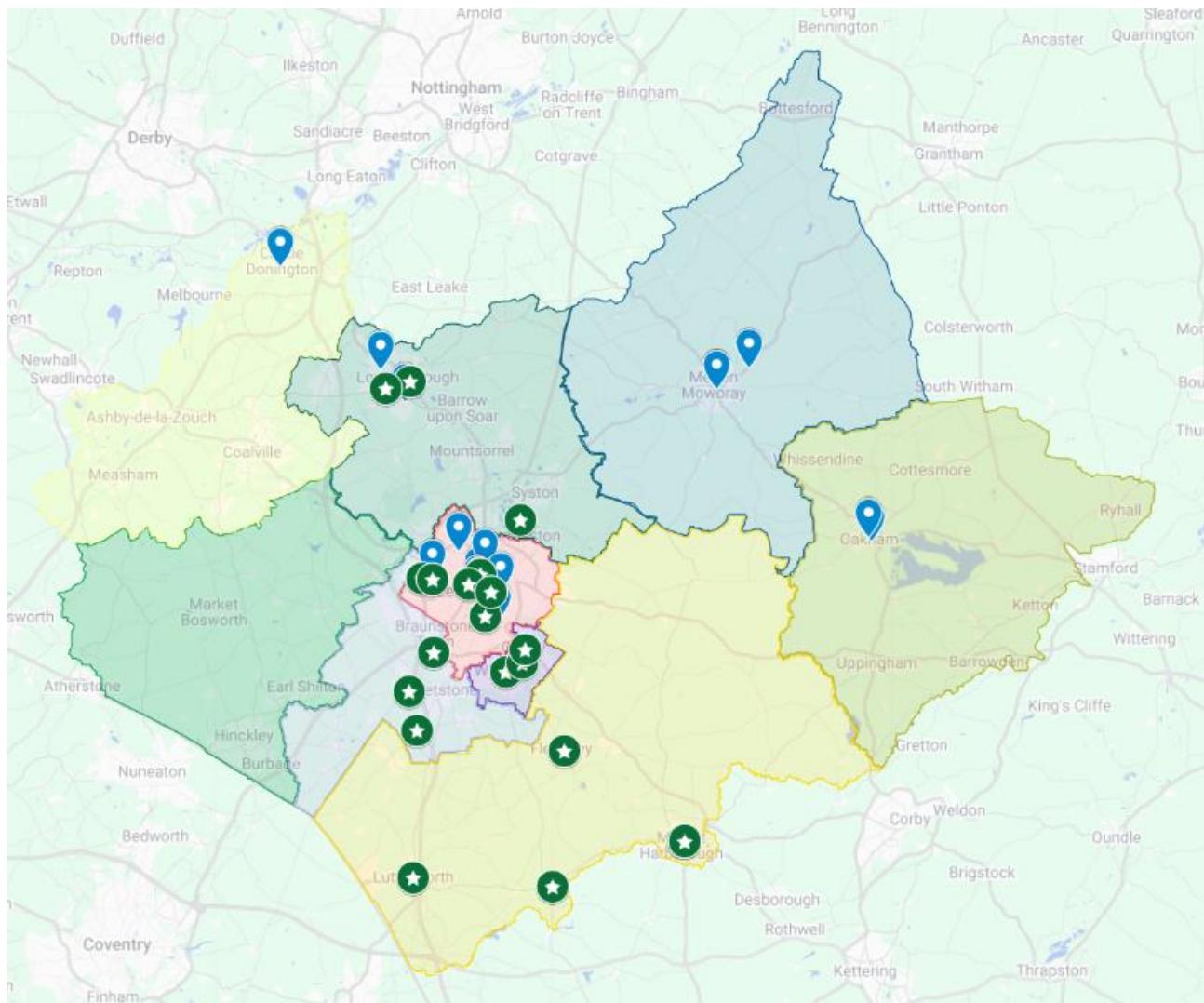
Summary

4. It is the continued opinion of the PCC that there is positive progress being made against a key number of workstreams within the office, including the successful implementation of the Force and OPCC round table. The PCC receives regular oversight of the workload through weekly meetings with the Chief Executive Officer, Bi-monthly briefings with the Senior Management Team and other briefings as appropriate.

Section 1 - Community consultation and engagement (PCC)

5. The Police Reform and Social Responsibility Act 2011 (PRSRA) places a statutory duty on the Police and Crime Commissioner to regularly engage and consult with the public. This has been a key priority for the Commissioner, and to that end he has created dedicated 'Community Days', enabling him listening to the views of local people.
6. This report covers engagement activity from 1st October 2025 – 31st December 2025.

7. The Commissioner undertook a total of 38 engagements in this time period.
8. The engagements of the Commissioner are categorised as 'community day engagements' and 'other engagements' classes as any engagement outside of a community day.
9. This is shown visually on the map below. The Community Day engagements are shown as stars and the other engagements are shown as pin drops:

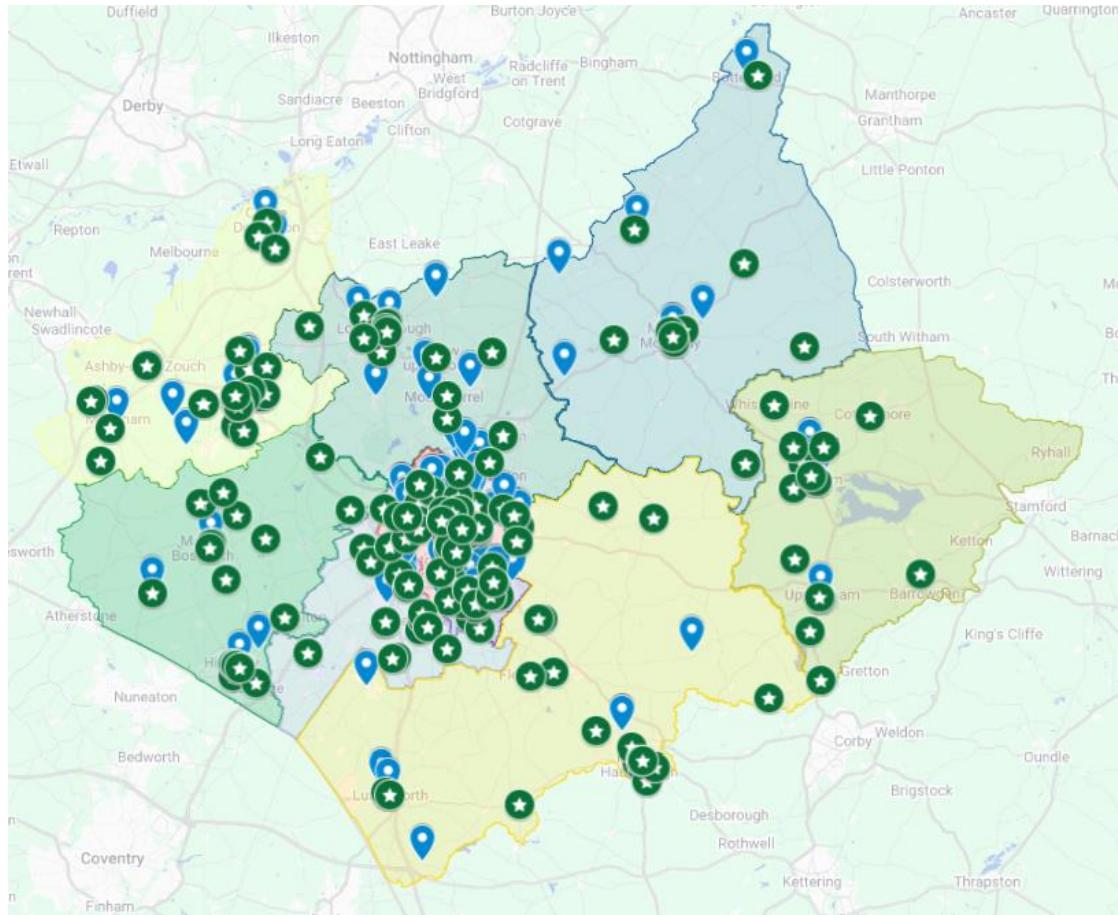


10. The engagements are cumulatively tracked on a monthly basis by the OPCC team to ensure the Commissioner is undertaking various engagements across the city and two counties and engaging with a variety of different communities and demographics across the course of a year.
11. The total engagements since the start of the 2024/28 PCC term of office (May 24) are shown below broken down by the local authority areas.

Local Authority	Total Engagements since May 2024	Total Community Day Engagements since May 2024	Any Other Engagements
Blaby	31	23	8
Charnwood	35	21	14
Harborough	31	24	7
Hinckley and Bosworth	27	23	4
Leicester City	150	53	97
Melton	30	20	10
North West Leicestershire	35	27	8
Oadby and Wigston	27	18	9
Rutland	30	21	9
Total	396	230	166

12. This table shows that over the course of the current term of office, the Commissioner has completed 396 engagements and that this is spread across the local authority areas.

13. The same information is shown visually on the map below. The community day engagements are shown as stars and the other community engagements shown as pin drops.



14. The themes that have come out of the PCCs Community Days during the time period of the report are:

- 9th October – Charnwood
 - Road Safety
 - Business and Commercial Crime
 - ASB
- 4th November – Blaby
 - ASB
 - Shoplifting
 - Fly-tipping
- 13th November – Leicester City
 - Road Safety (Fatal 4)
- 27th November – Oadby and Wigston
 - Road Safety
 - Business Crime
 - ASB
- 2nd December – Harborough
 - Road Safety
 - Drug Dealing
 - Business Crime and Shoplifting

15. The trends and themes highlighted from both the Commissioners community days and public inbox are analysed by the performance team and presented to the PCC at the internal Force Performance Review meeting to recommend areas to further probe the Force at either a round table or CGB meeting. Further details on these arrangements are covered in paragraphs 68-80 of this report.

16. The Commissioner likes to ensure that he, or his Deputy, have carried out due diligence on the projects funded, to ensure good value for public money. The commissioned services and projects visited over this time period are outlined in the table below. The Commissioner was confident that funding was being spent in line with grant conditions;

Organisation	Area and Work	Funding	Output
Team Hub	CSF	£10,000 (100%)	<p>The PCC met with Team Hub to learn about the work being undertaken to address reports of ASB and violence in community spaces close to Aikman Avenue, Leicester.</p> <p>More information on delivery available via the link below:</p> <p><u>Youth outreach workers curb violence and ASB afterschool in Leicester</u></p>

Section 2 - Commissioning and Partnership Activity

Contracts:

17. The Out of Court Resolution (OOCR) tender process was paused over the Christmas period to address enquiries regarding TUPE under the new Procurement Regulations and will be released 08/01/2026. The new combined contract will go live on the 1st of April 2026.
18. An OOCR is a way for police to resolve minor criminal offences without taking the suspect to court, using options like conditional cautions, community resolutions, or restorative justice to address harm, hold offenders accountable, and prevent re-offending through activities like apologies or reparations, especially for first-time offenders or low-level crimes. It often leads to greater victim satisfaction as the issue is dealt with faster and more directly than through the court system.
19. The total funding provided for the delivery of the above is £199K per annum, for a three-year period and will include a suite of interventions targeted at lower-level crimes where reparation can be provided in the community swiftly and take into consideration the needs of victims.
20. As part of the OPCC's Lived Experience Strategy, the evaluation panel will look to include those with lived experience of the out of court process.
21. The Commissioning Team are beginning the preparatory work for 26/27 commissioning which will start with a focus on supporting victims of domestic abuse and sexual violence.
22. The current commissioned domestic abuse delivery provider, FreeVa (medium and high-risk victims) received 2144 referrals in Q2, 516 of which were self-referrals and 633 were police referrals (requires victim consent), the remainder being referred by other agencies including housing and groups working with victims. 89.7% of victims were female, the highest represented age groups were 25 – 34-year-olds represented 34.8% and 45 – 54-year-olds 24.4%. The majority of victims being supported continue to come from the White community at 56.9% with 19.6% of victims being from Asian/British Asian community.
23. The OPCC funds projects that are working in the Domestic Abuse preventative space including, working with IDVAs (Independent Domestic Violence Advocates) to support victims not to return to perpetrators to prevent further harms and training and equipping community organisations to use early preventative tools with cohorts of 10 to 15 and 16 to 19 year-olds.

24. The OPCC continues to develop the Victim First contract delivery, delivered through Catch 22. Q2 of 25/26 saw the service engage with 2,230 victims with a satisfaction outcome of 93.3%

Community Based Commissioning:

25. Funding to all nine Community Safety Partnerships were reset to base levels as per the funding formula and contracts were renewed for 2025-26.

26. The allocations for each CSP area are outlined in the table below along with expenditure to date as of 05/01/2026.

CSP Area	2025-26 Allocations	2025-26 Expenditure	2025-26 Remaining CSP Balance
Leicester	£271,818.47	£236,492.47	£35,326.00
Charnwood	£89,530.24	£89,530.24	Nil
SNWLP	£53,776.10	£37,078.21	£16,697.89
Blaby	£52,665.76	£40,405.42	£12,260.34
Hinckley and Bosworth	£51,217.55	£46,485.80	£4,731.75
Harborough	£37,479.75	£31,110.60	£6,369.15
Oadby and Wigston	£32,554.58	Nil	£32,554.58
Melton Mowbray	£31,335.75	£31,335.75	Nil
Rutland	£19,296.80	£15,354.00	£3,942.80

27. The only area yet to begin spending their funds is Oadby and Wigston although they have informed us projects are underway for which they have yet to draw down the funds for from their CSP allocation. The Chair Cllr. Loydall is aware of these projects.

28. A brief summary of projects being funded for 2025/26 can be found at Appendix One. These projects agreed by each CSP prior to submission to the OPCC:

29. The Community Action Programme (CAP) is a collaborative initiative designed to support and empower communities across Leicester, Leicestershire, and Rutland (LLR). Operating under a unified umbrella approach, CAP brings together a range of efforts aimed at enabling local people and grassroots organisations to take meaningful action in building safer, stronger, and more resilient communities. By fostering collaboration and providing practical tools and resources, CAP hopes to amplify the voices of communities and support them in addressing local challenges

effectively. At the heart of CAP are four key workstreams which contribute to the programmers overarching goals. The workstreams include:

- a. **Public Crime Prevention Advice** - CAP aims to develop and share accessible crime prevention advice with individuals and communities across LLR. This advice will be made publicly available through various channels and formats, with the intention of helping people feel more informed and confident in taking steps to reduce crime and improve safety in their local areas.
- b. **Crime Prevention Toolkit** - A toolkit is being developed to support a wide range of community stakeholders, including local groups, parish councils, neighbourhood watch schemes, resident associations, youth organisations, faith-based groups, and voluntary sector partners. The toolkit is intended to offer practical, evidence-based guidance, examples of successful initiatives, and insights into what works and what doesn't, in crime prevention. The hope is that it will empower communities to identify local issues and explore tailored solutions that reflect their unique needs and capacities.
- c. **Co-Produced Initiatives** - A central focus of CAP is hearing directly from communities and working alongside them to co-produce solutions that reflect their experiences, priorities, and strengths. This approach ensures that initiatives are shaped by those who know their communities best. Examples include co-produced solutions like our Violence Against Women and Girls (VAWG) projects and place-based initiatives such as People Zones, which bring residents and partners together to design safer, stronger neighbourhoods.
- d. **The Community Action Fund (CAF)** - The CAF is a key part of CAP, offering targeted financial support to help local groups turn their ideas into real, positive change. Eligible applicants include grassroots organisations, charities, parish councils, youth groups, resident associations, faith-based organisations, and other constituted community-led initiatives.

30. Grants of up to £10,000 will be available through themed funding rounds that run throughout the year. Each round is aligned with the priorities of the Police and Crime Plan, ensuring that funding supports strategic goals for community safety and harm reduction. The six priority areas are:

- a. Rural Crime
- b. Road Safety
- c. Violence and Vulnerability
- d. Business Crime
- e. Neighbourhood Crime
- f. Violence Against Women and Girls (VAWG)

31. The first three rounds will open on the following dates:

Rural Crime: 1st September 2025

Road Safety: 17th November 2025

Violence and Vulnerability: 1st December 2025

32. The Rural Crime Community Action Fund closed on 17 October 2025, awarding grants to eight successful projects. In total, just over £68,000 was allocated to initiatives aimed at tackling rural crime. Funded activities include the provision of tracking and target-hardening equipment, educational workshops and awareness campaigns, roadshow events, and the installation of deterrent signage.

33. The remaining rounds will launch in 2026, with dates to be confirmed. This structured approach is designed to ensure funding is directed where it can have the greatest impact, supporting innovative, community-led solutions that prevent harm and improve safety.

People Zones

34. The OPCC is gradually stepping back from direct involvement in the current People Zones to enable the expansion of the model to new areas across LLR. This transition will continue until the end of the financial year, during which time support will remain in place to sustain existing projects and partnerships.

35. A refreshed People Zones model is being developed, building on the original principles of asset-based community development (ABCD) and co-production. The new approach will be used as a problem-solving framework, identifying areas of need through data and insight, particularly via the new ECINS system, and working collaboratively with communities to design locally owned solutions.

36. The OPCC are currently exploring data to identify potential new zones, with a focus on addressing lower level ASB and crime. Alongside this, we are developing a new Theory of Change for the model and an evaluation framework to measure success and impact going forward. New People Zones will be established in response to identified problems, ensuring the approach remains responsive, inclusive, and rooted in community strengths.

37. The People Zones Legacy Fund has now closed. This round offered targeted financial support to sustain and build on the impact of the programme. Partnership-led applications were prioritised with funding of up to £35,000 available, while single organisations could apply for up to £10,000. The fund was designed to:

- Strengthen existing People Zones activity.
- Support collaborative, community-led solutions.
- Embed long-term sustainability and resilience.
- Encourage innovation through partnership working.

38. The People Zones Grants Fund Legacy Round received 10 applications, of which 5 were successful. This included 3 partnership bids, one within each zone. Further detail on these can be found below:

a. Wrap Around New Parks – Cultural Integration:

- The project seeks to welcome and support asylum seekers, refugees and families from all countries whilst creating a safe, vibrant, and connected environment for all.
- Incorporate cultural sharing throughout the community, allowing residents to celebrate differences while finding common ground.
- Develop a “wrap-around” offer of support that brings together the resources, spaces, and people of New Parks.

b. Thringstone Together – Building Strength, Safety and Connection:

- Build on existing community strengths to reduce vulnerability and crime, improve family wellbeing, provide positive youth activities, and create stronger local connections and co-ordinated activity when in the community.
- Bring together parents, young people, and community groups to co-design solutions for Thringstone.
- Facilitate objectives via the Parent Support Hub, youth engagement and boxing outreach, and Thringstone community engagement events / community connections.

c. Bell Foundry - Regulate to Educate – Sustainable Model of Connection and Belonging:

- For students to establish a physiological memory of what ‘calm’ and ‘regulation’ feel like in a body, developing competency across emotional intelligence.
- Place a particular focus on at-risk students, and the development of a trauma-informed, calming, regulation-friendly environment to replace the isolation room, allowing them to manage their regulation.
- Introduce other programs in tandem, promoting the wellbeing of Limehurst's student body, and to protect its at-risk students.
- Use this school as a case study for a potential wider rollout.

39. The individual organisations funded are as follows:

a. The New Parks Adventure Playground ‘The Venny’ – Venny Plus:

- Offer dedicated sessions for children and young people aged 10-16 years.
- Provide service users with safe open access opportunities at The Venny.
- Place an additional focus on activities around issues like safety, violence, and making positive choices.
- Provide a safe, supportive environment to grow, develop resilience, and remain connected to positive opportunities during a crucial stage of life.

b. Go Getta CIC – Teen Relationship Abuse Project:

- Teach on the definition and characteristics of Teen Relationship Abuse (TRA), and how it intersects with cultural factors, gender differences, criminalisation, and mental health.
- Train and upskill the New Parks community in TRA, empowering them as a protective and recovery mechanism.
- Input preventative measures and interventions for those impacted.

40. In addition to the Legacy Fund, the People Zone communities also have access to:

- a. The Community Action Fund (CAF) – supporting smaller-scale, locally driven projects.
- b. The Community Action Programme (CAP) – continuing to provide strategic support and development opportunities for initiatives aligned with the People Zones ethos.

41. Together, these funding streams are being used to prioritise applications that demonstrate strong local partnerships, community leadership, and a clear commitment to sustaining the values and impact of People Zones.

Violence Reduction Network (VRN)

42. The VRN team is now fully staffed after a prolonged period of holding vacancies. The new Research and Evaluation Officer, Prevention and Diversion Manager and Administrator have all started in role.

43. The Home Office has confirmed that there will be funding for the VRN in 2026/27 but the value and the requirements of the grant will not be communicated until January 2026 at the earliest.

44. Performance data continues to indicate a downward trend in serious violence.

- a. Between May and October 2025, serious violence volumes have shown an overall downward trend, despite some short-term fluctuations. In October, incidents decreased by 3% compared to September for all ages, although offences among under-25s rose slightly by 2%. Year-on-year comparisons are positive: October 2025 recorded 18% fewer offences for all ages and 12% fewer for under-25s than October 2024.
- b. Across all offence types, October saw lower volumes than both the previous month and the same month last year. The most notable monthly reduction was in knife-enabled violence, which fell by 10%, while the largest annual decrease was in domestic abuse, down 25%.
- c. For the six-month period (May–October), offence profiles remained consistent with previous updates. Among all ages, assault with injury accounted for 33% of serious violence offences (including 27% ABH), followed by harassment (23%) and stalking (7%). For under-25s, assault with

injury was even more prevalent at 38% (with 34% ABH), followed by harassment (18%) and affray/offences against the state (8%).

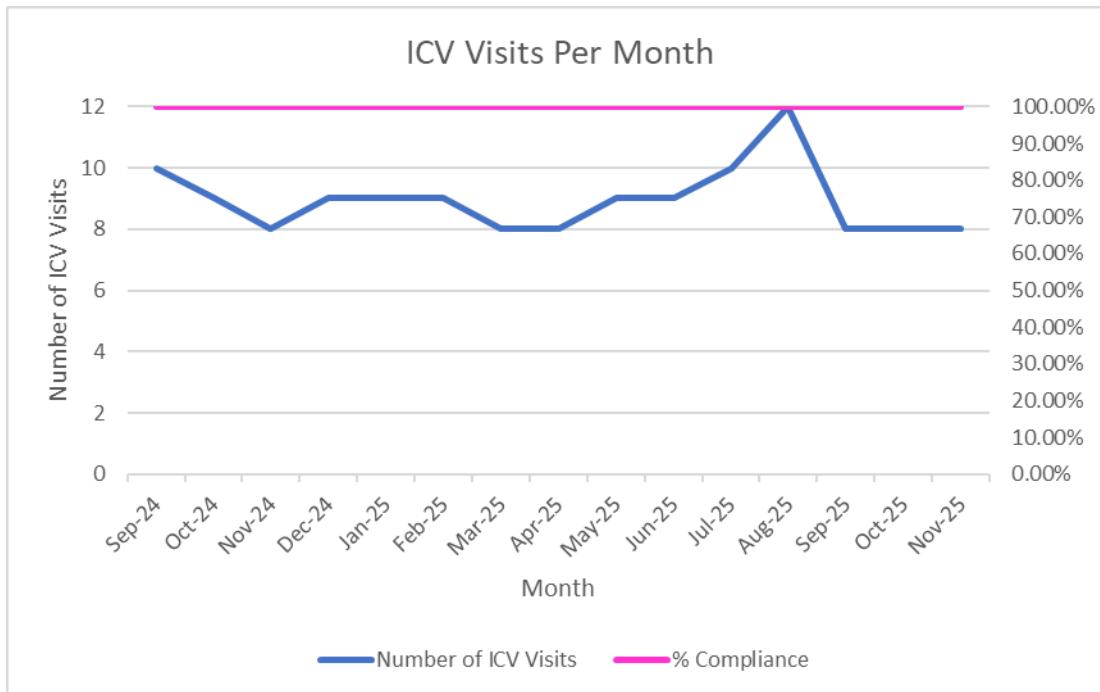
45. A significant area of work over the last quarter has been the design, coordination and mobilisation of two Young Futures panels (a Home Office funded pilot within Leicestershire and Rutland and a national pathfinder within Leicester City). Formal governance is provided through the City and County Youth Justice Management Boards.
46. Young Futures panels involve the early identification of children (10-17) at risk of involvement in ASB, crime and violence and an offer of tailored support from a youth worker with the aim of diverting them into positive community-based activity. Leicester City and Leicestershire County councils are leading the panels and providing youth work support and a range of community-based organisations are providing purposeful diversionary activities. A multi-agency design and delivery group was established by the VRN team. To date the panel process and service offer has been designed and the panels commenced in October 2025 and will run monthly up until 31 March 2026. It is anticipated that Young Futures panels will continue to funded in 2026/27 although the extent of the funding is not yet confirmed.
47. The VRN's Community Diversion Fund has now closed (funded through the VRN core grant and Serious Violence Duty intervention fund). This is to increase the availability of local diversionary activity for children and young people at risk of involvement in ASB, crime and violence. As highlighted above, there will be a referral route from panels into these funded activities although an open referral process is also in place. A total of three Leicestershire based four City based providers were successful and have now commenced delivery.
48. The Peer Action Collective (PAC) has commenced following a successful bid to partner with the Youth Endowment Fund (YEF) to become one of four delivery partners in this national project, running until 2027. PAC is a groundbreaking youth-led initiative that empowers young people to conduct research in their communities and turn their findings into action. Locally our project comprises of a partnership between Young Leicestershire, the VRN, two grassroots community groups in East and West Leicester and Leicestershire Police. Leicestershire will be the only area across England and Wales wherein young people will be conducting research around the topic of policing. Q3 focused on the recruitment and onboarding of the Social Action Lead and recruiting and commencing the training of 12 young people to the PAC lead roles. These young people will be trained and then will design and carry out the research with hundreds of other young people and then recruit 50 change makers to support the implementation of the findings.
49. The YEF funded Phoenix Programme ceased delivery at the end of December 2025. A transition plan was devised and implemented to support the safe exit of

participants from the programme. A business case has been submitted to the PCC to invest in a community navigator role to continue to work with offenders as this element of Phoenix was highlighted by evaluators as being particularly effective.

50. In September 100 young people from LLR attended our third local Hope Hack. Hope Hacks are a cornerstone of the VRN's commitment to empowering young people and building cohesive, resilient communities through meaningful opportunities and support from adults. Through workshops, performances, and discussions, the young people explored key issues such as health, inequality, and education, proposing solutions for a fairer society. The event celebrated youth voice and community leadership, featuring inspiring speakers including Leicester-born Sian Lord.
51. Our Youth Community Oversight Group (COG) recruitment was launched and completed this quarter. Building upon the success of the adult COG, the VRN is investing in a younger COG to drive the development of a range of youth led and targeted projects over the next year. By incorporating the unique perspectives and lived experiences of young people who reflect the communities we serve, we are better positioned to embed authentic youth voice into our strategies and approaches.
52. The VRN Young Persons Survey was launched in Q3 with promotion across the partnership to gather insights and perceptions of safety from young people aged 11–25. The survey closed at the end of November with over 2,000 responses. Findings will inform the planning and coordination of future activities.
53. The Live Safe Resources website continues to be developed in response to feedback and to ensure information is up to date. Attendance at the Live Safe Parent and Carer online sessions has improved, and the team are now delivering in-person sessions within community settings to further enhance access and engagement.

Section 3 - Scrutiny and Governance Activity

54. The PCC has set a locally agreed target of a minimum of one custody visit per week per operational custody suite. The Independent Custody Visitor's continue to achieve this and have completed 100% of scheduled ICV Visits equating to twenty-five visits during Q3, between October and December 2025.
55. A total of six issues were raised during this period. Three requests to see a Healthcare Practitioner were noted. One detainee requested prescription medication and the sergeant was tasked to collect the detainee's medication. One detainee highlighted an issue relating to the cleanliness of the cell and one detainee was not informed of toilet pixelation on arrival. All issues and concerns were promptly resolved by the Custody Staff.



56. No serious issues have been observed during these visits. Several estates related issues were highlighted, such as blocked drains in the shower area and exercise yard. The Independent Custody Visitors recommended power washing the area and Estates were informed. Also, the metal plates outside and some bricks on the wall at the custody suites needed to be refilled as there were some gaps identified on the edges. Estates were informed. A number of positive comments were also highlighted on visit report forms and feedback was provided to the relevant custody staff.
57. Leicestershire's ICV scheme has been participating in ICVA's pilot reviewing the treatment of Immigration detainees in police custody. The pilot commenced in April 2025, this additional work was absorbed by ICVs during the OPCCs Custody detention Panel. During the Pilot ICVs have reviewed 31 custody records of Immigration detainees in police custody. ICVA will be collating the findings from all 7 schemes (including us) nationally that have taken part. The national results of the pilot and recommendations were shared on 10th December 2025 at an Immigration Roundtable in London. Members of the OPCC attended and an update will be provided in the next report.
58. The PCC has set a locally agreed target of a minimum of one visit per month to the Dog Unit Kennels at Leicestershire Police Headquarters. This has been achieved and a total of three visits were completed between October and December 2025. No serious issues were identified.
59. As part of the Animal Welfare Scheme, off-site visits to observe Dogs Training were introduced in June 2025. Two dog training observation visits were completed during this period. One visit was observed in Hinckley and another at FHQ. No

serious issues were highlighted, however the volunteers noted lack of space in the trainers van due to lots of equipment being transported by the trainers to their training venue.

60. Sixty-two complaint reviews were received by the OPCC in the period Oct-Dec 2025, with 47 being closed within the same period.

	No of reviews received	No Not upheld	No completed within 28 days	No not completed in within 28 days	Learning/Recommendations made
Oct	25	1	11	16	1
Nov	16	0	4	12	0
Dec	21	0	1	0	0

61. The office continues to perform well compared to the national and most similar forces in relation to the completion of the complaint reviews, completing on average 33 days compared to the national response time of 46 days.

62. The Team have commenced work around pension forfeitures. With this process a police authority can reduce a retired or serving officer's pension, if they are convicted of a serious crime connected to their police service that harms public trust or the state's interests. It requires the PCC applying for a special certificate from the Home Secretary enable the forfeiture. It's a disciplinary measure to show accountability for severe misconduct, often involving corruption, perverting justice, or betraying public trust. The forfeiture process has the goal of restoring confidence in the police service.

63. The office holds regular meetings with the Force's Professional Standards Department to ensure intelligence around upcoming possible pension forfeitures is shared.

64. As at December 2025, the office has processed all Pension Forfeiture matters dating back to the start of the PCC's term of office (2021).

Holding the Force to Account

65. In this period, the OPCC has held two Force Performance Boards, in which the OPCC team brief the Commissioner on their work reviewing key metrics to examine where Leicestershire Police may be under/over performing which informs CGB/Roundtable agenda.

66. The meeting focuses on operational performance from a variety of sources, including the themes from the Commissioners engagement days, the themes in correspondence through the public inbox, horizon scanning local and national policy, force operational performance information, contact and response Demand

for the force and also insight garnered from attendance at national/regional and local meetings. There are also suggestions of recommendations for the PCC to escalate to the force if necessary to seek further assurance.

67. The meetings during this period, in October and December, resulted in 21 actions being taken forwards, including;
 - a. A deep dive and further analysis of response times in preparation of a report to the CGB.
 - b. Further analysis and investigation into abstractions data and how this is being measured in Force.
 - c. Surveillance tactics report to be reviewed by OPCC performance team.
 - d. Report to be brought to CGB on demand profiling and resource allocation, including how the Force is using the Cambridge Harm index
 - e. Research commissioned into best interventions to tackle Road Safety
68. The OPCC held one Corporate Governance Board during Quarter 3 (Nov 2025). The key topics on the agenda for scrutiny were as follows;
 - a. Operational Update
 - b. Rape Performance
 - c. Trust and Confidence
 - d. Occupational Health
 - e. Digital Futures
 - f. Staff Survey
69. Temporary Chief Constable (T/CC) Sandall gave the Board an overview of some high level current operational incidents that are impacting on Policing. This included updates such as; an update on the Diwali period, an update on some high-profile ongoing investigations, and a summary of the Safer Summers period.
70. The Force presented a detailed paper on rape performance across the Force area which was presented as a reflection of the national picture. The board were updated on the work being done focusing on improving the service provided for victims of rape and what the Force were doing to improve outcome rates.
71. The Commissioner also sought assurance around the prevention work being done in this area and it was raised by the Force that a lot of this work is undertaken in partnership with the VRN, whose definition now covers Domestic abuse (over 40% of reported rapes). This identified a significant risk if the government funding was de-invested as this would present a negative impact and rape would be an area that is significantly affected.
72. The PCC was provided assurance by the Force that there was in place an internal scrutiny panel to review cases of rape and an action was taken away to discuss how this can be strengthened by the inclusion of victim specialist support service and also independent panel members.

73. A report was presented to the board on the Force's current work on Trust and Confidence and increasing this within Leicestershire. The PCC was assured to see the work currently being done by the force, and that this has reflected in a move up the national rankings for Trust and Confidence. The latest data places Leicestershire eighth out of 43 forces with a ranking of 72.2%.
74. The Force acknowledged that there were still disparities across different communities within Leicester, Leicestershire and Rutland and an aspiration for the Force would be to close these gaps.
75. The PCC questioned the T/CC on what triggers he felt were responsible for a decline in public trust and confidence, and T/CC Sandall highlighted certain high-profile cases, that gained a lot of media traction that damage public trust and confidence. National reports often note the MET, which is the biggest Force in the Country, with people viewing the MET as the Police in its entirety, badging all Forces as one.
76. T/CC Sandall also noted that IOPC referrals and high-profile cases see a lot of media coverage, whereas positive outcomes receive minimal coverage which skews public opinion. T/CC Sandall firmly stated that trust and confidence can be improved by doing the basics right, answering the call, turning up, getting an outcome, providing good communications and giving good engagement. This has been seen to have increased trust and confidence in other police areas such as GMP.
77. The board received a paper updating on the local occupational health unit and the outcomes of moving this service back in house. Overall, the performance outlined within report was really positive and validated the decision to bring this back in house as it is providing a better service for Officers and Staff of Leicestershire Police.
78. The board were updated on the challenges faced in relation to mental health absences and updated on the action of the force to manage this and were briefed on a task and finish group set up by the Force that focus on staff sickness and wellbeing.
79. The Chief presented an update on the digital future of the Force, which included updates on the use of AI, concerns around cyber-attacks and recruitment and retention within the information technology department. The Board were given assurance around the governance on the use of AI and challenged the force to be more proactive with its usage. An update on this will be brought to a future meeting.
80. The board were presented with the latest results from the Force's staff survey and were invited to raise any questions. The Force were challenged on the low participation rate, and the Force acknowledged that more would be done to increase the survey responses in future. The Force was asked if there were any

notable differences between officers and staff and asked to provide further information on the themes for different demographics and what actions have been taken as a result.

81. The Ethics and Transparency away day was held in response to the recent scrutiny report highlighting the need for clearer roles, stronger governance, and improved collaboration among panel members. The session focused on setting a clear strategic direction, refreshing the Terms of Reference, and reinforcing the panel's role in effective scrutiny. Members agreed to introduce a structured Forward Plan to guide future work and agreed on an annual appraisal process, to be led by the Chair, aimed at supporting continuous improvement and ensure accountability. Each sub-panel will have a designated lead, with all members assigned to at least one sub-panel, and pre-meetings will be extended to improve scrutiny.
82. Several new initiatives were approved, including an ethical dilemma suggestion box for current challenges faced in policing and support to raise public awareness, such as newsletters and QR codes in police stations. External training from the Centre for Governance and Scrutiny provided input to the panel specifically focusing on how to provide effective scrutiny. Feedback from attendees was positive, with members reporting greater clarity on roles and direction and welcoming the opportunity for extended discussion and collaboration.

Prevention

83. The Joint Prevention and Partnership Board took place in December 2025 and progress was reported on a range of prevention activities delivered by the Prevention Directorate and other departments across the Force. Highlights are reported below.
84. The Joint Data, Evidence & Evaluation Team is now fully staffed. This has enabled the team to progress work on the design and implementation of key data products including the Repeat Offenders and Victims dashboard and the new ASB dashboard which will be used by partners as well as the OPCC and Police. The team have also offered support in evidence-based design through desk-top reviews of effective practice and theory of change workshops (for example, the redesign of People Zones and for the Missing Prevention and Reduction team). A new 'Prevention First' Bulletin has been launched which summarises the latest research and good practice from the UK and beyond. The team also lead on several research projects including offering expert support to young people working on the VRN's new Peer Action Collective project.
85. The Force now has a second qualified Designing Out Crime Officer (DOCO). Whilst the crime prevention team remain small (two staff) this additional capacity has resulted in a review of the DOCO and wider crime prevention offer. Work is

underway with the OPCC to understand how resources across the team can be used more efficiently, thereby reducing duplication and increasing effectiveness.

86. The 2025/26 Hotspots Project continues to progress well. By the end of Q2, 9069 patrol hours had been delivered across ASB and Serious Violence hotspots with over a third of these being delivered by a range of partner organisations. Overall, the patrol hours represent 70% of the annual indicating the partnership will exceed the minimum patrol hours by the end of the year. Multi-agency problem-solving activity continues to compliment the patrols to ensure problems are effectively tackled. The project continues to see reduction in ASB and Serious Violence in hotspots areas as well as a range of other positive outcomes arising from increased use of arrests and other powers.
87. The Police's education offer to schools and colleges has been enhanced through the investment in Pol-Ed. Funded through the Police, OPCC and City and Leicestershire Councils this on-line resource provides education establishments with a range of high-quality resources relating to children and young people's wellbeing and safety. The resources can be used universally (through schools accessing and utilising for themselves) or in a targeted way (by Police and other partners promoting and/or delivering where there are increased risk and/or concerns). Pol-Ed was launched in August and by the end of November 18% of primary schools and 41% of secondary schools had signed up and between September and November, 488 sessions had been delivered reaching 14,640 children.
88. With regards to diversion, following an initial trial, Outcome 22 Deferred Prosecution Schemes (DPS) are now well established within both City and County as key components of the local diversion strategy for children. Over the past year, in alignment with refreshed decision-making panels for children, both areas have consistently applied Outcome 22/DPS to divert children away from formal court proceedings. This has resulted in widened intervention and support as an alternative to prosecution and impacted positively on the First Time Entrants (FTE) rate across the area. Compliance is being monitored and is currently high at 88% and reoffending is now being tracked with early indications that are local reoffending rates are lower than the national average of 32.5%.
89. The Multi-Agency Offender Management review has been completed and recommendations made for a refreshed model which strengthens the link between Integrated Offender Management and local Offender Management. It is also proposed that the partnership agrees new high harm cohorts (for example domestic abuse and serious violence) as well as retaining the nationally mandated neighbourhood crime cohorts. The full review has been shared with partners with the aim of feedback shaping the final report and a refreshed strategy and delivery plan being agreed.

90. This was the first themed meeting for the LCJB and covered RASSO/DA chaired by DCC Kerr followed by a session related to the LCJB Board structure and Governance, chaired by the OPCC CEO, Claire Trewartha.
91. Within the meeting the following matters were discussed:
 - a. The data pack showed rising DA and sexual offence cases, with more suspects on bail or released under investigation. The board stressed the need to understand repeat offenders and expand diversion options.
 - b. LLR is seeing more early CPS advice, improving CPS understanding of cases.
 - c. From March, Magistrates' courts will introduce an early trial plea process for straightforward DA cases to speed up proceedings, alongside efforts to accelerate file preparation and listings.
 - d. A new LCJB structure with sub-boards focused on reoffending, system efficiency, and support for victims and witnesses, was proposed, aiming to avoid extra meetings by aligning with existing groups.
 - e. Crown Court is planning extra sitting days and exploring use of vacant space, though details are pending.
 - f. Real-time case discussions with CPS have launched to speed decisions in DA and knife-enabled crime cases. Under the RASSO model, early advice between officers and lawyers is expected and monitored, with early signs of reduced delays.
 - g. Procurement is underway to expand out-of-court resolutions, with first-time domestic abuse offences excluded as a red-line.

End of Report

OFFICIAL

Project	Description / Brief	Area
NTE St John Ambulance	Medical night-time economy first aid provision provided by St John Ambulance, including a static treatment centre (usually located at Jubilee Square), a double-crewed ambulance, an advanced life support provider and first aid teams. Where demand permits the provision also provides critical support to East Midlands Ambulance Service by responding to 999 calls related to the nighttime economy in the city centre, dramatically reducing ambulance wait times. The services will operate from 10pm to 5am on 43 priority dates across 2025 (usually Fridays, Saturdays or bank holiday weekend dates).	Leicester City
CCTV Camera 269	Replacing obsolete camera 269 with digital technology.	Leicester City
Early Intervention Team	2x Full Time (37 hours pw) Prevention Officers. The Early Intervention Team has been delivering targeted workshops, on County Lines, Exploitation and Anti-Social Behaviour in secondary schools during the past academic year and these identified missed opportunities to engage children at an earlier age.	Leicester City
Premier League Kicks Roadshow LCITC	Leicester City in the Community (LCITC) proposes the Premier League Kicks Roadshow, a project using newly refurbished ball courts and city centre spaces to engage young people through free football and sports sessions. The initiative aims to reduce antisocial behaviour (ASB), promote positive community involvement, and provide safe recreational opportunities. Sessions will be held at Melbourne Road, Eyres Monsell, Netherhall and city centre locations, focusing on hard-to-reach young people.	Leicester City
AAA foundation Netherhall Afterschool Club	Activities that will be funded – Football, Basketball, Arts & Craft Staff Costs 1 Youth worker 3hrs @ £15ph per week over a period of 8 weeks= £576.00 1 Sports coach 3hrs @ £20ph per week over a period of 8 weeks = £720.00 Other Costs Arts & crafts materials: £100 (estimated for 8 weeks) Refreshments & incentives: £50 Total Programme Cost: £1,446.00	Leicester City
Netherhall Fun Day Support Funds	As part of the nether hall fun day to support the engagement with young people and reduction in ASB and youth related crime in the area. The CSP would like to support with a small additional budget to allow for the committee to provide food and drink for the young people on the day and to support other funds like vouchers for engagements and raffles Small budget to allow for additional support to cover the costs of Food and Drink for young people, Raffle vouchers etc	Leicester City
Netherhall Detached Youth Work	The funding will pay for two officers to work 5 days a week between 31st June and 15th August dedicated solely to the Netherhall Neighbourhood and specifically in and around the Neighbourhood Centre delivering detached youth work with a cohort of risky young people actively engaged in ASB and crime.	Leicester City

RAP Youth JAG Leicester	Funding to expand the reach and impact of the Youth Joint Action Groups (YJAGs) through community-based “Pop-Up” engagement sessions. These sessions have already demonstrated significant value in gathering feedback from young people, amplifying young voices, and informing the Leicester Community Safety Partnership (LCSP) and aligning with the priorities.	Leicester City
TV Engagement Events	<p>Request for a TV/Monitor to provide key priority messages at engagement events.</p> <p>There is a recognised need to be able to support the delivery of the partnerships key priorities to the communities during events ran in Leicester.</p>	Leicester City
HUQ Footfall System	The existing footfall system managed by BID Leicester only covers three areas: Gallowtree Gate, Humberstone Gate West and East Gates. The majority of the night time pubs and clubs are outside of these areas. Having access to the supporting data would provide valuable support to the night time economy multi agencies.	Leicester City
Evening Service for Homeless and Street Lifestyle Individuals	Operating every Monday and Wednesday evening for 2.5 hours, the service will fill a critical gap identified through mapping of current meal and support provision. Alongside providing a hot meal and a safe environment, the initiative will deliver indirect benefits to wider community safety—reducing visible street congregation, public disorder, and anti-social behaviour (ASB)—while alleviating pressure on emergency services, local businesses, and the night-time economy. To ensure sustained and meaningful progress, a dedicated part-time project worker will extend engagement beyond the sessions, facilitating referrals, one-to-one support, and partnership collaboration. In addition, specialist sessions and themed discussions will be delivered to address key issues such as serious violence, reoffending, domestic abuse, and mental health.	Leicester City
CSP Project Officer Funding	Funding for this role was requested directly to the PCC to assist in funding a dedicated role to work across the partnership, enhancing capacity to coordinate activities, manage data, and support the delivery of priority outcomes. This roles need was considered essential by all CSP partners as it will ensure that effective performance data is in place, programmes of work and activity is focused on the priorities while also seeking good practice across surrounding and national CSPs.	Leicester City
Community Support Officer – Falcon Support Services	The Community Support Officer will work with those identified as having a substance misuse issue and/or offending, including ASB and street begging.	Charnwood
Town Centre Detached and Multisports – GoGetta	This proposal is for the continuation of a project funded through the National Lottery Million Hours fund for which funding comes to an end in June 2025; if successful, this funding will be spent on the delivery of a weekly detached youth work and Multisports session for young people aged 11-19years (up to 25 with SEND) from Loughborough, targeting young people causing ASB within the Town Centre and providing them with diversionary activity.	Charnwood



Warwick Way Detached – GoGetta	This proposal is for the continuation of a OPCC funded project coming to its end in March 25 due to an ongoing need for this work; funding will be spent on the delivery of detached youth work on the Warwick Way estate, Loughborough. The sessions will engage young people aged 8-21yrs (up to 25yrs with a LD), living on and congregating in ASB 'hot spots' around the estate, and will be held every Thursday 5.30-7.30pm.	Charnwood
Charnwood KICKS LCITC	The funding requested will be allocated to enable the continued success and delivery of the Leicester City in the Community project for a further 12 months, running until March 31st, 2026	Charnwood
Domestic Abuse Outreach Worker – Living Without Abuse	To provide extra Community-based adult services for male and female adult survivors of domestic abuse. This service will provide help and advice over the phone and in person in a variety of ways, including practical support, security measures, support with the legal system and resettlement. The extra funding will resource 1-1 support with a minimum of 54 newly referred adults/families, within Charnwood annually, and be provided by Living Without Abuse, a local domestic abuse service.	Charnwood
Subsidised Meals Community Drop-in – Falcon Support Services	The funds will help our community drop in deliver healthy nutritious meals at a £1 a meal for those who are homeless, at risk of becoming homeless, isolated and affected by the cost of living crises. We see around 50 individuals a day Monday -Friday access our service for support, safe place, showers, washing machine, sleeping bags, clothes and they see our drop in as a safe space	Charnwood
NWL Amber Project	The Amber team have recognised the need for sexual violence recovery work and education in NWL due to the number of sexual assaults. Currently Leicester City has the highest number followed by Charnwood and NWL. The project includes: Delivery of a minimum of twenty school assemblies, increasing awareness of sexual violence and the support available; these sessions will start in November 2025 Deliver a thirteen-week Sexual Violence Recovery Toolkit to a Group of approximately ten participants. This will start in January 2026 Delivery of a Sexual Violence Training session to professionals for up to twenty participants. This will take place in January 2026 Funding would cover staff time, resources, room rental, and promotional materials and sessions will be delivered by Sammie Grummet Independent Sexual Violence Advisor.(ISVA) and a volunteer on behalf of Living Without Abuse. The project fits within the police and crime plan regarding the commitment to provide trauma informed support to victims of crime.	NWL



Celebrate Safely Christmas Priority 1	<p>Purpose to reduce violent crime and disorder relating to the festive period and night time economy in Coalville and Ashby de la Zouch. The project will be delivered by NWLDC during the month of December 2025.</p> <p>Includes:</p> <ul style="list-style-type: none">• Additional Street Warden Hours in Ashby• Street Wardens in Coalville• Additional CCTV hour coverage during key dates.• Alcohol awareness packs	NWL
Personal safety for Thringstone and Whitwick - Priority 1	<p>The provision of Personal Attack Alarms with torch for the community of Thringstone and Whitwick. NWLDC will source the items and Leicestershire Police will ensure that they are able to provide these alarms to those who need them in the community.</p>	NWL
PSPO Castle Donnington - Priority 3 Road Safety	<p>Improved signage to raise awareness of the PSPO in place for the whole of Castle Donnington.</p> <p>Provision for improved image capturing of offenders through Dash Cam in non traffic patrol vehicles.</p> <p>NWLDC and Leicestershire Police will deliver this project in partnership.</p>	NWL
Hi Visibility Packs - Priority 3	<p>Hi visibility packs for use at engagement events coming up over the next few months. One for children and one for adults and teens.</p>	NWL
Albert Village Competition - Priority 3	<p>Albert Village school has been chosen due to the current reports received by the Safer North West Partnership with regards to HGV's and speeding vehicles through Albert Village, we know this is a concern for residents of the village and parents of the school. The Headteacher has been giving road safety talks over the last 2 month to children in assemblies.</p> <p>The theme for the A4 pictures is:</p> <ul style="list-style-type: none">• No HGV's in our village• No Speeding through our village <p>The 2 overall winners will get a bike each and helmets.</p> <ul style="list-style-type: none">• 1 bike – reception – year 3• 1 bike – year 4-6 <p>2 Runners up will receive a Family Conkers Day pass each.</p>	NWL



	<p>All children at the school will receive a Hi-Viz sticker set.</p> <p>The winning pictures will be made into A3 posters to be put up around the village.</p> <p>We will have a presentation at the school before they break up for Christmas where, in attendance there will be police, fire, NWLDC portfolio holder and the OPPC will be invited. Also, a police car and fire engine will come for the children to see.</p>	
Rural Crime Priority Fund	<ul style="list-style-type: none">• Air Tags for farm machinery tracking• Keyrings to make it easier to report crime• Sheep and livestock worrying posters <p>North West Leicestershire is considered a rural district covering 108 square miles, although it also towns like Coalville and Ashby-de-la-Zouch its mix of rural villages and surrounding open countryside and within the National Forest.</p> <p>The impact of rural crime can be devastating. It can lead to people losing their livelihoods and can affect whole communities. Rural crime is also often unreported, so many people don't get the support they're entitled to after experiencing crime of this nature.</p> <p>We have engaged with the rural crime officer for our area and they have suggested the items included within the funding request to meet with demands and needs of the rural community. They have identified that rural crime often goes unnoticed due to the time limitations of farmers to report crime via the telephone. A plastic small keyring with the QR Code on for directly reporting crime online should help them speed up the process and encourage them to report crime so a true reflection of the problems they face with rural crime can be measured and appropriate priorities met if necessary.</p>	NWL
KiSP Project	<p>KiSP Enterprise will deliver, 1 x two-hour sessions per week of outreach work in the district of NWL;</p> <p>To offer support and material to young people and discuss sexual health, anti-spiking, healthy relationships/Peer Pressure, sexting, and avenues of support. To empower young people to make safer choices on sexting, sharing nude images, healthy relationships, C-Card (condom distribution), consent, where and how to report incidents and what will happen next.</p> <p>To reduce the likelihood of young people becoming offenders.</p>	NWL



	<p>To reduce violence between young people.</p> <p>KisP Enterprise will be flexible in delivery with evenings/weekends and afternoons to try and gain the most engagement as we know most YP will not be around in the morning. This can be a mixture of weekly weekday and weekend if they are approved.</p>	
Street Whyze KnifeCrime Project	<p>The Street Whyze knife crime project works with young people to deliver Knife Crime talks in schools to educate and inform young people about life choices and the dangers of carrying knives. They offer tailor made assemblies for each year group and will cover the following schools</p> <p>The Castle Rock, Newbridge, SMB College, Castle Donington College, Ibstock Community College, Ivanhoe and Ashby School. The sessions will be delivered by Danny Mondesir during term time between December 2025 and March 2026.</p>	NWL
Domestic Abuse Target Hardening	<p>Working with the housing team and the domestic abuse link worker to provide a victim/ survivor centred approach designed to help those individuals experiencing domestic abuse to remain safely in their own homes. It provides enhanced security measures such as door jammers, window alarms and security lighting.</p> <p>A pack will be provided to those identified as needing extra measures to remain in their own homes after experiencing domestic abuse, the pack will also include information and contact details for support and advice.</p>	NWL
Young People Diversionary Activities – Young Leicestershire	<p>1x weekly street outreach session in Blaby District targeted at ASB hotspot areas.</p> <p>Sessions will be delivered by Young Leicestershire and will target young people age 10-18 at risk of becoming involved in or already involved in ASB.</p> <p>Sessions will be Wednesdays 5pm – 8pm</p>	Blaby
Police Crime Reduction Stock	Purchase of crime reduction and road safety items to be distributed among the community.	Blaby
Hate Has No Home Here	<p>This is a MATCH Funded project - BDC will provide an equal amount of funding to match what is requested in this bid to deliver the project.</p> <p>This funding is to facilitate a programme of work in primary and secondary schools across Blaby District on anti-discrimination.</p> <p>The objectives of the Hate Has No Home Here Anti-discrimination Project are to:</p>	Blaby



	<ul style="list-style-type: none">• Raise awareness about different forms of discrimination• Provide training for teachers• Encourage schools to develop a zero -tolerance policy on discrimination• Produce a film that promotes a culture of respect, inclusion, and equality• Develop artwork with anti-discrimination messages to be displayed in schools and at the Crosby Yarn Bomb	
Campaigns and Projects	<p>Delivery of various projects and campaigns, for example:</p> <ul style="list-style-type: none">• White Ribbon Accreditation for BDC.• Bystander training• 16 days of action for White Ribbon including school sessions, social media campaign, DA awareness training, information stands.• National Hate Crime Awareness Week• Ask for Angela Recruitment and Training• Purchase of items and cost of print for materials related• Anti-spiking safety items• Smart doorbells for high risk ASB and DA cases• Misc.	Blaby
NTE Marshalls	<p>Marshalls in the NTE for Blaby Town Centre</p> <ul style="list-style-type: none">• 28 November 2025 - Blaby lights Switch on• 19 Dec (Last weekend before Christmas)• 20 Dec (Last weekend before Christmas)• 24 Dec (Christmas Eve)• 26 Dec (Boxing Day)• 31 Dec (New Years Eve)	Blaby



Publicity Campaigns and Resources for Community Events	We are aiming to increase our partnership community events including beat surgeries, specific Community Safety campaigns (such as Celebrate Safely and Darker Nights), An example of an event would be the start of December, for the last 2 years we (BDC Community Safety) have held a celebrate safely event at Enderby Leisure Centre with police colleagues providing information, advice and merchandise to raise awareness on key priorities including ASB, domestic abuse, Night-time economy safety, celebrating safely and hate crimes. To refresh campaign assets as required.	Blaby
Video Doorbells , Target Hardening	Providing video doorbells for high risk ASB cases or victims of domestic abuse. Community Safety supply these to residents following reports of either high risk ASB/ DA as a safety item to safeguard them. Doorbells do not require any subscription so no cost to recipient.	Blaby
Knife Crime Theatre Production	Solomon Theatre Group will deliver their knife crime awareness production - "Skin deep" across the 3 colleges in our district. 20/21/22 January 2026 The colleges are Brockington, Winstanley and Countesthorpe.	Blaby
Trail Camera's x8	This work will be carried out by BDC Environmental Enforcement Team by purchasing 8 LTL Acorn 6210 Ultra Trail Camera with Encryption (£169.99, including free UK delivery and 1-year warranty). This camera will be used to monitor and gather evidence of rural crime offences such as fly-tipping, illegal waste disposal and rural crime in general. Its encryption feature ensures compliance with data protection regulations and protects evidence integrity.	Blaby
Response Fund	This is a request for a responsive pot so that the CSP can respond to emerging threats in a timely way. These threats will be identified by the local CSP Tactical Group. This could be used for example for target hardening initiatives for emerging threats e.g. air tags for rural crime, ring doorbells, defender pouches keyless car crime, light timers for burglary, window alarms, drink spiking covers, personal alarms, target hardening high risk ASB/ high vulnerability cases (not crimes), replacement of equipment for delivery of new schools workshops based on tackling emerging threat or for services that are needed at short notice for example NTE economy marshals. We may also use this for responsive campaign work.	Hinckley and Bosworth
DISC Retail Business Crime	Continued support for the DISC and retail radio scheme: There are 146 users registered on Hinckley BID's DISC scheme for retail watch and 65 for Pubwatch. There are 55 plus Radio-Link radios allocated and operating on the Radio-Link scheme with a further 6 to be allocated. Feedback continues to be positive for the scheme.	Hinckley and Bosworth

Bike Register	The police will be supporting Hinckley BID with a security bike event which will involve offering bike security and tagging for member of the public. The tagging kit identifies the bike owner and can be tracked via an app which registers the bike to national police approved database. Registering the bike provides the owner with a lifetime registration which all UK Forces have access to. A registration logbook will be provided to be used as proof of ownership and the owner will have secure online access to manage their account. A highly durable tamper resistant QR code label will reduce the risk of theft by warning thieves that the owner has used bike register and provides a unique bike register ID.	Hinckley and Bosworth
Thermal Imaging Camera	This equipment is to be used in evidence gathering to support the request for warrants to be issued in the pursuit of cannabis factories.	Hinckley and Bosworth
Premier League KICKS LCITC	This project funding will include Premier Kicks delivery by Leicester City in the Community. Sessions will take place on Monday evenings at Green Towers Youth Club in Hinckley from 4-5pm for years 7-9 and 5-6pm for years 10+ up to 18 years of age and there is a potential to split the delivery of sessions between Hastings High School and Green Towers to attract more young people to participate from September onwards.	Hinckley and Bosworth
Geofencing Campaigning supporting Safer Summers	Three Geofence campaigns targeted at Hinckley Town Centre which will during the summer period covering the following: ASB in the town centre and parks. NTE and keeping safe. Daytime shopping and keeping items/ valuables safe and secured. These will be coordinated and delivered by Leicestershire Police in partnership with the council's community safety team	Hinckley and Bosworth
X2 Electric Bikes For Police Patrols	Two marked police e-bikes with lighting and safety equipment for use by neighbourhood policing officers in Hinckley and the surrounding areas. The e-bikes will provide a flexible and sustainable means of transport that will bridge the gap between foot and car patrols. The e-bikes will significantly improve operational efficiency, officer visibility, community engagement and the policing response to anti-social behaviour drug dealing and serious acquisitive crime such as burglaries. The e-bikes will also support the force-wide environmental sustainability objectives	Hinckley and Bosworth
Young Peoples Diversionary Activities – Young Leicestershire	Youth outreach via Young Leicestershire in Hinckley and Bosworth: Delivery of 28 x 3hr detached youth work sessions, 1 per week in Hinckley & Bosworth Borough. Operating in ASB/SV hotspot areas across both locations with the aim of diverting young people away from ASB and crime towards positive opportunities. Work in collaboration with other agencies. To co-design with young people, occasional diversionary activities in response to identified need arising from detached sessions. To provide safe, supportive spaces where young people feel included, stimulated, challenged and empowered to make positive life choices. Achieved by building effective, professional and trusted relationships.	Hinckley and Bosworth

Christmas Campaign Initiatives 2025-26 Hinckley and Bosworth Council	<p>The activities requested for funding will form part of a wider campaign and in response to any potential increases in crime and disorder during the seasonal period.</p> <p>Night-time economy marshals on key nights as identified by the CSP Christmas Campaign planning group.</p> <p>Misc items including Geofencing campaign.</p>	Hinckley and Bosworth
Rural Crime Initiatives	<p>This work will be completed in conjunction with the Rural Crime Team (Rob Cross) and includes:</p> <ul style="list-style-type: none"> • 50 Hare Coursing Prevention Signs in key rural areas that act as visible deterrents and reassure public in hotspot areas • Trail Cameras x20 (approx. Units) 	Hinckley and Bosworth
Smart Doorbell Cameras	<p>This work will be carried out with Community Safety partners and delivered by Hinckley & Bosworth's Community Safety team.</p> <p>50 HD Wireless battery powered smart doorbell cameras</p> <p>Purpose - To enable residents who are victims of anti-social behaviour, harassment or domestic abuse to remain in their own homes and feel safer and more confident.</p>	Hinckley and Bosworth
The Warning Zone Roadcrew	<p>Specialist E-safety presentation team called Roadcrew who go out into Secondary, Independent and SEN schools in the community and present to young adults aged from 12 to 17 with a programme called "Crowd Control."</p> <p>With the proposed funding, they aim to go to all the Secondary, Independent and SEN schools in the Market Harborough District and educate the various age groups by presenting the "Crowd Control" programme.</p>	Harborough
Prevent Campaign for Rural Crime	<p>A campaign run in partnership with the NFU to tackle rural crime specifically assisting the farming community. Funding will assist in purchase of various items including:</p> <ul style="list-style-type: none"> • External CCTV Warning signs • Motorcycle Grip Locks/throttle locks • Solar Security Lights • Pad locks 	Harborough
BikeSafe Project by Leicestershire Police	<p>This is for the purchase of items that are required for the safe bike campaign running at the moment by the Leicestershire Police - Market Harborough Station is the lead.</p>	Harborough



	Officers will at random in local towns check the Deliveroo bikes, and retain if they have been adapted with motors and to promote bike safety	
Prevent Campaign for Rural Crime 2	<p>The Rural Crime Tram will be engaging with local farmers within the rural community, and support victims of rural crime and distribute prevent items to potential victims.</p> <p>The Rural Crime Team and supporting officers will be carrying out this work. This will commence throughout the winter and into next year 2026.</p> <p>This includes the purchasing of tracking items such as Airtags and Tiles (Airtag alternative).</p>	Harborough
Drugs Campaign by Leicestershire Police	Leicestershire Police project related to drug detection. This project assists in the purchase of Drug Wipes to be used during operations that involve vehicle stops.	Harborough
The YP Project	<p>Delivery of an early-intervention and safeguarding-focused programme across primary and secondary schools in the Harborough District to reduce the risk of serious violence, exploitation, and harm. The programme will:</p> <ul style="list-style-type: none">Provide violence-prevention and healthy-choices workshops for pupilsUndertake smaller group sessions/1:1 with children identified as higher risk of using harmful behaviours.Deliver parent/carer safeguarding sessions on early warning signs, online risks, and youth exploitationProvide staff training to upskill education professionals in early identification and trauma-informed responsesEstablish a multi-agency safeguarding pathway between schools and support services to strengthen early intervention	Harborough
Safer Communities Partnership Officer		Melton Mowbray



	<p>Since the post was introduced last year the position holder has helped to improve delivery of the CSP objectives by working with multiple stakeholders, communities, and local businesses contributing towards:</p> <ul style="list-style-type: none">• Drugs and country lines• ASB and environmental crime• Rural Crime• Violent Crime	
Response Fund x 3	<p>Response funding to give resilience to support the SMP to help tackle and address arising issues, fund projects, events/items for the partnership. E.g. graffiti project, funding over time to tackle arising issues, engagement events and items such as fly tipping signage, cigarette end pouches and other similar items.</p> <p>We often get requests from CSP partners for funding for venue hire, community engagement funding, resources, and target hardening.</p> <p>To negate the need to submit several small bids, it would be preferable that we have small fund to cover these such events, which will cut down in additional administrative time</p>	Melton Mowbray
Retail DISC App	<p>A data compliant app to help facilitate the Secure Melton Against Retail Theft (SMART) scheme. This app would enable the secure communication regarding retail theft and prolific offenders between SMART members, Local Authority Officers, and the Police. Members can use this app to share information regarding all manner of incidents, such as: Sharing CCTV stills, log an incident under a prolific offender, obtain statistics on the number of reports from one location or store, members can also send instant messages to alert other members of potential issues, there are many other features available also.</p>	Melton Mowbray
Mobile ANPR Camera	<p>Melton Police and the Safer Communities team have identified that Melton Boroughs ANPR capability needs more capacity to improve the intelligence picture, conduct targeted stop and searches and deter criminal activity coming into the area. I am proposing that the SMP purchase a mobile ANPR camera to allow the Police greater operational freedom to utilise this asset to target OCG's and county lines within</p>	Melton Mowbray



	<p>the borough. The ANPR camera will be installed in an existing Police vehicle for the exclusive use within Melton Borough.</p>	
Weekly Targeted Support Group for Young Girls	<p>We have identified a small group of young girls that have various unmet needs and require concentrated inputs that are bespoke to them. So far we have supported two separate cohorts with huge success. The needs have been varied and include high risk CCE/CSE concerns. They are often open to various services, including Childrens Social Care, but had been refusing to engage. Some experience missing episodes, placing the girls in dangerous situations, where substance misuse was a feature and they were at risk of, or were already experiencing, exploitation. The young people are identified as being involved in an increase in criminal behaviour with prolific shoplifting and increased ASB.</p>	Rutland
Response Fund	<p>This is a much-needed support and response funding budget, which will allow the Safer Rutland Partnership to response to emerging patterns of crime, disorder and ASB. The funding will also support victims and alleged perpetrators with diversional activities (such as meaningful activities and training opportunities) to reduce harm and incidents within Rutland.</p>	Rutland



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner

Police and Crime Panel

4th February 2026

Annual JARAP Reports

Report Date	January 2026
Report Author	Lizzie Starr, Director of Performance and Governance
Security Classification	Official

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to hold the Chief Constable to account for the performance of the force.
2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty by holding the Chief Constable to account utilising the independent Ethics and Transparency Panel.

Request of the Panel

3. In their role to scrutinise the actions and decisions of the PCC, the Commissioner requests that the panel examines the contents of this report. He would specifically like to ask the panel their opinion on the following questions;
 - a. Is the Panel content in the regime of independent scrutiny that the PCC has in place?
 - b. Would the panel like to make any recommendations to the PCC in relation to this matter?

Background, Relevant Data and Trends

Joint Audit and Risk Assurance Panel

4. In line with the principles of good governance as laid down by the Chartered Institute of Public Finance & Accountancy (CIPFA) and the Financial Management Code of Practice for the Police Service of England and Wales, this independent Joint Audit, Risk & Assurance Panel (JARAP) was established in 2013, covering the separate roles and offices of both the Police & Crime Commissioner (PCC) and the Chief Constable.
5. The purpose of the JARAP is as an independent body is to seek assurance over the adequacy of the following:
 - a. The risk management and the internal control framework operated by the Police and Crime Commissioner and Chief Constable.
 - b. The effectiveness of their respective governance arrangements.
 - c. The appointment, support, and quality of the work of internal and external auditors as they provide assurance on risk management, internal controls, and the annual accounts through their work.
 - d. Financial and non-financial performance to the extent that it affects the PCC and Chief Constable's exposure to risk, weakens the control environment and undermines their ability to provide good value for money.
 - e. The financial reporting processes.

6. The full responsibilities of the JARAP are contained within the [Terms of Reference](#).
7. The Home Office Financial Management Code of Practice states that the Police and Crime Commissioner and Chief Constable should establish a joint independent audit committee. The committee should be a combined body which will consider the internal and external audit reports of both the Police and Crime Commissioner and the Chief Constable.
8. The JARAP will advise the Police and Crime Commissioner and the Chief Constable according to good governance principles and will adopt appropriate risk management arrangements in accordance with proper practices.
9. In establishing the Joint Audit, Risk and Assurance Panel (JARAP) the Police and Crime Commissioner and Chief Constable shall have regard to CIPFA Guidance on Audit Committees.
10. The JARAP meet approximately four times a year. The calendar of meetings are agreed at the start of each year.
11. Scrutiny and pre-approval of the statement of accounts of the PCC and Chief Constable will take place either at a JARAP meeting or by the Statement of Accounts being shared with a nominated member or members before submission to external audit.
12. The JARAP is currently made up of five independent panel members which includes an elected Chair and Deputy Chair. Recruitment to the panel has aimed to attract applications from across all diverse communities and geographies that the Leicestershire Police serves.
13. The profiles for each member of the JARAP panel is shown below:
 - a. **Luke Pulford (Chair)** - was appointed as member of JARAP on 13th May 2013 and then became a Chair with effect from Wednesday 1st November 2017. Luke first moved to Leicester to study Business Management and Enterprise at De Montfort University. Most of Luke's professional career has been spent working with or in small businesses in the city. He started his first business aged 15 and since then has launched and worked with several start-ups. Luke is now managing a business incubation unit as well as advising local growing businesses. Outside of work Luke sits on the board of a successful charity called Saffron Young People's Project. Luke also supports young entrepreneurs through the Prince's Trust.

- b. **Wendy Yeadon (Vice Chair)** - was appointed as a member JARAP on 1st June 2021 and then appointed as Vice/Deputy chair 1st November 2021. Wendy served for 32 years in the police service, including Nottinghamshire, Bedfordshire and latterly Leicestershire Police. Wendy retired in October 2010, having served at all ranks up to Assistant Chief Constable, prior to her retirement.

Wendy then developed, and maintains, a healthy portfolio career, working mainly with professional regulators including, but not limited to, the Association of Chartered Certified Accountants (ACCA); The Nursing and Midwifery Council (NMC); The Judicial Conduct Investigation Office (JCIO) and Social Work England (SWE). Wendy chairs the organisations' professional misconduct hearings to ensure the public are protected and in the public interest. In addition, she works for the Judicial Appointments Commission (JAC), interviewing and assessing candidates for judicial posts.

Wendy's role with the Joint Audit and Risk Assurance Panel (JARAP) indicates her continued desire to serve the public and to scrutinise the Police and Crime Commissioner and the Chief Constable, for service provision in Leicester, Leicestershire and Rutland.

- c. **Janette Pallas** - was appointed as a member of JARAP on 1st November 2017. Janette is an independent business growth coach and mentor working predominantly with technology-based businesses. Janette has lived in Leicestershire since birth and has a keen interest in the business, sporting, academic and wellbeing success of the County. Janette has managed a number of large public sector programmes and understands the financial and governance constraints around public bodies. Janette has been involved in educational and sporting social enterprises and is passionate about supporting people in their health and wellbeing.
- d. **Kitesh Patel** - was appointed as a member of JARAP on 1st June 2021. Kitesh is an audit and risk professional with extensive experience of internal audit, risk management and internal controls in both the public sector and automotive industry. Kitesh grew up and lives in Leicester and attended De Montfort University where he studied Accounting and Finance. Kitesh has a keen interest in the wellbeing of the county and ensuring the Police and Crime Commissioner and Chief Constable have fulfilled their responsibilities to ensure the best use of resources and public money.
- e. **Pradeep Khuti** - was appointed as a member of JARAP on 1st April 2022. Pradeep's experience in the Housing, Regulatory/Law & Order

and Health sectors has been gained through his various portfolio career in public appointments. His experience includes serving as a Group Non-Executive Director for a Regional Housing Association (also a developer), having sat on its Audit & Risk Committee and Care Quality & Regulatory Compliance Committee. Pradeep serves as a Magistrate and has developed and maintains working with professional regulators to ensure public protection and maintain the public interest. He has been a member or Chair of professional disciplinary tribunals for The Bar Tribunal & Adjudication Service, The Nursing & Midwifery Council and serves as a lay member for The Institute & Faculty of Actuaries. In terms of the health sector, Pradeep sits as a Hospital Managers Panel Member (Mental Health Act) for Leicestershire Partnership Trust NHS, as a Public Advisory Group Member for The NIHR Public Health Intervention Responsive Studies Team (PHIRST) and as a PPI Senate Member for Health Innovations East Midlands. Pradeep has grown up and lives in Leicester.

14. The full annual report of the JARAP panel is attached as **Appendix 1**.
15. The Commissioner agreed to extend the term of the current chair and panel member by a year to allow for the recruitment and selection of a suitable replacement.
16. However, since the agreement the government announced the abolishment of the PCC model and move to either a mayoral model or a strategic policing board. Due to the lack of information surround the announcement it is not yet known what this will affect JARAP and the governance arrangements for risk, audit and assurance.
17. the recruitment process for a new panel member and chair has now been paused, whilst we wait for further guidance and direction from Central Government and the term of the current chair and panel member has been extended until 2028 to oversee the transition period. This will ensure that corporate knowledge is retained and that the PCC and Force have an independent and high-level resource to support good governance and strong public financial management whilst we go through this period of instability.

End of Report

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**Annual Report of Joint Audit Risk and
Assurance Panel
2024-25**

**CHAIR'S REPORT TO THE JOINT AUDIT RISK AND ASSURANCE PANEL FOR
THE YEAR ENDED 2024-2025**

Foreword by the Chair

The 2024-25 year was one that once again was marked by lots of areas of change around JARAP.

PCC elections were held in May 2024 and Rupert Matthews was reappointed as the Police and Crime Commissioner. The 2024-2029 Police and Crime plan was developed, consulted on, approved and then published. There was also a general election in this period that lead to a change in government and the natural uncertainty around changes to national policing policy as a result.

One significant area of change for the Force was the retirement of Rob Nixon who had been Chief Constable since 2022 and had served for 32 years. The panel wishes to put on record its thanks to Rob who was always very supportive of, and engaged with, JARAP and the members when he attended JARAP as deputy chief constable and continued when he became chief.

A new deputy PCC was appointed by Rupert during this year with Charlotte Chirico taking up the post. The Chair meet with Charlotte when she was first appointed to discuss the work of JARAP and answer any questions. The Deputy PCC was invited to attend JARAP meetings going forward.

During the year significant progress was finally made on closing off the outstanding backlog of audits when the government announced a series of plans and backstop dates. During the year an extraordinary meeting was held to allow this business to take place before the first backstop date. Ahead of this the Chair and other panel members attended several meetings an briefing to ensure they were abreast of the plan, new legislation and could operate effectively in this new framework.

JARAP membership has remained the same throughout this year. Recruitment activity was undertaken towards the end of the year in anticipation of the need to recruit new panel members and also a new Chair.

I am confident that JARAP has once again provided the correct level of scrutiny as well as support for the Force and the PCC ensuring that adequate assurances have been provided in a number of areas.

We have continued to improve the documentation and processes that the Panel use, this has been incredibly valuable and has helped to keep our work and meetings as efficient as possible. I am grateful to officers for their support in this area and commitment to driving performance. I am still very confident that our systems and processes are very strong compared to others in the region and at every meeting we see first hand the benefits this brings to our work.

In particular we have continued to work to ensure that the papers for the meetings are as concise as possible and an easy document for members of the public to read.

This year we have tried to align JARAP meeting dates better so that they do not clash with school holidays to try and ensure attendance levels remain high as well as

continuing to have them planned to fit with internal meetings and deadlines as much as possible.

Once again, I must put on record my thanks to all the panel members for their hard work and dedication through this year, I have been so impressed with the work that has been done and am very grateful.

The panels terms of reference had their annual review at the April 2024 meeting where they were accepted.

The annual effectiveness review was carried out on 1st April 2025 using the CIPFA self-assessment tool at a meeting attended by Paul Dawkins, Kira Knott, Sarah Knowles from Mazars as well as the Chair of JARAP. The review led to a score of 194/200 with only 3 areas being identified for minor improvement and it was agreed that JARAP was operating in an effective manner.

There has, in my opinion, been the right level of challenge between the Members and the OCC and OPCC to ensure a positive working environment but also more importantly support through a “Critical Friend” focus. Hopefully this will continue.

The relationship between the panel, internal and external audit has been very good during this period and I feel that all members have a very healthy relationship and engagement that I hope will continue. We have a strong relationship with both and know we can reach out to each other as needed should anything need to be raised or discussed.

With the continued pressure on policing nationally around budgets, and also increased demand, we hope that the appointment of a new government will provide some stability over the coming years that can be reflected in future reports. We also hope that it will bring with it a desire to support the PCC and force with the additional funding required.

This report covers the activities of the JARAP for the year 2024-2025.

Luke Pulford
JARAP Chair

1. Role of the Panel

- 1.1 This is the 12th annual report of the Joint Audit Risk and Assurance Panel (JARAP) created under the Home Office Financial Code of Practice for Police Services.
- 1.2 The purpose of the JARAP as an independent body is to seek assurance over the adequacy of the following:
 - The risk management and the internal control framework operated by the PCC and Chief Constable.
 - The effectiveness of their respective governance arrangements.
 - The appointment, support and quality of the work of internal and external auditors as they provide assurance on risk management, internal controls and the annual accounts through their work.
 - Financial and non-financial performance to the extent that it affects the PCC and Chief Constable's exposure to risk, weakens the control environment and undermines their ability to provide good value for money.
 - The financial reporting process.
- 1.3 The full responsibilities of the JARAP are contained within the Terms of Reference.
- 1.4 The JARAP were appointed in April 2013 and became operational during the 2013/14 financial year.

2. Panel's Terms of Reference

- 2.1 The terms of reference of the Panel follow the guidance provided in the Corporate Governance Framework and are reviewed on an annual basis.
- 2.2 The terms of reference were not amended during this period and remained the same throughout the financial year 2024-25. They were regularly reviewed throughout the period and as part of the annual effectiveness review carried out on 1st April 2025 but amendments were not deemed to be required.

3. Panel Membership and Meetings

- 3.1 The Panel met four times during the year.
- 3.2 The meetings were all open to the public.
- 3.3 The vast majority of JARAP business over the year was publicly available. Agendas, meeting papers and minutes are placed on the OPCC website for the public to view.
- 3.4 The panel has five members. There were no changes to membership this year.
- 3.5 Panel member attendance at meetings throughout the year ensured that all meetings were quorate. The August meeting was fully attended, Janette Pallas gave apologies at two meetings and Luke Pulford at one.

- 3.6 Attendances from JARAP members, OPCC/Force staff and the auditors are listed and referenced in the meeting papers available on the OPCC website.
- 3.7 Every meeting was also attended by representatives from Internal Audit (Mazars) and External Audit (EY and then Grant Thornton with a period of cross over where both attended).
- 3.9 Membership is monitored to ensure that the JARAP has all the necessary skills and experience to fulfil its terms of reference, in accordance with the job description for JARAP members. The JARAP comprises of members who are independent of the Office of the Police and Crime Commissioner and of the Office of the Chief Constable.

4 How the Panel Discharges its Responsibilities

- 4.1 The Panel's Terms of Reference drive the Panel's workplan for the year which is reviewed annually and sets out all the areas which need to be considered within the Terms of Reference during the year.
- 4.2 There is a work programme which is updated for each meeting and sets out the areas that are planned to be considered on each agenda.
- 4.3 To the workplan, the Panel also added thematic reports or areas where further assurance is required and each meeting there is an item on the agenda to enable further reports to be requested for the next meeting.
- 4.4 Prior to each meeting there is usually a briefing which provides the panel members with an opportunity to receive a briefing on a particular matter, to meet privately with the internal and external auditors or to be shown around a particular department or departments.
- 4.5 To enable Panel members to be effective, they need to understand the plans, priorities and issues facing the Force and the OPCC. The Terms of Reference provides for members to undertake "deep dives" into thematic areas to ensure assurance and discharge their responsibilities.
- 4.6 To supplement this, members of the Panel attend Force and other public meetings where appropriate to gain an understanding of how the Force and OPCC are delivering the business and how they consider key issues and risks. There is an open invitation for JARAP members to attend certain force and PCC meetings.
- 4.7 Again over the year there have been several new members of staff joining the OPCC team as well as staff leaving the team. There have been several vacancies carried through the year and the office has been supported through the use of temporary staff.

5 Assessment of the Panel's performance against its Terms of Reference

- 5.1 Detailed information regarding the meetings held in 2024-25 is available from the OPCC website with all meeting minutes and papers being available. Specifically, the Panel discharged the required responsibilities from the Terms of Reference as follows:

Risk Management, Governance and internal control responsibilities

- 5.2 The JARAP considered the Strategic Risk Registers at every meeting. This included scrutinising and challenging assessments and scores and discussing timeliness of identified actions. The Panel suggested that JARAP meetings be scheduled around other reporting deadlines so the panel received regular updates and as much relevant information as possible.
- 5.3 The JARAP also considered in detail all of the outstanding audit recommendations that had been made over a number of years and the progress made against those recommendations.
- 5.4 Furthermore, the JARAP were provided with both pre audited accounts and the opportunity to review the Statements within them.

Internal Audit responsibilities

- 5.5 Mazars continued as the OPCC and Force Internal Auditors for the year.
- 5.6 The Panel received an Internal Audit progress report at each meeting, presented by representatives from Mazars. The Panel were able to challenge and scrutinise the reports.
- 5.7 The Panel received the Internal Audit Annual Report for 2023-24 and reviewed the Head of Internal Audit's opinion on the reports assessments contained within which had been discussed in detail throughout the year. This report is available within the meeting papers on the OPCC website.

External Audit responsibilities

- 5.8 We continued to receive Ernst and Young's reports historic reports in the early part of this year. For all the meetings this year we received reports from Grant Thornton as the new external auditors.
- 5.9 In July 2024 Minister of State Jim McMahon announced measures to tackle the significant inherited backlog in the auditing of councils and other local bodies' accounts. This gave a series of backstop dates to clear the backlog of outstanding audits with 13th December 2024 being the first for all audits up to 22/23.

Report to those charged with governance – ISA260

- 5.10 During this year the panel held an extraordinary meeting on 9.12.24 to meet the backstop deadline of 13.12.24 and for us to receive the reports for the years that were still outstanding. We also received Grant Thornton's annual auditors report ahead of our meeting in February 2025.

Annual Accounts of the PCC and Chief Constable

- 5.11 The Panel considered the Statement of Accounts 2023-24 in full for both the Force and the OPCC, in conjunction with the letter of representation and the report to those charged with governance at the August meeting. The Panel were advised that there were no significant issues which needed to be brought to the attention of members, no fundamental control issues or

adjusted audit differences. The Panel approved the accounts and the respective Chief Finance Officers and Chair signed the letter of Management Representation.

Information Requirements

- 5.12 The Panel considered reports at each meeting updating on progress of implementing Internal Audit Recommendations. The panel also had pre-meeting briefings on a number of areas of particular interest to them which is found to be incredibly useful in building greater awareness of the risks and seeing the operational benefits of the work around risk management in both the OPCC and Force. These areas included fleet planning, the ongoing transformation project and the work on the HR toolkit.

Fraud and Corruption will be reported at least every other meeting.

- 5.13 The Panel considered reports and updates on Fraud and corruption at meetings.
- 5.14 During the year any incidents or suspected incidents were brought to the attention of the chair immediately.

Ethics and Transparency Panel

- 5.15 The Ethics and Transparency Panel continued to operate during this year as a sister panel to JARAP.

Collaboration

- 5.16 The panel received regular updates on collaborative arrangements across the region within the meetings and through additional briefings.

Other Assurance Providers and Information

- 5.17 The Panel continue with their pre-meetings to be briefed before every meeting on a subject that is either relevant to the upcoming meeting or future of the Force/OPCC. This has been very useful at increasing members understanding of issues and given the Panel greater insight.
- 5.18 During this year the Chair, and other members, attended East Midlands Audit Forum's. These were useful events as they shared the latest legislative changes and best practice updates. It was also very interesting to look at the workings of other types of local audit (such as fire and rescue and local government).
- 5.19 Panel members also attended other training and update sessions put on by CIPFA to ensure they were kept abreast of updates to the regulations and best practice. The sessions run by CIPFA with other bodies (such as the FRC and NAO) attending about the backlog and then the backstop were particularly helpful in understanding that new approach.

6. Other Activities

- 6.1 The Chair and the Vice-Chair of the Panel met on a number of occasions during the year with the Deputy Chief Constable and/or the Chief Finance Officer as appropriate to discuss the role and work of the JARAP.
- 6.2 Where appropriate, the Chair has been personally updated on confidential strategic and operational issues to ensure the right level of scrutiny has been applied and issues are being managed effectively and tracked via the risk management process.
- 6.3 As was needed the Chair and the Vice-Chair have both met with the PCC, deputy PCC and CEO (or interim) of the OPCC and also the Chief (or interim) and Deputy Chief's to deal with more serious matters.
- 6.4 The Chair held their annual meeting with the PCC to discuss the work of the panel, update him on how assured we are and share any concerns we had.