

**The Office of the
Chief Constable
for Leicestershire (OCC)**

**DRAFT
Annual Financial Report**

2025/26

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Narrative Report by the Chief Finance Officer

These accounts set out the overall financial position of the Chief Constable (CC), who is responsible for the Leicestershire Police Service, for the year ended the 31st March 2026.

The accounts for 2025/26 are presented in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2025/26 (the Code) which specifies the principles and practices of accounting required to give a 'true and fair' view of the financial position and transactions of a local authority. This Code of Practice is based on International Financial Reporting Standards (IFRS) and has been developed by the CIPFA/LASAAC Code Board under the oversight of the Financial Reporting Advisory Board.

The Police Reform and Social Responsibility Act 2011 introduced a new governance structure for way the police in England and Wales are governed and held accountable. The Act introduced the Office of the Police and Crime Commissioner and at the same time the CC was established as a separate body and made responsible for the Leicestershire Police Service.

The CC of Leicestershire is responsible for the delivery of the policing service to the communities of Leicester, Leicestershire and Rutland and has direction and control over officers and staff operating with the Force. The CC holds office under the Crown and is appointed by the Police and Crime Commissioner (PCC).

The 2011 Act requires the PCC to hold the Chief Constable to account for the operational delivery of policing including the strategic policing requirement, thereby securing an efficient and effective police force for the electorate of Leicester, Leicestershire and Rutland.

For accounting purposes the OPCC and the Office of the Chief Constable together are known as the OPCC group. A separate set of statutory accounts has been published for the OPCC and the OPCC Group to recognise all the financial transactions incurred during 2025/26 on policing activities.

In order to gain a fuller picture of the financial performance of the public-facing police service for Leicester, Leicestershire and Rutland, it is recommended that this statement of accounts is read in conjunction with the statement of accounts for the OPCC/Group.

The financial report comprises two elements:

- a. The statement of accounts
- b. Non audited supplementary documents

The Statement of Accounts

The purpose of the Statement of Accounts is to provide clear information to readers on how the OCC has utilised available financial resources based on International Financial Reporting Standards (IFRS). This document provides details of the comprehensive income and expenditure for the financial year 2025/26.

All of the assets, liabilities and reserves were transferred to the OPCC and have remained under the OPCC's control during 2025/26. The OPCC receives all income and funding and makes all payments for the Group from the OPCC Police Fund.

From 1 April 2014, under the Police Reform and Social Responsibility Act 2011 the contracts of employment for the majority of police staff transferred to the CC.

The OCC fulfils its statutory functions under the Act within an annual budget. This is set by the PCC in consultation with the CC. A Corporate Governance Framework is in place which sets out the respective responsibilities of the two bodies.

Other supporting statements are provided to help to explain the figures in the accounts. In addition, a glossary can be found at the back of this publication to help explain some of the technical terms.

The main accounts and statements that you will see in this document, their purpose and the relationship between them are outlined below.

The core financial statements:

The presentation of the 2025/26 Financial Statements reflects the reporting formats introduced by the 'Code' in 2016/17. An 'Expenditure and Funding Analysis' is now included in the notes.

Proper accounting practices measure the resources that have been generated and consumed in the year including such things as the use of property (depreciation) and the value of pension benefits earned by employees. However, statutory provisions determine how much of the authority's expenditure needs to be met from council tax each year.

The Expenditure and Funding Analysis aims to demonstrate to council tax payers how the funding available to the CC (i.e. the budget received from the PCC) for the year has been used in providing services in comparison with those resources consumed or earned by authority in accordance with generally accepted accounting practices.

The services that are shown on both the Comprehensive Income and Expenditure Statement and Expenditure and Funding Analysis are determined by the performance framework and internal financial monitoring arrangements of the CC.

Movement in Reserves Statement

This summarises the movements to and from the reserves for the year 2025/26. This shows the unusable reserves held by the Chief Constable.

Comprehensive Income and Expenditure Statement

This statement shows the accounting cost in the year of providing services in accordance with International Financial Reporting Standards. It recognises the financial resources belonging to the OPCC consumed at the request of the OCC for the whole of the financial year.

Balance Sheet

The value at the end of the reporting period (31st March) of the assets, liabilities and reserves of the OCC are shown on the balance sheet. The net assets of the OCC (assets less liabilities) are matched by the unusable reserves held by the OCC. These reserves are a product of the application of the Code and IFRS, it should be noted that the OCC does not hold usable reserves – they are all held by the OPCC/Group.

Cash Flow statement

This statement shows the movement in cash and cash equivalents of the OCC during the reporting period. Whilst the OCC does not hold cash or cash equivalents on its balance sheet, it does have transactions within its comprehensive income and expenditure statement that require disclosure within the Cash Flow statement and supporting notes. The OCC reports a nil movement in cash and cash equivalents as a result.

Notes to the core financial statements

The notes provide support to the financial statements, inform the reader and give sufficient information to present a good understanding of the OCC's activities.

There are no Accounting Standards that have been issued but not yet adopted that will impact on the financial statements or any material items that have been incurred that require, separate disclosure.

The supplementary financial statements:

Pension fund account

The police pension schemes are unfunded and hold no assets. The purpose of this account is to demonstrate the cash-based transactions taking place over the year and to identify the arrangements needed to balance the account.

Non-audited supplementary documents

Narrative Report

The purpose of this Narrative Report is to offer interested parties a more understandable guide to the most significant matters reported in the accounts. It provides an explanation in overall terms of the OCC's financial position.

Statement of responsibilities

The purpose of the Statement of Responsibilities is for the Chief Finance Officer to sign a statement that the accounts present a true and fair view of the financial position of the OCC at the accounting date and of its income and expenditure for the year then ended.

Annual governance statement

Regulations require English authorities to conduct a review at least once a year of the effectiveness of its system of internal control and include a statement reporting on this review with any Statement of Accounts.

Overview of 2025/26

The Police Grant Final Settlement was announced on 30th January 2025 and confirmed a £5m increase in revenue grant funding. A further grant of £5.4m was made available to maintain the uplift in offices from 2020 to 2023. This was a reduction of £1.1m compared to the previous financial year. The precept referendum threshold was confirmed at £14 for a Band D property.

As part of the Autumn Budget the Chancellor confirmed an increase in Employers NIC to 15% and the Employers NI threshold reduced to £5,000. The increase in ER's NI and the decrease of the NI threshold resulted in an additional cost of circa £4.2m for 2025/26. The budget report stated that "Allowances have been made for the impact on public sector organisations", and grant funding of £3.9m was confirmed for Leicestershire for 2025/26.

The Autumn Budget 2024 indicated that there would be an increase for police forces in the settlement to support frontline policing. The increase settlement would "put the government on track to start to deliver the manifesto pledge to boost visible neighbourhood policing with 13,000 more neighbourhood officers and Police Community Support Officers (PCSOs)". The final settlement confirmed additional funding of £3m to increase officers in neighbourhood policing by 35 and PCSOs by 21 at a cost of £2.8m. The remaining £0.2m was unused and funding relinquished. The increase in neighbourhood officers was in addition to maintaining the uplift numbers of 298 officers, which was achieved.

The Commissioner was 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 and higher inflation on contractual services, have put significant pressure on the Force's budget in 2025/26 and beyond. In preparing the budget for 2025/26 the Chief Constable set out the resources required to deliver an efficient and effective police force resulting in a budget deficit of £9.3m. The Force and OPCC worked together to identify areas for potential savings identifying £8.2m of savings, through the agreed use of strategically generated underspends from 2024/25, use of reserves and transformational changes. This resulted in an in-year savings target of £1.1m.

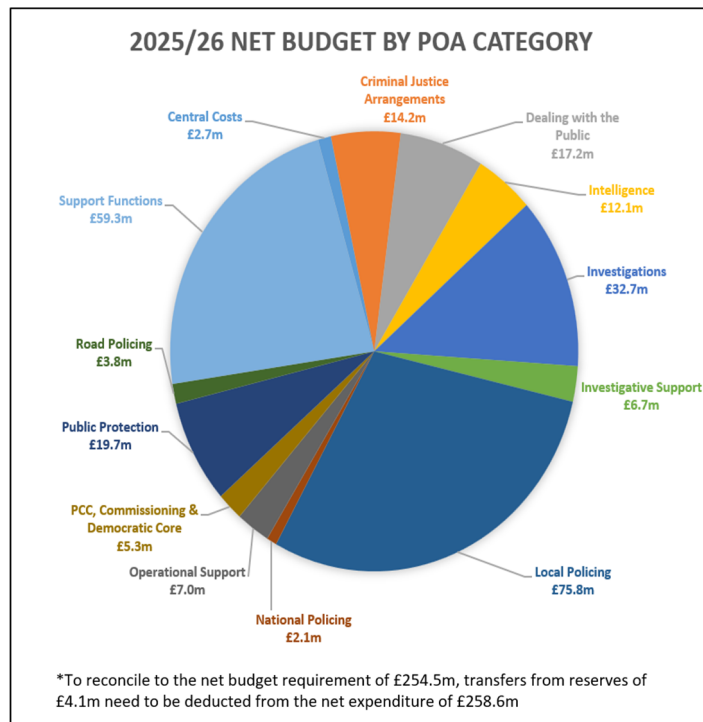
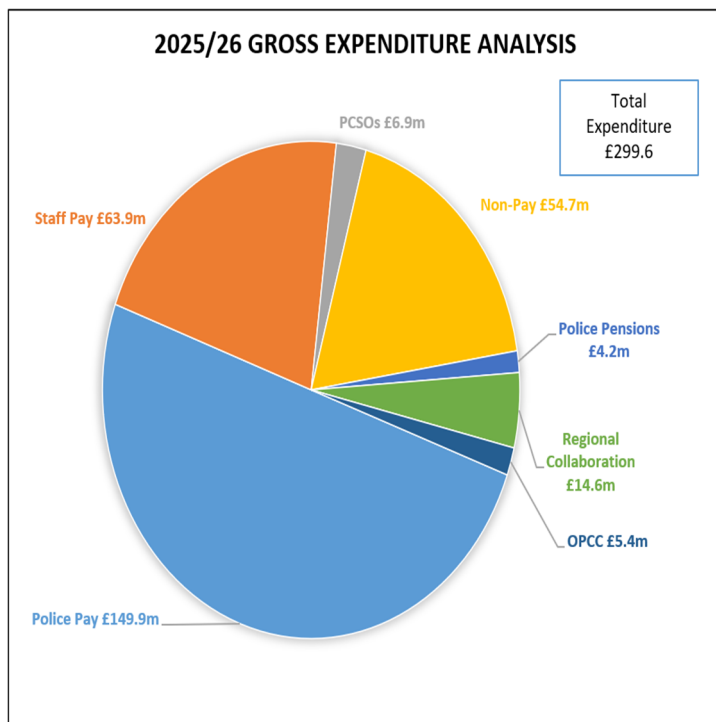
It was identified that the Force cannot, in isolation, reduce its workforce further whilst delivering a good service and high standards without further transformation, investment and by retaining the right workforce mix. The Force has therefore embarked on a transformation program aligned to savings that will need to be achieved in future years.

Due to the financial position no investment items were included in the 2025/26 budget proposals. However, the PCC was able to commit to funding the increase in establishment in the Call Management Centre for a further 2 years through the use of the carry forward reserve to help protect services. This has been made possible by the over achievement of the efficiency target in 2024/25.

A net annual revenue budget for 2025/26 of £254.5m was set for the service as a whole, an increase of 4.7% over 2024/25. £249.3m was managed by the CC with the remaining £5.3m (net of grants and transfers from reserves) relating to the costs of the OPCC (£2.3m) and commissioning activities (£3.0m).

Narrative Report by the Chief Finance Officer

The graphs below demonstrate how the budget was allocated to Police Operational Activities (POA) and by type of expenditure.



Performance against budget

The Office of the Chief Constable for Leicestershire underspent the 2025/26 budget by £0.06m, after the transfer of funds to earmarked reserves, including £5.1m to meet future commitments in 2026/27 and beyond. This includes investment in critical areas of the business including Contact Management, Tasers, safeguarding, Information Technology, driver training and investment in the training facilities to ensure these remain fit for purpose.

This was attributable to:

The Office of the Chief Constable for Leicestershire – £0.06m underspend.

- An underspend on police pay and allowances of £1.3m. The Force successfully maintained the police officer uplift target and recruited an additional 23 officers under the Neighbourhood Grant scheme. The year ended with 2,246 FTE against an authorised establishment of 2,243 FTE. The budget was based on an average of 2,243 FTEs, the actual average profile was 2,223 FTEs across the year, or 20 FTEs lower than budgeted. The establishment was managed at a lower FTE to position the Force for the financial challenges in 2026/27. The Force was also successful in securing a number of additional unbudgeted income streams during 2025/26 towards the cost of police officers, including Response / Hotspot funding, ARV grant and seconded officers.
- An underspend on corporate budgets of £0.1m attributable to increased legal, injury awards and ill health retirement expenditure offset by savings on police community support officers (PCSOs) and additional investment income.
- An unbudgeted revenue contribution to capital of £1.5m to fund the capital programme in 2025/26. This has been made possible due to the savings that have been achieved during the year reducing the borrowing requirement and debt charges in future years.
- During 2025/26 the Force needed to find efficiencies of £1.9m (this was £0.8m higher than the budgeted amount due to a number of the initial savings, not being able to be realised) this was over achieved by

Narrative Report by the Chief Finance Officer

£0.7m. The majority of this was achieved through additional grant income and a reduction in debt charges.

- The police officer and staff pay award was confirmed at 4.2% with effect from 1st September 2025. The Force budgeted for a 2.0%. The government committed £120m additional grant funding for 2025 to meet the unbudgeted costs of the award. The amount Leicestershire received was £1.8m.
- An underspend of £1.5m in the delegated budgets largely due to the over achievement of the vacancy factor for police staff and the over recovery of income offset by overspends on premises, transport and supplies and services.
- The savings achieved during the year have been reinvested into critical areas of the business including Taser provision, training facilities to ensure these remain fit for purpose, contact management, IT infrastructure and ongoing operations.

During the year, the Chief Constable received specific grant from the Home Office to tackle serious violence crime of £1.5m

As the resources are consumed by the OPCC at the request of the OCC the £5.1m to meet future commitments is held in the Carry Forward Reserve.

Operational Performance

During the 2025/26 financial year, Leicestershire Police continued to experience sustained operational demand, reflecting the complex and evolving nature of policing both locally and nationally.

A total of 263,158 incidents were created, representing a small decrease of 1.2% compared to the 266,391 incidents recorded in 2024/25. This follows a slight 0.4% decrease from 2023/24 to 2024/25.

Of these incidents:

- 44,250 were classified as 'Emergency', a 1.3% decrease from the previous year's 44,828, suggesting improved triaging and demand management.
- 50,284 were classified as 'Priority', a 8.% decrease from 54,655 in 2024/25, continuing the downward trend from 55,337 in 2023/24.

This reduction in high-priority classifications reflects the force's ongoing commitment to modernising public engagement, including the use of digital channels and effective signposting to appropriate services.

Notably, domestic abuse incidents increased to 24,230, a 5.6% increase, highlighting the continued prevalence and reporting of this crime type.

HMICFRS PEEL Inspection

Leicestershire Police were inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) during 2024 with the findings being published in December 2024. The detailed report can be viewed on the HMICFRS website.

In 2014, HMICFRS introduced the police effectiveness, efficiency and legitimacy (PEEL) inspections, which assess the performance of all 43 police forces in England and Wales. Since then, HMICFRS have been continuously adapting their approach. The HMICFRS has moved to a more intelligence-led, continual assessment approach, rather than the annual PEEL inspections used in previous years. Forces are assessed against the characteristics of good performance, set out in the PEEL Assessment Framework 2023-25.

Her Majesty's Inspectorate of Constabulary – Findings for PEEL 2023-24

The HMICFRS assessed how good Leicestershire Police is in nine areas of policing and they made graded judgements in eight of these as follows:

Narrative Report by the Chief Finance Officer

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Police powers and public treatment	Protecting vulnerable people	Responding to the public	
	Preventing crime	Leadership and force management	Investigating crime	
	Managing offenders			
	Developing a positive workplace			

HMICFRS also inspected how effective a service the Force gives to victims of crime. HMICFRS don't make a graded judgement for this area.

Leicestershire did not receive any causes for concern but did receive 10 areas for improvement. Significant progress has been made in each of these areas and when HMICFRS visited during January 2025 the actions taken and improvement plan were presented.

Reserves

The reserves of the Group are held by the OPCC and are available with agreement for the CC to utilise in the performance of his duties. The reserves and their purpose can be viewed in the OPCC Statement of Accounts.

Capital spending

The CC is not responsible for the acquisition, disposal and maintenance of assets. However the CC does make use of the assets in providing the policing service.

A total of £6.0m was spent on improving the estate, investing in information technology and the vehicle fleet

All borrowing is held in the name of the Police and Crime Commissioner and hence appear within the OPCC/Group financial statements. No new long term PWLB loans were taken out during the year. Outstanding long term external debt at the year-end was £9m.

The 'Estates' projects undertaken include:

- Phase 2 of the Contract Management Department refurbishment at Force Headquarters.
- Market Harborough station improvements
- The design stage of the refurbishment and expansion of the electrical infrastructure at FHQ
- Improvements to the RPU store to meet accreditation standards.
- Upgrading the lift emergency communication systems to ensure that these continue to operate with the new infrastructure.

The IT projects undertaken include:

- Investment in the data network to ensure network performance and support new services.
- Replacement of Body Worn Video cameras.
- The continuation of investment in the personal computer estate to support agile working.
- Replacement / upgrade of the portable ICCS operator positions.
- The replacement of airwave terminals beyond economic repair.
- Completion of the upgrade to the SmartStorm command and control software.
- the replacement of the Dell Vmware virtual environment, this is a significant upgrade for the Force and is ongoing.
- The purchase of additional storage capacity.

Narrative Report by the Chief Finance Officer

The Group has entered into a lease agreement for the provision of IT equipment for the Digital Forensics project, with a capital value of £1.5m.

During 2025/26, the Transport Unit purchased a total of 21 Vehicles, as 11 of these were awaiting commissioning and non-operational these are classed as assets under construction.

No properties were disposed of during 2025/26.

Retirement Benefits

The Force is a member of 2 pension schemes:

The Local Government Pension Scheme (LGPS) for police staff is administered by Leicestershire County Council – this is a funded defined benefit scheme, meaning that the OPCC/Group and employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets.

The Police Pension Scheme for police officers is an unfunded single employer defined benefit scheme. This means that there are no investment assets built up to meet the pensions liabilities and cash has to be generated to meet actual pensions payments as they fall due.

As the Police Pension Scheme is unfunded it results in a significant liability being carried on the balance sheet.

In accordance with the code a full valuation is being completed by the actuary for the 2025/26 accounts. Unfortunately, due to a delay in receiving the valuation data from the administrator it has not yet been possible for the actuary to complete their work and the results incorporated into these draft accounts. The liability on the pension scheme is therefore currently shown as the prior year figure.

Due to delays that have occurred in receiving the final valuation the following areas of the accounts are impacted:

Income and Expenditure Statement

- Cost of Services
- (Surplus) or deficit on provision of Services – Pensions Net Interest Cost and Home Office grant not included
- Other comprehensive Income and Expenditure - actuarial (gains)/losses.

Balance Sheet

- Pension Liability – currently shown as the prior year figure for the police scheme

Note 27 – Defined benefit pension schemes

- The note only currently includes the detail in relation to the Local Government Pension Scheme.

The LGPS valuation has returned a net asset in respect of the funded obligations, due gains relating to changes in the financial and demographic assumptions and an excess return on assets over and above the expected accounting return offset by a loss in 'other' experience. £21.2m of the loss in 'other' experience is a result of the 2025 triennial valuation due to the difference between the projected and actual membership experience.

In accordance, with proper accounting practice, an asset ceiling calculation and IFRIC 14 assessment has been undertaken which shows that the net asset cannot be realised. As a result the net pension asset in the LGPS scheme is reduced by £169m leaving a residual liability of £24m.

Variations in the pension fund balance do occur between years due the changes in the financial and demographic assumptions and rates of return on investments used by the Fund actuaries, when valuing the scheme assets and liabilities.

The liabilities show the underlying commitments that the Group has to pay retirement benefits. However, the statutory arrangements for the funding of the deficit mean that the financial position of the OPCC/Group remains stable.

Narrative Report by the Chief Finance Officer

The pension liability includes provision for the implementation of the Public Service Pensions and Judicial Offices Act 2022. This legislates for how schemes will remove the age discrimination identified by the courts in the way that the 2015 reforms were introduced for some members.

The liabilities show the underlying commitments that the Group has to pay retirement benefits. However, the statutory arrangements for the funding of the deficit mean that the financial position of the OPCC/Group remains stable.

Outlook for 2026/27

In December 2025, the Government announced that the local precept could be increased by £15 per annum for a Band D property the expectation from Government being that the full increase would be implemented by Police and Crime Commissioners. The final settlement confirmed an increase in government grant of £7.7m to £175.5m. The Officer Maintenance and Additional Top up grants were combined into total core grant funding and the conditions attached to the previously ringfenced grants removed.

The Chief Constable welcomed the additional revenue grant funding of £5.4m to deliver year 2 of the Neighbourhood Policing. The grant is subject to the Force delivering its share of the expected national growth of 1,700 Neighbourhood Officers and PCSO. For Leicestershire this is 26 for Year 2.

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 on contractual services and changes in legislation, have put significant pressure on the Force's budget in 2026/27 and beyond. This resulted in a budget deficit of £3.6m. The Force has identified £3.6m of savings to close the gap, through the agreed use of underspends from 2025/26, use of reserves, reverse modernisation and a reduction in the establishment.

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 on contractual services and changes in legislation, have put significant pressure on the Force's budget in 2026/27 and beyond. This resulted in a budget deficit of £3.6m. The Force has identified £3.6m of savings to close the gap, through the agreed use of underspends from 2025/26, use of reserves, reverse modernisation and a reduction in the establishment.

Despite the financial outlook, the PCC provided funding of £1.1m to fund the following investments:

- 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.

£0.7m is one-off in nature and being from the Budget Equalisation Reserve and the remaining £0.4m is recurrent expenditure.

In July 2022 it was agreed that 7m of the Budget Equalisation Reserve (BER) would be utilised for Business Transformation costs, it is anticipated that £2m will be spent in 2026/27. In addition, the PCC continued his invested in Prevention activity from the BER of £0.3m, aimed at reducing demand in the longer term.

Against this background, the PCC set 2026/27 net revenue and capital budgets of £282.6m and £9.7m respectively. A precept of £315.23 for a Band D property was set for the year, an increase of £15.00 (5%) over 2025/26.

Whilst the funding made available to the Police and Crime Commissioner increased during 2026/27 this was a single year settlement, therefore a degree of uncertainty regarding future levels of funding for the Force will continue.

Narrative Report by the Chief Finance Officer

In conclusion, the financial arrangements of the Office of the Police and Crime Commissioner and the Office of the Chief Constable are in a sound position although it is recognised that future funding challenges remain.

Both organisations have a good reputation for managing expenditure within the resources available alongside a clear focus on a change programme to manage future challenges, supported by an adequate level of PCC reserves that will help the force through the change process. Discussions continue to ensure that there is an appropriate balance between the change programme and its implications, and the resources available in order to deliver the priorities of the Police and Crime Plan as identified to the Commissioner by the public and partners within Leicester, Leicestershire and Rutland.

Organisational Risks

When the budget for 2026/27 was set a number of risks were highlighted in relation to the following that could impact upon the budget plans:

- Pay inflation
- The Emergency Services network
- Digital transformation and cloud migration.
- Neighbourhood Policing additional 13,000 personnel
- Contractual Increases
- College of Policing

More details against each of these risks can be found at the following link to the budget and precept meeting report:

<https://www.leics.pcc.police.uk/finance-and-transparency/finance/budget-information/budget-2026-2027/>

In addition to these the latest information reported to JARAP regarding the highest risks currently being faced include:

- Inability to maintain the power that sustains IT systems and CMD
- Demand outstripping capacity in CAIU
- Demand outstripping capacity in the Safeguarding hub
- Risk of a successful phishing attack
- Lack of technical H&S risk assessments
- The Financial Challenge – 2025/26 - 2028/29
- Year-on-year increase in complaints from members of the public
- Insufficient resources to manage the Vetting demand
- Demand outstripping capacity to deal with police officer and staff misconduct investigations
- Supreme Court Ruling impact on internal facilities provision
- HR Gateway sustainability
- Cyber Risk
- Risk to network storage
- Risk associated with a transition to an alternatively fuelled fleet

Paul Dawkins
Chief Finance Officer
xxx 2026

The Chief Constable's responsibilities

The CC is required to:

- make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this OCC, that officer is the Chief Finance Officer
- approve the statement of accounts

Chief Constable's certification

I certify that the Statement of Accounts presents a true and fair view of the financial position of the Office of the Chief Constable for Leicestershire at the reporting date and of its income and expenditure for the year ended 31st March 2026.

David Sandall
Temporary Chief Constable
XXXX 2026

The Chief Finance Officer's responsibilities

The Chief Finance Officer (CFO) is responsible for the preparation of the Chief Constable's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC *Code of Practice on Local Authority Accounting in the United Kingdom* (the Code).

In preparing this Statement of Accounts the CFO has:

- selected suitable accounting policies and then applied them consistently and in harmony with the OPCC/Group
- made judgements and estimates that were reasonable and prudent
- complied with the Local Authority Code.

The CFO has also:

- kept proper accounting records which were up to date
- taken reasonable steps for the prevention and detection of fraud and other irregularities.

Chief Finance Officer's certification

I certify that the Statement of Accounts presents a true and fair view of the financial position of the Office of the Chief Constable for Leicestershire at the reporting date and of its income and expenditure for the year ended 31st March 2026.

Paul Dawkins
Chief Finance Officer
XXXX 2026

Comprehensive Income & Expenditure Statement

This statement shows the accounting cost in the year of the resources consumed by the OCC in delivering the policing plan for Leicestershire. It is prepared using generally accepted accounting practices, rather than the amount to be funded from taxation. The OPCC/Group raises taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The intra-group transfer shown below is cancelled out with the corresponding entry on the OPCC Comprehensive Income & Expenditure Statement when the Group accounts are consolidated.

2024/25				Note	2025/26		
Gross expenditure £000	Gross income £000	Net expenditure £000			Gross expenditure £000	Gross income £000	Net expenditure £000
260,129	(40,523)	219,606	Policing Services		291,610	(48,776)	242,834
176	-	176	Corporate & Democratic		218	-	218
244	-	244	Core				
			Non-Distributed Costs	14	165	-	165
260,549	(40,523)	220,026	Cost of services		291,993	(48,776)	243,217
-	(266,433)	(266,433)	Intra - Group Transfer		-	(248,816)	(248,816)
82,073	-	82,073	Financing and investment income & expenditure	3	836	-	836
342,622	(306,956)	35,666	(Surplus) or deficit on provision of services		292,829	(297,592)	(4,763)
		(251,110)	Actuarial (gains) / losses on pension assets/liabilities	13			12,100
		(251,110)	Other comprehensive income & expenditure				12,100
		(215,444)	Total comprehensive income & expenditure				7,337

Balance Sheet

The Balance Sheet shows the value of the OCC's assets and liabilities at the balance sheet date. The net assets or liabilities (shown below) are matched by the OCC's reserves. Reserves are separated into *usable* (i.e. those amounts the OCC may use to provide police services – subject to statutory limitations) and *unusable* (i.e. those reserves where unrealised gains/(losses) reside or where adjustments are made to reconcile between accounting requirements and taxation requirements).

31 st March 2025 £000		Note	31 st March 2026 £000
-	Non-current assets Long term debtors		-
-	Total long-term assets		-
198	Current assets Short term debtors	9	270
4,435	Intra – Group debtor		5,150
4,633			5,420
(9,898)	Current liabilities Short term creditors	10	(12,937)
-	Intra - Group creditor		-
(9,898)			(12,937)
(5,265)	Net current assets		(7,517)
(1,514,724)	Long term liabilities Liability related to defined benefit pension schemes	14	(1,519,809)
(1,514,724)			(1,519,809)
(1,519,989)	Net assets / (liabilities)		(1,527,326)
1,519,989	Unusable reserves	12	1,527,326
1,519,989	Total reserves		1,527,326

Certification

The draft financial statements on pages 1 to 62 were issued on the 29th June 2026



Paul Dawkins
Chief Finance Officer
29th June 2026

Statement of Movement in Reserves

The OCC does not hold any usable reserves but does hold unusable reserves as a result of its application of both the Code and IFRS. Those transactions not balanced by the intra-group transfer with the OPCC/Group are represented below.

2025/26	General Fund Balance	Total Usable Reserves	Unusable Reserves	Total Reserves
	£000	£000	£000	£000
Balance at 31 March 2025	-	-	1,519,989	1,519,989
Movement in reserves during 2025/26				
Surplus or deficit on the provision of services	(4,763)	(4,763)	-	(4,763)
Other Comprehensive Income and Expenditure	-	-	12,100	12,100
Total Comprehensive Income and Expenditure	(4,763)	(4,763)	12,100	7,337
Adjustments between accounting basis and funding basis under regulations	4,763	4,763	(4,763)	-
Net Increase or Decrease before Transfers to Earmarked Reserves			7,337	7,337
Transfers to/from Earmarked Reserves	-	-	-	-
Increase or Decrease in 2025/26	-	-	7,337	7,337
Balance at 31 March 2026	-	-	1,527,326	1,527,326

2024/25	General Fund Balance	Total Usable Reserves	Unusable Reserves	Total Reserves
	£000	£000	£000	£000
Balance at 31 March 2024	-	-	1,735,433	1,735,433
Movement in reserves during 2024/25				
Surplus or deficit on the provision of services	35,666	35,666	-	35,666
Other Comprehensive Income and Expenditure	-	-	(251,110)	(251,110)
Total Comprehensive Income and Expenditure	35,666	35,666	(251,110)	(215,444)
Adjustments between accounting basis and funding basis under regulations	(35,666)	(35,666)	35,666	-
Net Increase or Decrease before Transfers to Earmarked Reserves	-	-	(215,444)	(215,444)
Transfers to/from Earmarked Reserves	-	-	-	-
Increase or Decrease in 2024/25	-	-	(215,444)	(215,444)
Balance at 31 March 2025	-	-	1,519,989	1,519,989

Cash Flow Statement

All cash balances are held by the OPCC on behalf of the Group. All resources that are consumed by the OCC are paid for by the OPCC and recharged using the intra-group transfer seen on the Comprehensive Income & Expenditure Statement. Certain transactions occur due to application of the Code and IFRS, they are reflected below.

2024/25 £000		Note	2025/26 £000
35,666	Net (surplus) or deficit on the provision of services		(4,763)
(35,666)	Adjustments to net (surplus) or deficit on the provision of services for non-cash movements	16.1	4,763
-	Adjustments for items included in the net (surplus) or deficit on the provision of services that are investing and financing activities		-
-	Net cash flows from operating activities		-
-	Investing activities		-
-	Financing activities		-
-	Net (increase) or decrease in cash and cash equivalents		-
-	Cash and cash equivalents at the beginning of the reporting period		-

Notes to the core financial statements

1. Adjustments between accounting basis and funding basis under regulations

This note details the adjustments that are made to the Comprehensive Income & Expenditure recognised by the OCC in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the OCC to meet future capital and revenue expenditure.

2025/26	General Fund Balance	Movement in Unusable Reserves
	£000	£000
Adjustments to the Revenue Resources		
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:		
Pension cost (transferred to (or from) the Pensions Reserve)	7,015	(7,015)
Holiday pay (transferred to the Accumulated Absences reserve)	(2,252)	2,252
Total Adjustments	4,763	(4,763)

2024/25	General Fund Balance	Movement in Unusable Reserves
	£000	£000
Adjustments to the Revenue Resources		
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:		
Pension cost (transferred to (or from) the Pensions Reserve)	(35,593)	35,593
Holiday pay (transferred to the Accumulated Absences reserve)	(73)	73
Total Adjustments	(35,666)	35,666

Notes to the core financial statements

2. Expenditure and Funding Analysis

The objective of the Expenditure and Funding Analysis is to demonstrate to council tax payers how the funding available to the authority (i.e. government grants, council tax) for the year has been used in providing services in comparison with those resources consumed or earned by authorities in accordance with generally accepted accounting practices. The Expenditure and Funding analysis also shows how this expenditure is allocated for decision making purposes between the Group/OPCC's services.

2024/25			CC	2025/26		
Net Expenditure Chargeable to the General Fund	Adjustments	Net Expenditure in the Comprehensive Income and Expenditure Statement		Net Expenditure Chargeable to the General Fund	Adjustments	Net Expenditure in the Comprehensive Income and Expenditure Statement
£000	£000	£000	Notes	£000	2.1 £000	£000
235,134	(15,528)	219,606	Policing Services	249,932	(7,098)	242,834
176	-	176	Corporate & Democratic Core	218	-	218
-	-	-	Commissioning	-	-	-
-	244	244	Non-Distributed Costs	-	165	165
235,310	(15,284)	220,026	Net Cost of Services	250,150	(6,933)	243,217
(235,310)	50,950	(184,360)	Other Income and Expenditure	(250,150)	2,170	(247,980)
-	35,666	35,666	Surplus or Deficit on Provision of Services	-	(4,763)	(4,763)
-			Opening Combined General Fund Balance	-		
-			Plus / less Surplus or Deficit on the General Fund for the Year (Statutory basis)	-		
-			Closing Combined General Fund Balance	-		

2.1 Note to Expenditure and Funding Analysis

	2025/26				
	Net Capital Statutory Adjustments	Net Pensions Statutory Adjustments	Other Statutory Adjustments	Other Differences	Total Adjustments
	£000	£000	£000	£000	£000
Policing Services	-	(7,789)	-	-	(7,789)
Corporate & Democratic Core	-	(227)	-	-	(227)
Commissioning	-	-	-	-	-
Non-Distributed Costs	-	165	-	-	165
Net Cost of Services	-	(7,851)	-	-	(7,851)
Other Income and Expenditure	-	836	-	-	836
Difference between the Statutory Charge and the Surplus or Deficit in the Comprehensive Income and Expenditure Statement	-	(7,015)	-	-	(7,015)

Notes to the core financial statements

	2024/25				
	Net Capital Statutory Adjustments £000	Net Pensions Statutory Adjustments £000	Other Statutory Adjustments £000	Other Differences £000	Total Adjustments £000
Policing Services	-	(15,601)	73	-	(15,528)
Corporate & Democratic Core	-	-	-	-	-
Commissioning	-	-	-	-	-
Non-Distributed Costs	-	244	-	-	244
Net Cost of Services	-	(15,357)	73	-	(15,284)
Other Income and Expenditure	-	50,950	-	-	50,950
Difference between the Statutory Charge and the Surplus or Deficit in the Comprehensive Income and Expenditure Statement	-	35,593	73	-	35,666

2.2 Expenditure and Income Analysed by Nature

This note provides an alternative breakdown of the OCC's *cost of services* using descriptions used in the OCC's internal management reporting. It is provided to allow the reader of these financial statements an opportunity to see what resources were consumed during the year in delivering the policing plan.

It should be noted that this analysis includes some items within *cost of services* that are not required to be charged against the general fund for council tax purposes – this analysis does not therefore constitute the budget of the OCC. These items include: pension actuarial adjustments, revenue expenditure financed from capital resources and depreciation/amortisation. These items are included to ensure that the cost of the resources consumed is fully captured in accounting terms.

2024/25 Outturn £000	Nature of Expenditure or Income	Note	2025/26 Outturn £000
143,822	Police officer pay and allowances		157,442
72,542	Police staff pay and allowances		78,821
4,037	Police pensions		5,143
(14,789)	IAS 19 Current Cost Adjustment (pensions)	14	(8,016)
1,978	Other employees expenses		1,787
6,270	Premises		6,758
4,363	Transport		4,182
25,461	Supplies and services		28,341
7,610	Agency and contracted services		9,381
49	Revenue expenditure financed from capital resources (REFCUS)		91
8,199	Depreciation & amortisation charges		7,897
763	(Surplus) / deficit on revaluation of non-current assets (not covered by accumulated revaluation gains)		(1,462)
244	Non-distributed costs regarding pensions	14	165
260,549	Gross operating expenditure		290,530
(25,288)	Income from government grants		(31,237)
(13,320)	Income from fees and charges		(13,712)
(1,915)	Contributions from other local authorities		(2,364)
220,026	Cost of services		243,217
82,073	Financing and investment income & expenditure	3	836
(266,433)	Intra - Group Transfer		(248,816)
35,666	(Surplus) or deficit on provision of services		(4,763)

Notes to the core financial statements

2024/25 £000	Grant Income	2025/26 £000
	Credited to services:	
(4,261)	Dedicated Security Grant	(4,604)
(983)	Proceeds of Crime Act/Incentivisation	(1,003)
(1,678)	EMSOU (22.9% Share)	(2,792)
(201)	Special Operations	(263)
(1,572)	Serious Violent Crime Initiatives / GRIP	(1,473)
(6,586)	Police Pensions Grant	(6,174)
(2,434)	Pay Award Grant	(1,784)
(6,464)	Uplift PUP Grant	(5,362)
-	Neighbourhood Policing Grant	(2,501)
-	Neighbourhood Policing Grant 2	(31)
-	NI Grant	(3,889)
(1,109)	Others	(1,361)
(25,288)	Total	(31,237)

The grant income identified above is received by the Police and Crime Commissioner but made available to the Chief Constable as part of the resources employed to deliver the Police & Crime Plan.

3. *Financing and investment income & expenditure*

This line on the Comprehensive Income & Expenditure Statement includes the following items:

2024/25 Outturn £000		Note	2025/26 Outturn £000
82,073	Pensions net interest cost	14	836
82,073			836

4. Officers' remuneration

Senior officers and relevant police officers emoluments – (salary is between £50,000 and £150,000 per year)

2025/26	Salary	Benefits in kind	Expense Allowances	Pension contributions	Total
	£	£	£ Note 1	£	£
The Office of the CC					
T / Chief Constable – David Sandall	185,387	4,886	500	65,442	256,215
T / Deputy Chief Constable – Michaela Kerr	152,975	1,622	500	54,000	209,097
Assistant Chief Constables					
Senior Police Officer Q	138,844	1,950	500	49,012	190,306
Senior Police Officer T	123,275	-	5,419	38,508	167,202
Assistant Chief Officers					
Finance & Resources	120,698	-	5,677	30,054	156,429
ACO Human Resources	104,752	-	5,527	26,083	136,362
	825,931	8,458	18,123	263,099	1,115,611

Note 1 - Expense allowances include car allowances for employees who provide their own vehicles and private health care.

2024/25	Notes	Salary	Benefits in kind	Other payments	Expense allowances	Pension contributions	Total
		£	£	£	£	£	£
				Note 1	Note 2		
The Office of the CC							
Chief Constable – Mr R Nixon (<i>retired 31/03/2025</i>)		193,565	-	3,376	8,500	-	205,441
Deputy Chief Constable		145,382	5,320	-	500	51,320	202,522
Assistant Chief Constables							
Senior Police Officer Q		133,191	1,300	-	500	47,016	182,007
Senior Police Officer R		122,878	1,082	-	500	43,376	167,836
Senior Police Officer S (<i>ceased 02/06/2024</i>)	4	22,897	-	-	980	5,515	29,392
Assistant Chief Officers							
Finance & Resources		115,584	-	-	5,681	28,780	150,045
ACO Human Resources		100,314	-	-	5,527	24,978	130,819
		833,811	7,702	3,376	22,188	200,985	1,068,062

Note 1 – Housing allowance for uniformed officers

Note 2 - Expense allowances include car allowances for employees who provide their own vehicles and private health care.

Note 3 – All chief officers have forgone their eligibility to be considered for an annual performance related bonus payment.

Note 4 – Senior Police Officer S was undertaking a national role in Criminal Justice but was also part of the Leicestershire Chief Officer Team. The costs of this post were externally funded. The officer left the Force on the 2nd June 2024.

Notes to the core financial statements

The number of employees whose remuneration, excluding employer's pension contributions, was £50,000 or more in bands of £5,000 were:

Group & CC

2024/25		2025/26
number of employees	Remuneration band £	number of employees
68	50,000 to 54,999	82
41	55,000 to 59,999	64
15	60,000 to 64,999	33
9	65,000 to 69,999	17
4	70,000 to 74,999	2
7	75,000 to 79,999	5
1	80,000 to 84,999	7
3	85,000 to 89,999	3
-	90,000 to 94,999	2
1	95,000 to 99,999	-
2	100,000 to 104,999	2
-	105,000 to 109,999	-
1	110,000 to 114,999	1
1	115,000 to 119,999	2
153		220

- The bandings only include the remuneration of employees and relevant police officers who have not been disclosed individually; i.e. above the rank of Superintendent.
- Seven of the above posts are National / seconded positions for which the Force receives external funding.
- Leicestershire OPCC is the lead employer for the following regional teams; East Midlands Special Operations Unit, Major Crime and East Midlands Collaborative Human Resources Service (EMCHRS) Learning & Development, 67 of the police staff employees included in the table above work in the regional teams. Leicestershire only meets its share of their costs with the remainder being funded by the other regional forces.

The numbers of exit packages with total cost per band and total cost of the compulsory and other redundancies for the CC are set out in the table below:

Exit package cost band (including special payments)	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band		Total cost of exit packages in each band £	
	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26
£0 - £20,000	3	-	10	4	13	4	89,020	40,710
£20,001 - £40,000	-	-	2	1	2	1	63,376	33,874
£40,001 - £60,000	-	-	2	-	2	-	87,392	-
£60,001 - £80,000	-	-	-	-	-	-	-	-
£80,001 - £100,000	-	-	-	-	-	-	-	-
£100,001 - £150,000	-	-	1	1	1	1	109,577	117,630
total	3	-	15	6	18	6	349,365	192,214

5. Jointly Controlled Operations

The OCC participates in collaborative arrangements with other East Midlands Forces. The police officers involved are seconded from the individual forces and all costs are borne in agreed proportions. Details of the member forces are set out in the table below (where reference is made to 'all 5 forces' this refers to Leicestershire, Derbyshire, Nottinghamshire, Northamptonshire and Lincolnshire).

East Midlands (EM) Jointly Controlled Operations

Jointly Controlled Operation	Member Forces	Ownership %	Lead Force
EM Special Operations Unit <i>(inc Technical Support Unit)</i>	All 5 Forces	22.90 %	Leicestershire
EM Major Crime	All 5 Forces	22.90 %	Leicestershire
EM Forensics	All 5 Forces	22.90 %	Derbyshire
EM Legal Services	All 5 Forces	22.90 %	Derbyshire
EM Learning & Development	Leicestershire, Nottinghamshire, Northamptonshire and Derbyshire	26.36 %	Leicestershire
EM HR Shared Service Centre	Leicestershire & Derbyshire	50.00 %	Derbyshire
ASU (Hangar Only)	Leicestershire, Northamptonshire and Warwickshire	33.33 %	Leicestershire

The following tables relate to Leicestershire's share only.

5.1 Comprehensive Income & Expenditure Statement Jointly Controlled Operations

2024/25 £000		2025/26 £000
3,632	Police pay & allowances	3,718
7,098	Police Staff pay & allowances	7,866
153	Other employees expenses	193
127	Premises	162
217	Transport	218
1,287	Supplies & services	1,401
-	Agency & Contracted Services	41
(1,678)	Income from Government Grants	(2,792)
(543)	Income from Fees & charges	(501)
(10,607)	Funding provided to the pooled budget	(11,341)
291	Depreciation & Amortisation	309
-	(Surplus / Deficit on revaluation of non-current assets (not covered by accumulated revaluation gains)	(130)
(23)	Cost of Services	(856)
2	Gains / Losses on disposal of non-current assets	1
-	Capital Grants & Contributions	-
3	Finance Lease Interest	3
(18)	(Surplus) / Deficit on Provision of Services	(852)
(134)	(Surplus) / Deficit on revaluation on non-current assets (covered by accumulated revaluation gains)	(6)
(152)	Total Comprehensive Income & Expenditure	(858)

5.2 Balance Sheet Jointly Controlled Operations

2024/25 £000		2025/26 £000
17	Intangible Fixed Assets	12
1,999	Land & Buildings	2,094
183	Right of Use Assets	176
555	Vehicles & equipment	449
7	Assets Under Construction	39
2,761	Total Long Term Assets	2,770
717	Short-term Debtors	2,064
1,633	Cash & Cash Equivalents	824
2,350	Current Assets	2,888
(1,587)	Short-term Creditors	(1,278)
(1,587)	Current Liabilities	(1,278)
763	Net Current Liabilities	1,610
(50)	Finance Lease – Long Term	(48)
(50)	Long Term Liabilities	(48)
3,474	Net Assets	4,332
(977)	Earmarked Reserves	(1,840)
(977)	Usable Reserves	(1,840)
(2,545)	Capital Adjustment Account	(2,559)
(160)	Revaluation Reserve	(162)
208	Accumulated Absences Account	229
(2,497)	Unusable Reserves	(2,492)
(3,474)	Total Reserves	(4,332)

6. Related parties

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

Central government has significant control over the general operations of the OPCC and OCC (and therefore the Group). It is responsible for providing the statutory framework within which the OCC operates, and provides the majority of funding in the form of general or specific grants payable to the OPCC. The OPCC has effective control over the activities of the OCC in that the Police and Crime Commissioner sets the policing plan in consultation with the Chief Constable. The OPCC then provides resources to the OCC such that the requirements of that policing plan may be satisfied.

Senior officers of the OCC may be able to influence significantly the OCC's financial and operating policies although overall control is retained by the Police and Crime Commissioner and articulated within the Corporate Governance Framework. No material related party transactions have been identified following consultation with members and relevant officers.

The OCC participates in seven jointly controlled operations (JCO) with other neighbouring Forces. See Note 5 for further details.

In addition to the above, the OPCC also had transactions during the year with other local authorities and public bodies. The impact of many of these transactions is represented within the OCC's accounts via the intra-group transfer.

7. External audit costs

In 2025/26 the OCC incurred the following fees relating to external audit.

2024/25	Costs	2025/26
£000		£000
54	Scale Fee	56
54	Total Fees Payable	56
-	Build Back Assurance Grant	(15)
(7)	Redmond Grant	(7)
(7)	Total Grants Received towards audit fees	(22)

8. Leases

All leases (whether as lessee or lessor) are held in the name of the Police and Crime Commissioner and hence appear within the OPCC/Group financial statements for disclosure purposes.

Under the Corporate Governance Framework, the Police and Crime Commissioner grants the Chief Constable the use of the assets, equipment and resources (whether leased or otherwise) held by the OPCC in order that the requirements of the policing plan can be fulfilled. No financial consideration is made between both parties for the use of any assets, equipment or resources other than the intra-group recharge shown on the Comprehensive Income & Expenditure Account.

The intra-group transfer made between the OPCC and the OCC includes the costs for the use and consumption of the resources of the OPCC. It therefore includes the costs of insuring, maintaining and repairing assets together with charges mirroring depreciation incurred by the OPCC due to the finite life of those assets.

9. Debtors

31st March 2025 £000		31st March 2026 £000
	Short-term debtors	
60	Central government bodies	59
23	Local authorities	9
115	Other Entities & Individuals	202
198		270

10. Creditors

31st March 2025 £000		31st March 2026 £000
	Short-term creditors	
(4,626)	Central government bodies	(5,411)
-	Local authorities	-
(5,272)	Other Entities & Individuals	(7,526)
(9,898)		(12,937)

The figure shown in Other Entities and Individuals relates to accumulated absences. Further details can be found in Note 15.

11. Financial Instruments

A financial instrument is any contract that results in a financial asset on the balance sheet of one entity (for example the OPCC) and a financial liability or equity instrument on the balance sheet of another entity. The term 'financial instrument' covers both financial assets and financial liabilities ranging from the most straightforward (i.e. cash investments, debtors and creditors) to the most complex (i.e. derivatives and embedded derivatives).

The financial assets as disclosed in the balance sheet have a carrying amount which is assumed to approximate the fair value due to the fact they are due to mature within 12 months of the balance sheet date (in the case of the short-term assets). The long-term debtors are also assumed to have a fair value equal to their carrying value. In the case of debtors and creditors, the fair value is taken to be the invoiced amount.

There are no financial instruments which relate to the OCC as all contracted debtors/creditors relate to the OPCC. For further information please refer to Group/OPCC Accounts.

12. Unusable reserves

The following reserves constitute *unusable reserves* as shown on the balance sheet. The balances on these reserves at the balance sheet date are set out below. Please refer to the relevant note as referenced below for a detailed analysis of any movements in these reserves.

31st March 2025 £000		Note	31 st March 2026 £000
1,514,724	Pension reserve	13	1,519,809
5,265	Accumulated absences account	15	7,517
1,519,989	Total unusable reserves		1,527,326

The OCC's unusable reserves are in deficit due in the main to the pension reserve. The pension reserve reflects the deficit on the OCC's defined benefit pension schemes and in particular the police schemes which are not funded by assets but are instead supported by central funding from the Home Office.

13. Pensions reserve

The pensions reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions.

The OCC accounts for post-employment benefits in the Comprehensive Income & Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the OCC makes employer's contributions to the pension funds.

The debit balance on the pensions reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the OCC has set aside to meet them. The pension contributions payable by both employer and employee are adjusted regularly via actuarial valuations – the aim being to reduce the shortfall over the longer term.

In accordance with the code, a full valuation of the Police Pension Scheme is being completed by the actuary for the 2025/26 accounts. Unfortunately, due to a delay in receiving the valuation data from the administrator it has not yet been possible for the actuary to complete their work and the results incorporated into these draft accounts. The liability on the police pension scheme is therefore currently shown as the prior year figure. The actual figures will be incorporated into the audited accounts prior to publication.

Due to delays that have occurred, the pension liability below and Note 14 – Defined benefit pension schemes have only been updated for the Local Government Pension Scheme movements.

Notes to the core financial statements

2024/25 £000		Note	2025/26 £000
1,730,241	Balance at 1st April		1,514,724
(313,296)	Actuarial gains or losses on pensions assets and liabilities		226
62,186	Asset Ceiling Adjustment		11,874
85,142	Reversal of items relating to retirement benefits debited or credited to the <i>surplus/deficit on the provision of services</i> in the Comprehensive Income & Expenditure Statement	14/1	8,677
(49,549)	Employer's pensions contributions and direct payments to pensioners payable in the year	1	(15,692)
1,514,724	Balance at 31st March		1,519,809

Note 14 – Defined benefit pension schemes provides further analysis of the figures shown above together with an explanation for their existence.

14. Defined benefit pension schemes

Participation in pension schemes

As part of the terms and conditions of employment of its officers and other employees, the OCC offers retirement benefits. Although these benefits will not actually be payable until employees retire, the OCC has a commitment to make payments that need to be disclosed at the time that employees earn their future entitlement.

The OCC participates in the following pension schemes:

The Local Government Pension Scheme (LGPS) for police staff is administered by Leicestershire County Council – this is a funded defined benefit scheme, meaning that the OPCC/Group and employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets. The Actuary to the fund is Hymans Robertson LLP.

Following changes introduced in the Public Pension Services Act 2013, from the 1st April 2014 scheme members now accrue pension entitlements based on their career-average rather than their final salary.

The Police Pension Scheme for police officers is an unfunded single employer defined benefit scheme. This means that there are no investment assets built up to meet the pensions' liabilities and cash has to be generated to meet actual pensions' payments as they fall due.

From the 1st April 2015 The Police Pension Scheme 2015 (CARE) scheme was introduced (under the Public Pension Services Act 2013), and members who are not covered by protection or the transitional arrangements in the previous schemes now accrue pension entitlements based on their career-average rather than their final salary.

Three schemes were in operation during 2024/25 as well as injury awards:

the *1987 scheme* (Final Salary) which is based on a maximum pensionable service of 30 years (closed to new entrants on 31st March 2006)

- the *2006 scheme* (Final Salary) which is based on a maximum pensionable service of 35 years (closed to new entrants on the 31st March 2015)
- the *2015 (CARE) scheme* which was available to new entrants from the 1st April 2015 and is a Career Average Revalued Earnings (CARE) scheme there is no maximum period of service.

Transactions relating to post-employment benefits

The OCC recognises the cost of retirement benefits in the cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge the OCC is required to make against council tax is based on the cash payable in the year, so the real cost of retirement benefits is reversed out in the Statement of Movement in Reserves. The transactions within the Comprehensive Income & Expenditure Statement and Statement of Movement in Reserves are as follows:

Notes to the core financial statements

	Local Government Pension Scheme		Police Pension Schemes		Comprehensive Income & Expenditure Account	
	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26
	Chief	Chief	Chief	Chief	Chief	Chief
	£000	£000	£000	£000	£000	£000
Cost of services:						
Current service cost	10,417	7,676	24,343		34,760	7,676
Past service cost	244	165	-		244	165
(Gain) / loss from settlements	-	-	-		-	-
	10,661	7,841	24,343	-	35,004	7,841
Other Operating Expenditure:						
Funding from OPCC	-	-	(31,935)		(31,935)	-
Financing & investment income/expenditure:						
Net Interest cost	(81)	836	82,154		82,073	836
Net charge to surplus / deficit on provision of services	10,580	8,677	74,562	-	85,142	8,677
Other comprehensive income & expenditure:						
Return on Plan Assets (excluding the amount included in the net interest expense)	(1,871)	(16,226)	-		(1,871)	(16,226)
Actuarial (gains)/losses on changes in demographic assumptions	(504)	(5,149)	(2,837)		(3,341)	(12,486)
Effect of Asset Ceiling Adjustment	62,186	11,874	-		62,186	11,874
Actuarial gains and losses arising on changes in financial assumptions	(54,868)	(12,486)	(250,187)		(305,055)	(5,149)
Other (if applicable)	(2,614)	34,087	(415)		(3,029)	34,087
Net charge to total comprehensive income & expenditure	12,909	20,777	(178,877)	-	(165,968)	20,777
Statement of Movement in Reserves:						
Reversal of net charges made to the surplus or deficit on the provision of services for post-employment benefits in accordance with the Code	(10,580)	(8,677)	(74,562)		(85,142)	(8,677)
Employers' Contributions payable to the scheme	15,057	15,692	-		15,057	15,692
Retirement benefits paid to pensioners	-	-	34,492		34,492	-
Actual amount charged against the General Fund Balance for pensions						
Employers' contributions payable to schemes	15,057	15,692	-		15,057	15,692
Retirement benefits paid to pensioners	-	-	31,095		31,095	-
Direct payments - Injury awards payable	-	-	3,397		3,397	-
Total	15,057	15,692	34,492	-	49,549	15,692

Notes to the core financial statements

Pensions Assets and Liabilities Recognised in the Balance Sheet

The amount included in the Balance Sheet arising from the authority's obligation in respect of its defined benefit plans is as follows

	Local Government Pension Scheme		Police Pension Schemes		Balance Sheet	
	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26
	Chief	Chief	Chief	Chief	Chief	Chief
	£000	£000	£000	£000	£000	£000
Present value of the defined benefit obligation	(251,024)	(275,347)	(1,496,328)	(1,496,328)	(1,747,352)	(1,771,675)
Fair value of plan assets	378,544	418,113	-	-	378,544	418,113
Asset Ceiling Adjustment	(145,916)	(166,247)	-	-	(145,916)	(166,247)
Sub total	(18,396)	(23,481)	(1,496,328)	(1,496,328)	(1,514,724)	(1,519,809)
Other movements in the liability (asset) (if applicable)						
Net liability arising from defined benefit obligation	(18,396)	(23,481)	(1,496,328)	(1,496,328)	(1,514,724)	(1,519,809)

Reconciliation of the Movements in the Fair Value of Scheme (Plan) Assets

	Local Government Pension Scheme		Police Pension Schemes	
	2024/25	2025/26	2024/25	2025/26
	Chief	Chief	Chief	Chief
	£000	£000	£000	£000
Opening fair value of scheme assets	347,907	378,544	-	-
Interest Income	17,140	22,290	-	-
Remeasurement gain/(loss)				
The return on plan assets; excluding the amount included in the net interest expense	1,871	16,226	-	-
Other (if applicable)			-	-
The effect of changes in foreign exchange rates			-	-
Contributions from employer	15,057	15,692	34,492	-
Employer Contributions (Top Up Grant)			31,935	-
Contributions from employees into the scheme	3,864	4,107	11,506	-
Benefits paid	(7,295)	(8,116)	(77,933)	-
Other (if applicable)	-	(10,630)	-	-
Closing fair value of scheme assets	378,544	418,113	-	-

Notes to the core financial statements

Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)

	Local Government Pension Scheme		Police Pension Schemes	
	2024/25	2025/26	2024/25	2025/26
	Chief	Chief	Chief	Chief
	£000	£000	£000	£000
Opening balance at 1 April	(287,663)	(251,024)	(1,709,697)	(1,496,328)
Current Service Cost	(10,417)	(7,676)	(24,343)	
Interest Cost	(14,117)	(14,669)	(82,154)	
Contributions from scheme participants	(3,864)	(4,107)	(11,506)	
Remeasurement (gains) and losses				
• Actuarial gains/losses arising from changes in demographic assumptions	504	5,149	2,837	
• Actuarial gains/losses arising from changes in financial assumptions	54,868	12,486	250,187	
• Other (if applicable)	2,614	(23,457)	415	
Past service cost	(244)	(165)	-	
Losses/(gains) on curtailment (where relevant)			-	
Liabilities assumed on entity combinations				
Benefits paid	7,295	8,116	77,933	
Liabilities extinguished on settlements (where relevant)			-	
Closing balance at 31 March	(251,024)	(275,347)	(1,496,328)	(1,496,328)

The police pension schemes are unfunded in nature and hence have no scheme assets. The liabilities show the underlying commitments that the OCC has in the long run to pay for retirement benefits. The total net liability of £1,520m has a substantial impact on the net worth of the OCC as recorded in the balance sheet, resulting in a negative overall balance of £1,527m (**these figures will be revised once the police pension scheme valuation results are available – see Note 26 for more detail**). However, the statutory arrangements for funding the deficit mean that the financial position of the OCC remains stable.

In 2025/26, the local government pension scheme has a net asset in respect of the funded obligations due to gains relating to changes in the financial and demographic assumptions, an excess return on assets over and above the expected accounting return offset by a loss in 'other' experience. The significant movements are:

Changes in Financial Assumptions - £12.5m gain on the balance sheet.

The significant movements relate to the corporate bond yield (upon which the discount rate is derived) this has risen over the period, which has led to a 0.5% increase in the assumption leading to a gain on the balance sheet of £24.7m offset by an increased employers liability of 11.6m due to an increase in the pension increase rate of 0.25% due to a higher levels of inflation being experienced.

Change in Demographic Assumptions - £5.1m gain on the balance sheet.

The demographic assumptions have changed from the previous accounting period to reflect the latest available longevity improvements information available and have been updated to incorporate those used for the 2025 triennial funding valuation

Return on Assets - £16.2m gain on the balance sheet.

The total investment return achieved by the Fund over the accounting period was 10.1% compared to the expected return of 5.8% resulting in a gain on the balance sheet.

Other Experience (Obligations) - £23.5m loss on the balance sheet

The Pension Increase Order for April 2026 was 3.8% higher than the pension increase rate assumption built into the obligations at the start of the accounting period. The increase in pensions in payment has increased the employers obligations and lead to a loss of £2.3m. The remaining loss is a result of the 2025 triennial valuation reflecting the difference between the projected and actual membership experience.

Notes to the core financial statements

Other Experience (Assets) - £10.6m loss on the balance sheet

As a result of the investment performance being updated in the triennial valuation compared to what was previously used the prior years accounting reports.

In accordance with proper accounting practice, an asset ceiling calculation and IFRIC 14 assessment has been undertaken which shows that the net asset cannot be realised and results in a net liability of £23.5m.

Any future deficits will be made good by increased contributions over the remaining working life of employees, as assessed by the scheme actuary. With effect from 1st April 2025 the employer's contribution rate was 24.9%, no change from the previous year and will reduce to 18.9% in 2026/27 following the 2025 actuarial valuation.

The LGPS fund was valued during 2025/26 for the purposes of setting the employer's contribution rates for the next 3 years commencing in April 2026. The next valuation will be as at the 31st March 2028 and will take place during 2028/29.

The rate (%) at which employer contributions are made to the police pension fund is set by the Home Office. The results of the 2020 Police Pension actuarial valuation resulted in an increase in the employers' contribution rate from 31% to 35.3% from April 2024. The Home Office increased the specific grant received to £6.6m in 2024/25 to assist the Force in funding the increased employer's contributions, this continued in 2025/26.

The Pension Liabilities (for the LGPS) have been valued on an actuarial basis using the projected unit method which assesses the future liabilities of the fund discounted to their present value as required by IAS 19. The valuation takes account of the implementation of the Public Service Pensions and Judicial Offices Act 2022. This legislates for how schemes will remove the age discrimination identified by the courts in the way that the 2015 reforms were introduced for some members

The police scheme is the process of being valued by Mercer and the Local Government Pension Scheme liabilities have been valued by Hymans Robertson. Both are independent firms of actuaries.

Basis for Estimating Assets and Liabilities

The significant assumptions used by the actuary have been.

	Local Gov't Scheme		Police Schemes	
	2024/25	2025/26	2024/25	2025/26
	Group	Group	Group	Group
	Years	Years	Years	Years
Mortality assumptions:				
Longevity at 65 (60 for police schemes) for current pensioners:				TBC
• Men	21	21.8	26.1	
• Women	24	24.7	28.6	
Longevity at 65 (60 for police schemes) for future pensioners:				
• Men	21.8	22.6	28	
• Women	25.5	26.1	30.3	

Impact on the Defined Benefit Obligation in the Scheme (provided by the Actuary)

	Local Gov't Scheme		Police Schemes	
	2024/25	2025/26	2024/25	2025/26
• rate of inflation	2.75%	3.00%	2.60%	TBC
• rate of increase in salaries	3.25%	3.50%	4.10%	
• rate of increase in pensions	2.75%	3.00%	2.70%	
• rate for discounting scheme liabilities	5.80%	6.30%	5.90%	
• actual return on plan assets	5.40%	10.10%	N/A	

Notes to the core financial statements

Assets in the pension fund administered by the county council are valued at fair value, principally market value for investments, and consist of:

Local Government Pension Scheme assets comprised

2024/25 Group £000	Fair Value of Scheme Assets	2025/26 CC £000	2025/26 Group £000
37,984	Cash and cash equivalents	33,936	34,313
	<i>Equity instruments: by industry type</i>		
359	Consumer	370	374
339	Manufacturing	556	563
347	Energy and utilities	512	518
407	Financial institutions	407	411
510	Health and care	257	260
9	Information technology	26	27
551	Other	980	991
2,522	Sub total equity	3,109	3,144
	<i>Bonds: by sector</i>		
14,208	UK Government	15,228	15,397
1,991	Other	4,324	4,372
16,199	Sub total bonds	19,552	19,770
	<i>Property: by type</i>		
26,504	UK Property	24,886	25,163
-	Overseas Property	-	-
26,504	Sub total property	24,886	25,163
	<i>Private equity</i>		
22,466	All	22,029	22,274
22,466	Sub total private equity	22,029	22,274
	<i>Other investment funds</i>		
164,738	Equities	183,837	185,881
-	Bonds	-	-
1	Hedge Funds	-	-
7,791	Commodities	8,736	8,833
35,725	Infrastructure	38,000	38,423
75,235	Other	83,812	84,744
283,490	Sub total other investment funds	314,386	317,881
	<i>Derivatives</i>		
(1,933)	Forward foreign exchange contracts	215	218
387,232	Total assets	418,113	422,761

15. Accumulated absences account

The accumulated absences account absorbs the differences that would otherwise arise on the general fund balance from accruing for compensated absences earned but not taken in the year e.g. annual leave entitlement carried forward at 31st March. Statutory arrangements require that the impact on the general fund balance is neutralised by transfers to or from the account.

During 2025/26 Police Officer Annual Leave (AL) increased from £2,056k to £2,292K. Rest days in lieu (RDIL) increased from £150k to £1,669K (this is due to the 2024/25 figure being understated due to a non-material error in the calculation) and Time off in lieu (TOIL) increased from £788k to £1,068K. Police Staff AL increased from £1,120k to £1,144K. TOIL increased from £524K to £654K, this is partly attributable to higher graded staff having outstanding TOIL balances, which differs to prior year, and RDIL increased from £418K to £462K.

There are a higher number of officers with TOIL and AL balances in 2025/26 compared to prior year, this is mainly attributable to the rank of PC. The Management of Time for Federated Ranks policy remains in place to reduce RDIL across ranks.

The balance shown above is a negative figure due to it being a deficit reserve on the OPCC/Group's balance sheet.

2024/25 £000		2025/26 £000
(5,192)	Balance at 1st April	(5,265)
5,192 (5,265)	Reversal of opening accrual made at the end of the preceding year Amounts accrued at the end of the current year	5,265 (7,517)
(73)	Amounts by which remuneration charged to the Comprehensive Income & Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(2,252)
(5,265)	Balance at 31st March	(7,517)

16. Cash flow statement – operating activities

16.1 Adjustments to net (surplus) or deficit on the provision of services for non-cash movements.

2024/25 OCC £000		Note	2025/26 OCC £000
-	Increase/(decrease) in impairment bad debts		-
(107)	(Increase)/decrease in creditors/RIA		(787)
107	Increase/(decrease) in debtors/PIA		787
-	Increase/(decrease) in inventories		-
(35,593)	Movement in pension liability		7,015
-	Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised		-
(73)	Other non-cash items charged to the net surplus or deficit on the provision of services		(2,252)
(35,666)			4,763

17. Events after the balance sheet date

Events after the balance sheet date have been considered for inclusion in the accounts up to the authorised for issue 29th June 2026. The Chief Finance Officer has not identified any events that are classified as either

adjusting or non-adjusting happening between 31 March and the date the Statement of Accounts were authorised for issue.'

18. Contingent Assets and liabilities

In respect of the McCloud Pension case, claimants have lodged claims for compensation under two active sets of litigation, Aarons and Penningtons. Government Legal Department settled the injury to feelings claims for Aarons on behalf of Chief Officers without seeking any financial contributions. The settlement of the injury to feelings claims for Aarons sets a helpful precedent, therefore no liability in respect of compensation claims is recognised in these accounts. Pecuniary loss claims remain stayed under advice from Counsel, but it is expected that most of these claims will be settled under the current compensation mechanism that is provided for under the Public Service Pensions & Judicial Offices Act (PSPJOA) 2022. As at 31 March 2026, it is not possible to reliably estimate the extent or likelihood of Penningtons claims being successful, and therefore no contingent liability in respect of compensation claims is recognised in these accounts.

19. Critical judgements in applying accounting policies

In applying the accounting policies set out in Note 23, the OPCC/Group has had to make certain judgements about complex transactions or those involving uncertainty about future events.

There is a high degree of uncertainty about the future levels of funding for the Police Service. However, it is considered that this uncertainty is not yet sufficient to provide an indication that the assets might be impaired as a result of a need to close facilities or reduce levels of service provision.

In order to apply the group accounting requirements the relationship between the PCC and Chief Constable has been assessed. The PCC remains in control of all assets and reserves however it is judged that the Chief Constable has sufficient operational control over staff and delegated budgets that this expenditure and associated income is shown on the comprehensive Income and Expenditure Statement for the Chief Constable.

The PCC / CC for Leicestershire is involved in various joint arrangements with other Forces in the East Midlands which are detailed in Note 5. These arrangements are judged to be jointly controlled operations due to the joint management and decision making structure of the agreement. Leicestershire's OCC's share of transactions and balances are consolidated into the financial statements in accordance with the CIPFA Code of Practice.

20. Assumptions made about the future and other major sources of estimation uncertainty

The Statement of Accounts contains estimated figures that are based on assumptions made by the OCC/OPCC about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

Some of the key areas that could be affected are covered within the OPCC/Group statement of accounts (note 39) and the OCC could potentially be affected by those sensitivities or movements via either the intra-group transfer from the OPCC or those costs directly charged to the OCC.

21. Going Concern

The concept of a going concern assumes that the functions of the Chief Constable and the Force will continue in operational existence for the foreseeable future. The provisions in the Code (Code of Practice on Local Authority accounting in the United Kingdom 2024/25) in respect of going concern reporting requirements reflect the economic and statutory environment in which police forces operate. These provisions confirm that, as police forces cannot be created or dissolved without statutory prescription, they must prepare their financial statements on a going concern basis of accounting.

Police and Crime Commissioners and Chief Constables carry out functions essential to the local community and are themselves revenue-raising bodies (with limits on their revenue-raising powers arising only at the

discretion of central government). If a police force were in financial difficulty, the prospects are thus that alternative arrangements might be made by central government either for the continuation of the functions it provides or for assistance with the recovery of a deficit over more than one financial year. As a result of this, it would not therefore be appropriate for the financial statements to be provided on anything other than a going concern basis.

However, on the 13th November 2025 the Government announced the abolishment of Police and Crime Commissioners and that elections in May 2028 would be cancelled. The Government published a white paper titled "From Local to National: A New Model for Policing" in January 2026 which sets out a new model for policing including the intention to reform policing and policing governance arrangements in England. This included the merger of police forces to create fewer, larger forces and the transfer of PCC functions to Strategic Authorities and/or elected Mayors.

Whilst timing and detailed implementation arrangements remain subject to further legislation and Government guidance, these proposals may result in significant changes to the governance structure through which policing services are commissioned and overseen.

22. Nature and extent of risks arising from financial instruments (OCC)

The OCC's activities expose it to a variety of financial risks which are interlinked with those of the OPCC/Group:

- *Credit risk* – the possibility that other parties might fail to pay amounts due to the OPCC/Group
- *Liquidity risk* – the possibility that the OPCC/Group might not have funds available to meet its commitments to make payments on behalf of the OCC
- *Market risk* – the possibility that financial loss might arise for the OPCC/Group as a result of changes in such measures as interest rates and stock market movements

Credit risk

Credit risk for the OPCC/Group has two main sources. Firstly, the short-term (less than 12 months) lending of surplus cash funds to banks and other institutions and secondly the risk of customers failing to pay the OPCC/Group for goods/services provided.

The OPCC/Group follows a defined policy of only lending surplus cash resources to a limited list of banks / institutions (including Money Markets). This list is regularly reviewed by the Chief Finance Officer of the OPCC. The banks / institutions on the OPCC/Group's lending list are carefully selected using credit ratings whilst the OPCC/Group sets a prudent maximum investment limit with each bank. All the banks are based in the United Kingdom.

The OPCC/Group does not expect any losses connected with the short-term investments placed with banks or the other institutions.

Customer credit risk has a very low overall effect on the OPCC/Group by virtue of income from customers being equal to only 4.63% of total income (2024/25 – 4.54%). The risk is managed via the OPCC/Group's credit control policy. This policy sets out the framework within which financial relationships with the OPCC/Group's customers are managed beginning with raising an invoice through to invoking legal action should it be required. The Chief Finance Officer for the OCC may authorise the write-off of unrecoverable amounts up to £10k. Amounts above £10k require the authorisation of the Chief Finance Officer for the OPCC.

To further mitigate the risk of customer credit default, the OPCC/Group assesses whether a bad debt impairment is required each year. A bad debt provision has remained at £1k for 2025/26 (2024/25 – £1k).

Liquidity risk

The OPCC/Group's cash flow is managed on a daily basis to ensure that sufficient liquid cash resources are available to meet future payment obligations (for example payments to creditors and payments to and in respect of the OPCC/Group's employees).

If unexpected movements happen, the OPCC/Group has access to borrowings from both the money markets and the PWLB. There is no significant risk that it will be unable to raise finance to meet its commitments under financial instruments.

Risk may arise should the OPCC/Group have to repay a significant proportion of its borrowing in any one financial year. This risk is limited by the fact that the OPCC/Group's PWLB debt portfolio has a spread of maturity dates across a number of financial years. For the maturity profile of the OPCC/Group's PWLB debt commitment, please see Note 20.1 – Long term borrowing of the Group Accounts.

All standard creditors are due to be paid within one year – further information can be found in Note 19 – Creditors of the Group accounts.

Market risk

Interest rate risk

The OPCC/Group is exposed to a limited degree of risk regarding interest rate fluctuations on both short-term investments and on new borrowings. Both short-term investments and new borrowings are entered into by the OPCC/Group at a fixed interest rate for the term of each. The risk therefore arises from the uncertainty of what level interest rates will be at when the OPCC/Group either makes a short-term investment or enters into a new borrowing arrangement with PWLB. A movement in interest rates could have a complex impact on the OPCC/Group. For instance, a rise in interest rates would have the following effects:

- Future borrowings would be more costly and result in a higher interest expense charged to the Comprehensive Income & Expenditure Statement
- The fair value of existing borrowings would alter
- Future short-term investments would realise a greater return and result in a higher interest receipt credited to the Comprehensive Income & Expenditure Statement

Borrowings are not carried at fair value in the balance sheet, so nominal gains and losses on fixed rate borrowings would not impact on the Comprehensive Income & Expenditure Statement or Statement of Movement in Reserves. Movements in the fair value of fixed rate short-term investments will be reflected in the Comprehensive Income & Expenditure Statement, although as the investments are due to mature within 12 months, no such movement is expected.

The OPCC/Group will consider during periods of falling interest rates, and where economic circumstances allow, the viability of repaying loans early in order to limit the OPCC/Group's exposure to interest rate risk.

Price risk

The OPCC/Group does not hold equity shares or other shareholdings and hence has no exposure to the gains or losses arising from a movement in the price of shares.

Foreign exchange risk

The OPCC/Group has no financial assets or liabilities in foreign currencies and hence has no exposure to losses arising from movements in exchange rates.

23. Accounting policies used by the Office of the Chief Constable for Leicestershire

A1 General principles

The statement of accounts summarise the Office of the Chief Constable (OCC) transactions for the 2025/26 financial year and its position at the year end of 31 March 2026. The OCC is required to prepare an annual Statement of Accounts by the Accounts and Audit (England) Regulations 2015 which require the statements to be prepared in accordance with proper accounting practice. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2025/26, supported by International Financial Reporting Standards (IFRS).

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

All accounting policies that are material to the production of the accounts are described in this note.

A2 Cost and intra-group income recognition

All external income is received by the OPCC, which holds the Police Fund and all related financial reserves and cash balances. The OPCC provides an annual budget to the OCC. All resources consumed at the request of the Chief Constable are funded by the OPCC, including the wages of police officers and staff, and no actual cash transactions take place between the two entities.

From an accounting perspective costs are recognised in the OCC accounts to reflect the financial resources consumed and economic benefit derived in the direction and control of day to day policing at the request of the Chief Constable. For example, an economic benefit is recognised to reflect the utilisation of OPCC owned fixed assets which mirrors depreciation of property, plant and equipment amortisation of intangible assets, impairments and revaluations.

Income is recognised in the Comprehensive Income and Expenditure Statement of the OCC accounts, to reflect the funding received from the OPCC.

In addition the OCC's accounts reflect the employment and post-employment liabilities in accordance with IAS19 which states that liabilities relating to these benefits should follow the cost of employment.

The OCC's Total Comprehensive Income and Expenditure reflects the movement in the OCC's unusable reserves as all other net expenditure is met by a transfer of resources from the OPCC and no usable reserves are held by the OCC.

A3 Accruals of income and expenditure

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

- Intra-group income is recognised when it is probable that economic benefits or service potential associated with the transaction will flow to the OCC.
- Supplies are recorded as expenditure when it is probable that economic benefits or service potential associated with the transaction will flow to the OCC.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.

A4 Prior period adjustments, changes in accounting policies and estimates and errors

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

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

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

A5 Financial instruments

Financial liabilities

Financial liabilities are recognised on the Balance Sheet when the OPCC/Group becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is

the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

For most of the borrowings that the OPCC/ Group has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the CIES is the amount payable for the year according to the loan agreement.

Financial Assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cashflow characteristics. There are three main classes of financial assets measured at:

- amortised cost
- fair value through profit or loss (FVPL), and
- fair value through other comprehensive income (FVOCI)

The OPCC's / Group's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost.

Financial Assets Measured at Amortised Cost

Financial assets measured at amortised cost are recognised on the Balance Sheet when the OPCC /Group becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the financial assets held by the authority, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the CIES is the amount receivable for the year in the loan agreement.

A6 Provisions & Contingent Liabilities

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

If it is not clear whether an event has taken place on or before the Balance Sheet date, it is deemed to give rise to a present obligation if, taking account of the available evidence, it is more likely than not that a present obligation exists at the Balance Sheet date. The present obligation can be legal or constructive.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement (CIES) in the year that the OCC becomes aware of the obligation and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Under the Corporate Governance arrangements for the OPCC / OCC the revenue charge for provisions recognised on the OPCC balance sheet is recognised in the CIES of the OCC.

Contingent Liabilities

A contingent liability arises where an event has taken place that gives the OCC a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the authority. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably. Contingent liabilities are disclosed in a note to the accounts, if appropriate.

A7 Revenue Recognition / Income

Specific grants and contributions are included in the 'cost of services' of the CIES where the OPCC has provided additional resources to the OCC for specific operational activities. A similar approach is adopted for fees and charges.

A8 Employee benefits

Benefits payable during employment

Short-term employee benefits are those due to be settled wholly within 12 months of the year end. They include such benefits as salaries, paid annual leave, paid sick leave for current employees and are recognised as an expense for services in the year in which the employees render service to the authority. An accrual is made for the cost of holiday entitlements (or and form leave, eg time off in lieu) earned by employees but not taken before the year-end that employees can carry forward in to the next financial year. The accrual is made at the salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to the surplus or deficit on the provision of services, but then reversed out through the Movement in Reserves Statement to the accumulated absences account so that holiday entitlements are charged to revenue in the financial year in which the holiday absence occurs.

Termination benefits

Termination benefits are amounts payable as a result of a decision by the OCC to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy in exchange for those benefits and are charged on an accruals basis to the appropriate service in the Comprehensive Income and Expenditure Statement at the earlier of when the OCC can no longer withdraw the offer of those benefits or when the authority recognises costs for a restructuring.

Post-employment benefits

Employees of the OPCC/Group are members of two separate pension schemes:

a) Police officers

The Police Pension Scheme (PPS) for police officers is an unfunded scheme, meaning that there are no investment assets built up to meet the pension liabilities, and cash has to be generated to meet actual pension payments as they eventually fall due. Under the Police Pension Fund Regulations 2007, if the amounts receivable by the pension fund for the year are less than amounts payable, the OPCC/Group must annually transfer an amount required to meet the deficit to the pension fund. If however the pension fund is in surplus for the year, the surplus if required to be transferred from the pension fund to the OPCC/Group, which then must be repaid to central government. Injury awards and the capital costs associated with ill health retirements are paid from the Comprehensive Income and Expenditure Statement.

b) Police staff

The Local Government Pensions Scheme is administered by Leicestershire County Council. This is a funded scheme, meaning that the OCC and the employees pay contributions into a fund, calculated at a level intended to balance the pensions' liabilities with investment assets.

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

- The liabilities of the Leicestershire County Council pension fund attributable to the OCC are included in the balance sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions of mortality rates, employee turnover rates, etc. and projections of future earnings for current employees.
- Liabilities are discounted to their value at current prices, using a discount rate based on the indicative rate of return on high quality corporate bonds.

The assets of Leicestershire County Council pension fund attributable to the OPCC/Group are included in the balance sheet at their fair value:

- Quoted securities – current bid price.
- Unquoted securities – professional estimate.
- Unitised securities – current bid price.
- Property – market value.

The change in the net pensions liability is analysed into the following components:

Service cost comprising:

- current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked
- past service cost – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years – debited to the surplus or deficit on the provision of services in the Comprehensive Income and Expenditure Statement
- net interest on the net defined benefit liability (asset), ie net interest expense for the authority – the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the financing and investment income and expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.

Remeasurements comprising:

- the return on plan assets – excluding amounts included in net interest on the net defined benefit liability (asset) charged to the pensions reserve as other comprehensive income and expenditure
- actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the pensions reserve as other comprehensive income and expenditure.
- contributions paid to the Leicestershire pension fund – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the general fund balance to be charged with the amount payable by the OCC to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are appropriations to and from the pensions reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

The negative balance that arises on the pensions reserve thereby measures the beneficial impact to the general fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Discretionary benefits

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

A9 Jointly controlled operations

The OCC has interests in a number of jointly controlled operations. All of these collaborations are governed by formal Section 22 agreements. The activities undertaken by the OCC in conjunction with other joint operators involve the use of assets and resources of those joint operators. The OCC shares are fully incorporated in the Comprehensive Income and Expenditure statement, Balance Sheet Movement in Reserves and Cash Flow Statement. Further details are shown in Note 5

A10 Events after the reporting period

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

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

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts except in circumstances where their effect is considered to have already taken place using the “substance over form convention”.

A11 Overheads and Support Services

The costs of overheads and support services are charged to service segments in accordance with the authority’s arrangements for accountability and financial performance.

A12 Reserves

Certain reserves are kept to manage the accounting processes for retirement and employee benefits and do not represent usable reserves for the authority.

A13 VAT

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

Introduction

The police officer pension fund account was established under the Police Pension Fund Regulations 2007 (SI 2007 No. 1932). It is administered by the Chief Constable using the resources of the OPCC.

The fund receives income each year from:

- Employer's contributions from the OCC based on a percentage of pay
- Additional Funding from the OPCC (received from the Home Office)
- Contributions from serving police officers
- Other receipts

Pensions to retired police officers, lump sum payments and other benefits are paid from the fund.

The following table shows the movements on the pension fund account for the year:

2024/25 £000		2025/26 £000
	Contributions receivable:	
	OPCC/Group	
(31,096)	■ employer's contributions	(32,755)
(472)	■ early retirements	(1,333)
(11,838)	■ officers' contributions	(12,479)
(278)	■ employee contributions owed – Pension Remedy	(197)
(86)	■ Interest on employee contributions owed – Pension Remedy	(20)
(43,770)		(46,784)
(67)	Transfers in from other pension schemes	(11)
	Benefits payable:	
62,952	■ pensions	65,230
6	■ Interest on pensions paid to retired officers - Pension Remedy	41
11,167	■ commutations and lump sum retirement benefits	9,568
28	■ Interest on Commutations / lump sum benefits paid - Pension Remedy	125
699	■ ill-health commutations and lump sum retirement benefits	1,943
96	■ lump sum death benefits	365
-	■ Backdated lump sum and interest payments	
74,948		77,272
	Payments to and on account of leavers:	
194	■ refund of contributions	201
-	■ transfers out to other Police Forces	85
194		286
31,305	Sub-total - Net amount payable for the year	30,763
(31,305)	Additional contribution from the Police and Crime Commissioner to fund the deficit for the year	(30,763)
-	Net amount payable / receivable for the year	-

Notes

Note 1

The Chief Constable is required by law to operate a pension fund and the amounts that must be paid into and out of the fund are specified by regulation. Due to the fact that the OCC does not hold assets or liabilities, no cash is transacted by the Chief Constable. All payments and receipts into and out of the fund are made by the OPCC such that the OCC can fulfil the administration of the fund. The fund will be balanced to nil at the end of each financial year either by paying over any surplus to the Home Office or by receiving cash in the form of pension top-up grant from the Home Office to make up any deficit. The OPCC acts as intermediary where grant payment/receipt takes place – the grant is therefore shown on the OPCC's Comprehensive Income & Expenditure Statement but is transferred to the pension fund account through the Intra-Group funding. The fund does not hold any investment assets and follows the accounting policies of the OPCC/Group.

Note 2

Details regarding the accounting policies are detailed within note 23 A8, notes to the core financial statements.

Note 3

The pension fund does not take account of the liabilities to pay pensions and other benefits after the end of the financial year.

Details of the OCC's long-term pension obligations can be found in the notes to the OCC's core financial statements at note 14.

Note 4

The rate (%) at which employer contributions are made to the police pension fund is set by the Home Office. The 2020 actuarial valuation resulted in an increase in the employers' contribution rate from 31.0% to 35.3% from 1st April 2025.

Employee contribution rates for 2025/26 ranged between 12.44% and 13.78% dependant on the police officer's full time equivalent salary.

1) Scope of Responsibility

The Chief Constable (CC) of Leicestershire is responsible for the delivery of policing services to the communities of Leicester, Leicestershire and Rutland and has direction and control over officers and staff operating with the Force. The CC holds office under the Crown and is appointed by the Police and Crime Commissioner (PCC).

The CC is accountable in law for the exercise of policing powers and to the PCC for the delivery of efficient and effective policing, management of resources and expenditure by the Force. In discharging his overall responsibilities, the CC is responsible for establishing and maintaining appropriate risk management processes, governance arrangements and ensuring that there is a sound system of internal control which facilitates the effective exercise of these functions.

The CC also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The CC has adopted the Corporate Governance Framework approved by the PCC, which is consistent with the principals of the CIPFA / SOLACE Framework *Delivering Good Governance in Local Government*. A copy of the Framework can be obtained from the Office of the Police and Crime Commissioner (OPCC), Leicestershire Police Headquarters, St Johns, Enderby, Leicester, LE19 2BX or on our website at www.leics.pcc.police.uk.

This statement explains how the CC has complied with the code and also meets the requirements of the Accounts and Audit Regulations 2015 in relation to the publication of an annual governance statement.

The Chief Constable as a standalone corporation sole is legally required to produce an Annual Governance Statement. The statement assists the PCC in holding the CC to account for efficient and effective policing. The statement sits alongside the statutory accounts for the CC and gives assurance to the PCC of the CC's governance arrangements. The PCC produces their own statement.

2) The Purpose of the Governance Framework

The Joint Corporate Governance Framework comprises the systems and processes, and culture and values, by which the CC is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the CC to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, value for money services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the CC's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The Joint Corporate Governance Framework (CGF) was developed in 2013-14, was considered by the Joint Audit Risk and Assurance Panel (JARAP) and reviewed in March 2014 to incorporate the changes required under Stage 2 Transfer arrangements. The CGF has been reviewed and updated during 2023-24 following extensive consultation and ratified at Corporate Governance Board in March 2024. A further review was undertaken in quarter three of 2025-26.

3) The Governance Framework

Both the PCC and the CC continued to ensure that appropriate management and reporting arrangements were in place to enable it to satisfy itself that its approach to corporate governance was both adequate and effective in practice. These arrangements included:

- The Joint Corporate Governance Framework;
- A Risk Management Strategy;
- An Annual Governance Statement produced by the OPCC and the OCC;
- A Regional Governance Statement;
- Ensuring that there is an effective Internal Audit function.

Annual governance statement

During 2025-26, Forvis Mazars were the appointed Internal Auditors for the region. Regular review and planning meetings took place which helped identify, discuss and share best practice and identify potential common audit themes.

Forvis Mazars also attended Regional CFO and Finance Director meetings to update on the progress of 2025-26 Regional Collaboration audits and the Regional Collaboration Internal Audit Plan and the proposed workplan and timescales for 2025-26.

The effectiveness of audit committees should be carried out periodically. A self-assessment effectiveness review was undertaken by the OCC, OPCC and JARAP members during 2025-26 using CIPFA guidance. The findings were reported to the JARAP at its meeting on 14 May 2026. Overall, the review concluded that the JARAP is operated in an effective manner.

The 2025-26 Internal Audit Plan was considered and approved at the JARAP meeting held in May 2025. It was prepared following discussion and consideration of regional and three force audit themes, the risk register and other factors.

Forvis Mazars attended each JARAP meeting to routinely report to and provide assurance on the adequacy and effectiveness of internal control.

The system of internal control is based on a framework of robust financial and contract procedure rules and processes, administrative procedures, management supervision and a system of delegation and accountability. Development and maintenance of the system is undertaken by managers within the OPCC and the Office of the Chief Constable (OCC) and is reviewed by internal and external audit. In particular the system includes:

- A Police and Crime Plan for 2024-29 which sets out the priorities for the Chief Constable to deliver against. A link to the document is contained here:
<https://www.leics.pcc.police.uk/Planning-and-Money/Police-and-Crime-Plan/Police-and-Crime-Plan.aspx>
- Performance management framework, performance plans, targets and performance monitoring focused on achieving the objectives set out in the Plan. These reports are reviewed and scrutinised by the PCC at the Corporate Governance Board;
- Comprehensive budgeting systems that seek to align resources with priorities;
- Robust financial reporting, which routinely projects end of year outturn positions to allow early corrective action or highlight reinvestment opportunities;
- Effective risk management strategies, registers, action plans and tactics;
- A Commissioning Framework to which detailed the approach to engagement with partners and to commissioning appropriate outcomes through third party providers;
- Engagement in value for money benchmarking such as is conducted by Her Majesty's Inspectorate of Constabulary (HMICFRS);
- A well-researched and coherent Joint Corporate Governance Framework that sets out the rules and procedures for effective working within and between the OPCC and OCC;
- Appropriate statutory officers within both the OPCC and OCC, who are key members of respective leadership teams with relevant influence on strategic and tactical matters;
- Codes of Conduct and standards of behaviour clearly set out in governance documents with the former being signed by the PCC;
- An independent Joint Audit, Risk and Assurance Panel (JARAP) that is charged with seeking assurance over risk, governance and internal control for both the OPCC and OCC;
- Internal Audit team where the plan and therefore resources are directed towards risk and emerging issues; and where the plan is shaped by both the OPCC and the OCC;
- External reviews and inspections carried out by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) which inform the PCC and the CC and highlight risks and learning points in addition to good practice.
- Regular reviews and updates on Regional Collaboration are discussed at the East Midlands PCC and CC Board who meet bi-monthly.

Chief Finance Officer

The CC formally appointed a professionally qualified Chief Financial Officer (CFO) for the Force with the effect from 22nd November 2012. Under the Police Reform and Social Responsibility Act 2011 the OCC CFO has a personal fiduciary duty by virtue of their appointment as the person responsible for the financial administration of the OCC. This includes requirements and formal powers to safeguard lawfulness and propriety of expenditure

(Section 114 of the Local Government Act 1988 as amended by paragraph 188 of Schedule 16 to the Police Reform and Social Responsibility Act 2011).

The OCC complies with the CIPFA statement on the Role of the Chief Financial Officer in the Public Sector, the key principles and requirements which are summarised below.

The Chief Financial Officer in a public service organisation:

- is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the Force's strategic objectives sustainably and in the public interest;
- must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered, and alignment with the Force's financial strategy; and
- must lead the promotion and delivery by the whole Force of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

4) Compliance with the Seven Principles set out in the CIPFA/SoLACE Framework

Principle A: Behaving with Integrity, demonstrating strong commitment to ethical values and respecting the rule of Law:

Both the PCC and the CC support the Corporate Governance Framework which aligns to the Code of Corporate Governance and which provides guidance on expected behaviours to ensure integrity. The Corporate Governance Framework also includes an Anti-Fraud, Bribery and Corruption Policy in addition to a Whistleblowing Policy. The JARAP receive regular updates on Fraud and Corruption and Whistleblowing arrangements in line with their annual plan. Any whistleblowing activities are investigated by the Professional Standards Department and appropriate action is taken. The Section 151 Officer and Monitoring Officer have specific responsibility for ensuring legality, for investigating any suspected instances of failure to comply with legal requirements and for reporting any such instances to the PCC, CC, JARAP or Police and Crime Panel.

Detailed reviews of whistleblowing and complaints are considered by the Ethics, Integrity and Complaints Committee who also undertake dip sampling of complaints.

The Police and Crime Plan outlines the PCC's commitment to ethical values and the PCC and DPCC have completed the register of interests which is contained on the PCC website. Additionally, Related Parties Disclosures are undertaken for all key staff in the OPCC and OCC.

Principle B: Ensuring openness and comprehensive stakeholder engagement

All agendas, papers and meetings of the JARAP and Ethics and Transparency Panel and the Police and Crime Panel are contained on the respective websites. All of these meetings are open to the public.

Papers, reports and decisions made by the PCC are published on the PCC website, together with consultation, details of future public events and public surveys.

Detailed financial information is included on the police force's website which details every expenditure transaction over £500

The Police and Crime Plan sets out the importance placed by the PCC on stakeholder engagement, together with his plans and approach to developing these further. The CC must have due regard to this Plan and support its delivery.

Principle C: Defining outcomes in terms of sustainable, economic, social and environmental outcomes

The PCC has produced a Police and Crime Plan which has been informed by the Strategic Policing Requirement and the result of significant consultation with the public and key stakeholders.

This plan is used to direct the resources of the PCC and the Chief Constable through the Revenue and Capital Budgets and the Commissioning Framework. It informs where resources are most needed and targets investment into priority areas.

The PCC has a Minimum Revenue Policy, a Reserves Strategy and a Treasury Management Strategy and these are all considered with the Capital Programme and Revenue budget when considering the level of precept to be

set. There are regular reports to the Corporate Governance Board (CGB) to report on progress and compliance with these policies during the year.

The PCC in conjunction with CC, has produced a Sustainability and Environmental Policy Statement to establish a process to ensure the work undertaken by the Force and OPCC (including Commissioned Services) do all that is reasonable to minimise the impact on the environment.

Principle D: Determining the Interventions necessary to optimise the achievement of intended outcomes

All new areas of business are considered through the Force arrangements via the Executive Group. Business cases support proposals both at a local, regional and sub-regional level before consideration and sign off where appropriate by the PCC or CC, dependent on the values contained within the Corporate Governance Framework.

Regionally, Business Cases are considered first by the DCC Board before consideration by the CCs and PCCs, together with advice from statutory officers.

Significant decisions are documented on a Decision Record and published on the PCC website.

Principle E: Developing Capacity and Capability

The Force work closely with the College of Policing to ensure investment is maximised for officers and staff. Significant work has taken place across the region with the college in respect of the apprenticeship scheme for new recruits and further development of officers aspiring to senior ranks.

The PCC has continued to support the CC in recruiting officers and PCSO's to maintain establishment levels and ensure continued introduction of new ideas and ways of working. The PCC continues to support the CC to recruit a diverse workforce which is reflective of the communities they represent.

The Force's Team Leicestershire Academy, supported by the PCC, has ensured that the workforce have the right skills, are continuously developing, and have the right capabilities to deliver an efficient and effective police service.

Principle F: Managing Risks and Performance

Performance forms a significant part of the regular Corporate Governance Board meetings and the PCC and a representative from the OPCC attend the Business Delivery Board to discuss Force Performance at a more operational level and identify any issues and challenges.

Whilst Leicestershire have mirrored the national trend where Crime levels have increased, the PCC highlights areas of Force Performance which are of concern. He has undertaken further scrutiny in this area on a regular basis and this is also an area reviewed regularly by the Police and Crime Panel.

Both the PCC and CC have a Risk Management Policy and manage and record risks in the same manner. These risks are reviewed regularly and considered at every JARAP meeting.

The Joint Corporate Governance Framework sets out the financial regulations, expected processes and internal controls.

There is a shared Internal Audit Service across the region and updates on local and regional audits are considered at every JARAP meeting.

Annual reports on HR and complaints and disciplinary processes are considered by the Corporate Governance Board and the Ethics, Integrity and Complaints Committee, together with actions and lessons learned.

Principle G: Implementing good practices in transparency, reporting and accountability

All significant decisions of the PCC are published on the website, together with appropriate supporting documentation.

The PCC meets weekly with the CC to discuss key issues and challenge and scrutinise where performance is slipping or other key aspects.

The PCC attends and reports to the Police and Crime Panel who scrutinise how the PCC is holding the CC to account, consider performance, the Police and Crime Plan and other priorities.

5) Review of Effectiveness

The OPCC and OCC have responsibility for conducting, at least annually, a review of the effectiveness of the governance framework including the system of internal control. The review of effectiveness is informed by the work of the senior managers within the OPCC and OCC who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

The OPCC and OCC continued to invest in an Internal Audit programme in 2025-26 to provide assurance under the arrangements for the two corporation soles. These ensured specific local audits on:

- Core Financials
- Fleet Management
- Business Continuity Follow-up
- Environmental Sustainability
- Governance
- Complaints Management
- Redundancy Lessons Learnt
- Talent Development
- Force GDPR
- Estates Compliance
- IT Audit

During 2025-26, the following collaborative audits or specific assignments were carried out:

- EMSOU – POCA Income
- EMSOU – Forensics Accreditation

In addition to a review of key controls working well and highlighting findings and recommendations, the Internal Audit reports also include an overview on sector comparisons, risk management and value for money observations.

The Mazars Internal Audit annual report covered the period 1 April 2025 to 31 March 2026 and will be reported to and considered by the JARAP in August 2026. The key messages in that report are included here within this Annual Governance Statement.

The Internal Audit opinions included within their annual report for both the Police and Crime Commissioner and the Chief Constable for 2025-26 were as follows:

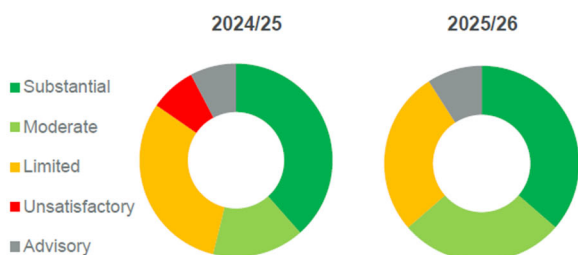
“On the basis of our audit work, our conclusion on the framework of governance, risk management, and control is Moderate in its overall adequacy and effectiveness.

This conclusion is provided on the basis that some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control. Certain weaknesses and exceptions were highlighted by our internal audit work and detailed in our individual reports.

These matters have been discussed with management, to whom we have made recommendations, four of which are categorised as ‘High’. All of these have been, or are in the process of being addressed, as detailed in our individual reports.

A ‘Substantial’ assurance level was provided for four internal audits; a ‘Moderate’ assurance level for three audits, and a ‘Limited’ assurance for three audits. Additionally, we completed one ‘Advisory’ follow up audit”.

Comparison of Assurance Levels

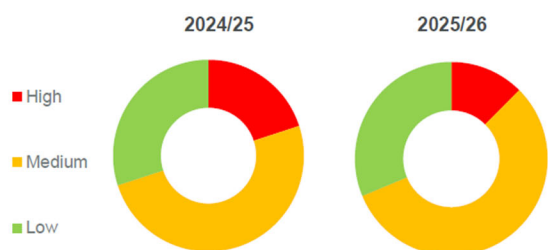


In 2024/25, there were 13 strategic audits completed. Five received 'Substantial' assurance, two received a 'Moderate' assurance, four received a 'Limited' assurance and one received an 'Unsatisfactory' assurance level. Additionally, one 'Advisory' follow up audit was conducted.

Of the 11 strategic audits conducted in 2025/26, four received 'Substantial' assurance, three received 'Moderate' assurance and three received 'Limited' assurance. Additionally, one 'Advisory' follow up was conducted.

It should be noted though that the areas of review will not typically be the same given the risk-based nature of the Internal Audit Plan year on year and that caution should be exercised in comparing years.

Comparison of Recommendation Gradings



The total number of recommendations made in 2024/25 was 40.

The total number of recommendations made in 2025/26 was 32. There have been four High priority recommendations raised this year.

As noted above, the areas of review each year will not typically be the same.

Compliance with Professional Standards

We employed a risk-based approach to determining the audit needs of Leicestershire OPCC and Force at the start of the year and use a risk-based methodology in planning and conducting our audit assignments.

In fulfilling our role, we abide by the professional standard for internal audit which is governed by the International Professional Practices Framework (IPPF) which includes the Global Internal Audit Standards (GIAS) established by the Institute of Internal Auditors (IIA), alongside the CIPFA Application Note: Global Internal Audit Standards in the UK Public Sector

Performance Measures

We have completed our audit work in accordance with the agreed Plan and each of our final reports has been reported to the JARAP. We have reported all KPI data in our JARAP progress reports. Regular discussions on progress against the Audit Plan have taken place with the OPCC and Force Chief Finance Officers.

Conflicts of Interest

There have been no instances during the year which have impacted on our independence and/or lead us to declare any interest.

Internal Audit Quality Assurance

In order to ensure the quality of the work we perform; we have a programme of quality measures which includes:

- Supervision of staff conducting audit work;
- Review of files of working papers and reports by Managers and Partners;
- Annual appraisal of audit staff and the development of personal development and training plans;
- Sector specific training for staff involved in the sector;
- Issuance of technical guidance to inform staff and provide instruction regarding technical issues; and
- The maintenance of the firm's Internal Audit Manual.

Due to delays across the audit sector the audit of the 2021-22 and 2022-23 statement of accounts were not completed by our external auditors, Ernst Young LLP, and the government backstop implemented. This resulted in disclaimer of opinion for the 2021-22 and 2022-23 statement of accounts. As a result of the imposed backstop date for the prior two years, the external auditors were not able to obtain sufficient appropriate audit evidence over the CC's and Group opening balances reported in the financial statements for year ended 31 March 2025. Therefore, a disclaimer of opinion was given by the External Auditors, Grant Thornton, for the 2024-25 statement of accounts.

The JARAP meets four times during the year. The JARAP undertook a detailed work plan which included considering the work of internal and external audit, tracking of Internal Audit recommendations, risks and risk management, and specific themes. In addition, the JARAP approved an annual workplan, for 2025, reviewed their terms of reference and produced an annual report of their work. During the year, the JARAP received or prepared a number of updates, presentations and reports on specific areas of risk or concern.

6) Significant Governance Issues and Actions

There were no formal reports issued by the S151 during the year, outcomes of Monitoring Officer Investigations, objections from local electors or ombudsman referrals.

In 2025-26 internal auditors, Mazars, carried out 11 audits. Three of the audits undertaken were given limited assurance which indicates some improvements are required.

The audits that received limited assurance were:

- Force GDPR
- IT Resilience
- Environmental Sustainability

Force GDPR

There was one priority four (high) recommendation, three priority two (medium) recommendations and one priority three (low) recommendations.

The priority one recommendations centred on the Forces non compliance of training requirements. It recommended that all staff are made aware of the training requirements, establish governance processes to track and address non-compliance and to regularly report on the training compliance rates.

This recommendation was agreed by management and is in the process of being implemented. Progress against the recommendations is routinely reported to the JARAP meeting.

IT resilience

There was one priority one (high) recommendation, four priority two (medium) recommendations and one priority three (low) recommendations.

The priority one recommendation centred on the IT Thermal Load. It recommended that the Force calculate the IT thermal load for each of its servers and maintain in a formal document, the Force compare the IT load against available cooling capacity and establish a joint IT and estates process for environmental – load governance. This recommendation was agreed by management and is in the process of being implemented. Progress against the recommendations is routinely reported to the JARAP meeting.

Environmental Sustainability

There was one priority one (high) recommendation and three priority two (medium) recommendations.

The priority one recommendation centred on the Sustainability Strategy. It recommended that the Force and OPCC review and update the strategy to ensure it aligns to national and regional requirements and targets.

This recommendation was agreed by management and is in the process of being implemented. Progress against the recommendations is routinely reported to the JARAP meeting.

Police and Crime Plan and Resources

The Budget Requirement and Precept report was presented at the Police and Crime Panel on 4th February 2026. The Police and Crime Panel resolved to veto the original proposal and a revised precept proposed and accept at the Police and Crime Panel on 12th February 2026.

At the start of the 2026/27 budget process Leicestershire Police reported a £3.6m deficit. The Force and OPCC have worked together to identify area for potential savings in both the OPCC and the Force to close the deficit for 2026/27 and a balanced budget was presented for 2026/27. The report also highlighted a financial deficit over the remaining three years of the MTFP of £8.2m for 2027/28, £10.6m for 2028/29 and £14.9m for 2029/30. The Force

Annual governance statement

are working on a transformation and sustainability plan to overcome the budget deficit and deliver a sustainable budget for 2026/27 and beyond.

Her Majesty’s Inspectorate of Constabulary, Fire and Rescue Services Findings for PEEL 2023-24

Leicestershire Police were inspected by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) during 2024 with the findings being published in December 2024. The detailed report can be viewed on the HMICFRS website.

In 2014, HMICFRS introduced the police effectiveness, efficiency and legitimacy (PEEL) inspections, which assess the performance of all 43 police forces in England and Wales. Since then, HMICFRS have been continuously adapting their approach.

The HMICFRS has moved to a more intelligence-led, continual assessment approach, rather than the annual PEEL inspections used in previous years. Forces are assessed against the characteristics of good performance, set out in the PEEL Assessment Framework 2023-25.

Due to the change in approach the HMICFRS advise that it is not possible to make direct comparisons between the grades in this PEEL inspection and those from the previous cycle of PEEL inspections. This is because HMICFRS has increased their focus on making sure forces are achieving appropriate outcomes for the public, and in some areas have changed the aspects of policing inspected.

The HMICFRS assessed how good Leicestershire Police is in nine areas of policing and they made graded judgements in eight of these as follows:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Police powers and public treatment	Protecting vulnerable people	Responding to the public	
	Preventing crime	Leadership and force management	Investigating crime	
	Managing offenders			
	Developing a positive workplace			

HMICFRS also inspected how effective a service the Force gives to victims of crime. HMICFRS don’t make a graded judgement for this area.

Leicestershire did not receive any causes for concern but did receive 10 areas for improvement. Significant progress has been made in each of these areas and when HMICFRS visited during January 2025 the actions taken and improvement plan were presented.

High priority strategic risks

At the end of March 2026, the Strategic Risk Register highlighted 10 strategic risks relating to the OCC that were judged to be high priority. They were:

OCC

- Inability to maintain the power that sustains IT systems and CMD
- Demand outstripping capacity in CAIU
- Demand outstripping capacity in the Safeguarding hub
- Risk of a successful phishing attack
- Lack of technical H&S risk assessments
- The Financial Challenge – 2025/26 - 2028/29
- Year-on-year increase in complaints from members of the public
- Insufficient resources to manage the Vetting demand

Annual governance statement

- Demand outstripping capacity to deal with police officer and staff misconduct investigations
- Supreme Court Ruling impact on internal facilities provision
- HR Gateway sustainability
- Cyber Risk
- Risk to network storage
- Risk associated with a transition to an alternatively fuelled fleet

All of these risks are being managed through the Organisational Risk Board (ORB), Executive Group Meetings and the JARAP.

Conclusion

This document highlights the main areas of assurance that are in place for the OPCC as well as highlighting particular issues that have been raised through internal audit reports, external audit reports, the strategic risk registers and the external inspections that have been carried out by HMICFRS. It is intended to provide assurance that the overall arrangements in place are sound whilst highlighting some areas that do require further management action. These will be monitored closely over the next financial year.

David Sandall
Temporary Chief Constable
Xxx 2026

Paul Dawkins
Chief Finance Officer
Xxx 2026



ANNUAL GOVERNANCE STATEMENT FOR REGIONAL COLLABORATION 2025/26

I confirm that the relevant controls and procedures are in place to manage the following issues within the East Midlands Special Operations Unit, which includes the Regional Organised Crime Unit, Major Crime, Forensic Services, Counter Terrorism Policing East Midlands, and Legal Services.

1. The monitoring processes by which performance against operational, financial and other strategic plans are considered and key issues identified and tasked.

ACC (East Midlands) monitors performance. Exceptions are reported to the East Midlands Police & Crime Commissioners and Chief Constables' (EMPCC/CC) Board on a quarterly basis, with full performance reports reported twice a year.

2. Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful.

Compliance is monitored by management review and supported by specialist professional advice where appropriate. Where areas for improvement are identified these are subject to action plans that are revisited to ensure that they have been attended to. Internal Thematic inspections and external audits form part of the monitoring controls to ensure compliance with appropriate policies and regulations and demonstrate the effective and efficient use of resources.

3. That the appropriate controls are in place for the management of all resources deployed within Regional collaboration

A management structure is in place, with clear lines of accountability for both operational issues and use of resources. A budget is approved each year at the EMPCC/CC's Board which defines the expenditure targets for each area of policing within EMSOU. Each force actively supports the budget allocation and sets its own precept accordingly.

Management reports showing costs against budget are provided monthly. Unexpected variances are investigated and explained, ready for reporting to quarterly Management Boards and the EMPCC/CC's Board. Quarterly monitoring reports are shared across the region to provide each force with visibility over expenditure to date and projected outturn position.

4. Incorporating good governance arrangements in respect of partnerships.

The EMPCC/CC's Board provides a forum for all members of collaboration to feedback their experiences of the partnership work. All forces can discuss governance, performance and financial issues at the quarterly meetings. The collaboration builds on best practice from across the country and the region to improve performance as well as saving money.

Performance is reported internally to the Performance Management Group and to the 5 EM forces through the Regional Management Board and Joint PCC/CC's Board

5. Risk Management

A Risk Management policy and process is in place to support the effective management of risk and to ensure risks are gathered and reported on in a consistent manner. A risk moderation panel is in place to review changes in risk, mitigation and consistency in scoring of risks.

The Risk Management policy is reviewed and updated annually.

Risks are reviewed internally by EMSOU Command and where required escalated through the Regional Risk & Assurance Board, Regional Management Board, Regional DCC's Board and the Joint PCC/CC's Board.



Signed

5/5/2026.

Date

Ian Green
ACC (East Midlands)

INDEPENDENT AUDITORS REPORT TO THE CHIEF CONSTABLE FOR LEICESTERSHIRE

Opinion

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The maintenance and integrity of the Chief Constable of Leicestershire's web site is the responsibility of the directors; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the web site.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Accounting policies

These are a set of rules and codes of practice used in preparing the accounts.

Accrual

A sum included in the accounts to cover income or expenditure attributable to an accounting period for goods supplied and received or works done but for which payment has not been received or made by the end of the period.

Actuarial gain/loss

The change in pension liabilities that arises because either events have not coincided with the actuarial assumptions made for the last valuation (experience gains or losses) or because the actuarial assumptions themselves have changed.

Actuarial Valuation

A valuation of the assets of a pension scheme, an estimate of the present value of benefits to be paid and an estimate of the future required contributions into a pension scheme.

Amortisation

The annual amount charged to the Comprehensive Income & Expenditure Statement in respect of the consumption of intangible non-current assets (i.e. software licenses).

Budget

A statement of the OCC's plans in financial terms. A budget is prepared and approved by the Police & Crime Commissioner prior to the start of each financial year.

Capital expenditure

Expenditure on the acquisition of a non-current asset or expenditure which adds to and not merely maintains the value of an existing non-current asset.

Capital financing requirement

The capital financing requirement represents capital expenditure financed by external debt and not by capital receipts, revenue contributions, capital grants or third-party contributions at the time of spending. It measures the OPCC's underlying need to borrow for a capital purpose.

Capital grant

Grant received from central government that is used to finance specific schemes in the capital programme. Where capital grants are receivable, these are used as far as possible to finance relevant capital expenditure within the year they are received.

Capital receipts

Proceeds from the sale of an asset, which may be used to finance new capital expenditure or to repay outstanding loan debt as laid down within rules set by central government.

CIPFA

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

Commuted lump sums

These are the amounts paid to officers when they retire, if they choose to have a lower pension.

Contingent liabilities

A contingent liability is either:

- a possible obligation arising from past events whose existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the OPCC's control, or
- a present obligation arising from past events where it is not probable that a transfer of economic benefits will be required or the amount of the obligation cannot be measured with sufficient reliability.

Corporate and democratic core

These represent the costs of delivering public accountability and representation in policy making and meeting our legal responsibilities.

Creditors

Amounts owed by the OPCC for work done, goods received or services rendered which have not been paid for by the end of the financial year.

Current service cost (Pensions)

The increase in the present value of pension liabilities generated in the financial year by employees. It is an estimate of the true economic cost of employing people in the financial year, earning service that will eventually entitle them to the receipt of pension benefits on retirement.

Debtors

Sums of money due to the OPCC for work done or services supplied but not received at the end of the period.

Deferred liabilities

Liabilities which by arrangement are payable beyond the next year at some point in the future or paid off by an annual sum over a period of time.

Defined benefit scheme

A pension or other retirement benefit scheme, with rules that usually define the benefits independently of the contributions payable and where the benefits are not directly related to the investments of the scheme. The scheme may be funded or unfunded.

Depreciation

The measure of the cost or revalued amount of the benefits of the non-current asset that have been consumed during the period. Consumption includes the wearing out, using up or other reduction in the useful life of a non-current asset whether arising from use, passing of time or obsolescence through either changes in technology or the demand for the service produced by the asset.

Financial regulations

A written code of procedures approved by the OPCC and intended to provide a framework for the proper financial management of the OPCC. The financial regulations are supported by detailed financial instructions.

Financial year

The period of time commencing on the 1st April covered by the accounts.

Formula spending share

The proportion of spending by local authorities which the government considers should be attributed to each OPCC and used as a basis for distributing grant.

Impairment

A reduction in the value of a non-current asset below the amount shown on the balance sheet.

Investment property

Those assets held primarily to realise increases in their value and/or income (i.e. where rented to a third-party).

LASAAC

Local Authority (Scotland) Accounts Advisory Committee

Leasing

A method of financing capital expenditure where a rental charge is paid for a specified period of time. There are two main types of leasing arrangements:

- finance leases which transfer all of the risks and rewards of ownership of a non-current asset to the lessee. The lessee recognises both an asset (right-of-use asset) and a liability (lease obligation) on the balance sheet.

operating leases where the ownership of the asset remains with the leasing company. The lessee recognises the lease expense on the income and expenditure statement and may or may not recognise a right-of-use asset and lease liability, depending on the specific value and lease term.

Liquid resources

Assets which can be realised within a very short period of time. For example cash held in an instant-access bank account is considered a liquid resource.

Minimum revenue provision

The minimum amount that the OPCC is statutorily required to set aside from revenue each year as a provision to meet credit liabilities. For the OPCC this relates to a principal sum based on a prudent assessment of the useful life of the asset, which is used for the redemption of external debt.

Net book value

The amount at which non-current assets are included in the balance sheet and being their historical cost or current value, less the cumulative amounts charged for depreciation, amortisation and any impairment losses.

Non-current assets

Tangible and intangible assets that yield benefits to the OPCC for a period of more than one year.

Non distributed costs

This is where overheads are not charged or apportioned to activities within the service expenditure analysis in the Comprehensive Income and Expenditure Account.

Past service cost (pensions)

Represents the increase in pension liabilities caused by decisions taken in the financial year concerning retirement benefits but whose financial effect is derived from pensionable service earned in earlier financial years.

Precept

The levy by which the OPCC obtains the income it requires from council tax.

Public Works Loan Board (PWLB)

A government agency that provides borrowing to local authorities at preferential interest rates.

Receipts and payments

Amounts actually paid or received in a given accounting period irrespective of the period for which they are due.

Unusable reserves

These are reserves resulting from the interaction of legislation and proper accounting practices. These reserves are not resource backed and cannot be used for any other purpose.

Usable reserves

These are held at the discretion of the OPCC and are resource backed. Usable reserves may either be general (in the case of the general fund) or specific (in the case of the earmarked reserves).