POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE JOINT AUDIT, RISK & ASSURANCE PANEL

PAPER MARKED

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Report of	**OFFICE OF THE CHIEF CONSTABLE AND OFFICE OF THE POLICE AND CRIME COMMISSIONER**
Subject	**EXTERNAL AUDIT ANNUAL REPORT AND FINDINGS REPORT**
Date	**THURSDAY 19TH NOVEMBER 2026**
Author :	**LAURELIN GRIFFITHS GRANT THORNTON**

Purpose of Report

1. This report seeks to views from members of the Joint Audit, Risk and Assurance Panel (JARAP) on the draft Annual report and the Audit Findings Report for the 2025/26 accounts.

Recommendation

2. The Panel is recommended to discuss the contents of the report.

Background

3. None

Implications

Financial: none.
Legal: none.
Equality Impact Assessment: none.
Risks and Impact: as per individual reports.
Link to Police and Crime Plan: as per audit plan

List of Attachments / Appendices

Joint Auditors annual report Leicestershire Police 2026-26
Joint Auditors Findings report Leicestershire Police 2026-26

Background Papers

None

Officer to Contact

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The Joint Audit Findings (ISA 260) Report for the Police and Crime Commissioner for Leicestershire and the Chief Constable of Leicestershire

Year ended 31 March 2026

4 November 2026

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Dear Police and Crime Commissioner and Chief Constable

Joint Audit Findings for Leicestershire Police for the year ended 31 March 2026

This Joint Audit Findings Report presents the observations arising from the audit that are significant to yourselves as those charged with governance to oversee the financial reporting process and confirmation of auditor independence, as required by International Standard on Auditing (UK) 260. Its contents have been discussed with management.

As auditor we are responsible for performing the audit, in accordance with International Standards on Auditing (UK), which is directed towards forming and expressing an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities for the preparation of the financial statements.

The contents of this report relate only to those matters which came to our attention during the conduct of our normal audit procedures which are designed for the purpose of expressing our opinion on the financial statements. Our audit is not designed to test all internal controls or identify all areas of control weakness. However, where, as part of our testing, we identify control weaknesses, we will report these to you. In consequence, our work cannot be relied upon to disclose all defalcations or other irregularities, or to include all possible improvements in internal control that a more extensive special examination might identify. This report has been prepared solely for your benefit and should not be quoted in whole or in part without our prior written consent. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

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We encourage you to read our transparency report which sets out how the firm complies with the requirements of the Audit Firm Governance Code and the steps we have taken to manage risk, quality and internal control particularly through our Quality Management Approach. The report includes information on the firm's processes and practices for quality control, for ensuring independence and objectivity, for partner remuneration, our governance, our international network arrangements and our core values, amongst other things. This report is available at transparency-report-2025-.pdf (grantthornton.co.uk).

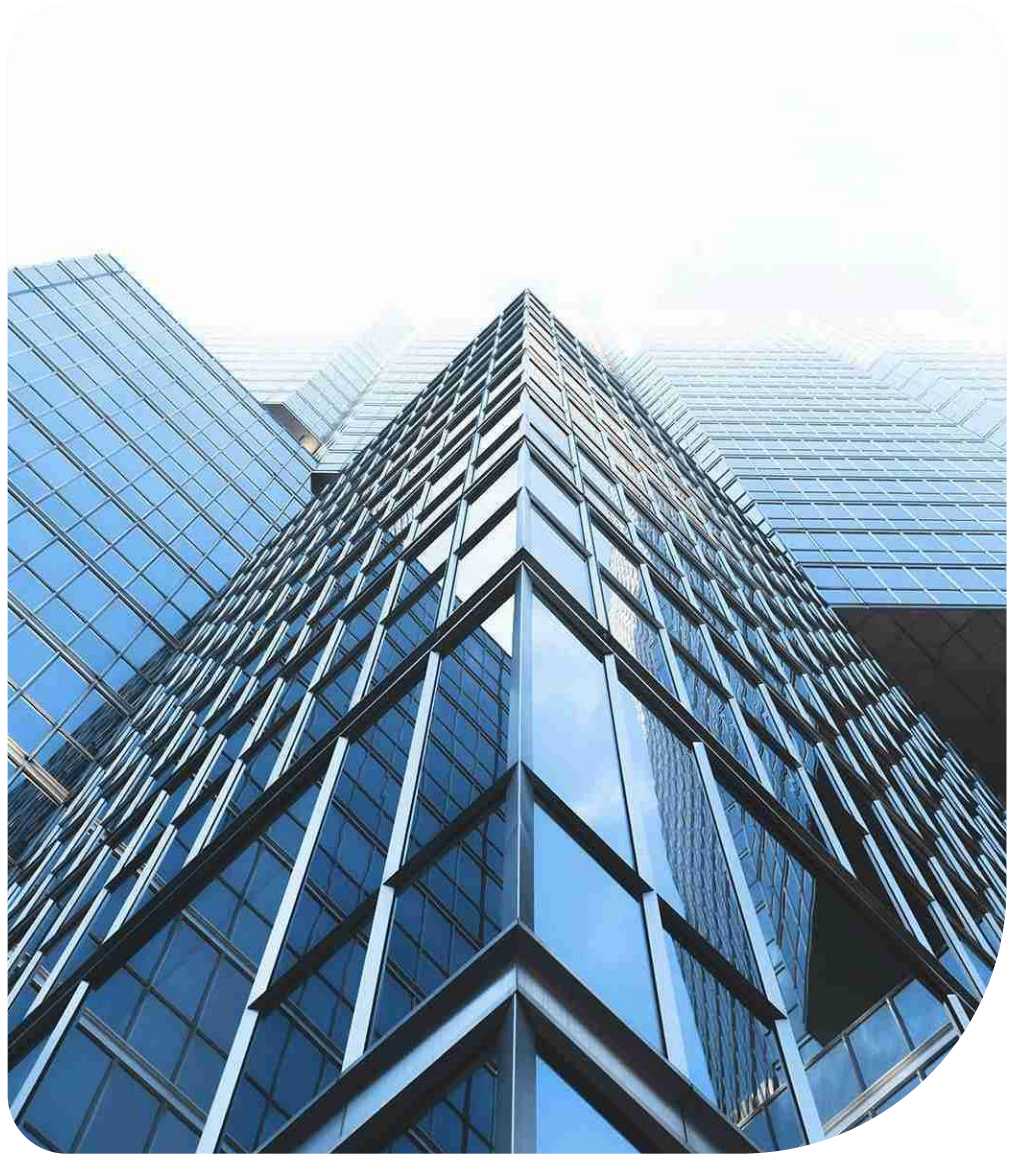
We would like to take this opportunity to record our appreciation for the kind assistance provided by the finance team and other staff during our audit.

Laurelin Griffiths

Director
For Grant Thornton UK LLP

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Headlines

This table summarises the key findings and other matters arising from the statutory audits of the Police and Crime Commissioner for Leicestershire (the 'PCC') and the Chief Constable of Leicestershire and the preparation of the PCC's and Chief Constable's financial statements for the year ended 31 March 2026 for those charged with governance.

Financial statements

Under International Standards of Audit (UK) (ISAs) and the National Audit Office (NAO) Code of Audit Practice ('the Code'), we are required to report whether, in our opinion the financial statements:

- give a true and fair view of the financial positions of the PCC, Group and Chief Constable's income and expenditure for the year; and
- have been properly prepared in accordance with the CIPFA/LASAAC code of practice on local authority accounting and prepared in accordance with the Local Audit and Accountability Act 2014.

We are also required to report whether other information published together with each set of audited financial statements (including the Annual Governance Statement (AGS) and Narrative Report) is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise whether this information appears to be materially misstated.

As of this report's date, we have concluded several areas of our audit work, detailing the findings in the body of this report. For work not yet concluded, we have highlighted the work undertaken to date, and any findings or recommendations.

Our findings to date are summarised on pages 11 to 27. There has been one adjustment to the financial statements, resulting in a £82.5m adjustment to the Chief Constable's and Group's Comprehensive Income and Expenditure Statements. Audit adjustments are detailed at pages 20 to 23. During the course of our work, we have not raised any recommendations for management, with follow up of our prior year's audit recommendations detailed at page 24 to 26.

Owing to the challenges of undertaking an audit where the previous years audits were subject to backstop-related disclaimed audit opinions, we have been unable to undertake sufficient work to support unmodified audit opinions in advance of the backstop date of 31 January 2027.

The limitations imposed by not having assurance on opening reserves balances mean that we will be unable to form an opinion on the financial statements for the PCC. We anticipate issuing a disclaimer of opinion in relation to the PCC's financial statements, consistent with the prior year.

Subject to the completion of our outstanding testing, we anticipate being able to obtain sufficient appropriate audit evidence over the transactions and balances within the Chief Constable's financial statements, with the exception of the Police Pension liability at 31 March 2025, due to a lack of assurance over the member data that underpins this valuation. Our anticipated opinion in relation to the Chief Constable's financial statements is a qualified "except for" opinion, on the basis that, except for the matter that we have not been able to gain assurance over the prior year police pension liability, the financial statements give a true and fair view.

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Headlines (continued)

Financial statements (continued)

The following matters remain outstanding before we can conclude our audits:

- completion of our work and resolution of queries over the Pension Fund Account, employee benefit expenditure, cash & cash equivalents, additions, creditors, officers' remuneration and capital expenditure & financing;
- completion of final quality reviews by the audit manager and engagement lead;
- review of the final signed sets of annual financial statements; and
- receipt of the signed management representation letters.

Value for money (VFM) arrangements

Under the National Audit Office (NAO) Code of Audit Practice (the 'Code'), we are required to consider whether the Authority has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. Auditors are required to report in more detail on the Authority's overall arrangements, as well as key recommendations on any significant weaknesses in arrangements identified during the audit.

Auditors are required to report their commentary on the Authority's arrangements under the following specified criteria:

- Financial sustainability
- Governance
- Improving economy, efficiency and effectiveness.

We have completed our VFM work, which is summarised on page 27, and our detailed commentary is set out in the separate Joint Auditor's Annual Report, which is presented alongside this report. We are satisfied that the PCC and Chief Constable have made proper arrangements for securing economy, efficiency and effectiveness in their use of resources.

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Headlines (continued)

Statutory duties

The Local Audit and Accountability Act 2014 (the 'Act') also requires us to:

- report to you if we have applied any of the additional powers and duties ascribed to us under the Act
- certify the closure of the audit.

We have completed the majority of our work required under the Code. However, we cannot formally conclude the audits and issue audit certificates in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice until confirmation has been received from the NAO that the group audit (Whole of Government Accounts) has been certified by the C&AG and therefore no further work is required to be undertaken in order to discharge the auditor's duties in relation to consolidation returns under paragraph 2.11 of the Code.

We are satisfied that this work does not have a material effect on the financial statements for the year ended 31 March 2026.

Significant matters

We did not encounter any significant difficulties or identify any significant matters arising during our audits.

Local audit recovery

We have discussed and agreed the strategy and trajectory for rebuilding assurance with management. Work to regain assurance will be performed alongside the 2026/27 audit process.

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Group audit

In accordance with ISA (UK) 600 Revised, as group auditor we are required to obtain sufficient appropriate audit evidence regarding the financial information of the components and the consolidation process to express an opinion on whether the group financial statements are prepared, in all material respects, in accordance with the applicable financial reporting framework.

The table below summarises our final group scoping, which has not changed since planning, as well as the status of work on each component.

Component	Risk of material misstatement to the group	Scope	Status	Comments
Police and Crime Commissioner for Leicestershire	Yes	Full audit	●	The audit is significantly progressed with a few areas left to complete our work.
Chief Constable of Leicestershire	Yes	Full audit	●	Detailed findings arising from the audits of both the PCC and the Chief Constable are included in the body of this report.

● R Planned procedures are incomplete and/or significant issues have been identified that require resolution.
● A Planned procedures are ongoing/subject to review with no known significant issues.
● G Planned procedures are substantially complete with no significant issues outstanding.

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Our approach to materiality

As communicated in our Audit Plan dated 27 April 2026, we determined materiality at the planning stage as £8.8m for the Group, £6.9m for the PCC and £8.5m for the Chief Constable based on 2.5% of prior year gross expenditure. At year end, we have reconsidered planning materiality based on the draft financial statements which presented a reduced gross expenditure amount compared to that for 2024/25. We have therefore revised our materiality figures to reflect the movement in the gross expenditure benchmark.

A recap of our approach to determining materiality is set out below.

Basis for our determination of materiality

- We have determined financial statement materiality based on a proportion of the gross expenditure of the group, the PCC and the Chief Constable for the financial year. In the prior year we used the same benchmark. For our audit testing purposes we apply the lowest of these materialities, which is £6.5 (PY £5.9m), which equates to 2.5% of the PCC's gross expenditure for the year.
- We have maintained the same measurement percentage for performance materiality at 70% of headline materiality. The final performance materiality has therefore also been revised following the revision of headline materiality.

Performance materiality

We have determined component performance materialities to be set at between £4.55m and £5.11m. For our audit testing we have applied the lowest of these, which is £4.55m, which equates to 70% of the PCC's financial statements materiality.

Specific materiality

We have set a lower materiality for Officers' remuneration of £32.2k.

Reporting threshold

We will report to you all misstatements identified in excess of £325k, in addition to any matters considered to be qualitatively material.

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Our approach to materiality

A summary of our approach to determining materiality is set out below.

	Group (£)	PCC (£)	Chief Constable (£)	Qualitative factors considered
Materiality for the financial statements	7,800,000	6,500,000	7,300,000	Our materiality thresholds equate to approximately 2.5% of the current year gross expenditure for the Group, PCC and Chief Constable. This assessment reflects that the entity operates in a stable, publicly funded environment, and no significant control deficiencies have been identified in the prior year or in the course of our audit planning.
Performance materiality	5,460,000	4,550,000	5,110,000	Performance materiality equates to 70% of headline materiality.
Reporting threshold	325,000 We use the same threshold for all			Misstatements above this amount will be reported to management and those charged with governance. The reporting threshold is set based on 5% of headline materiality.
Specific materiality for Officer's remuneration	32,200 We use the same threshold for all			Reflects the wider public interest in senior officer remuneration. This threshold has been determined by applying our approximate materiality percentage of 2.5% to the total value of senior officer payments as disclosed within the prior year financial statements.

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Overview of audit risks

The below table summarises the significant and other risks discussed in more detail on the subsequent pages.

Significant risks are defined by ISAs (UK) as an identified risk of material misstatement for which the assessment of inherent risk is close to the upper end of the spectrum due to the degree to which risk factors affect the combination of the likelihood of a misstatement occurring and the magnitude of the potential misstatement if that misstatement occurs.

Risk title	Relates to	Risk level	Change in risk since Audit Plan	Fraud risk	Level of judgement or estimation uncertainty	Status of work
Management override of controls	All	Significant	↔	✓	Low	●
Valuation of land and buildings	PCC and Group	Significant	↔	×	High	●
Valuation of the gross defined benefit liability and the valuation of plan assets	CC and Group	Significant	↔	×	High	●

↑ Assessed risk increase since Audit Plan
↔ Assessed risk consistent with Audit Plan
↓ Assessed risk decrease since Audit Plan

●G Not likely to result in material adjustment or change to disclosures within the financial statements
●A Potential to result in material adjustment or significant change to disclosures within the financial statements
●R Likely to result in material adjustment or significant change to disclosures within the financial statements

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Significant risks

Risk identified	Relates to	Audit procedures performed	Key observations
Management override of controls Under ISA (UK) 240 there is a non-rebuttable presumed risk that the risk of management override of controls is present in all entities. We have therefore identified management override of controls, in particular journals, reversal of prior year accruals after the prior audit year has been signed off, management estimates and transactions outside the course of business as a significant risk of material misstatement.	All	We have: • reviewed accounting estimates, critical judgements and significant decisions made by management • evaluated the design and implementation of controls • reviewed accounting policies and any changes to those policies • tested journal entries for appropriateness • reviewed unusual significant transactions	Our audit work has not identified any issues in respect of management override of controls.

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Significant risks (continued)

Risk identified	Relates to	Key observations
Presumed risk of fraud in revenue recognition Under ISA (UK) 240 there is a rebuttable presumed risk that revenue may be misstated due to the improper recognition of revenue.	N/A	It was reported in our joint audit plan that we had determined there was no significant risk of material misstatement relating to revenue recognition. We consider our rebuttal of the presumed revenue recognition risk to remain appropriate.
The expenditure cycle includes fraudulent transactions Practice Note 10 (PN10) states that as most public bodies are net spending bodies, then the risk of material misstatements due to fraud related to expenditure may be greater than the risk of material misstatements due to fraud related to revenue recognition. As a result under PN10, there is a requirement to consider the risk that expenditure may be misstated due to the improper recognition of expenditure.	N/A	It was reported in our joint audit plan that we had determined there was no significant risk of material misstatement relating to expenditure recognition. We consider that risk assessment to remain appropriate.

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Significant risks (continued)

Risk identified	Relates to	Audit procedures performed	Key observations
Valuation of land and buildings A significant change in the 2025/26 Code is that the requirement to revalue an asset when its fair value differs materially from its carrying value has been withdrawn. The valuations are considered a significant estimate due to the size of the numbers involved and the sensitivity of the estimate to changes in key assumptions. We therefore identified valuation of land and buildings, particularly revaluations and impairments, as a significant risk of material misstatement.	PCC and Group	We have: • documented an understanding of the processes and controls put in place by management to ensure that property valuations are not materially misstated and evaluated the design of the associated controls • evaluated management's processes and assumptions for the calculation of the estimate, the instructions issued to the valuer, and the scope of their work • evaluated the competence, capabilities and objectivity of the valuation expert • wrote to the valuer to confirm the basis on which the valuation was carried out to ensure that the requirements of the Code were met • challenged the information and assumptions used by the valuer to assess their reasonableness and consistency with our understanding • tested on a sample basis, revaluations made during the year, agreeing key source data used such as floor areas and build costs to suitable independent evidence and confirmed that the valuation methodology was correctly applied • tested revaluations made during the year to see if they have been input correctly into the asset register • reviewed the indexation of assets not revalued	Of the £98m land and buildings balance, assets with a carrying value of £88m (89.8%) were subject to a full valuation during the year and assets with a carrying value of £6m (6.1%) were updated using appropriate indices. The remaining £4m (4.1%) was neither revalued nor indexed. We identified that certain assets had Gross Internal Areas (GIAs) that differed from those used in the 2024/25 valuation which was due to garage accommodation being valued separately as well as being included in the main building valuation. Using the revised 2025/26 GIAs, we estimate that the 2024/25 valuation of land and buildings would have been approximately £2.3m lower. We have noted no material adjustments or findings in relation to the valuation of land and buildings.

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Significant risks (continued)

Risk identified	Relates to	Audit procedures performed	Key observations
Valuation of the gross defined benefit liability and the valuation of plan assets The present value of the defined benefit obligation and the valuation of plan assets, reflecting the liabilities and assets of the Local Government Pension Scheme (for Police Staff) and the liabilities for the Police Pension Schemes (for Police Officers) represent significant estimates in the financial statements. The gross liabilities are considered a significant estimate due to the size of the numbers involved and the sensitivity of the estimate to changes in key assumptions. The CC's share of level 3 investment assets owned by the LGPS are also considered a significant estimate due to the magnitude of the balances involved and the diverse composition of the underlying assets which include property, unquoted equity and private debt. We have therefore identified the valuation of both the gross liability and the gross asset as a significant risk of material misstatement.	CC and Group	We have: • documented our understanding of the processes and controls put in place by management to ensure that the group's present value of the defined benefit obligation is not materially misstated and evaluated the design of the associated controls • evaluated the instructions issued by management to their management experts (the actuaries for the LGPS and PPS) for this estimate and the scope of the actuaries' work • assessed the competence, capabilities and objectivity of the actuaries who carried out the pension fund valuations • assessed the accuracy and completeness of the information provided to the actuaries to estimate the liabilities • tested the consistency of the pension fund assets, liabilities and disclosures in the notes to the core financial statements with the actuarial reports from the actuaries • undertook procedures to confirm the reasonableness of the actuarial assumptions made by reviewing the report of the consulting actuary (as auditor's expert) and performed any additional procedures suggested within the report • obtained assurances from the auditor of Leicestershire Pension Fund as to the controls surrounding the validity and accuracy of membership data, contributions data and benefits data • obtained assurances from the auditor of Leicestershire Pension Fund as to the valuation of level 3 investment assets owned by the pension fund	**Local Government Pension Scheme** We have noted no material adjustments or findings in relation to the valuation of the gross defined benefit liability and the valuation of plan assets. **Police Pension Scheme** Pension liabilities were valued using updated member data at 31 March 2026. The IAS 19 report was not available at the time the draft financial statements were published, and hence no information was disclosed for 2025/26. This was clearly disclosed in the draft accounts. Refer to pages 20 and 21 for the adjustments made to the financial statements which included correcting the flow of the Home Office top-up grant through the PCC's and CC's financial statements following receipt of the IAS 19 report.

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Other findings – Information Technology

This section provides an overview of results from our assessment of the Information Technology (IT) environment and controls therein which included identifying risks from IT related business process controls relevant to the financial audit. This table below includes an overall IT General Control (ITGC) rating per IT application and details of the ratings assigned to individual control areas.

		ITGC control area rating				
IT application	Level of assessment performed	Overall ITGC rating	Security management	Technology acquisition, development and maintenance	Technology infrastructure	Related significant risks/other risks
Agresso	ITGC assessment (design and implementation effectiveness only)	Amber	Amber	Not in scope	Not in scope	Management override of controls

Assessment:

- R - Significant deficiencies identified in IT controls relevant to the audit of financial statements
- A - Non-significant deficiencies identified in IT controls relevant to the audit of financial statements/significant deficiencies identified but with sufficient mitigation of relevant risk
- G - IT controls relevant to the audit of financial statements judged to be effective at the level of testing in scope
- B - Not in scope for assessment

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Other communication requirements

Issue	Commentary
Matters in relation to fraud	We have previously discussed the risk of fraud with the Joint Audit, Risk and Assurance Panel. We have not been made aware of any incidents in the period and no issues have been identified during the course of our audit procedures.
Matters in relation to related parties	We are not aware of any related parties or related party transactions which have not been disclosed.
Matters in relation to laws and regulations	We are not aware of any significant incidences of non-compliance with laws and regulations.
Written representations	Representations will be requested from management in respect of the significant assumptions used in making accounting estimates.
Confirmation requests from third parties	We requested from management permission to send confirmation requests to the PCC's banking and treasury partners. This permission was granted and the requests were sent.
Disclosures	Detail of disclosure note findings and adjustments can be found on 23 page of this report.
Audit evidence and explanations	All information and explanations requested from management have been provided.
Significant difficulties	No significant difficulties have been encountered.
Other matters	No such matters to report.

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Other responsibilities

Issue	Commentary
Going concern	In performing our work on going concern, we have had reference to Statement of Recommended Practice – Practice Note 10: Audit of financial statements of public sector bodies in the United Kingdom (Revised 2024). The Financial Reporting Council recognises that for particular sectors, it may be necessary to clarify how auditing standards are applied to an entity in a manner that is relevant and provides useful information to the users of financial statements in that sector. Practice Note 10 provides that clarification for audits of public sector bodies. Practice Note 10 sets out the following key principles for the consideration of going concern for public sector entities: • The use of the going concern basis of accounting is not a matter of significant focus of the auditor's time and resources because the applicable financial reporting frameworks envisage that the going concern basis for accounting will apply where the entity's services will continue to be delivered by the public sector. In such cases, a material uncertainty related to going concern is unlikely to exist, and so a straightforward and standardised approach for the consideration of going concern will often be appropriate for public sector entities. • For many public sector entities, the financial sustainability of the reporting entity and the services it provides is more likely to be of significant public interest than the application of the going concern basis of accounting. Our consideration of the PCC and Chief Constable's financial sustainability is addressed by our value for money work, which is covered elsewhere in this report. Practice Note 10 states that if the financial reporting framework provides for the adoption of the going concern basis of accounting on the basis of the anticipated continuation of the provision of a service in the future, the auditor applies the continued provision of service approach set out in Practice Note 10. The financial reporting framework adopted by the PCC and Chief Constable meets this criteria, and so we have applied the continued provision of service approach. In doing so, we have considered and evaluated: • the nature of the PCC and Chief Constable and the environment in which they operates • the PCC and Chief Constable's financial reporting framework • the PCC and Chief Constable's system of internal control for identifying events or conditions relevant to going concern • management's going concern assessment. On the basis of this work, we have obtained sufficient appropriate audit evidence to enable us to conclude that: • a material uncertainty related to going concern has not been identified for the Chief Constable • management's use of the going concern basis of accounting in the preparation of the Chief Constable's financial statements is appropriate. However, as this year's PCC and Group audit will be disclaimed, we have not been able to obtain sufficient appropriate audit evidence to enable us to conclude that: • a material uncertainty related to going concern has not been identified • management's use of the going concern basis of accounting in the preparation of the PCC's financial statements is appropriate.

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Other responsibilities

Issue	Commentary
Other information	We are required to give an opinion on whether the other information published together with the audited financial statements (including the Narrative Reports and Annual Governance Statements), is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. No inconsistencies have been identified in the other information published with the Chief Constable's financial statements. Because of the significance of the matter described on page 5 of this report setting out the basis for the disclaimer of opinion, we have been unable to consider whether the PCC's Annual Governance Statement does not comply with 'delivering good governance in Local Government Framework 2016 Edition' published by CIPFA and SOLACE or is misleading or inconsistent with the information of which we are aware from our audit.
Matters on which we report by exception	We are required to report on a number of matters by exception in a number of areas: • if the Annual Governance Statement does not comply with disclosure requirements set out in CIPFA/SOLACE guidance or is misleading or inconsistent with the information of which we are aware from our audit • if we have applied any of our statutory powers or duties • where we are not satisfied in respect of arrangements to secure value for money and have reported [a] significant weakness/es. We have nothing to report on these matters.
Specified procedures for Whole of Government Accounts	We are required to carry out specified procedures (on behalf of the NAO) on the Whole of Government Accounts (WGA) consolidation pack under WGA group audit instructions. We do not expect detailed work to be required for the group.
Certification of the closure of the audit	We intend to delay the certification of the closure of the 2025/26 audits of Leicestershire PCC and Chief Constable in the audit reports, until confirmation is received from the NAO that the group audit (Whole of Government Accounts) has been certified by the C&AG and therefore no further work is required to be undertaken in order to discharge the auditor's duties in relation to consolidation returns under paragraph 2.11 of the Code.

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Audit adjustments – Chief Constable

We are required to report all non-trivial misstatements to those charged with governance, whether or not the accounts have been adjusted by management.

Impact of adjusted misstatements

All adjusted misstatements are set out in detail below, along with the impact on the key statements.

Detail	Comprehensive Income and Expenditure Statement £'000	Balance Sheet £'000	Impact on general fund £'000
Policing services	(19,439)		
Financing and investment income and expenditure	86,302		
Intra – Group Transfer	(30,952)		
Actuarial (gains) / losses on pension assets/liabilities	46,550		
Liability related to defined benefit pension schemes		(82,461)	0
Journal posted to reflect the valuation of Police Pension Scheme liabilities at 31 March 2026 upon receipt of the IAS 19 report.			
Overall impact – CC financial statements	82,461	(82,461)	0

Impact of unadjusted misstatements

At the time of writing this report, we have not identified any unadjusted misstatements. Those charged with governance would be required to approve management's proposed treatment of unadjusted items.

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Audit adjustments – PCC

We are required to report all non-trivial misstatements to those charged with governance, whether or not the accounts have been adjusted by management.

Impact of adjusted misstatements

All adjusted misstatements are set out in detail below, along with the impact on the key statements.

Detail	Comprehensive Income and Expenditure Statement £'000	Balance Sheet £'000	Impact on general fund £'000
Grant received from the Home Office in respect of the pension fund account	(30,952)	0	0
Intra – Group Transfer	30,952		
Journal posted to reflect recognition of the top-up grant received from the Home Office.			
Overall impact – PCC financial statements	0	0	0
Overall impact – Group financial statements	82,461	(82,461)	0

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Audit adjustments – PCC

Impact of unadjusted misstatements

The table below provides details of adjustments identified during the audit which have not been made within the final set of financial statements. Those charged with governance are required to approve management's proposed treatment of all items recorded within the table below.

Detail	Comprehensive Income and Expenditure Statement £'000	Balance Sheet £'000	Impact on general fund £'000	Reason for not adjusting
Overstatement of short term debtors and short term creditors as a result of management recognising prepayments wherein the payment for future expenses was made after year-end.	0	(359) 359	0	Not material
Overall impact of current year unadjusted misstatements	0	0	0	

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Audit adjustments – PCC and Chief Constable

Misclassification and disclosure changes

The table below provides details of misclassification and disclosure changes identified during the audit which have been made in the final set of financial statements.

Disclosure	Misclassification or change identified	Adjusted?
Financial instruments	Lease liabilities should be removed from the disclosure as per the CIPFA Code 7.1.2.25 (b) they are a scope exclusion which are covered by Sections 4.2 of the Code. (Note 21 - PCC and Group)	Yes
Defined Benefit Pension Schemes	A disclosure is required covering judgements made by management regarding the potential impact of the Virgin Media Case. (Note 27 – PCC and Group, Note 14 – Chief Constable)	Yes
Defined Benefit Pension Schemes	The Police Pension Scheme actuarial liabilities were valued using updated member data at 31 March 2026. The IAS 19 report was not available by the time the financial statements were published hence no information was disclosed for 2025/26. The IAS 19 report has since been provided by the actuary and disclosures updated in the draft accounts. (Note 14 – Chief Constable and Note 27 – Group)	Yes
Defined Benefit Pension Schemes	Upon completion of their audit work, the Pension Fund Auditor for Leicestershire Pension Fund identified that net investment assets were understated. Apportioning the misstatement by the authority's share of the LGPS's net investment assets has led to a £373,000 understatement in the authority's disclosures. Due to the IFRIC 14 asset ceiling impact, the misstatement is a disclosure error with no impact on the CIES, Balance Sheet and Statement of Movement in Reserves. (Note 14 – Chief Constable and Note 27 – Group)	No immaterial
Defined Benefit Pension Schemes	When preparing the IAS 19 disclosures, the LGPS actuary estimates benefits payable based on assumptions informed by the Fund at the 2025 triennial valuation. Benefits reported by the actuary in the IAS 19 report were £8.116m whereas actual benefits paid by the Fund totalled £10.308m resulting in a difference in the benefits payable disclosure of £2.192m (understatement). On the basis that this error impacts both plan assets and plan liabilities, there is therefore no impact on the net liability disclosed on the Balance Sheet. (Note 14 – Chief Constable and Note 27 – Group)	No immaterial

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Follow up of prior year recommendations

We identified the following issues in the audit of the PCC, Chief Constable's and group's 2024/25 financial statements, which resulted in 6 recommendations being reported in our 2024/25 Audit Findings Report. We are pleased to report that management have implemented most of our recommendations as noted in the table below.

Assessment	Relates to	Issue and risk previously communicated	Update on actions taken to address the issue
X	PCC and Group	**Recognition of prepayments** By definition, a prepayment is a payment in advance for goods or services that will be received or used in the future. As such, recognition is dependent on payments being made prior to 31 March 2025. As part of our testing of short term debtors, we identified balances recognised as prepayments wherein payment to the supplier was made in April 2025, thus not meeting the definition of a prepayment. There is therefore a risk of material misstatement in the financial statements where balances are not recognised in line with the financial reporting framework.	We have identified similar issues as part of our audit of the 2025/26 financial statements. Refer to page 21 for the misstatement identified.
X	Chief Constable, PCC and Group	**Separate bank accounts for jointly controlled operations** We note that the group participates in collaborative arrangements with the other East Midlands forces. Each joint operation in its individual management accounts has a balance disclosed for cash and cash equivalents. Following discussions with management, it is our understanding that all transactions for the joint operations go through the PCC's bank account where Leicestershire is the lead force, and no separate bank accounts are maintained.	No action has been taken to date. **Management response** It would not be feasible to operate separate bank accounts for the joint arrangements as their transactions are intrinsically linked to the Leicestershire finance system.

Assessment
✓ Action completed
X Not yet addressed

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Follow up of prior year recommendations (continued)

Assessment	Relates to	Issue and risk previously communicated	Update on actions taken to address the issue
✓	Chief Constable, PCC and Group	**Lack of appropriate segregation of duties in IT General Controls** Best practice recommends maintaining clear segregation of duties between IT and Finance functions to ensure appropriate control over system access and operations. However, our review identified that the Senior Accountant has access rights within the general ledger system, enabling them to create and remove user accounts as well as perform system upgrades. This level of access introduces a risk of management override of controls, as it creates the potential for these users to establish fictitious accounts and approve journal entries initiated under those accounts.	We acknowledge the compensating controls i.e. Head of Finance reviewing all journals as part of month-end closedown. Further, our journals testing did not highlight any unusual entries as a result of this issue.
TBC	Chief Constable, PCC and Group	**Lack of documentation supporting exit payments** We were not provided with any documentation supporting a voluntary redundancy payment made to a former employee amounting to £25,000. Following discussions with management it is our understanding that an agreement was reached with the individual verbally hence there being no written documentation. Written and signed correspondence and documents provide an audit trail for transactions pertaining to Leicestershire Police. The absence of these documents therefore makes it impossible to validate the transaction.	Our work in this area is ongoing at the time of writing this report.

Assessment
✓ Action completed
X Not yet addressed

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Follow up of prior year recommendations (continued)

Assessment	Relates to	Issue and risk previously communicated	Update on actions taken to address the issue
✓	PCC and Group	**Calculation of depreciation charge for vehicles** Following our audit work on the depreciation charge recognised during the year, we identified that management's approach to depreciation for vehicles made use of a formula which results in depreciation being charged over 4.5 years as opposed to the 5 years which is stated by the accounting policy noting that the formula seeks to leave a residual balance. The residual balance of vehicles represents the amount that could be received from disposal of the asset at the end of its useful life. This may lead to potential misstatements in the future should there ever be a significant acquisition of vehicles.	The formula for calculating depreciation has now been updated.
✓	Chief Constable and PCC	**LGPS Pension Liability** Management have obtained a combined LGPS IAS 19 report for both the PCC and Chief Constable, concluding that based on the number of PCC members, there is no risk of material misstatement of excluding the balance from the PCC's accounts. Though not deemed significant by management, our view is that the split can only be reliably estimated by an Actuary, and there is a risk that there is a material omission from the gross position within the PCC's financial statements.	Separate IAS 19 reports have now been produced for the PCC and Chief Constable with each disclosed appropriately in the respective financial statements.

Assessment
✓ Action completed
X Not yet addressed

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Value for Money arrangements

Approach to Value for Money work for the year ended 31 March 2026

The National Audit Office issued its latest Value for Money guidance to auditors in March 2026. The Code requires auditors to consider whether a body has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. Additionally, the Code requires auditors to share a draft Auditor's Annual Report (AAR) with those charged with governance by 30 November each year from 2025-26. Our draft AAR accompanies this audit findings report.

In undertaking our work, we are required to have regard to three specified reporting criteria. These are as set out below.



Financial sustainability

How the body plans and manages its resources to ensure it can continue to deliver its services.



Governance

How the body ensures that it makes informed decisions and properly manages its risks.



Improving economy, efficiency and effectiveness

How the body uses information about its costs and performance to improve the way it manages and delivers its services.

In undertaking this work we have not identified any significant weaknesses in arrangements. Our Joint Auditor's Annual Report accompanies this audit findings report.

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Independence considerations

As part of our assessment of our independence we note the following matters:

Matter	Conclusions
Relationships with Grant Thornton	We are not aware of any relationships between Grant Thornton and the Chief Constable, PCC and Group that may reasonably be thought to bear on our integrity, independence and objectivity.
Relationships and investments held by individuals	We have not identified any potential issues in respect of personal relationships with the Chief Constable, PCC and Group.
Employment of Grant Thornton staff	We are not aware of any former Grant Thornton partners or staff being employed, or holding discussions in respect of employment, by the Group as a director or in a senior management role covering financial, accounting or control related areas.
Business relationships	We have not identified any business relationships between Grant Thornton and the Group.
Contingent fees in relation to non-audit services	No contingent fee arrangements are in place for non-audit services provided.
Gifts and hospitality	We have not identified any gifts or hospitality provided to, or received from, a member of the Chief Constable, PCC and Group's senior officers or staff (that would exceed the threshold set in the Ethical Standard).

We confirm that there are no significant facts or matters that impact on our independence as auditors that we are required or wish to draw to your attention and consider that an objective reasonable and informed third party would take the same view. The firm and each covered person and network firms have complied with the Financial Reporting Council's Ethical Standard and confirm that we are independent and are able to express an objective opinion on the financial statements.

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Fees and non-audit services

The following tables below sets out the total fees for audit and non-audit services that we have been engaged or charged from the beginning of the financial year to date, as well as the threats to our independence and safeguards that have been applied to mitigate these threats.

None of the below services were provided on a contingent fee basis.

For the purposes of our audit we have made enquiries of all Grant Thornton teams within the Grant Thornton International Limited network member firms providing services to Leicestershire Police. No non-audit services have been provided. We will confirm the fees below on completion of the audit fieldwork.

Audit fees	PCC	Chief Constable
Scale fee	£105,972	£55,541
Jointly Controlled Operations Fee Variation *	£5,939	£2,115
Total audit fees (excluding VAT)	**£111,911**	**£57,656**

Total audit and non-audit fee			
(Audit fee) – PCC	£111,911	(Non-audit fee) – PCC	£0
(Audit fee) – Chief Constable	£57,656	(Non-audit fee) – Chief Constable	£0

The above fees are exclusive of VAT and the fees agree to the financial statements.

* The fee variation is subject to review and approval by PSAA.

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Appendices

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A. Communication of audit matters with those charged with governance

Our communication plan	Joint Audit Plan	Joint Audit Findings
Respective responsibilities of auditor and management/those charged with governance	●	
Overview of the planned scope and timing of the audit, form, timing and expected general content of communications including significant risks	●	
Confirmation of independence and objectivity	●	●
A statement that we have complied with relevant ethical requirements regarding independence. Relationships and other matters which might be thought to bear on independence. Details of non-audit work performed by Grant Thornton UK LLP and network firms, together with fees charged. Details of safeguards applied to threats to independence	●	●
Significant matters in relation to going concern	●	●
Matters in relation to the group audit, including: Scope of work on components, limitations of scope on the group audit, fraud or suspected fraud	●	●
Views about the qualitative aspects of the Group's accounting and financial reporting practices including accounting policies, accounting estimates and financial statement disclosures		●
Significant findings from the audit		●
Significant matters and issue arising during the audit and written representations that have been sought		●
Significant difficulties encountered during the audit		●
Significant deficiencies in internal control identified during the audit		●
Significant matters arising in connection with related parties		●

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A. Communication of audit matters with those charged with governance

Our communication plan	Joint Audit Plan	Joint Audit Findings
Identification or suspicion of fraud involving management and/or which results in material misstatement of the financial statements		●
Non-compliance with laws and regulations		●
Unadjusted misstatements and material disclosure omissions		●
Expected modifications to the auditor's report, or emphasis of matter		●

ISA (UK) 260, as well as other ISAs (UK), prescribe matters which we are required to communicate with those charged with governance, and which we set out in the table here.

This document, the Audit Findings, outlines those key issues, findings and other matters arising from the audit, which we consider should be communicated in writing rather than orally, together with an explanation as to how these have been resolved.

Respective responsibilities

As auditor we are responsible for performing the audit in accordance with ISAs (UK), which is directed towards forming and expressing an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance.

The audit of the financial statements does not relieve management or those charged with governance of their responsibilities.

Distribution of this Audit Findings report

Whilst we seek to ensure our audit findings are distributed to those individuals charged with governance, as a minimum a requirement exists for our findings to be distributed to all the senior officers and those members of senior management with significant operational and strategic responsibilities. We are grateful for your specific consideration and onward distribution of our report, to those charged with governance.

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Police and Crime Commissioner and Chief Constable for Leicestershire

Joint Auditor's Annual Report
Year ending 31 March 2026

4 November 2026



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Appendices

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The contents of this report relate only to those matters which came to our attention during the conduct of our normal audit procedures which are designed for the purpose of completing our work under the NAO Code and related guidance. Our audit is not designed to test all arrangements in respect of value for money. However, where, as part of our testing, we identify significant weaknesses, we will report these to you. In consequence, our work cannot be relied upon to disclose all irregularities, or to include all possible improvements in arrangements that a more extensive special examination might identify. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting, on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

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01 Introduction and context

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Introduction

This report brings together a summary of all the work we have undertaken for Police and Crime Commissioner and Chief Constable for Leicestershire during 2025/26 as the appointed external auditor. The core element of the report is the commentary on the Value for Money (VfM) arrangements. The responsibilities of the Police and Crime Commissioner (the PCC) and the Chief Constable (the CC) are set out in Appendix A. The Value for Money Auditor responsibilities are set out in Appendix B.

Opinion on the financial statements

Auditors provide an opinion on the financial statements which confirms whether they:

- give a true and fair view of the financial position of the PCC and CC as at 31 March 2026 and of its expenditure and income for the year then ended
- have been properly prepared in accordance with the CIPFA/LASAAC Code of practice on local authority accounting in the United Kingdom 2025/26
- have been prepared in accordance with the requirements of the Local Audit and Accountability Act 2014

We also consider the Annual Governance Statement and undertake work relating to the Whole of Government Accounts consolidation exercise.

Auditor's powers

Under the Local Audit and Accountability Act 2014, auditors of an Authority have a duty to consider whether there are any issues arising during their work that require the use of a range of auditor's powers.

These powers are set out on page 14 with a commentary on whether any of these powers have been used during this audit period.

In particular, auditors may issue:

- Statutory recommendations to the full Authority which must be considered publicly.
- A Public Interest Report (PIR)

Value for money

Under the Local Audit and Accountability Act 2014, we are required to be satisfied whether the PCC and CC has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources (referred to as Value for Money). The National Audit Office (NAO) Code of Audit Practice ('the Code'), requires us to assess arrangements under three areas:

- financial sustainability
- governance
- improving economy, efficiency and effectiveness.

During 2024/25, the NAO consulted on and updated the Code to align it with accounts backstop legislation. The new Code requires auditors to share a draft Auditor's Annual Report (AAR) with those charged with governance by a nationally set deadline each year, and for the audited body to publish the AAR thereafter. The deadline requirement for 2025/26 AARs is 30 November 2026.

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Local Police Reform – organisational change and risk



National Context

From Local to National: A New Model for Policing - January 2026 White Paper

In January 2026, the UK government published the Police Reform White Paper, marking the most significant redesign of policing since the 1960s. Central to this vision is the creation of a National Police Service (NPS), which will unify functions such as forensics, counter-terrorism, organised crime units, and national roads policing under a single organisation led by a national police commissioner.

Abolition of PCCs

In November 2025, the Government announced its intention to abolish PCCs with transition to new governance arrangements planned for 2028. PCCs were introduced in 2012 under the Police Reform and Social Responsibility Act 2011 to replace police authorities and enhance local accountability for policing, and in 2017, PCCs were enabled to take on fire governance by the Policing and Crime Act 2017.



What we observed in 2025/26

Leicestershire PCC currently provides governance and oversight of Leicestershire Police Force.

2025–2028 will see a transitional period, with PCCs and PFCCs continuing to operate until the end of their terms. The abolition will take effect at the end of the next PCC electoral cycle in 2028. Oversight responsibilities will be transferred to a newly created Police and Crime Board which will take on PCC duties.

The Joint Audit, Risk and Assurance Panel is scheduled to receive a targeted briefing on 19 November 2026 regarding progress towards the transition away from the OPCC model, providing an update on arrangements and implementation as the transition date approaches. Membership of the future Police and Crime Board is currently uncertain following the Ministry of Housing, Communities and Local Government (MHCLG) decision to pause LGR in a number of areas including Leicester, Leicestershire and Rutland following new legal advice.



Residual risks

Heightened risks will remain as organisational change moves from transition into steady-state operation.

The impact of organisational change such as significant reform does not always crystallise at the point of design or implementation.

The abolition of PCCs and PFCCs represents a major shift in policing governance, moving from a single elected official to a more integrated model aligned with broader local government structures.

Significant change can often lead to ongoing risks such as clarity around accountability and decision-making, leadership and management capacity, and loss of institutional knowledge. These could place additional pressure on operational performance, control, assurance and decision-making arrangements if not actively monitored and strong Board and Committee focus will be required to manage risk as arrangements begin to transition.

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02 Executive Summary

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Executive Summary – our assessment of value for money arrangements

Our overall summary of our Value for Money assessment of the PCC's and CC's arrangements is set out below. Further detail can be found on the following pages.

Criteria	2024/25 Assessment of arrangements		2025/26 Risk assessment	2025/26 Assessment of arrangements	
Financial sustainability	G	No significant weaknesses identified and no improvement recommendations raised.	No risks of significant weakness identified.	G	No significant weaknesses in arrangements identified and no improvement recommendations made.
Governance	A	No significant weaknesses identified. One improvement recommendation raised.	No risks of significant weakness identified.	TBC	No significant weaknesses in arrangements identified and no new improvement recommendations made. Progress in relation to the prior year recommendation is still being assessed as part of our substantive audit on the financial statements.
Improving economy, efficiency and effectiveness	G	No significant weaknesses identified and no improvement recommendations raised.	No risks of significant weakness identified.	G	No significant weaknesses in arrangements identified and no improvement recommendations made.

G	No significant weaknesses or improvement recommendations.
A	No significant weaknesses, improvement recommendation(s) made.
R	Significant weaknesses in arrangements identified and key recommendation(s) made.

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Executive Summary

We set out below the key findings from our commentary on the PCC's and CC's arrangements in respect of value for money.

Financial sustainability

Leicestershire Police continued their track record of sound financial management delivering a balanced budget for 2025/26 after transferring £5.1m to earmarked reserves to support future spending commitments alongside delivering an additional £0.7m savings on top of its £9.3m target.

Ongoing refresh of assumptions currently indicates a funding gap of £30.7m in the period to 2027/28 to 2029/30. Transformation work is underway for the Force (Operation Marshall) and the PCC (Operation Chase) to identify the savings required to address this gap.

We have not reported any key or improvement recommendations in this area.

Further details can be found on pages 17 to 18 of our report.

Governance

The PCC and Chief Constable have the arrangements we would expect to see to manage risk and internal controls effectively, supported by robust oversight arrangements that promote informed decision-making and uphold appropriate standards of governance and conduct.

Committees such as the Joint Audit, Risk and Assurance Panel, the Office of the Chief Constable's (OCC) Force Executive Board and the Office of the Police and Crime Commissioner's (OPCC) Corporate Governance Board ensure ongoing scrutiny to ensure continued delivery of these arrangements.

We have not reported any key or improvement recommendations in this area.

Further details can be found on pages 19 to 21 of our report.

Improving economy, efficiency and effectiveness

Leicestershire Police have arrangements in place to drive ongoing performance improvement, including responding to areas identified through HMICFRS inspections.

Collaborative working arrangements, including the East Midlands Strategic Operations Unit, continue to support delivery of the Police and Crime Plan. The impact of partnership working is included in update reports provided to the Police and Crime Panel.

Contract management arrangements resulted in recovery of £216k via service credits received from suppliers.

We have not reported any key or improvement recommendations in this area.

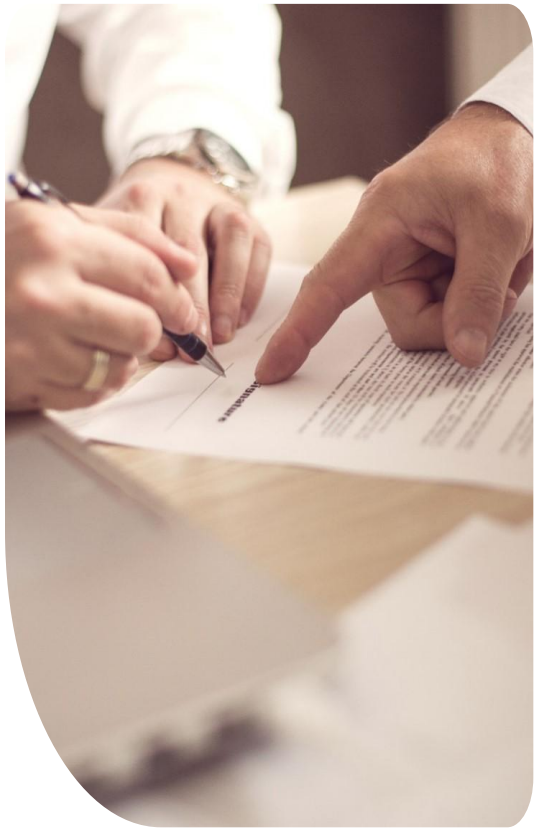
Further details can be found on pages 22 to 24 of our report.

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Executive summary – auditor's other responsibilities

This page summarises our opinion on the PCC's and CC's financial statements and sets out whether we have used any of the other powers available to us as the PCC's and CC's auditors.

Auditor's responsibility	2025/26 outcome
Opinion on the Financial Statements: PCC	We are nearing the completion of our audit of your financial statements and expect to issue a disclaimer of audit opinion by the end of November 2026, following the Joint Audit Risk and Assurance Panel (JARAP) on 19 November 2026, and the approval of the financial statements by the PCC. Our findings are set out in further detail on page 12.
Opinion on the Financial Statements: CC	We are nearing the completion of our audit of your financial statements and expect to issue an audit opinion qualified on an except for basis by the end of November 2026, following the JARAP on 19 November 2026, and the approval of the financial statements by the Chief Constable. Our findings are set out in further detail on page 12.
Use of auditor's powers	We did not make any written statutory recommendations to the PPC or CC under Schedule 7 of the Local Audit and Accountability Act 2014. We did not make an application to the Court or issue any Advisory Notices under Section 29 of the Local Audit and Accountability Act 2014. We did not make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014. We did not identify any issues that required us to issue a Public Interest Report (PIR) under Schedule 7 of the Local Audit and Accountability Act 2014.



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03 Opinion on the financial statements and use of auditor's powers

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Rebuilding assurance

The Audit Backstop

On 30 September 2024, the Accounts and Audit (Amendment) Regulations 2024 came into force. This legislation introduced a series of backstop dates for local authority audits. These Regulations required audited financial statements to be published by the following dates:

- for years ended 31 March 2023 and earlier by 13 December 2024; and
- for years ended 31 March 2024 by 28 February 2025;
- for years ended 31 March 2025 by 27 February 2026;
- for years ended 31 March 2026 by 31 January 2027; and
- for years ending 31 March 2027 and 31 March 2028 by 30 November 2027 and 30 November 2028 respectively.

The Statutory Instrument is supported by the National Audit Office's (NAO) new Code of Audit Practice 2024. The backstop dates were introduced with the purpose of clearing the backlog of historic financial statements and enabling the reset of local audit.

Where audit work is not complete, this will give rise to a disclaimer of opinion. This means the auditor has not been able to form an opinion on the financial statements. In the audit reports for the years ended 31 March 2022 to 2025, a disclaimer of opinion was issued to each of the PCC and Chief Constable due to the backstop.

Status for 2025/26

Owing to the challenges of undertaking an audit where the previous years audits were subject to backstop-related disclaimed audit opinions, we have been unable to undertake sufficient work to support unmodified audit opinions in advance of the backstop date of 31 January 2027.

We anticipate issuing a disclaimer of opinion in relation to the PCC's financial statements, consistent with the prior year.

Our anticipated opinion in relation to the Chief Constable's financial statements is a qualified "except for" opinion.

We have discussed and agreed the strategy and trajectory for rebuilding assurance with management. Work will be performed alongside the 2026/27 audit.

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Opinion on the financial statements

These pages set out the key findings from our audit of the PCC's and CC's financial statements, and whether we have used any of the other powers available to us as the PCC and CC auditors.

Audit opinion on the financial statements

We expect to issue a disclaimer of opinion on the PCC's financial statements, and a qualified opinion on the CC's financial statements, by the end of November 2026.

The audit reports will be included in the PCC's and CC's Annual Report for 2025/26, which can be obtained from their respective websites.

Grant Thornton provides an independent opinion on whether the PCC's and CC's financial statements:

- give a true and fair view of the financial position of the group, of the PCC and of the CC as at 31 March 2026 and of its expenditure and income for the year then ended
- have been properly prepared in accordance with the CIPFA/LASAAC Code of practice on local authority accounting in the United Kingdom 2025/26
- have been prepared in accordance with the requirements of the Local Audit and Accountability Act 2014.

We conducted our audit in accordance with: International Standards on Auditing (UK), the NAO Code of Audit Practice (2024), and applicable law. We are independent of the PCC and CC in accordance with applicable ethical requirements, including the Financial Reporting Council's Ethical Standard.

Findings from the audit of the financial statements

The PCC and CC provided draft accounts in line with the national deadline of 30 June 2026.

Draft financial statements were of a good standard and supported by detailed working papers.

Audit Findings Report

We report the detailed findings from our audit in our Audit Findings Report.

A draft version of our report will be presented to the PCC's and CC's Joint Audit Risk and Assurance Panel on 19 November 2026, and a final version of the report will be shared with the PCC and CC as those charged with governance. Requests for this Audit Findings Report should be directed to the PCC and CC.

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Other reporting requirements

Annual Governance Statement

Under the Code of Audit Practice published by the National Audit Office we are required to consider whether the Annual Governance Statement does not comply with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting, or is misleading or inconsistent with the information of which we are aware from our audit.

We are not required to consider whether the Annual Governance Statement addresses all risks and controls or that risks are satisfactorily addressed by internal controls.

We have nothing to report in this regard.



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Use of auditor's powers

We bring the following matters to your attention:

Under the Code of Audit Practice, we are required to report to you if:

- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make a written recommendation to the Authority under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or;
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014, in the course of, or at the conclusion of the audit.

We have nothing to report in respect of the above matters.

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04 Value for Money commentary on arrangements

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Value for Money – commentary on arrangements

This page explains how we undertake the value for money assessment of arrangements and provide a commentary under three specified areas.

Leicestershire PCC is the statutory governing authority responsible for overseeing policing services across Leicester, Leicestershire, and Rutland. The PCC sets the purpose, objectives, priorities and values and are responsible for the provision of an effective and efficient Police Service. Leicestershire Police Force carries out day-to-day operations, whilst the PCC sets the strategic direction for the Force and is responsible for governance, oversight of the Force and holds the Chief Constable to account.

All PCC's and CC's are responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness from their resources. This includes taking properly informed decisions and managing key operational and financial risks so that they can deliver their objectives and safeguard public money. PCC's and CC's report on their arrangements, and the effectiveness of these arrangements as part of their individual Annual Governance Statements.

Under the Local Audit and Accountability Act 2014, we are required to be satisfied whether the PCC and CC has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The National Audit Office (NAO) Code of Audit Practice ('the Code'), requires us to assess arrangements under three areas:



Financial sustainability

Arrangements for ensuring the Authority can continue to deliver services. This includes planning resources to ensure adequate finances and maintain sustainable levels of spending over the medium term (3-5 years).



Governance

Arrangements for ensuring that the Authority makes appropriate decisions in the right way. This includes arrangements for budget setting and budget management, risk management, and making decisions based on appropriate information.



Improving economy, efficiency and effectiveness

Arrangements for improving the way the Authority delivers its services. This includes arrangements for understanding costs and delivering efficiencies and improving outcomes for service users.

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Financial sustainability – commentary on arrangements

We considered how the PCC and CC:	Commentary on arrangements:	Rating
identifies all the significant financial pressures that are relevant to its short and medium-term plans and builds these into them	Leicestershire Police maintained effective financial management in 2025/26, underspending its £254.4m by £0.06m after transferring £5.1m to earmarked reserves to support future commitments. The 2026/27 budget is balanced through the planned use of £1.3m earmarked reserves and delivery of £3.5m of savings. The PCC's initial proposed £11 Council Tax precept increase resulted in a residual funding gap of £1.2m for the Force. The Police and Crime Panel, having considered the impact on policing services, vetoed this. The final approved precept increase of £15 removed the need to address the residual gap. When the final 2026/27 budget and Medium Term Financial Plan (MTFP) were approved in February 2026, a funding gap of £8.2m was forecast for 2027/28. Following a review of key assumptions; updated modelling presented to the Financial Scrutiny and Oversight Board (FSOB) in August 2026 reduced this to £6.5m. Further gaps of £9.0m in 2028/29 and £15.2m in 2029/30 were also identified. Operation Marshall has been identified as the primary programme for addressing these longer-term financial pressures for the CC, and Operation Chase for the OPCC, supported by continued financial discipline and oversight. General reserves are planned to remain at £5.7m throughout the MTFP period, helping to preserve financial resilience.	G
plans to bridge its funding gaps and identify achievable savings	Delivery of the OCC 2025/26 budget plan was supported by £0.7m overachievement against the remaining £1.9m efficiency target, after £7.4m of the overall £9.3m savings requirement had already been built into the budget. Budget monitoring at quarter 1 2026/27 indicates £0.6m overachievement of the remaining £1.9m of efficiencies required after £1.7m of the £3.6m savings target had been built into the budget. Transformation work underway as part of Operation Marshall and Operation Chase is anticipated to identify further savings to address the current identified gaps in the medium term to avoid draw down on reserves.	G

G	No significant weaknesses or improvement recommendations.
A	No significant weaknesses, improvement recommendations made.
R	Significant weaknesses in arrangements identified and key recommendation(s) made.

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Financial sustainability – commentary on arrangements (continued)

We considered how the PCC and CC:	Commentary on arrangements:	Rating
plans finances to support the sustainable delivery of services in accordance with strategic and statutory priorities	Leicestershire Police's revenue budget and MTFP are aligned to the delivery of services in support of the priorities set out in the PCC's Police and Crime Plan, the Strategic Policing Requirement and the CC's Force Management Statement. For example, investment in neighbourhood policing aligns with the Police and Crime Plan priority to tackle neighbourhood crime.	G
ensures its financial plan is consistent with other plans such as workforce, capital, investment and other operational planning which may include working with other local public bodies as part of a wider system	Leicestershire Police aligns financial planning with workforce plans, and strategies such as Estates and Digital. The Capital Programme is informed by operational investment priorities within the Police and Crime Plan. Capital projects are reviewed against service needs and priorities alongside affordability, and subject to final approval by FSOB following consideration by Chief Officers and the OPCC. Treasury management supports alignment between borrowing, investment and capital plans, while regular monitoring of capital delivery ensures minimal slippage at year end.	G
identifies and manages risk to financial resilience, e.g. unplanned changes in demand, including challenge of the assumptions in underlying plans	In addition to regular monitoring of the revenue and capital position, including delivery of planned savings, Leicestershire Police uses ongoing scenario modelling to identify and manage risks to financial resilience. Through regular MTFP refresh including funding and precept scenario planning, alternative assumptions are tested to assess the impact of changes in demand, funding and cost pressures, enabling mitigating actions to be developed and financial plans updated in response to emerging risks. Financial sustainability risks and associated mitigation actions are included within the OPCC and Force risk registers which are regularly reported to the Joint Audit, Risk and Assurance Panel (JARAP), to provide assurance that key financial risks are being effectively managed.	G

G	No significant weaknesses or improvement recommendations.
A	No significant weaknesses, improvement recommendations made.
R	Significant weaknesses in arrangements identified and key recommendation(s) made.

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Governance – commentary on arrangements

We considered how the PCC and CC:	Commentary on arrangements:	Rating
monitors and assesses risk and how the PCC and CC gains assurance over the effective operation of internal controls, including arrangements to prevent and detect fraud	The PCC and CC maintain appropriate risk management arrangements supported by a Risk Management Policy and Framework. Strategic risk registers for the OCC and OPCC are reviewed by senior management and subject to regular scrutiny by JARAP. JARAP receives Internal Audit progress reports and recommendation-tracking reports each meeting for assurance. The Head of Internal Audit issued a moderate assurance opinion for 2025/26, concluding that generally sound arrangements were in place across the framework of governance, risk management and internal control. Arrangements are also in place to prevent and detect fraud and investigate complaints. During 2025/26, JARAP scrutinised counter-fraud arrangements, including counter-corruption controls, whistleblowing mechanisms, procurement controls, staff training and participation in the National Fraud Initiative. The PCC receives independent assurance from the Ethics and Transparency Panel, which scrutinises ethical standards, integrity and professional conduct, including complaints, hate crime, equality, diversity and inclusion, custody and out-of-court resolutions.	G

G	No significant weaknesses or improvement recommendations.
A	No significant weaknesses, improvement recommendations made.
R	Significant weaknesses in arrangements identified and key recommendation(s) made.

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Governance – commentary on arrangements (continued)

We considered how the PCC and CC:	Commentary on arrangements:	Rating
approaches and carries out its annual budget setting process	Leicestershire Police's annual budget and MTFP are developed in parallel through a structured process that allows time for engagement with budget holders, the public and the Police and Crime Panel. Budget guidance sets clear expectations for identifying growth, cost pressures and savings, while the timetable enables effective scrutiny and challenge. Following scrutiny of the budget and precept proposals, adoption of the maximum £15 precept increase removed the need to for the Force to identify further savings to address the indicative funding gap, and the timetabling ensured the final budget and associated precept was approved by the PCC prior to 1 March 2026 in accordance with the Local Government Finance Act 1992.	G
ensures effective processes and systems are in place to ensure budgetary control; to communicate relevant, accurate and timely management information; supports its statutory financial reporting; and ensures corrective action is taken where needed, including in relation to significant partnerships	Leicestershire Police maintains effective budgetary control through monthly revenue and capital monitoring reports that forecast outturns, track savings delivery, identify variances and emerging pressures, and provides oversight of the four-year Capital Programme. Financial performance is scrutinised through governance forums including FSOB and is also reported to the Police and Crime Panel for assurance. The outcome of updated MTFP scenario planning reported to FSOB in August 2026 informed identification of actions to address future funding pressures, supported by efficiency, productivity and transformation programmes. The 2025/26 financial statements were published in line with statutory reporting guidelines for audit purposes. Progress against the prior year improvement recommendation in relation to the police pension scheme is still being assessed as part of our substantive audit on the financial statements. No other issues or concerns have arisen from the audits of the financial statements.	A

G	No significant weaknesses or improvement recommendations.
A	No significant weaknesses, improvement recommendations made.
R	Significant weaknesses in arrangements identified and key recommendation(s) made.

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Governance – commentary on arrangements (continued)

We considered how the PCC and CC:	Commentary on arrangements:	Rating
ensures it makes properly informed decisions, supported by appropriate evidence and allowing for challenge and transparency, including from audit committee	The PCC and CC have a Joint Code of Corporate Governance and supporting Decision-Making Policy which set out governance, accountability and decision-making arrangements across the OPCC and OCC. Reports presented to the Corporate Governance Board, JARAP and Police and Crime Panel are sufficiently detailed to support transparency, informed discussion and effective challenge. Police and Crime Panel minutes also evidenced members scrutinising the PCC's oversight of the Force. Internal Audit reviewed governance arrangements during 2025/26 and provided Substantial Assurance, identifying effective arrangements for holding senior leaders to account through established governance forums such as Force Executive meetings.	G
monitors and ensures appropriate standards, such as meeting legislative/regulatory requirements and standards in terms of staff and board member behaviour	Leicestershire Police has clearly defined governance arrangements, with the roles and responsibilities of key officers, boards and committees set out within the Joint Code of Corporate Governance. The PCC and Chief Constable maintain registers of disclosable interests, gifts and hospitality, which are publicly available. In addition, arrangements are in place to promote high standards of conduct through established codes, policies and governance frameworks. Vetting helps mitigate the risks associated with employing an unsuitable person in the police service. Vetting arrangements are articulated in the College of Policing Vetting Authorised Professional Practice (APP). There is no evidence of significant vetting backlogs at March 2026.	G

G	No significant weaknesses or improvement recommendations.
A	No significant weaknesses, improvement recommendations made.
R	Significant weaknesses in arrangements identified and key recommendation(s) made.

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Improving economy, efficiency and effectiveness – commentary on arrangements

We considered how the PCC and CC:	Commentary on arrangements:	Rating
uses financial and performance information to assess performance to identify areas for improvement	Leicestershire Police has arrangements in place to monitor, scrutinise and improve performance. The Police and Crime Panel receives regular updates on delivery of the PCC's 2024-29 Police and Crime Plan, while Force performance is subject to oversight and challenge through the monthly Performance Board. In addition, quarterly performance reports for the PCC and CC are published on the PCC website to support transparency and public accountability. Performance is benchmarked against national comparators such as the Crime Survey for England and Wales, with management commentary and improvement actions used to challenge performance and drive improvement. The Force responded positively to the 2024/25 Internal Audit Data Quality review, using it as an opportunity to strengthen existing data quality arrangements during 2025/26 including establishing a Data Quality Working Group to enhance governance, oversight and the quality of performance data.	G
evaluates the services it provides to assess performance and identify areas for improvement	Leicestershire Police makes effective use of performance information to respond to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) scrutiny as well as informing wider service improvement. Progress against HMICFRS recommendations and Areas for Improvement (AFIs) is overseen through the Chief Constable's bi-monthly HMICFRS Oversight Board with progress reported to the Police and Crime Panel for assurance. Of the 16 AFIs identified across the PEEL 2021-22 (six) and 2023-25 (10) inspections, eight have been addressed and with only one from PEEL 2021-22 remains in progress. The effectiveness of these arrangements in making adequate progress to improve is reflected by the Force being placed in Level One of the new Policing Performance System in April 2026, indicating HMICFRS has only minor concerns and not identified a requirement for intervention or additional support.	G

G	No significant weaknesses or improvement recommendations.
A	No significant weaknesses, improvement recommendations made.
R	Significant weaknesses in arrangements identified and key recommendation(s) made.

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Improving economy, efficiency and effectiveness – commentary on arrangements (continued)

We considered how the PCC and CC:	Commentary on arrangements:	Rating
ensure they deliver their role within significant partnerships and engages with stakeholders they have identified, in order to assess whether they are meeting their objectives	The Police and Crime Plan 2024-2029 references partnership working and collaboration as a driver of delivering priorities. The effectiveness of partnership activity is monitored and reported through established governance and performance arrangements. For example, updates provided to the Police and Crime Panel by the PCC include reporting on how partnership working contributes to the delivery of key performance indicators and wider objectives set out in the Plan. For example, in February 2026 the Quarter 3 2025/26 update report informed Panel that work undertaken by the Leicestershire Violence Reduction Network contributed to a continued reduction in serious violence recorded crimes, with offences falling by 18% across all ages. Regional collaboration between forces such as the East Midlands Special Operations Unit (EMSOU) is supported by formal governance arrangements set out in its Terms of Reference. Assurance on the effectiveness of these arrangements was provided by HMICFRS in March 2026, when it closed its previous Cause of Concern relating to EMSOU. HMICFRS concluded that governance, oversight, recruitment processes, and long-term funding arrangements had been strengthened.	G

G	No significant weaknesses or improvement recommendations.
A	No significant weaknesses, improvement recommendations made.
R	Significant weaknesses in arrangements identified and key recommendation(s) made.

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Improving economy, efficiency and effectiveness – commentary on arrangements (continued)

We considered how the PCC and CC:	Commentary on arrangements:	Rating
commissions or procures services, assessing whether it is realising the expected benefits	Arrangements are in place to monitor procurement and commissioning activity, with the Procurement and Support Services Team (PSST) providing oversight and support to service areas in discharging their procurement responsibilities, as set out in the Procurement Policy 2025 and Procurement Strategy 2025-2029. The 2025/26 Annual Procurement Report confirmed PSST delivered £1.7m of cashable savings reported to the Home Office via the Blue Light Portal and £216k recovered through service credits identified via contract monitoring arrangements. Leicestershire Police responded promptly to the 2025 internal audit of contract management, implementing all recommendations further enhancing arrangements in this area. Leicestershire Police also has procurement and contract management arrangements in place to support compliance with relevant legislative and regulatory requirements when commissioning and procuring services, as set out in the Joint Corporate Governance Framework and Procurement Strategy. There is no evidence of inappropriate use of Single Source Dispensations, and the volume of the use of these has decreased from the prior year.	G

G	No significant weaknesses or improvement recommendations.
A	No significant weaknesses, improvement recommendations made.
R	Significant weaknesses in arrangements identified and key recommendation(s) made.

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05 Appendices

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Appendix A: Responsibilities of the Police and Crime Commissioner (PCC) and the Chief Constable (CC)

Public bodies spending taxpayers' money are accountable for their stewardship of the resources entrusted to them. They should account properly for their use of resources and manage themselves well so that the public can be confident.

Financial statements are the main way in which local public bodies account for how they use their resources. Local public bodies are required to prepare and publish financial statements setting out their financial performance for the year. To do this, bodies need to maintain proper accounting records and ensure they have effective systems of internal control.

All local public bodies are responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness from their resources. This includes taking properly informed decisions and managing key operational and financial risks so that they can deliver their objectives and safeguard public money. Local public bodies report on their arrangements, and the effectiveness with which the arrangements are operating, as part of their annual governance statement.

The Chief Financial Officer (or equivalent) is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Chief Financial Officer (or equivalent) determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Chief Financial Officer (or equivalent) is required to prepare the financial statements in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. In preparing the financial statements, the Chief Financial Officer (or equivalent) is responsible for assessing the PCC's and the Chief Constable's ability to continue as a going concern and use the going concern basis of accounting unless there is an intention by government that the services provided by the PCC and Chief Constable will no longer be provided.

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



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Appendix B: Value for Money Auditor responsibilities

Our work is risk-based and focused on providing a commentary assessment of the PCC's and CC's Value for Money arrangements

Phase 1 – Planning and initial risk assessment

As part of our planning, we assess our knowledge of the PCC's and CC's arrangements and whether we consider there are any indications of risks of significant weakness. This is done against each of the reporting criteria and continues throughout the reporting period.

Phase 2 – Additional risk-based procedures and evaluation

Where we identify risks of significant weakness in arrangements, we will undertake further work to understand whether there are significant weaknesses. We use auditor's professional judgement in assessing whether there is a significant weakness in arrangements and ensure that we consider any further guidance issued by the NAO.

Phase 3 – Reporting our commentary and recommendations

The Code requires us to provide a commentary on your arrangements which is detailed within this report. Where we identify weaknesses in arrangements we raise recommendations.

A range of different recommendations can be raised by the auditors as follows:

Statutory recommendations – recommendations to the PCC and CC under Section 24 (Schedule 7) of the Local Audit and Accountability Act 2014.

Key recommendations – the actions which should be taken by the PCC and CC where significant weaknesses are identified within arrangements.

Improvement recommendations – actions which are not a result of us identifying significant weaknesses in the PCC's and CC's arrangements, but which if not addressed could increase the risk of a significant weakness in the future.

Information that informs our ongoing risk assessment

Cumulative knowledge of arrangements from the prior year	Key performance and risk management information reported to the Police and Crime Panel
Interviews and discussions with key stakeholders	External review such as by CIPFA
Progress with implementing recommendations	Regulatory inspections such as from HMICFRS
Findings from our opinion audit	Annual Governance Statement including the Head of Internal Audit annual opinion

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Appendix C: Follow up of 2024/25 improvement recommendations

	Prior Recommendation	Raised	Progress	Current position	Further action
IR1	Management should continue to work with the Police Pension scheme administrator to review the information available, and determine what the appropriate next steps are, as soon as is practicable.	2024/25	Progress in relation to this improvement recommendation is being assessed as part of our substantive audit on the financial statements. Management and the scheme administrator have provided us with additional information to address the queries that arose in the prior year, which we are in the process of considering. This work remains ongoing at the time of drafting this report.	TBC	TBC

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