



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

Police and Crime Panel
5th February 2025
Proposed Precept Report for 2025/26

Report Date	27 th January 2025
Report Author	Kira Knott, Chief Finance Officer
Security Classification	Official

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to secure efficient and effective policing for Leicester, Leicestershire and Rutland and set the budget and precept.
2. The PCC brings this report to outline the Policing budget for Leicestershire for 2025-26 and put forward a policing precept proposal for consideration by the Panel.

Request of the Panel

3. The Panel is asked to:
 - 3.1 Note the information presented in this report, including:
 - the total 2025-26 net revenue budget of £254.653m,
 - a council tax (precept) requirement for 2025-26 of £105.067m,
 - the future risks, challenges, uncertainties and opportunities included in the precept proposal, together with the financial and operational considerations identified.
 - the Home Office grant allocations notified through the provisional settlement and the Band D council tax base and estimated collection fund deficit received from the billing authorities.
 - the current Medium-Term Financial Plan (MTFP) contained in Appendix 1, the Review of the Medium-Term Financial Plan Budget Setting 2025-26 and the operational implications at Appendix 2, the Capital Strategy at Appendix 3 and the Treasury Management Strategy at Appendix 4.
4. The Commissioner would specifically like to ask the Panel to support his proposal to increase the 2025-26 policing element of the precept by £14.00 per annum to £300.2302 (4.89%) for a Band D property.

Commissioner's Foreword



Since my re-election in 2024, I have been clear with both my office and Leicestershire Police that we must continue to deliver value for money for the taxpayers of Leicester, Leicestershire and Rutland. The process that has been undertaken to deliver this budget report has been both constructive and collaborative between the OPCC and the Chief Officer Team of Leicestershire Police, and I pay tribute to the insights and judicious work of all involved.

It should come as no surprise that the financial challenge facing Leicestershire Police for 2025-26 is greater than it has been for a number of years. While I welcome the fact the new Government increased the Government Grant for Policing by 4.8%, as expected, the outdated and inequitable police funding formula has meant that this has not been enough to cover costs for 2025-26. Leicestershire Police were left facing a £9.2 million deficit in the wake of this announcement. Alongside this, the costs arising from the Government's changes to National Insurance Contributions have not been fully met, despite assurances that this would occur, resulting in an additional £0.3 million cost to the Force.

The future financial picture for Leicestershire is looking bleak, and this will not change unless a fundamental change is made to the way that Leicestershire Police are funded. The current funding settlement for example only spans 1 year. It is nigh on impossible to plan efficiently for the future without a multi-year settlement. That is why I have lobbied both the current and previous Governments on numerous occasions on this pressing issue. I look forward to the upcoming spending review in Spring where I sincerely hope the Government has the strength of its convictions to make an impactful and lasting change to whole system of police funding.

In the last 3 years alone, Leicestershire Police have made £14m of savings. A further £9.3m was required to be found to close the deficit for 2025/26 and a further £8.5m over the medium-term financial plan (MTFP). As central funding remains insufficient, difficult decisions have had to be made to ensure that the Force can deliver on its priorities set out in the Police and Crime Plan, Strategic Policing Requirements and Force Management Statement. The Force have reduced in size, removing 91 Police Staff Roles and 50 PCSOs over the last two years, with a further 35 needing to be removed in order to balance the budget for 2025/26.

In light of these financial pressures, I have decided to recommend to the Police and Crime Panel that the Policing Precept paid by taxpayers in Leicester, Leicestershire and Rutland be increased by 4.89%, equivalent to a £14 per year or 27p per week increase for a Band D Property. This additional spending, alongside cost saving exercises within Leicestershire Police and the Office of the Police and Crime Commissioner, will result in £1.1 million deficit, which will be held as an in-year efficiency target.

Despite these financial challenges, Leicestershire Police continue to deliver a quality service to residents throughout Leicester, Leicestershire and Rutland. In 2024 alone Leicestershire Police:

- Dealt with 197,445 emergency contacts, amounting to 541 per day

- Had 95,563 crimes reported
- Had 4,338 reports of missing people
- Attended 68,900 emergency and priority incidents, amounting to 189 per day

The report from HMICFRS in December 2024 highlighted that Leicestershire Police are 'Good' and 'Adequate' in 6 of the 8 areas of performance, and 'Requires Improvement' in 2. I will continue to scrutinise the performance of the Force on behalf of the public to ensure the required improvements are made, to ensure that a consistently good service is provided for the people of Leicester, Leicestershire and Rutland.

I know that the financial picture is tough for most households. I have not taken the decision lightly to recommend an increase to the Policing Precept to the Police and Crime Panel. Increasing the Policing Precept by 27p per week for a Band D property secures the progress that has already been made by Leicestershire Police since 2021. Our 332 additional officers gained under the previous Government's Uplift programme, the improvements made to 999 and 101 call handling and the introduction of a dedicated crime prevention directorate have all been secured by the precept increase.

Rest assured that I will ensure that every penny of taxpayers' money is spent wisely, and that there is measurable value to the public when it is spent. My office will also continue to seek new ways of finding efficiencies, reducing financial waste and delivering the quality policing service you deserve.

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

1. Executive Summary

- 1.1. This report, and the Precept proposal, is the culmination of several months' work by the Office of the Police and Crime Commissioner (OPCC) and Force colleagues, and takes account of public and stakeholder consultation, key government announcements and economic pressures.
- 1.2. The Police Grant Provisional Settlement was announced on 17th December 2024 in a written statement, setting out the police funding envelope for 2025/26.
- 1.3. The provisional settlement headlines were as follows:
 - 6% average increase in funding – including precept and NICs compensation.
 - 3.7% flat rate increase in Core Grant for all PCC areas.
 - £986.9m increase in funding between 2024-25 and 2025-26, of which £329.8 (33%) will come from precept.
 - The remaining £657.1m is coming primarily from £339m increase in Core Grant, £230m for employer NICs compensation and a new £100m Neighbourhood Policing Grant.
 - Neighbourhood policing grant distributed according to core grant.
- 1.4. For Leicestershire Police there has been an increase in Core and Ex-MHCLG funding of £5m, a reduction in the Uplift grant of £1.1m compared to 2024/25 and a reimbursement of £3.9m for the Employers NIC increase (£0.3m less than the cost of the NIC increase). The precept referendum threshold has been confirmed at £14 for a Band D property.
- 1.5. The Commissioner has been briefed on the current and emerging operational challenges, both nationally and locally by the Chief Constable, with reference to the Force Management Statement and recent HMIC Peel inspection and has considered this advice in preparing the budget for 2025-26.
- 1.6. The Commissioner has been briefed on the current financial landscape, which has become a challenging one for policing. A nationally-set pay agreement for all Police Officers and Police Staff, higher inflation, changes in legislation, volatility in the energy and fuel markets and other inflationary pressures have put significant pressure on the Force's budget.
- 1.7. The budget is focussed upon the Commissioner's priorities as contained within the Police and Crime Plan and the Strategic Policing Requirement and ensures there are strong links with the Force Target Operating Model (TOM).
- 1.8. Enhancement of the Call Management Centre has improved the performance to the public, exceeding targets for both emergency and non-emergency calls. With support of the Commissioner the Force will continue to maintain the enhancement in 2025/26 to maintain performance and drive-up trust and confidence.
- 1.9. The PCC has set an ambition in his Police and Crime Plan to take a holistic approach to Prevention. As such the OPCC and the Force have worked together to build a

proposal that sees a more joined up approach to prevention and the setting of a prevention strategy 2024-2028. This is to maximise the impact on preventing and reducing crime, harm and demand through pursuing an integrated approach to the planning, commissioning and delivery of prevention activity across the OPCC and the Force and in collaboration with communities and partners.

- 1.10. Over the last 3 years £23.3m of savings have had to be sought in order to close the budget deficit. The budget included a £5.4m efficiency savings target for 2023/24, an £8.6m deficit for 2024/25 and going into 2025/26 a further £9.3m will need to be removed in order to balance the budget.
- 1.11. The Commissioner has received regular updates from the Chief Constable that the efficiency targets are being achieved, whilst still ensuring the Force can deliver its core functions, deliver good service and high standards.
- 1.12. To build on that work, and looking forward to 2030, the Chief Constable is looking to create an operating model which is sustainable and delivers against the Police and Crime Plan. The approach is to align transformation, Police and Crime Plan priorities and budgetary requirements through cohesive planning arrangements.
- 1.13. The pay award for 2024/25 was confirmed in September 2024 at 4.75% for all Police Officers and Staff. As in previous years there is a shortfall between funding and actual cost of the pay award.
- 1.14. The Reserve Strategy has been reviewed as part of the budget setting process and the Commissioner has considered the adequacy of reserves. The General Reserve will remain at 2.3% of net revenue budget which will result in a transfer to the reserve of £269k. The MTFP assumes a drawn down of reserves of £7m to support transformation and fund one off costs.
- 1.15. As at end of November 2024, the outturn forecasted for 2024/25 is £238.423m. This is a positive variance of £4.668m (1.9%) against the annual net revenue budget of £243.091m. During the current financial year, it has been recognised that further savings would be required over the MTFP and therefore a strategic approach to reducing the deficit has been taken. The Commissioner agreed to utilise any further underspends in the 2024/25 to support the transition into 2025/26 and help protect services.
- 1.16. In considering the proposed level of precept, the Commissioner was keen to consult with local residents regarding the level of precept they were prepared to pay. To this end he offered all residents of Leicestershire, Leicestershire and Rutland the opportunity to give their views.
- 1.17. The survey asked if residents of LLR were willing to pay more than £14 (per Band D property) to deliver an effective and properly funded Police Force in Leicestershire, Leicestershire and Rutland; willing to pay £14 (per Band D property) to help maintain service levels provided by Leicestershire Police or not willing to pay £14 (per Band D property) which will directly result in severe cuts and reductions in service from Leicestershire Police.

1.18. There were 1398 responses to the survey. Overall, 76% of respondents were supportive of paying at least £14 to maintain service levels of Policing in Leicestershire.

2. Leicestershire Context

2.1. This section sets out some key information in relation to the policing area and the external factors that are driving demand which have a significant impact on policing in Leicester, Leicestershire and Rutland.

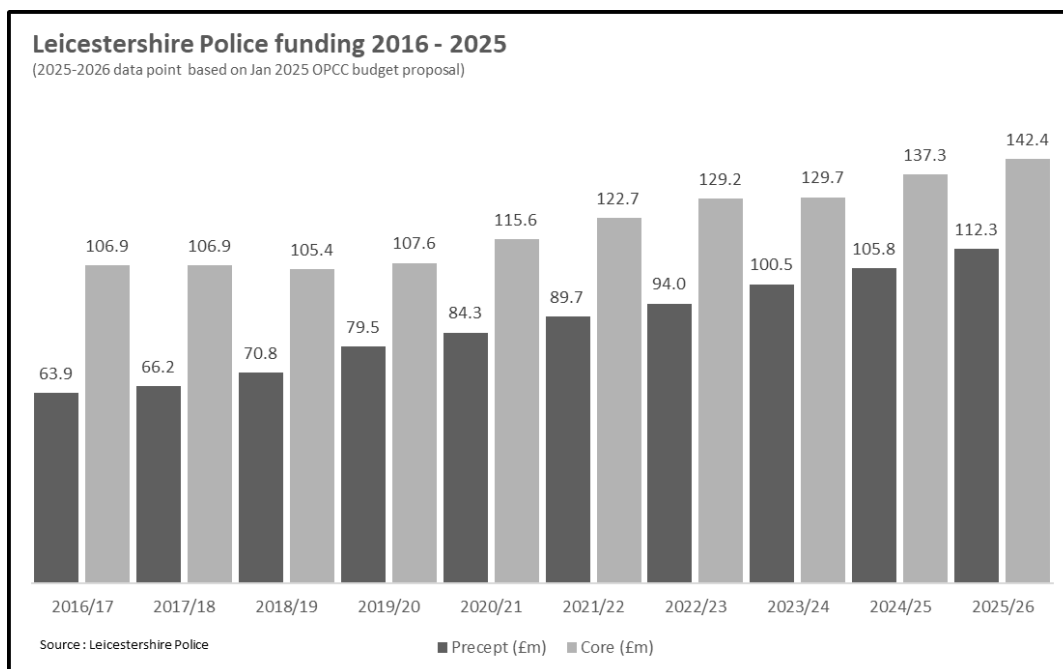
2.2. Chart One shows what has happened to core grant funding and the locally raised precept since 2016/17. It shows the actual cash grant received each year and does not consider the real terms reduction in funding.

2.3. The chart shows that core grant funding has increased from £106.9m in 2016-17 to £142.4m for 2025-26 an increase of 33.2%.

2.4. The graph also shows that the funding raised locally has increased significantly over the same period. In 2016-17 £63.9m was raised directly from residents of the area (and related grants) and for 2025-26 this will increase to £112.3m. An increase of £48.4m or 75.7% over the period.

2.5. Funding has not kept pace with real terms cost increases resulting in budget deficits and a shrinking Force.

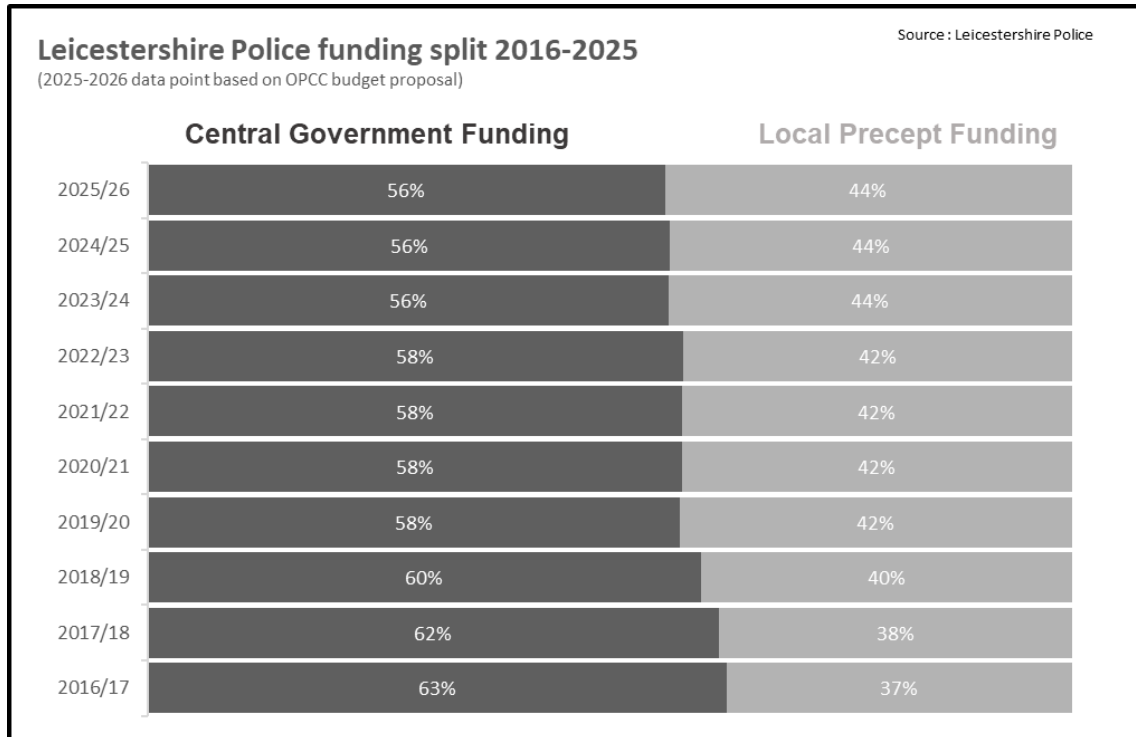
Chart One - Leicestershire Police Funding 2016-2025



2.6. Chart Two demonstrates how the total funding has moved between Core Grant and Precept Funding since 2016-17. It shows that in 2016-17 63% of the funding came from Core Grant with the balance of 37% coming from the local precept. For 2025-26

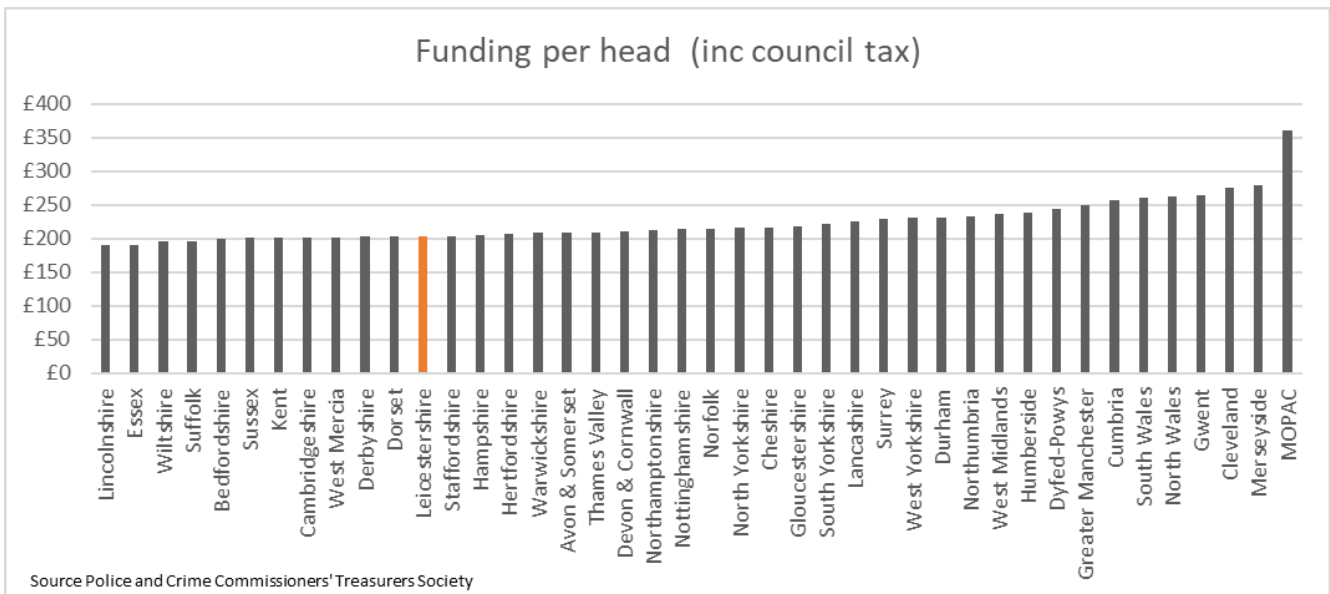
this has moved significantly to show that 56% of the total funding will come from Core Grant and that 44% of funding now comes directly from the local taxpayer (and related grants).

Chart Two - Leicestershire Police Funding Split 2016-2025



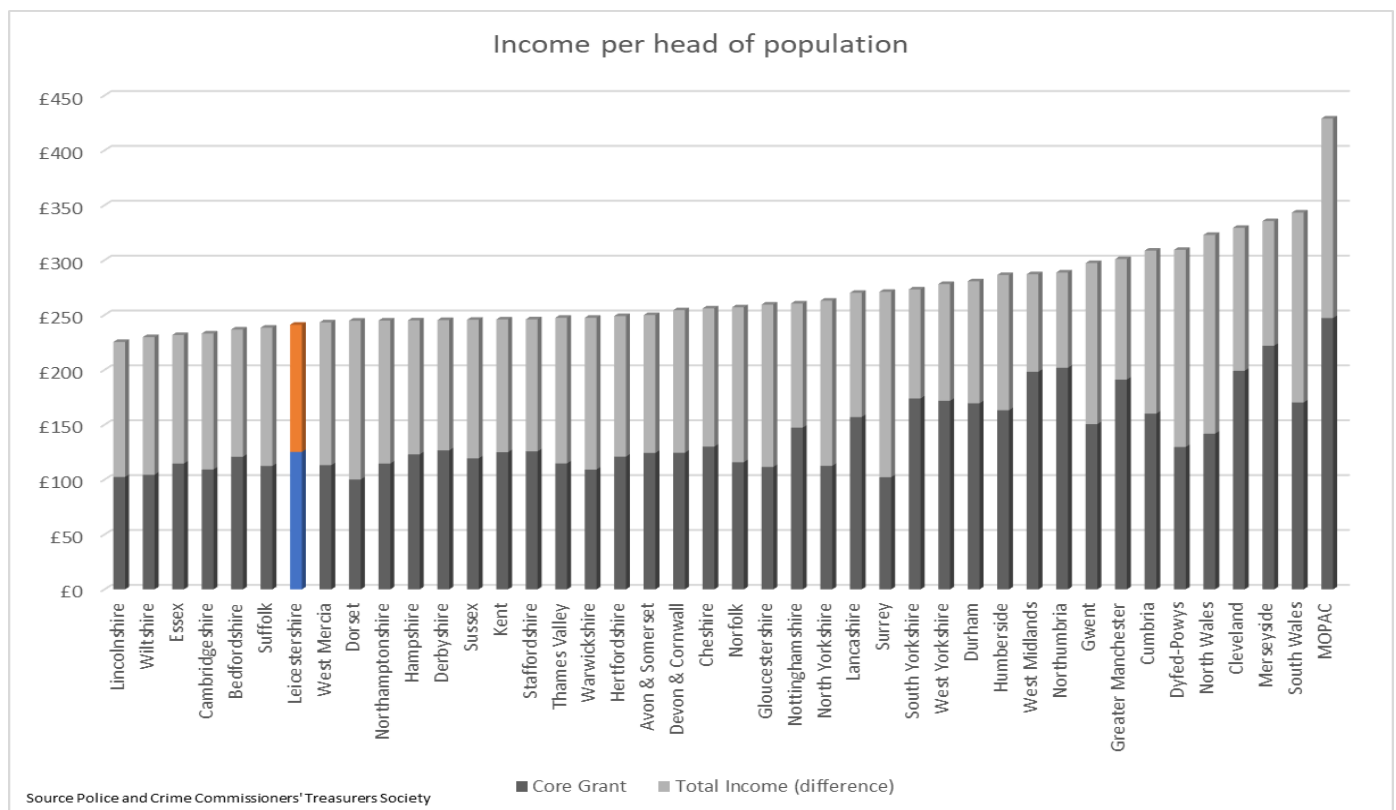
2.7. Chart Three below shows the core funding (core grant and precept) per head of population for all forces in the UK. This shows that LLR receive approximately £204 per head of population which is lower than the national average. Leicestershire Police funding per head of the population is the 12th lowest in the country.

Chart Three - Funding per head of Population



2.8. Chart Four below shows the total income (core grant, precept, pension grant, NICC grant & PUP grant) per head of population for all forces in the UK. This shows that LLR receive approximately £241 of income per head of population which is lower than the national average. Leicestershire Police income per head of the population is the 7th lowest in the country.

Chart Four - Income per head of Population



3. Grant Settlement 2025-26

- 3.1. On the 28th November 2024 the Government released local government finance policy statement 2025 to 2026, which set out its intentions for local government finance settlement. The policy statement states:
- A £14 referendum principle on Band D bills for Police and Crime Commissioners.
- 3.2. The Provisional Police Grant Settlement was announced on 17th December 2024. The Home Office are obtaining feedback from stakeholders on the contents of the provisional settlement and the final settlement is expected in January 2025.
- 3.3. As part of the Autumn Budget the Chancellor confirmed an increase in Employers NIC to 15% and the Employers NI threshold reduced to £5,000. The increase in ER's NI and the decrease of the NI threshold resulted in an additional cost of circa £4.2m for 2025/26. The budget report stated that "Allowances have been made for the impact on public sector organisations", and grant funding of £3.9m was confirmed for Leicestershire for 2025/26.
- 3.4. The Autumn Budget 2024 indicated that there would be an increase for police forces in the settlement to support frontline policing. The increase settlement would "put the government on track to start to deliver the manifesto pledge to boost visible neighbourhood policing with 13,000 more neighbourhood officers and Police Community Support Officers (PCSOs)". The settlement confirmed additional funding of £1.5m for Neighbourhood Policing but did not specify the conditions of the grant, which will follow later.
- 3.5. The increased Core and Ex-MHCLG funding quoted for Leicestershire is £5m. The overall increase in funding is broken down as follows:

Funding	2024-25 £000	2025-26 £000	Difference £000
Home Office Police Grant	86,712	89,947	3,235
Ex-MHCLG Grant	48,716	50,521	1,805
Council Tax Support Grant	7,020	7,020	0
Council Tax Freeze Grant	1,911	1,911	0
Precept	98,544	105,067	6,523
Collection Fund Surplus / (Deficit)	187	187	0
Total Core Funding	243,090	254,653	11,563
%age Increase		4.76%	

*excludes Pension grant, NICC grant, Neighbourhood grant and PUP Maintenance Grant as these funding streams do not make up core funding and offset the additional expenditure.

- 3.6. The additional precept funding is only delivered if the Policing element of the Band D Council Tax bill increases by £14.00 (4.89%) from £286.23 to £300.23.
- 3.7. The Provisional Statement also confirmed Serious Violence funding of £49.7m for Violence Reduction Units however Leicestershire's share of this is not yet confirmed.

- 3.8. There are other cost pressures which will need to be funded relating to staff pay, inflationary increases and other contractual increases.
4. Base Budget Preparation, Approach, and Scrutiny
 - 4.1. In 2008-09 the Force introduced a risk-based approach to budget setting which sought to align the budget process with identified strategic operational priorities and risks.
 - 4.2. The Force/OPCC continues to consider key corporate risks when setting the budget. Essentially these risks are operational and organisational around managing people, infrastructure assets, information and so on. The Force and OPCC has maintained and kept up to date its Corporate Risk Registers that sets out how it intends to control and mitigate these risks. The Corporate Risk Registers are regularly reported to the Joint Arrangements Risk and Assurance Panel which is a public meeting.
 - 4.3. The Force continues to identify its Strategic Operational Risks as part of the National Intelligence Model (NIM). This has been used to inform resourcing strategies at both Directorate and Departmental level.
 - 4.4. Each year, the Force undertakes a major exercise to review its operational risks which are set out within the "Force Strategic Policing Assessment". This was also informed by the work of regional collaborations.
 - 4.5. The purpose of the Force Strategic Assessment is to identify those areas of greatest risk. Essentially, a high-risk area is where only limited resources have been allocated to address a substantial risk, thereby creating a significant risk gap.
 - 4.6. The revised four-year financial forecast and, in particular, the 2025-26 budget contained within this report aligns the Force and Commissioner's financial resources to risk and therefore, is fundamental to the Force's performance management regime.
 - 4.7. The OPCC Chief Finance Officer (CFO) has worked closely with the Force finance team throughout the year during the budget monitoring process and in the preparation of the budget for 2025-26. In respect of the budget, this has included (but was not limited to), the identification and agreement of assumptions and methodology and challenge and scrutiny of the budget workings. In addition, where the CFO has sought clarification, or changes, these have been discussed and amendments made where appropriate.
 - 4.8. The Commissioner, together with his Senior Management Team have held regular discussions with the Chief Constable and his Chief Officers throughout the year, particularly prior to and throughout the budget preparation process and the announcement and interpretation of the Settlement.
 - 4.9. This has resulted in a number of discussions of the budget requirement, the national and local operational and financial challenges, the precept options available and a review of the MTFP and associated risks.

5. Precept Proposal

- 5.1. The Localism Act 2011 requires authorities, including Police and Crime Commissioners, to determine whether their “relevant basic amount of council tax” for a year is excessive, as such increases will trigger a council tax referendum.
- 5.2. From 2012-13, the Secretary of State is required to set principles annually, determining what increase is deemed excessive. The Home Office has confirmed that in order to maximise council tax income for 2025-26, Police and Crime Commissioners can increase their precept on a Band D property by up to £14.00 without triggering a referendum.
- 5.3. The proposed precept increase for 2025-26 is £14.00 per annum (4.89%) for police purposes to £300.2302 for a Band D property. This generates an extra £6.5m in revenue funding based on a Band D tax base of 349,954 and an estimated Collection Fund surplus of £0.187m.
- 5.4. Leicester City Council, Rutland County Council and the Borough and District Councils are responsible for estimating the tax base in their area, and the Council Tax Collection Fund surplus or deficit.
- 5.5. The total tax base is used to calculate the total precept that will be collected by billing authorities on behalf of the Commissioner.
- 5.6. In 2024-25 the tax base used in setting the budget for the Commissioner was 344,284 Band D equivalent properties. For 2025-26 this has increased to 349,954 Band D equivalent properties.
- 5.7. The collection fund surplus for 2025-26 is currently estimated at £0.2m. This is currently an estimate as awaiting confirmation from billing authorities which is expected late January/early February 2025.
- 5.8. The table below illustrates the impact of precept changes on the funding for Leicestershire Police:

Sensitivity Analysis	
Band D Precept Proposal	£300.2302
Band D Precept 2024/25	£286.2302
Increase on prior year	£14.00
Increase on prior year (%)	4.89%
Tax Base	349,954.47
Precept levied	£105,066,901
Each £1 reduction in precept	-£349,954
Amount foregone:	
Over 2 years	-£699,909
Over 5 years	-£1,749,772
Over 10 years	-£3,499,545

5.9. For each £1 of precept not maximised Leicestershire Police lose £350k of potential funding to support the delivery of services. Over the MTFP this increases to £1.7m foregone and decreases the funding per head of population further in comparison to Forces who do maximise precept.

6. Revenue Budget 2025-26

6.1. The base budget for 2025-26 has been built based upon the 'budget rules' which are consistent with previous years and the risk-based approach outlined earlier in the report.

6.2. In line with this approach, the OPCC and the Force worked collaboratively to build a bottom-up budget and presented to the Commissioner the budget requirement for both the OPCC and the Force. The total net budget requirement for 2025-26 was £263.995m, resulting in a budget deficit of £9.3m. The Force and OPCC have worked together over the last few months to identify area for potential savings in both the OPCC and the Force. Difficult decisions have had to be made in order to balance the budget including reducing service delivery and resource (further information available in the efficiency savings section of the report).

6.3. With identified savings taken into account the Panel is advised that the total net revenue budget in 2025-26 is £254.653m, with a £1.1m efficiency savings target. This equates to an increase of £11.6m (4.8%) from the 2024-25 net revenue budget level of £243.091m.

2025/26	
	£m
Budget Requirement	264.0
Savings identified*	-8.2
Revised Budget requirement	255.8
Efficiency Savings Target	-1.1
Total Net Revenue Budget	254.7

6.4. As part of the budget planning, it was agreed that the new approach to setting the budget would be to build the budget by service delivery rather than on a subjective heading level. This would give better understanding of how the budget is allocated which in turn would aid decision making and inform the taxpayer of how funding is used.

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

Heading	Police Officer FTE	Staff FTE	PCSO FTE	Net Budget Requirement (NBR) £000	%age of NBR
Prevention & Partnerships	59.0	24.7	0.0	7,594	3.0%
Public Contact	98.0	254.3	0.0	21,976	8.6%
Policing in Neighbourhoods	1372.0	88.1	140.0	100,858	39.4%
Investigation & Vulnerable People	415.0	194.4	10.0	40,952	16.0%
Detaining and Prosecuting Offenders	45.0	119.5	0.0	11,583	4.5%
Enabling Services	120.0	469.4	0.0	48,947	19.1%
Victims and Witnesses	0.0	2.9	0.0	398	0.2%
OPCC functions	0.0	20.9	0.0	1,715	0.7%
Regional Collaboration	51.0	0.0	0.0	14,606	5.7%
Centrally Held Functions	60.0	0.0	0.0	7,100	2.8%
Total	2220.0	1174.2	150.0	255,729	100.0%

Prevention & Partnerships

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

Public Contact

- 6.7. The Public Contact offer is efficient and effective public contact through a range of customer centric services that optimises technology and innovation along with the right skills and empathy to deliver resolutions and customer satisfaction. The Public Contact heading includes the budget for the Contact Management Centre. A proposal was agreed in 2024/25 to uplift the number of call takers by 26 FTE for a 1-year period. A further proposal was agreed for 2025/26 to continue the enhancement of the Call Management Department, costing £1m.

Policing in Neighbourhoods

- 6.8. Policing in Neighbourhoods delivers local policing in the most effective and efficient way, building connected leadership with teams, partners and communities. The budget for Policing in Neighbourhoods includes the budget for Local Policing, Operations and Volunteers. As outlined in paragraph 33 the Government announced that it intends to increase neighbourhood policing officers and PCSOs by up 13,000. The government confirmed a £1.5m grant for Neighbourhood policing but not did not provide details of the grant conditions.

Investigation and Vulnerable People

- 6.9. The Investigation and Vulnerable People layer provides locally based Professionalising Investigation Programme (PIP) 1 & 2 criminal investigation teams working collaboratively and proactively within Neighbourhood Policing Areas to support local investigations and lead serious, specialist and high risk investigations. This area

contains a number of different departments including Crime and Intelligence, Force Intelligence Bureau, Serious Crime teams, Digital Hub, Forensics and Major Crime.

Detaining and Prosecuting Offenders

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

Enabling Services

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

Victims and Witnesses

- 6.12. Victim and Witness Services are delivered and commissioned through the OPCC. This heading includes costs for Victim First, the Victim Liaison Unit, the Adult and the Children and Young Persons SARC, the Domestic Abuse Helpline and Sexual Violence and Abuse Services. The budget is based on staffing costs for 2.9FTE. Included in the Victims and Witnesses heading is grant income from the Ministry of Justice which offsets the a large proportion of the expenditure.

OPCC Governance, Accountability and Statutory functions

- 6.13. The PCC and OPCC has a number of responsibilities around governance, accountability and statutory functions. This budget heading captures the cost required for the OPCC to undertake these responsibilities and have been broken down into the following sub-headings:
- Democratic and Business Support Services
 - Scrutiny
 - Efficiency and Effectiveness
 - Communications and Engagement

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

Regional Collaboration

- 6.14. The Force is part of 6 Regional Collaborations. The Target Operating model and budget requirement has been reviewed. The region has identified £1.58m of savings and a number of investments were agreed to support the Regional Collaboration. Leicestershire's share of the savings is £105k. Regional collaboration budgets relate only to Leicestershire Police's share and include the cost of 51 police officer posts. The budget for regional collaboration in 2025-26 is £14.6m.

Centrally Held Functions

- 6.15. Central held functions includes a number of costs and income streams which do not sit within the other headings. This includes Non-Mainstream funding such as Counter-terrorism and policing of the Airport. This also includes projects and initiatives such as

ESN, Accreditation costs, Taser and Single online Home. Also included in Central held items is the Police uplift grant and the Pension grant.

7. Investments

7.1. Having considered operational and organisational needs, along with the continued delivery of the Police and Crime Plan, below are areas which will require continued or additional investment during 2025/2026.

- Digital forensics and achieving accreditation status across a multitude of forensics processes. This is to address the year on year and ever increasing demand from digital evidence retrieval and receive and examine electronic devices at increased volumes to a service-level standard, achieve ISO accreditation for the Digital hub, Sexual Referral Centre, Forensic Collision Unit, CCTV recovery and traditional forensics.
- Delivery of the estate's strategy, in particular the Contact Centre now and for the future.
- Maintaining the enhancement of resources in the Contact Centre as we have evidenced the positive impact on service and call handling times from the investment.
- In developing our use of digital resolution technology to provide a better and more efficient service to the public.
- In developing our use of AI and robotics to support transformation, efficiency, and effectiveness in regard our services and to manage demand and support address complexity.
- Maintain and develop our focus on Prevention to help reduce future demand, in particular around repeat offending.
- The workforce churn continues, and the loss of experience and specialist skills requires additional investment in training and leadership to ensure the Force can remain compliant with Authorised Professional Practice, Health and Safety and other legislation.

8. Risks

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

- Pay inflation – is included for 2025/26 at 2%. The Government's October budget report contains a statement from the OBR which suggested pay inflation may be around 2.6% next year (1% is approx. £1.2m part year September to March). A provision will be earmarked against the BER for 0.8% if the pay award is above 2%.

- Emergency Services Network (ESN) – The Emergency Services Mobile Communications Programme (ESMCP) have announced a further delay of at least 6 years. The earliest transition date for the Force is now 2030. The continuing airwave costs have been included in the IT budget.
- Digital transformation and Cloud migration – the Force has developed a digital transformation strategy, part of which includes the move from on premise data storage to Cloud storage which will enhance operational analytical capability. The risks and costs associated with this are factored into the funding envelope but are likely to change through time as the migration evolves.
- Neighbourhood Policing additional 13,000 personnel – the Government has announced it intends to increase neighbourhood policing officers and PCSOs by up to 13,000 funded through shared services and procurement savings. The Settlement confirmed a £1.5m grant for 2025/26. No further details are available however it should be noted that all such savings are already captured and budgeted for, so any growth in personnel costs will potentially increase future budget deficits in the absence of any additional funding.
- Forensic Service Provision – the regional contract is due for renewal in April 2025. Leicestershire’s annual costs are £0.9m in 2024/25. This could potentially increase to £1.9m in 2025/26. At this stage, given the uncertainty, an increase of only £0.2m is included for 2025/26 in line with existing contract terms.

9. Capital Strategy, Capital Programme and Treasury Management Strategy

- 9.1. The Capital Strategy 2025-26 is set out in Appendix 3. The revenue consequences of the proposed programme have been considered in the development of the revenue budget, and the required prudential indicators are set out.
- 9.2. The Capital Programme includes investment in operational areas of premises, IT and vehicle fleet.
- 9.3. A summary of the proposed Capital Programme for 2025/26 is shown in the table below:

Proposed Capital Programme 2025/26			
Expenditure		Funding	
Property	£000	Borrowing Requirement	£000
Information Technology	743	Revenue Contributions	5,325
Vehicle Fleet	3,378	3 rd Party Contributions	100
Corporate Projects	1,000	HO Grants	136
Operational Equipment	390		50
	100		
Total	5,611	Total	5,611

- 9.4. The Treasury Management Strategy report is set out at Appendix 4. This is required by the Code of Treasury Management published by the Chartered Institute of Public Finance and Accountancy (CIPFA) and explains the Investment Strategy in relation to reserves and balances.
10. Medium Term Financial Plan (MTFP)
- 10.1. Prudent financial management requires the Commissioner to have an MTFP that covers a period of at least four financial years. This provides a longer-term view which will enable informed decision making to take place over the period of the plan. This is not without its challenges, given that there is only a firm Government announcement of funding for 2025-26 and no indication of potential funding beyond next financial year.
- 10.2. The government have indicated that they will be undertaking a spending review in Spring 2025 which would hopefully provide multi-year funding settlements.
- 10.3. Until further information becomes available a MTFP has to be formulated using the best information available at the time of producing it. The attached MTFP has been produced on this basis, accepting that it is subject to change as new information emerges that can and will, change the assumptions inherent in the plan.
- 10.4. Key assumptions that have been included in seeking to outline the financial challenge for the medium term are:
- That the council tax base grows at 1.5% for financial years 2026-27, 2027-28 and 2028-29 respectively.
 - All existing council tax related grants continue up to and including 2028-29.
 - Core Government funding increases by 1% in 2026-27 and each year thereafter.
 - The precept is based on a £14.00 increase per Band D equivalent property for 2025-26 and each year thereafter in line with the prevailing national view, and modelling assumptions in each of the other East Midlands region Force areas. It should be noted that no decision on future years precept has yet been taken.
 - Pay awards for officers and staff are included at 2% for 2025-26, and each year thereafter. The 2024-25 pay award could be higher than 2% but this will not be confirmed until the Autumn. The national view is that pay increases should be modelled at 2%.
 - Non-pay inflation is included at 2% for certain goods and services for 2025-26 and for each year thereafter. Utility and vehicle fuel inflation is included at significantly higher rates in line with market forecasts. IT contractual inflation is included at actual rates averaging 10%.
 - At this stage, there are no significant impacts on grant funding incorporated into the MTFP from the Funding Formula Review.
 - No additional, unfunded responsibilities are given to the Commissioner.
 - Further borrowing beyond the capital programme is not required.
- 10.5. Taking into account the above assumptions, the position is as follows:

Summary of the Budget Requirements				
	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m
Budget Requirement	264.0	265.5	274.7	280.7
Net Funding	254.7	262.6	270.7	279.1
Funding Gap / (Surplus)	9.3	2.9	4.0	1.6
Reductions:				
Savings Identified (see below)	-8.2			
Efficiency Savings Target	-1.1			
Revised Funding Gap / (Surplus)	0	2.9	4.0	1.6

11. Efficiency Savings

- 11.1. Over £47 million-worth of savings have been taken out of Leicestershire Police since 2011, with £13 million of cashable efficiencies delivered in the current and previous two years.
- 11.2. Since 2023/24 the Force have implemented a transformation programme to address the financial and operational challenges. Through vacancy management, non pay savings and the removal of staff posts the Force have successfully overcome the budget challenges over the last 3 years and exceeded the efficiency savings targets.
- 11.3. In the last 2 years 91 police staff and 50 PCSO roles have been removed from the organisation with a further 35 police staff reductions planned for 2025/26.
- 11.4. Despite these efforts and as a result of unfunded pay awards, inflationary increases and changes within legislation, Leicestershire Police find themselves with a £9.3m budget deficit for 2025-26.
- 11.5. The Police and Crime Commissioner agreed to the use of the strategically generated and anticipated 2024/25 underspend, and the use of reserves where the required conditions were achieved, to support the transition, and mitigate the impact of the budget shortfall.
- 11.6. The following areas have been identified as savings to reduce the £9.3m deficit:

Budget Deficit	9,341,828
<u>Closing the Gap</u>	£
Savings identified a part of budget process e.g. officer recharges, utility savings, overtime savings	-2,185,578
Establishment Review	
Realignment of Police Officer Authorised Establishment to National Government Levels.	-1,000,000
Reorganisation of Police Staff Roles	-1,400,000
Reduction in EMSOU /FSS capability	-104,615
OPCC/Commissioning Savings	-284,000

Reduction in Debt Charges due to a Revenue Contribution to Capital for 2024/25	-502,552
Increase in Council Tax Base above estimated 1.5%	-152,016
Increase in Firearms Licensing Income under the Firearms (Variation of Fees) Order 2025	-268,980
Review of Assumptions (underwritten from reserve)	-669,171
Funded from Reserves:	
<u>Carry forward Reserve</u>	
X-Plan required for accreditation (this is one-off expenditure)	-35,000
Additional airwave Costs (subject to HO negotiations, may not be realised)	-250,000
Payroll - one off contractual charges on renewal	-83,345
Op Olympos (Post Office Investigation)	-116,932
Maintaining CMD capacity until 2026-27	-1,000,000
<u>Budget Equalisation Reserve</u>	
Contribution to Prevention Activity	-214,000
Residual funding gap	-1,075,639

12. Use of Reserves and Balances

12.1. In considering the 2025-26 budget, the Commissioner has reviewed all of the reserves held.

12.2. In March 2024 a Reserves Strategy was agreed which set out the following 'guiding principles' for managing reserves:

- As per the Home Office guiding principles the General fund reserves should be in the range of 2% to 5% of the total net revenue budget (between £5.09m and £12.73m based on the 2025-26 net revenue budget).
- The BER can be used to support the budget but there must be a strategy to move reliance away from the reserve over a period of time.
- Other earmarked reserves should only be used for specific time limited projects, to provide financial cover for potential future financial liabilities and for 'invest to save' projects.
- Ongoing reliance should not be placed on reserves to deal with the funding of financial deficits and a clear plan should be in place to move reliance away from one off reserves.
- There should be an annual review of reserves.

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

General Reserve

12.4. There is a General Reserve which currently stands at 2.2% based on a NRE of £254.653m. In line with Reserve strategy, which has been reviewed as part of the budget process, it is the intention that that General Reserve balance will remain at

2.3% of the net revenue expenditure (NRE) for 2025-26. To remain at 2.3% of NRE a transfer of £264k will be required and it has been agreed that this will be transferred from the 2024/25 underspend. It is prudent to have such a reserve to enable the organisation to withstand unexpected events which may have financial implications. There is no further planned use of this reserve during 2025-26 or beyond.

Budget Equalisation Reserve (BER)

- 12.5. Over recent years, due to the impact of effective efficiency programmes and through financial prudence, a Budget Equalisation Reserve (BER) has been created. This reserve is currently estimated to be £10.2m at 31st March 2025, decreasing to £6m by 31st March 2029. Its purpose when established was twofold:
- To fund 'invest to save' and other new initiatives and investments.
 - To recognise that some savings would take time to implement and to smooth the impact of these changes.
- 12.6. It was agreed in July 2022 that the £7.5m of the BER would be used during the MTFP period to fund ongoing historical investigations of £0.3m, Job Evaluation Pay protection costs of £0.1m and Business Transformation costs of £7m. To date £0.22m has been spent in 2023/24, it is anticipated that £1.96m will be spent in 2024/25 and a further £3.94m over the remaining MTFP.
- 12.7. It was agreed that an additional £1.511m would be used to fund investments outlined in for 2024/25. It is anticipated that only £1.44m of this will be spent.
- 12.8. It is proposed that £214k of reserves is used in 2025/26 to invest into Prevention activity aimed at reducing demand in the longer term.

Earmarked Reserves

- 12.9. The Commissioner currently holds a number of Earmarked Reserves which at 31 March 2025 are estimated to total £9.8m (excluding the General Reserve and BER) and those to note are as follows:
- 12.10. OPCC & Commissioning Reserve £1.58m – This contributes towards supporting the cost of the Commissioning Framework. It is proposed to use £75k for Surveying software, £58k for invest to save initiatives and £30k to extend the VAWG lead for an additional 6 months, given the importance of this work.
- 12.11. Civil Claims £1.45m – This reserve holds funds set aside, where considered prudent, for Civil Claims (Public and Employer liability) in line with professional advice. It is proposed that this reserve is increased by £130k for 2025-26 to ensure that there is sufficient level of reserve to mitigate the risk of civil claims. This will result in a balance of £1.57m.
- 12.12. Capital Reserve £0.3m – to support future Capital expenditure. There is no plan use of this reserve.
- 12.13. Proceeds of Economic Crime - £1.61m – reserve funded from proceeds of crime, used to support the Force's capability in specific investigative areas. It is proposed that £0.51m

line of the budget scrutinised. Both the Chief Executive and the Chief Constable presented their budget requirements and a joint approach taken to closing the deficit.

13.2. A Workforce Planning Review was carried out at the beginning of the current financial year to ensure that the OPCC was structured to be able to discharge the legislative requirements of a PCC plus the key policy areas that the Commissioner required at that time. This has been reviewed in line with the new Police and Crime Plan to ensure that the right support is in place for 25/26 and beyond.

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

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

13.4. The total budget for the Office of the Police and Crime Commissioner is £5.2m and is made up of:

	£000
Democratic and Business Services	591
Efficiency and Effectiveness	442
Engagement	331
Scrutiny	479
Prevention	3,152
Victims and Witnesses	1,624
	<hr/>
	6,619
Ministry of Justice Grant	(1,225)
Transfer from Reserves	(158)
	<hr/>
Total OPCC budget	<u>5,236</u>

13.5. Overall, the budget for the OPCC budget has decreased by £134k from 2024/25.

13.6. The FTE of the OPCC has increased to 30.7FTE, an increase of 2.4FTE. The budget includes an additional member of staff to oversee the invest to save initiative and an extension of the VAWG lead for 6 months; both of which will be funded from OPCC reserves. The other additional post is for a project co-ordinator to administer a new grant scheme.

13.7. It is agreed that £158k is transferred from the OPCC reserves for the 2 posts above plus a one off cost for survey software.

13.8. The OPCC and the Force have worked together to build a proposal that sees a more joined up approach to prevention and the setting of a prevention strategy 2024-2028. The total budget for prevention and partnership is £7.6m of which the OPCC will be

contributing £3.2m of the Commissioning budget towards preventing and reducing crime, harm and demand through pursuing an integrated approach to the planning, commissioning and delivery of prevention activity in collaboration with communities and partners.

- 13.9. The Commissioning Framework for 2025-26 aligns to the priorities contained within the Police and Crime Plan.
- 13.10. The Ministry of Justice (MoJ) Victims and Witnesses Grant has been confirmed at £1.225m for 2025-26, £54k less than 2024-25. The OPCC will be undertaking a review of the victims and witness services during 2025-26.
- 13.11. The Provisional Statement also confirmed Serious Violence funding of £49.7m for Violence Reduction Units however Leicestershire's share of this is not yet confirmed. It is anticipated that funding will be in line with funding received for 2024-25.
- 13.12. It is important to note that in addition to the published budget each year, the Commissioner has opportunities to submit bids to funding bodies (normally government departments) for additional, normally in year, funding. It is anticipated that further significant additional funding will be acquired for 2025-26. The OPCC has already secured additional funding of £5.4m for 2023-24, £5.6m for 2024-25 and potentially an additional £4.2m for 2025-26.

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

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

“The budget setting process for 2025-26 has once again been a challenging one. It was identified early in the process that there was a shortfall between the budget requirement and available funding of £9.3m. This is due to a number of factors including inflationary pressures, underfunded pay awards and legislative changes e.g. XL bully dogs. It has been an extremely difficult process to identify savings which limit the impact on service delivery and maintain an efficient and effective police service.

In the sections above, titled “Base Budget Preparation, Approach, and Scrutiny”, it outlines the approach taken to setting the budget. During the preparation of the budget, I have been given full access to the budget model and have been consulted on the assumptions being made in order to develop the model. I have received timely and detailed responses to queries and/or points of clarification. I have agreed with the assumptions being made, and where there were any differences of opinion they were discussed until a consensus was reached.

I have attended a number of Corporate Governance Board meetings as the OPCC Section 151 Officer to provide assurance that these factors have been considered. Since that date, dialogue, scrutiny and challenge has continued where new factors or information have been highlighted and discussed.

I have also reviewed the detailed calculations in arriving at the budget requirement and council tax precept and options and find these to be robust. I also have, together with other precepting partners, sought authorisations from billing authorities in relation to tax base and council tax surplus or deficits.

Together with the Chief Officer Team, OPCC, Chief Executive and the Commissioner, I have reviewed, scrutinised, and challenged the case for operational investment. This has included reviewing the operational and financial risks of the investment and highlighting the impact on the MTFP.

I have confidence that the budget monitoring process will identify any variations of expenditure or income from that budgeted so that early action can be taken, and this is regularly reviewed, discussed and scrutinised at the Corporate Governance Board.

The Chief Constable has discussed the revenue, capital, operational and Police and Crime Plan requirements (Appendix 2) for 2025-26 and future years and together, we have been able to develop a budget that supports the delivery of the priorities set out in the Police and Crime Plan.

There is an operational contingency available to the Chief Constable, and sufficient general reserves available should operational demands require access to these. Earmarked reserves are also in place for specific requirements.

This report details that the budget can be balanced for 2025-26 through the delivery of £9.3m of savings. The Force and OPCC have scrutinised the budget requirement for both the Force and the OPCC to identify potential areas for savings. A number of difficult decisions have needed to be made and £8.2m of savings have been identified so far. This has resulted in a remaining deficit of £1.1m which will be set as an efficiency savings target for both the Force and the OPCC. A detailed plan will be worked up in the next few months which outlines the Force and OPCC approach to realising these savings and identifying further savings to meet the efficiency savings target. In my opinion the efficiency savings plan is achievable but needs to be looked at in conjunction with the overall transformation project to ensure that the savings are sustainable but minimises the impact on service delivery.

The level of General Reserve, which should be held as a 'contingency of last resort' or to provide funds on a very short-term basis, is held at 2.2% based on the 2025-26 Net Revenue Expenditure. The Reserves Strategy sets the General reserve at 2.3%, which is within the recommended range but will require an increase of £264k to meet the stipulations of the reserve strategy. This will ensure an adequate level of reserve to mitigate the risk from an unforeseen event.

In coming to my conclusion on the robustness of the budget and adequacy of reserves I have also reviewed the separate papers on Capital Strategy (Appendix 3) and Treasury Management (Appendix 4).

Whilst a balanced budget is presented for 2025-26 with the use of an efficiency target, the MTFP shows that in 2026-27 and beyond there are financial deficits. The PCC has asked the Chief Constable to develop plans with a view to creating further efficiencies and to achieve further cashable savings. It is reasonable to assume that the financial and operational challenges will change over the course of the medium term. As such the MTFP contains the best estimates available at this point in time and assumptions contained within the MTFP are reasonable, prudent and will be updated as new information emerges.

I conclude, therefore, that the budget for 2025-26

- Has been prepared on a robust and prudent basis.
- Includes investment into a number of areas as detailed in the report which are all in line with the Commissioner's Police and Crime Plan priorities.
- Includes an appropriate use of reserves and that the planned level of reserves remaining are adequate and sufficient.
- Includes an achievable efficiency savings target however, the financial landscape after 2026-27 is challenging and further savings will need to be realised in order to close the budget deficit.

However, it is prudent to be mindful of emerging issues and challenges which will change the assumptions in the medium-term financial plan and therefore, the estimated budget requirements for those years."

Kira Knott

Chief Finance Officer/S151 Officer for the OPCC for Leicestershire

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

In proposing the precept, the PCC has sought views from the Chief Constable and his statement on the PCC's precept proposal for 2025/26 is as follows:

"It is my responsibility, as described in the Policing Protocol Order 2011, to provide professional advice and recommendations to the PCC in relation to his receipt of all funding, including the government grant and precept and other sources of income related to policing and crime reduction.

Under the terms of the Order, I am responsible for the delivery of efficient and effective policing, the management of resources and expenditure by the Force.

I also give regard to the Police and Crime Plan, actively assist the planning of the Force's budgets, have regard to the Strategic Policing Requirement set by the Home Secretary in respect of national and international policing responsibilities, and have day to day responsibility for financial management of the Force.

I do this within the framework of the Scheme of Consent agreed budget allocation and levels of authorisation agreed with the PCC.

My advice to the PCC is that he should seek a £14.00 increase for Band D properties and its equivalents for other bands.

This should:

- sustain the investments we have made to uplift officer numbers and strengthen leadership in local policing to support our young-in-service workforce.
- continue our drive to improve service and standards as part of the Leicestershire Police Pledge.
- support our ability to invest in technology to be more effective and efficient in how we deliver the Pledge and the Police and Crime Plan.

This increase would be to sustain and manage existing commitments against growing demand. It is not additionality. If the PCC were not to seek a £14.00 increase for Band D properties (and its equivalents), my advice is that the investments and efforts mentioned above could be undermined in the short- and medium-term.

The external inflationary environment and the pay awards in 2022/23, 2023/24 and 2024/25 are central to the Force's budget deficits in 2025/26 and beyond. In 2022/23 the Government agreed a pay increase of £1,900 per annum for all police officers and staff. In 2023/24 the agreed increase was 7% and in 2024/25 it was 4.75%. However, Government grant has only provided partial funding for these increases which has created a funding deficit of £7.3 million in 2025/26 rising by over £0.4m year-on-year thereafter. In addition, the Government has also underfunded the 1% employer's national insurance cost increase by £0.4m in 2025/26. The combined effect of these funding shortfalls of £7.7m in 2025/26 undermines the medium-term sustainability of police officer, PCSO and Staff numbers.

As Chief Constable, it is necessary for me to point out that the Force continues to see: an increase in demand and complexity; additional national requirements linked with accreditation; and the latest census confirmed a 10% growth in population. It is also incumbent on me to point out that, prior to the budgets being set, each Force is required to submit their payroll data to the Home Office to give an accurate view of the costs of running Leicestershire Police. These costs are then aggregated up to national level and allocated back out to Forces through a formula for grant funding.

The challenge Leicestershire Police experiences is that the funding formula results in the Force not receiving enough grant to meet its payroll costs. This applies to 18 of the 43 Forces in England and Wales. Whilst it has been recognised that the funding formula needs to be reviewed, little progress has been made. This means Leicestershire Police has had to disproportionately make savings and reduce capability compared to some other Forces.

Despite this, Leicestershire Police has worked hard to overcome the budget deficit in 2024/25 and found another £5.4 million of cash efficiency savings into 2025/26. It is recognised that there are a number of funding restrictions linked with maintaining officer headcount.

My advice to the PCC is that we accept a reduction in officer numbers in 2025/26 from 2,242 full time equivalent (FTE) officers to 2,220 FTE whilst still maintaining and managing our service to local communities in line with the Police and Crime Plan and the Leicestershire Police Pledge. Any further staffing reductions that may be required will impact police staff numbers. The Force will continue to receive grant funding linked with maintaining the national 'police uplift' programme which requires the Force to maintain a minimum of 2,298 officer headcount. Ensuring we maintain that number, whilst reviewing the size of the Force to meet financial shortfalls, is what has driven the decision to move to 2,220 FTE (2,298 headcount) whilst maximising the 'uplift' grant. We will seek to pass those benefits on to the people of Leicester, Leicestershire and Rutland, operationally, efficiently and sustainably.

The Force is currently assessed by HMICFRS to be one of the most efficient in the country. Given that 81% of the Force budget is invested in our people, the funding gap means that the Force will have to continue to manage shrinkage into the future. This also means that, in the short term, the cuts and efficiencies will disproportionately fall on Staff roles because officer numbers are largely ringfenced at this time. Reducing staff is not a sustainable option in the longer term, because many staff are in specialist roles many staff which contribute greatly to the overall performance of the Force.

An increase is therefore necessary and essential. In my opinion, the level of funding allocated does not meet the Force's requirements and further cuts are inevitable. The approval of the full £14.00 Band D precept increase plays a significant role in minimising some, but not all, of the reductions that will be necessary.

The Force will also need to find efficiencies and reductions through a range of measures, implemented carefully, in a manner which protects performance and service. Despite these challenges the Force will continue to focus on good quality service and high standards in delivery of policing.

I remain deeply grateful for the work of the Panel who have invested their time and energy to support the PCC and the Force in their responsibilities. I must reiterate my advice to the PCC

that this year's request for a precept increase of £14.00 is not to give additionality to the service the Force gives. Instead, because of an unfair funding formula, in-year cashable savings we have already had to make, and will have to make next year, the maximum precept increase is a necessity to merely sustain a good service and the investments already made."

Rob Nixon
Chief Constable of Leicestershire Police

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