



**POLICE & CRIME  
COMMISSIONER**  
for Leicester,  
Leicestershire & Rutland

Your Communities - Your Commissioner

## Police and Crime Panel

### *2<sup>nd</sup> December 2024*

### *Annual Scrutiny Reports*

<b>Report Date</b>	November 2024
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<b>Security Classification</b>	Official

## **Purpose of Report**

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to hold the Chief Constable to account for the performance of the force.
2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty by holding the Chief Constable to account using independent scrutiny functions, namely JARAP (Joint Audit and Risk Assurance Panel) and the Ethics and Transparency Panel.

## **Request of the Panel**

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

## **Background, Relevant Data and Trends**

### **Joint Audit and Risk Assurance Panel**

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

The full responsibilities of the JARAP are contained within the [Terms of Reference](#).

6. The Home Office Financial Management Code of Practice states that the Police and Crime Commissioner and Chief Constable should establish a joint independent audit committee. The committee should be a combined body which will consider the internal and external audit reports of both the Police and Crime Commissioner and the Chief Constable.
7. The JARAP will advise the Police and Crime Commissioner and the Chief Constable according to good governance principles and will adopt appropriate risk management arrangements in accordance with proper practices. In establishing the Joint Audit, Risk and Assurance Panel (JARAP) the Police and Crime Commissioner and Chief Constable shall have regard to CIPFA Guidance on Audit Committees.
8. The JARAP meet approximately four times a year. The calendar of meetings are agreed at the start of each year.
9. Scrutiny and pre-approval of the statement of accounts of the PCC and Chief Constable will take place either at a JARAP meeting or by the Statement of Accounts being shared with a nominated member or members before submission to external audit.
10. The JARAP is currently made up of five independent panel members which includes an elected Chair and Deputy Chair. Recruitment to the panel has aimed to attract applications from across all diverse communities and geographies that the Leicestershire Police serves.
11. The profiles for each member of the JARAP panel is shown below:

**Luke Pulford (Chair)** - was appointed as member of JARAP on 13th May 2013 and then became a Chair with effect from Wednesday 1st November 2017. Luke first moved to Leicester to study Business Management and Enterprise at De Montfort University. Most of Luke's professional career has been spent working with or in small businesses in the city. He started his first business aged 15 and since then has launched and worked with several start-ups. Luke is now managing a business incubation unit as well as advising local growing businesses. Outside of work Luke sits on the board of a successful charity called Saffron Young People's Project. Luke also supports young entrepreneurs through the Prince's Trust.

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

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

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

**Janette Pallas** - was appointed as a member of JARAP on 1st November 2017. Janette is an independent business growth coach and mentor working predominantly with technology-based businesses. Janette has lived in Leicestershire since birth and has a keen interest in the business, sporting, academic and wellbeing success of the County. Janette has managed a number of large public sector programmes and understands the financial and governance constraints around public bodies. Janette has been involved in educational and sporting social enterprises and is passionate about supporting people in their health and wellbeing.

**Kitesh Patel** - was appointed as a member of JARAP on 1st June 2021. Kitesh is an audit and risk professional with extensive experience of internal audit, risk management and internal controls in both the public sector and automotive industry. Kitesh grew up and lives in Leicester and attended De Montfort University where he studied Accounting and Finance. Kitesh has a keen interest in the wellbeing of the county and ensuring the Police and Crime Commissioner and Chief Constable have fulfilled their responsibilities to ensure the best use of resources and public money.

**Pradeep Khuti** - was appointed as a member of JARAP on 1st April 2022. Pradeep's experience in the Housing, Regulatory/Law & Order and Health sectors has been gained through his various portfolio career in public appointments. His experience includes serving as a Group Non-

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

12. The full annual report of the JARAP panel is attached as **Appendix 1**.
13. The OPCC will soon start planning for recruitment of new JARAP members, due to the Chair's second four-year term coming to an end. Once new members are elected there will also need to be a re-appointment of a chair and deputy.

### **Ethics and Transparency Panel**

14. The purpose of the Ethics and Transparency Panel (the 'Panel') is to provide greater public trust and confidence in ethical and transparent policing through independent operational scrutiny. The Panel is a non-executive body and has no executive or legal powers, other than those outlined and specifically delegated in the Panel's Terms of Reference.
15. The Panel is an advisory body set up to provide operational independent assurance that policies, reports and crime sampling is being considered and managed in an ethical and proportionate manner. It is important for the public to be aware of how Leicestershire Police and the Office of the Police and Crime Commissioner (OPCC) make decisions, especially with regard to the service offering to victims of crime and the issues affecting organisational culture.
16. Through the Panel, more emphasis is able to be placed on policies, processes and procedures allied to reducing corrupt behaviour, malpractice, misuse/abuse of powers or other types of criminal behaviour. It also provides the public with an insight into the ethical impact of planned organisational changes, and an opportunity to scrutinise force values, the application and for reflective learning.

17. Whilst there is no statutory requirement for a joint Ethics panel, there is legislation that places a duty on PCCs and Police forces to community scrutiny of certain police functions.<sup>1</sup>
18. There is, therefore, a clear mandate for Chief Officers and PCCs to facilitate community scrutiny; to uphold their commitments to serve their communities with transparency and accountability; and to give a voice to the public.
19. To date, there have been nine Ethics and Transparency Panel meetings since the Panel's reconstitution in September 2022. Panel meetings take place quarterly with the Panel convening for a public meeting four times a year. Panel meetings are scheduled a year in advance with dates being circulated to attendees and published on the website. Similarly, with any dip-sampling and/or review sessions, annual scheduled dates are shared with members in advance of the sessions. A forward plan for 2024-25 is in place and is a live document that includes future topics, scrutiny dip-sampling and papers that have been requested for Panel meetings.
20. The Panel is currently made up of ten members, which includes an elected Chair and Deputy Chair. Recruitment to the panel has aimed to attract applications from across all diverse communities and geographies that the Leicestershire Police serves. Four of these members were recruited recently through an open transparent interview process.
21. Members are appointed for an initial two-year term that can be extended through re-application by members pending a thorough review by the Commissioner. The maximum period of appointment for all Panel members is four-years. Of the current ten Panel members; three members have completed two years, and two members have completed one year with four members recently having been recruited in October 2024.
22. The profiles for each member of the Ethics and Transparency panel is shown below:

**Vipal Karavadra (Chair)** - Vipal is the founder and director of Fluid Funding Limited, focusing on planning, launching and growing a whole of the market finance commercial brokerage. He is currently a Non-Executive Director for Leicester Partnership Trust (LPT), a Board Member for the Leicester Asian Business Association (LABA) and an

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1. <sup>1</sup> Paragraph 5 of PACE Code A - PACE Code A 2023 - GOV.UK  
Section 96 of the Police Act 1996 (Police Act 1996) as amended by Section 14 of the Police Reform and Social Responsibility Act (PRsRA) 2011 (Police Reform and Social Responsibility Act 2011)  
Section 34 PRsRA

Enterprise Partner - LLEP Mentor at the Princes Trust. Vipal is also a Trustee for Rainbows Hospice.

**Kathleen Harris-Leighton (Vice Chair)** - is the CEO and founder of the Women Empowerment Network and also is a member on various Boards to help represent many voices across Leicestershire. Kathleen is very passionate about our diverse communities and the importance of how we all communicate effectively with each other and Leicestershire Police.

**Matthew Youngs** - is a graduate-entry student at the University of Warwick's Medical School. Prior to this, he worked as a Graduate Management Trainee at Loughborough University where he was a Project Manager in Organisational Strategy Delivery and also conducted an institution-wide review of due diligence processes. He has held trustee positions and non-executive directorships in a number of organisations including the National Association of Nightlines, Leicestershire & Rutland Wildlife Trust, and Loughborough University Council.

**Louise Bradley** - is a researcher with a PhD in social psychology who has worked in the field of sexual and criminal exploitation for many years to improve services and outcomes for young people and their families affected. Louise also works for a Sexual Abuse Rape Advice Centre (SARAC), a charity that offer supports to those affected by sexual violence.

**Kieran Breen** - has spent 30 years working in the development sector in the UK, East Africa, Latin America and the Caribbean and Canada and is currently CEO of Leicestershire Cares. He has specialised in developing private, public and third sector partnerships to tackle poverty and inequality as well as managing large education and health programmes. Since 2016, Kieran has been very involved in developing practice and policy around business and community partnerships. He has also written widely on local government, deliberative democracy and the issues faced by young people.

**Lisa Baker-Vine** - is an LGBTQ+ inclusion consultant based in Loughborough and has been running her own business for the last six years. She works with private, public and third sector organisations to support LGBTQ+ people and individuals and organisations who are striving for LGBTQ+ inclusion. Lisa has over nine years' experience working directly for and with LGBTQ+ communities. Prior to running her own business, she worked for local, regional and national charities in addition to working for an MP and MEP.

23. Profiles for the four new members are still being developed.
24. The Panel has recently implemented a new enhanced scrutiny structure with four new review functions, in addition to the review of body-worn video footage, that Panel members undertake routinely on a quarterly basis as part of their role as panel members.
25. These new scrutiny functions sit underneath the Ethics and Transparency Panel as sub-panels and facilitate the dip-sampling and review of Public Complaints, Custody Detention Scrutiny Panel, Hate Crime Scrutiny Panel and Out of Court Resolutions (OOCR) Panel. An Annual Report for each of these is provided to the Panel on a quarterly basis, with each of the four sub-panels receiving a deep dive on rotation.
- a. **Q1: Out of Court Resolutions (OOCR)** – involves the scrutiny of adult cases and the review of a paper provided by the Youth Offending Service (YOS) which were dealt with by OOCR with 30% being domestic cases. There will be a requirement to review whether the handling was classified as appropriate or inappropriate. The Lead Member will be required to sit on the independent panel and report to ETP.
  - b. **Q2: Custody Detention Scrutiny Panel** – involves the scrutiny of custody records selected at random to review the detainee's journey through custody and provide assurance that they have been managed in an appropriate, ethical and proportionate manner. This will supplement the work of the Independent Custody Visitors (ICVs) and will be done with the support of the OPCC.
  - c. **Q3: Hate Crime Scrutiny Panel** – involves the scrutiny of closed hate crime cases selected at random, reviewed by an independent Hate Crime Panel. The Lead Member will be required to sit on the independent panel and report back to the ETP on themes and update on any immediate actions (learning for individual officers) to be handled following the meeting.
  - d. **Q4: Review of Public Complaints** – involves the scrutiny of closed complaint cases selected at random and reviewed to assess how well the complaint was handled, whether the outcome was appropriate and identifying any themes or trends both for individual and organisational learning. There is also an opportunity to review themes with regard to misconduct cases and have oversight over Professional Standards performance.
26. The relevant tools, training and support are provided to all Panel members for each of the respective sub-panels scrutiny areas to allow them to undertake their roles.



27. The full annual report of the Ethics and Transparency panel is attached as appendix two.

28. Both annual reports are on the agenda for discussion between the PCC and Chief Constable at Corporate Governance Board in November, where the feedback will be discussed and formal responses to both papers provided to the respective panels.

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

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