



**Police and Crime Panel**  
***1<sup>st</sup> December 2025***  
***Annual Scrutiny Reports***

<b>Report Date</b>	November 2025
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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 utilising the independent Ethics and Transparency Panel.

## **Request of the Panel**

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

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

### **Ethics and Transparency Panel**

4. 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.
5. The Panel is an advisory body set up to provide operationally 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.
6. 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.

7. 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>
8. 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.
9. 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 2025-26 is in place and is a live document that includes future topics, scrutiny dip-sampling and papers that have been requested for Panel meetings.
10. 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.
11. 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 have served for three years, another three for two years, and the remaining four members have completed one year.
12. The breakdown of time served and each members profile is shown below;
  - i. Vipal Karavadra (Chair) – **member since September 2022.** 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 Enterprise Partner - LLEP Mentor at the Princes Trust. Vipal is also a Trustee for Rainbows Hospice.
  - ii. Dr Louise Bradley – **member since September 2022.** Louise is a researcher with a PhD in social psychology who has worked in the field of sexual and criminal exploitation for many years to

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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

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.

- iii. Matthew Youngs – **member since September 2022**. Matthew 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.
- iv. Kieran Breen - **member since September 2023**. Keiran 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.
- v. Kathleen Harris-Leighton (Vice Chair) - **member since September 2023**. 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.
- vi. Lisa Vine - **member since September 2023**. Lisa 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**.
- vii. Dr Denis Tanfa – **member since October 2024**. Denis is a Criminologist and a Restorative Justice Practitioner/Trainer, a University Lecturer, and a Community Activist. He is a member

of British Society of Criminology and Member of the World Society of Victimology. He trains students, police officers, and community members to become RJ Practitioners. He manages Restorative Justice Programmes within the communities in Leicester, Leicestershire, and Rutland. He is the founder and former Chair of African Network LLR. As a Criminologist, he is committed as ever to work with the local police to reduce crime and anti-social behaviours in local communities. He an “Honoured Citizen of Leicester” awarded to him by the Lord Mayor of Leicester in 2023.

- viii. Nikki Plant - **member since October 2024**. With over 15 years of experience in social care and mental health, Nikki is a dedicated and compassionate professional committed to improving the lives of individuals experiencing inequalities and social challenges. Throughout her career, Nikki has worked across diverse settings, including community mental health teams, crisis intervention services, and statutory social care, providing skilled assessments, advocacy, and person-centred support. Previous experience as a Social Worker and Approved Mental Health Professional (AMHP), enables Nikki to bring a deep understanding of mental health law, safeguarding, and ethical practice. Nikki is highly experienced in coordinating complex care arrangements, balancing individual rights with public protection, and leading multidisciplinary decision-making processes under the Mental Health Act. In addition to her frontline and leadership roles, Nikki currently works with the Care Quality Commission (CQC), contributing to the regulation and inspection of health and social care services across the sector.
- ix. Katie Walker - **member since October 2024**. Katie is a University of Lincoln Criminology graduate. With a strong passion for youth justice, Katie is a previous member of the Leicestershire and Rutland Youth Commission. During her studies, Katie was actively involved in an innovative student/teacher collaboration project. As part of this initiative, she played a key role in the co-creation of a module focused on youth justice which is still an active module at the University. This reflects her desire to inspire change and inform future generations.
- x. Frances Deepwell - **member since October 2024**.

13. In the coming year, further recruitment of new panel members will be necessary, along with the appointment of a new Chair, as the current Chair's maximum term concludes in September 2026. Succession planning is already underway to ensure these positions are filled in a timely and effective manner.

14. Three of the panel members will have completed their maximum period of appointment and four panel members will be coming up to the end of their two-year term. For those members who elect to continue a decision regarding reappointment will be made by the PCC. Three panel members will have reached the end of their maximum appointment period, for which the OPCC will recruit for via an open recruitment process.
15. Amendments have been made to the scrutiny structure to support a more panel-focused approach. Previously, the annual scrutiny report outlined four new review functions to be carried out quarterly by panel members during meetings. However, it has now been agreed that these reviews will take place outside of formal meetings. This change allows for additional more in-depth quarterly scrutiny on topics identified in the Forward Plan.
16. The review of body-worn video (BWV) footage continues to be a key element of scrutiny and remains on the quarterly agenda. However, due to time constraints, recommendations have been made to improve the depth and quality of this scrutiny. It is hoped that Ethics and Transparency Panel members will begin attending internal force meetings where more detailed reviews of use of force and BWV take place.
17. The four sub-scrutiny panel functions facilitate dip-sampling and review of Public Complaints, Custody Detention Scrutiny Panel, Hate Crime Scrutiny Panel, and Out of Court Resolutions (OOCR) Scrutiny Panel and continue to operate under the Ethics and Transparency Panel. However, to allow more time for in-depth examination of broader ethical issues, these sub-panels will no longer be discussed on a quarterly basis during Ethics and Transparency meetings. Although an annual report is currently produced quarterly, it is distributed to panel members ahead of each meeting. This enables members to raise any exceptions, positive or negative, during the meeting, allowing for further deep dives where necessary.
  - a. **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. **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. **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. **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.
18. As a key deliverable of the 2025-29 Police and Crime Plan, the OPCC has undertaken a detailed review of its existing scrutiny functions and their outputs. The purpose of this review was to assess the effectiveness, transparency, and coherence of current scrutiny processes, and to ensure that oversight mechanisms were applied consistently across the OPCC and the Force.
19. The review process included comparative research with other OPCCs, one-to-one discussions with panel members of the Ethics and Transparency Panel, and engagement with Force leads. This approach provided a broad evidence base to inform the findings and recommendations.
20. Comparative research revealed that Leicestershire OPCC is ahead of the curve in its commitment to scrutiny, particularly in the areas of ethics and transparency. The review highlighted its openness to evolving scrutiny functions and has a strong governance currently in place compared to other OPCCs.
21. Despite these strengths, the review identified several areas requiring improvement. These included a lack of alignment across scrutiny boards, the absence of clear and consistent terms of reference, and concerns regarding the overall effectiveness of scrutiny practices. To address these issues, a number of recommendations have been proposed. These include the development of a structured training programme and enhancements to the Forward Plan to ensure that scrutiny priorities are clearly identified and strategically managed. These recommendations have been submitted for formal approval, and implementation is already underway.



22. 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.
23. The full annual report of the Ethics and Transparency panel is attached as appendix one.
24. 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. Both Chairs of JARAP and the ETP have been invited to attend and present the annual report to the PCC and Chief Constable to allow for direct feedback of the panel's findings and recommendations.

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