



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

Your Communities - Your Commissioner

## Police and Crime Panel

***4<sup>th</sup> February 2026***

***Annual JARAP Reports***

<b>Report Date</b>	January 2026
<b>Report Author</b>	Lizzie Starr, Director of Performance and Governance
<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**

### **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 is to seek assurance over the adequacy of the following:
  - a. The risk management and the internal control framework operated by the Police and Crime Commissioner and Chief Constable.
  - b. The effectiveness of their respective governance arrangements.
  - c. 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.
  - d. 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.
  - e. The financial reporting processes.

6. The full responsibilities of the JARAP are contained within the [Terms of Reference](#).
7. 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.
8. 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.
9. 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.
10. The JARAP meet approximately four times a year. The calendar of meetings are agreed at the start of each year.
11. 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.
12. 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.
13. The profiles for each member of the JARAP panel is shown below:
  - a. **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.

- b. **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.

- c. **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.
- d. **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.
- e. **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.

14. The full annual report of the JARAP panel is attached as **Appendix 1**.
15. The Commissioner agreed to extend the term of the current chair and panel member by a year to allow for the recruitment and selection of a suitable replacement.
16. However, since the agreement the government announced the abolishment of the PCC model and move to either a mayoral model or a strategic policing board. Due to the lack of information surround the announcement it is not yet known what this will affect JARAP and the governance arrangements for risk, audit and assurance.
17. the recruitment process for a new panel member and chair has now been paused, whilst we wait for further guidance and direction from Central Government and the term of the current chair and panel member has been extended until 2028 to oversee the transition period. This will ensure that corporate knowledge is retained and that the PCC and Force have an independent and high-level resource to support good governance and strong public financial management whilst we go through this period of instability.

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**End of Report**

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