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

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Report of	**THE OFFICE OF THE POLICE AND CRIME COMMISSIONER**
Subject	**JARAP TERMS OF REFERENCE REVIEW, SLA AND JOINT WORKING PROTOCOL**
Date	**THURSDAY 19TH NOVEMBER 2026**
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Purpose of report

1. The Terms of Reference were last reviewed in March 2026 whereby there were a number of recommendations, comments and adjustments required.

2. CIPFA have released a new update of the Audit Committee guidance for local authorities and police and an updated position statement in October 2026.

3. A review of the scrutiny panels was also undertaken by Internal Audit which resulted in several recommendations for the JARAP ToR.

4. Based on this the CFO has reviewed the Terms of Reference and the attached includes a draft set of revised ToR. Also included as appendices are a Secretariat SLA and a joint working protocol for consideration.

Recommendation

5. To review the revised Terms of Reference, SLA and Joint working protocol and to provide any feedback or comments.

Appendices

Appendix A – SLA

Appendix B – Joint Working Protocol

Persons to contact

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JOINT AUDIT RISK AND ASSURANCE PANEL

Terms of Reference

1. ESTABLISHMENT, PURPOSE AND STATUS

1.1. The Joint Audit, Risk and Assurance Panel (JARAP/the Panel), established in 2013, is the independent joint audit committee supporting the Police and Crime Commissioner for Leicestershire (PCC) and the Chief Constable of Leicestershire Police. Its remit covers the Office of the Police and Crime Commissioner (OPCC), the Force and relevant joint and collaborative arrangements.

1.2. These Terms of Reference are produced 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. It draws on CIPFA's 2026 position statement and practical guidance for local authorities and police audit committees.

1.3. As per the position statements the core responsibilities of the Panel are:

1.3.1. Supporting the establishment and maintenance of good governance, risk management and control arrangements;
1.3.2. Supporting accountability and public reporting, in particular the financial statements and the annual governance statement, and other reports accompanying the financial statements.
1.3.3. Supporting the establishment and maintenance of good arrangements for internal audit, external audit and other assurances.

1.4. The Panel provides independent, high-level advice on the adequacy and effectiveness of governance, risk management, internal control, audit and assurance arrangements. It supports robust financial and governance reporting, financial resilience, value for money, constructive challenge and public accountability.

1.5. The Panel is strictly advisory. It has no executive responsibilities or delegated executive decision-making powers. It reviews assurance, reaches conclusions and makes recommendations. It does not approve statutory accounts or Annual Governance Statements (AGSs), determine budgets, own risks, set risk appetite, direct policing operations or investigate individual complaints or misconduct cases.

1.6. The Panel operates independently of executive management, political activity and operational policing responsibilities. It respects the Chief Constable's operational independence and does not duplicate the Police and Crime Panel, finance scrutiny arrangements or ethics oversight bodies.

1.7. The Panel reports directly to both the PCC and Chief Constable. They are separate corporations sole and remain those charged with governance. Their statutory responsibilities, and those of their officers, are not transferred to the Panel.

1.8. The Panel will establish effective communication with the PCC and Chief Constable, their nominated representatives, their respective Chief Finance Officers, Monitoring Officer, Head of Internal Audit, the External Auditor, and other relevant stakeholders, including the Police and Crime Panel, for the purpose of fulfilling these terms of reference.

1.9. The OPCC Chief Executive and Force governance lead will maintain a joint working protocol covering relationships with other governance bodies, reporting routes, information access and escalation. Its title, responsible owners and review date will be

recorded with the approved Terms of Reference.

2. MEMBERSHIP, APPOINTMENT AND INDEPENDENCE

2.1. The JARAP comprises five independent members: a Chair, a vice-chair and three other members. No routine substitutes are permitted. Officers, auditors, the PCC and Chief Constable attend as appropriate but are not members.

2.2. The role of the Chair and panel member is set out in their role specification which is available upon request.

2.3. Appointments shall be recruited by the Police and Crime Commissioner and Chief Constable or their representatives in conjunction with the JARAP Chair (or a nominated representative) on application and through a publicly advertised, open and transparent competition. They shall be appointed against published role descriptions and a collective skills assessment to ensure that the JARAP has all the necessary skills and experience to fulfil its terms of reference.

2.4. To ensure the independence of the JARAP, members shall not be:

- A standing or ex-PCC or Chief Constable.
- A member or ex-member of a Police and Crime Panel.
- Serving police officers or have served as a police officer within the last 8 years.
- Currently serving staff of Leicestershire Police or Office of the Police and Crime Commissioner.
- Elected or ex-local government councillors or those active in local or national politics.
- Currently serving officers of any county, city, borough, or district councils within the force area.
- Individuals who have significant business or personal dealings with the Office of the Police and Crime Commissioner or Force.
- Individuals who have close relationships with any of the above including immediate family members and as such may not have the requisite level of independence required for JARAP membership.
- Individuals removed from a trusteeship of a charity.
- Individuals under a disqualification order under the Company Directors Disqualification Act.
- A person who has been adjudged a bankrupt or made a composition or arrangement with his creditors.
- Convicted in the UK, Channel Islands or the Isle of Man of any offence and has had passed on a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine, within the last five years prior to their appointment.

2.5. Independence will be confirmed on appointment and annually; and reconsidered when circumstances change. Members must promptly disclose circumstances that could reasonably impair, or appear to impair, their independence.

2.6. Members, including the Chair, are appointed for an initial term of up to four years, with eligibility for one further term of up to four years following joint approval. A second term is not automatic. Appointment as Chair restarts the period of service and the two-term period re-commences from the date of this appointment.

2.7. Panel member may wish to continue after the initial two term period, then they will be

permitted to re-apply for the role but will have to go through the same selection process as other applicants.

2.8. Appointment dates will be staggered where practicable. Exceptionally, the PCC and Chief Constable may jointly authorise an extension to maintain continuity during phased replacement. Reasons, independence safeguards and a succession plan will be recorded. Reapplication will not circumvent the normal maximum.

2.9. The CFOs will coordinate consideration of renewal sufficiently early for the joint decision to be communicated normally six months before expiry. A member offered renewal should respond within one month. The appointment letter will set out the term, conditions, resignation notice and applicable review arrangements.

2.10. Members must obtain and maintain the clearance specified by the Force vetting lead for the role and information accessed. The appointment documentation will state the confirmed vetting category, renewal requirements and obligation to report changes. It must not presume equivalence between Recruitment Vetting and Non-Police Personnel Vetting. Access will be controlled pending clearance. Vetting arrangements will be undertaken for JARAP Chair and Members prior to commencement of the role or upon expiry of vetting clearance.

2.11. Members will comply with the agreed code of conduct, confidentiality requirements and interests policy. Pecuniary and non-pecuniary interests must be registered, kept current and declared at meetings or as soon as they arise. The Chair, advised by the Monitoring Officer, will determine appropriate participation or withdrawal. The Vice-Chair will oversee matters concerning the Chair's interests.

2.12. The Chair is jointly appointed by the PCC and Chief Constable. Members select the Vice-Chair from their number annually. The Vice-Chair acts when the Chair is unavailable and during a Chair vacancy pending appointment; there is no automatic succession to the Chair, although may apply for the post of Chair as part of the recruitment and replacement process run by the PCC and Chief Constable.

2.13. All members of the JARAP will be subject to an independent annual appraisal. The outcomes will inform the member development programme.

2.14. Members are expected to prepare for and attend meetings and relevant training. Any proposed termination of appointment must follow the agreed appointment conditions, allow the member an opportunity to respond and be determined jointly by the appointing bodies, with reasons recorded. The Chair alone cannot terminate membership.

2.15. On joining the JARAP, each member must attend an induction training course to help them understand the roles of the PCC and the Chief Constable, the Police and Crime Panel and the organisations pertaining to the PCC and Chief Constable. Further training on specific relevant topics will be provided as necessary, according to the members' own relevant experience and emerging business needs of the JARAP. Members of the JARAP will be expected to attend all such training and to develop their skills as part of a member development programme. Training needs will be considered during the annual appraisal process and a training & development programme established both for the JARAP and its individual members as appropriate.

2.16. Published role descriptions will identify the expected time commitment, responsibilities, remuneration and expenses. Members will receive allowances and reimbursement of eligible expenses, supported by receipts where required, under the schedule jointly agreed by the PCC and Chief Constable.

3. AUTHORITY, INFORMATION ACCESS AND ADVICE

3.1. The Panel may request reports, explanations, relevant records and attendance from officers and assurance providers to discharge its remit. Requests will normally be coordinated through the Chair and secretariat without restricting direct access to the Chair by statutory officers or auditors.

3.2. Both Chief Finance Officers, the Monitoring Officer, Head of Internal Audit, and the representative of external auditor of the PCC and Chief Constable have free and confidential access to the Chair of the JARAP. Internal and external auditors have unfettered direct access; administrative arrangements must not impede it.

3.3. Information will be provided promptly through secure and proportionate arrangements. Access is subject to applicable legal restrictions, privilege, confidentiality, data protection, information security and operational independence. Where information is withheld or delayed, the responsible officer will explain the basis, provide an expected date where appropriate and propose alternative assurance. The Chair may escalate an unresolved assurance gap.

3.4. The Panel may request independent specialist advice where justified. Expenditure must be authorised through the applicable financial and procurement arrangements, normally with joint CFO approval. Where the matter concerns a CFO or creates another conflict, the Chair may refer the request directly to the PCC and Chief Constable, with independent legal advice where appropriate. The Panel does not itself award contracts or commit expenditure.

3.5. The Panel will seek constructive engagement with relevant governance and assurance bodies, avoiding duplication and preserving clear accountabilities. Additional referrals from the PCC, Chief Constable or statutory officers will be accepted only where consistent with the Panel's governance, risk, control and assurance remit.

4. SUPPORT, RESOURCES AND DEVELOPMENT

4.1. The PCC and Chief Constable will jointly ensure adequate resources for the Panel, including appropriate secretariat support, governance advice, secure access to information, a development programme, appropriate specialist advice and any other specialist support necessary to ensure its members are effective in their role. The JARAP Chair has a duty to report any shortfall in the level of support to the PCC and Chief Constable in the first instance and in a public report if this is not remedied.

4.2. A designated secretariat lead and trained deputy will support JARAP under the SLA in Appendix A. The OPCC Chief Executive and a designated Force senior officer will act as joint service sponsors; names, provider, resources and funding will be confirmed before implementation.

4.3. New members will receive induction covering policing context, accountability, these Terms of Reference, key relationships, information security and the principal areas of audit and assurance. An annual training-needs review, informed by CIPFA's knowledge and skills framework, will shape the development programme. Technical briefings will support accounts, audit quality and other complex business.

4.4. The secretariat will maintain training and attendance records and support the Panel's collective annual effectiveness review. Members will be offered opportunities to identify development needs and support required.

5. MEETING FREQUENCY, PLANNING AND NOTICE

5.1. The JARAP will hold at least four formal meetings each year. The annual calendar and

work programme will provide coverage of the full remit; aligned with accounts, AGS and audit timetables; and shall be agreed at the start of each year.

5.2. The full Panel will have an opportunity to review the financial statements and AGSs and provide recommendations before final approval. Nominated members may undertake preparatory review but must report their findings to the full Panel; their work does not constitute approval or replace collective consideration.

5.3. Additional meetings may be convened by the Chair, including following a request from a member, the PCC, Chief Constable, statutory officer or auditor. Requests will be considered promptly and any decision not to convene a meeting will be explained to the requester.

5.4. Notice, agenda and supporting papers will normally be issued at least ten working days before the meeting. Urgent meetings or late papers require the Chair's agreement, reasons recorded and as much notice and supporting information as practicable, subject to applicable requirements. The Chair may defer business where meaningful consideration is not possible.

5.5. Any meetings held outside the normal cycle of meetings should be convened with a minimum notice of five working days. Extraordinary or urgent meetings may be held with less notice but should be for exceptional matters only, subject to the Chair's agreement and quorum requirements. In this case the agenda and any supporting papers will be sent to the JARAP members and to other attendees at the same time as the meeting notice is sent out, recognising that if the matter is so urgent that there may only be an oral report. If this is the case, then this will be identified on the agenda.

5.6. Cancellation, postponement or changes require the Chair's agreement, or the Vice-Chair's in the Chair's absence. Normally five working days' notice will be given; unavoidable emergencies will be notified immediately. Reasons and replacement arrangements will be recorded. Essential business and the minimum meeting frequency must be preserved; circulation of updates does not replace a formal meeting.

5.7. Meetings may use remote or hybrid arrangements only where permitted by applicable law and the approved local meeting protocol, with effective participation, confidentiality and public access preserved.

6. ATTENDANCE, QUORUM AND CONDUCT

6.1. The quorum is three independent members, including the Chair or Vice-Chair. A member who withdraws because of an interest does not count towards the quorum for that item. Officers and auditors do not count towards the quorum. An inquorate gathering may receive briefings but cannot issue conclusions or recommendations on behalf of the Panel; affected business must be reconsidered at a quorate meeting.

6.2. Members of the JARAP are expected to attend all meetings. If two or more meetings are missed in a year, this will be discussed as part of the annual appraisal. Regular non-attendance of JARAP members will lead to their removal as a member of the JARAP on agreement by the Chair.

6.3. The PCC and Chief Constable will attend all meetings of the JARAP, or ensure that they are suitably and appropriately represented, therefore ensuring that the purpose of the JARAP is not compromised and that the members are able to appropriately fulfil their responsibilities. The Monitoring Officer and relevant Force governance lead will attend as required. Where a regular attendee cannot attend, a suitably briefed representative should be provided and the Chair notified.

6.4. In addition, the Police Reform and Social Responsibility Act 2011, Section 114 of the

Local Government Finance Act 1988 and the Audit and Accounts Regulations 2011 assign a number of statutory responsibilities to each of the Chief Finance Officers of the PCC and Chief Constable. Given the nature of these responsibilities, it is expected that both the Chief Finance Officers of the PCC and the Chief Constable will attend all meetings of the JARAP, or where this is not possible then their nominated representatives.

6.5. Responsible senior officers will attend relevant agenda items to explain assurance, weaknesses, responses and proposed actions. Attendance and apologies will be recorded.

6.6. The Head of Internal Audit and representatives of the external auditor will be invited to attend meetings on a regular basis. The JARAP will meet with the Head of Internal Audit and representatives of the external auditor separately and privately at least once a year, and additionally on request. The Chair will report that these meetings occurred and summarise topics where appropriate without compromising confidentiality. Governance concerns must be followed up through appropriate formal routes.

6.7. The Panel will normally reach its conclusions by consensus. Only members may vote, and only to settle the Panel's advice, recommendations or internal procedural matters. A simple majority of members present and eligible to participate will determine the position. Where equally divided, differing views will be reported rather than a substantive executive decision being implied. Material dissent will be recorded.

6.8. JARAP meetings will be held in public with the matters discussed being placed in the public domain. Where items are considered commercially sensitive or contain issues which are deemed confidential or relate to a member of staff the JARAP may sit privately, that is, excluding members of the public or press, and will record their reasons for this decision in the public domain.

6.9. Informal training and briefings may be held but must not substitute for formal accountability or be used to adopt Panel recommendations outside the agreed meeting arrangements.

7. MINUTES, ACTION TRACKING AND ESCALATION

7.1. Minutes will record attendance, apologies, interests and withdrawals, key challenge, assurance received, conclusions, recommendations, material differences of view, agreed actions, owners and deadlines. They will distinguish Panel recommendations from decisions reserved to the PCC, Chief Constable or officers.

7.2. The Chair will establish, at the beginning of each meeting, the existence of any conflicts of interest and will be minuted, accordingly, see also paragraph 2.11 of these terms of reference.

7.3. Public draft minutes will normally be published within 15 working days, clearly labelled unapproved and subject to appropriate confidentiality checks. Minutes will be considered at the next formal meeting, approved as a true record and signed by the Chair. The approved public version will be published within five working days of approval, with exclusion to any matter deemed private and confidential.

7.4. An action log will accompany every formal meeting pack. It will show source, action, accountable owner, original and revised due dates, progress, overdue status and evidence for proposed closure. Changes to deadlines will be explained rather than overwriting the record. Management remains responsible for delivery; audit follow-up remains with the relevant assurance provider.

7.5. The Panel will seek sufficient evidence before recording an action as closed for its assurance purposes. Secretariat administration does not certify control effectiveness or accept residual risk. Closure will not prevent later reconsideration if further evidence identifies a continuing weakness.

7.6. The Chair will escalate significant unresolved weaknesses, unacceptable assurance gaps or persistent delays promptly to the responsible statutory officers and the PCC and Chief Constable as appropriate. Acknowledgement, response, responsible owner and agreed timetable will be recorded. Matters concerning a usual recipient will follow an alternative, non-conflicted route, with legal advice where needed. Urgent statutory or protected disclosures must not await the next meeting.

8. RESPONSIBILITIES

8.1. Governance, Risk and Control Responsibilities

8.1.1. To review corporate governance arrangements against the good governance framework, including arrangements for ethical governance.

8.1.2. Consider the local code of governance, ensuring all core arrangements are included as outlined in the Delivering Good Governance in Local Government addendum (2025).

8.1.3. To monitor the effective development and operation of risk management in the OPCC and force.

8.1.4. To monitor progress in addressing risk-related issues reported to the committee.

8.1.5. To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions and improvement plans.

8.1.6. To consider the effectiveness of financial management arrangements, including compliance with CIPFA's Financial Management Code.

8.1.7. To consider the OPCC's and force's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.

8.1.8. To review the assessment of fraud risks and potential harm to the OPCC and force from fraud and corruption.

8.1.9. To monitor the counter fraud strategy, actions and resources.

8.1.10. To review the governance and assurance arrangements for significant partnerships or collaborations.

8.2. Financial and Governance Reporting Responsibilities

Governance reporting

8.2.1. To review the AGS prior to approval by the PCC and chief constable and consider whether it properly reflects the risk environment and supporting assurances, including the head of internal audit's annual conclusion.

8.2.2. To consider whether the annual evaluation for the AGS fairly concludes that governance arrangements are fit for purpose, including all core arrangements, supporting the achievement of the OPCC's and force's objectives.

Financial reporting

8.2.3. To monitor the arrangements and preparations for financial reporting to ensure that statutory requirements and professional standards can be met.

8.2.4. To review the annual statements of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the PCC or chief constable.

8.2.5. To monitor financial and sustainability risks raised by the statement of accounts and other indicators.

8.2.6. To consider the external auditor's reports to the PCC and the chief constable on issues arising from the audit of the accounts.

8.3. **Arrangements for assurance**

8.3.1. To consider the OPCC's and force's framework of assurance and ensure that it adequately addresses their risks and priorities.

8.3.2. To support effective relationships and coordination between all providers of assurance, audit and inspection.

External audit

8.3.3. To support the independence of external audit through consideration of the external auditor's annual assessment of its independence and review of any issues.

8.3.4. To consider the external auditor's annual letter, relevant reports and the report to those charged with governance.

8.3.5. To consider specific reports as agreed with the external auditor.

8.3.6. To comment on the scope and depth of external audit work and to ensure it gives value for money.

8.3.7. To advise on commissions of additional work from external audit.

8.3.8. To provide free and unfettered access to the audit committee chair for the auditors, including the opportunity for private meetings with the committee.

Internal audit

8.3.9. Operate in accordance with the Code of Practice on the Governance of Internal Audit by:
- overseeing its independence, performance and professionalism
- supporting effective arrangements for internal audit
- making best use of internal audit within the assurance framework.

8.3.10. Reviewing and recommending for approval the mandate and charter.

8.3.11. To review internal audit's strategy for the function, including any proposals made in relation to the appointment of external providers of internal audit services and to make recommendations.

8.3.12. To review the risk-based internal audit plan, including internal audit's resource requirements, the approach to using other sources of assurance and any work required to place reliance upon those other sources.

8.3.13. To consider significant interim changes to the risk-based internal audit plan and resource requirements.

8.3.14. To make appropriate enquiries of both management and the head of internal audit to determine if there are any inappropriate scope or resource limitations.

8.3.15. To consider any impairments to the independence of the head of internal audit, including reporting lines or additional roles or responsibilities outside of internal auditing. Recommend and periodically review safeguards to limit such impairments.

8.3.16. To consider reports from the head of internal audit on internal audit's performance during the year, including the performance of external providers of internal audit services.

8.3.17. To consider the head of internal audit's annual report, including:

- an annual assessment of conformance against the GIAS in the UK public sector and whether any report of non-conformance is significant enough that it must be included in the AGS.
- the conclusion on the overall adequacy and effectiveness of the council's framework of governance, risk management and control, together with the summary of the work supporting the conclusion (these will assist the committee in reviewing the AGS).

8.3.18. To consider summaries of specific internal audit reports, key findings and action in hand as a result of the audit.

8.3.19. To receive reports outlining the action taken where the head of internal audit has concerns that management has accepted a level of risk that may be unacceptable to the OPCC or force, or has concerns about progress with the implementation of agreed actions.

8.3.20. To contribute to the internal audit's quality assurance activity, review the plan for the external quality assessment of internal audit and consider the outcome of the assessment.

8.3.21. To consider a report on the effectiveness of internal audit to support the AGS where required to do so by the accounts and audit regulations (see Appendix A). To provide free and unfettered access to the audit committee chair for the head of internal audit, including the opportunity for private meetings with the committee.

9. ACCOUNTABILITY ARRANGEMENTS

9.1. The Panel will report regularly and directly to the PCC and Chief Constable on its findings, conclusions and recommendations, including material limitations on assurance and matters requiring their attention.

9.2. The Chair of the JARAP, in consultation with members and with factual support from officers, will prepare a public annual report timed to inform the AGSs. It will explain coverage of these Terms of Reference, compliance with CIPFA's Position Statement, significant conclusions and escalations, impact, attendance, development, resource limitations and improvement priorities.

9.3. The PCC and Chief Constable will consider the annual report and hold the Panel to account for delivery of its remit while respecting its independent judgements.

9.4. These Terms of Reference and the SLA will be reviewed annually and when material changes in law, professional guidance or governance arrangements arise. The Panel will recommend substantive amendments for joint approval by the PCC and Chief Constable. Changes affecting reserved or statutory responsibilities require appropriate legal advice.

9.5. The Panel will undertake an annual collective effectiveness assessment, informed by CIPFA's maturity model, evidence of impact and feedback from relevant governance and assurance stakeholders. It will agree and monitor an improvement plan, reporting significant weaknesses for consideration in the AGSs. An independent review may supplement self-assessment where proportionate.

10. Approval and implementation record

Document:	JARAP Terms of Reference
Status:	Draft for consultation and joint approval
Joint owners:	OPCC Chief Executive and Deputy Chief Constable
Supporting documents:	approved secretariat SLA, Working protocol, approved schemes of governance, internal audit charter and relevant information, risk and records policies
Version/date:	v2026
Panel consideration:	*meeting date and recommendation to be recorded*.
PCC approval:	
Chief Constable approval:	
Chair acknowledgement:	
Last Review date:	26th March 2026
Effective date:	
Next review:	12 months of the effective date, or earlier following material governance change

Appendix A
Secretariat Service Level Agreement

1. Purpose and status

1.1. This SLA defines the support required for independent and effective JARAP operation. The timescales are proposed local service standards, not deadlines prescribed by CIPFA. Applicable legal requirements take precedence. The SLA takes effect with the approved Terms of Reference once the service details and resources have been confirmed.

2. Parties and ownership.

2.1. The service is jointly sponsored by the OPCC Chief Executive and the Deputy Chief Constable. The implementation record will name the provider, service owner, lead secretary, trained deputy, joint sponsors, agreed capacity, funding allocation, secure repository and continuity arrangements. The Chair is the principal recipient for agenda and meeting support, not the administrative service's line manager.

3. Responsibilities.

3.1. The secretariat commissions and coordinates papers, advises on procedure, maintains records and tracks agreed activity impartially. The Chair settles agendas and confirms that minutes fairly reflect discussion. Members collectively determine Panel conclusions. Authors and sponsoring officers own report accuracy, clearance, confidentiality assessments and timely submission. Action owners implement actions and provide evidence. Publication owners undertake required checks. The secretariat will flag missing information but must not invent assurance, change audit conclusions or suppress challenge.

4. Timing conventions

4.1. A working day is Monday to Friday excluding public holidays in England. Pre-meeting deadlines exclude the meeting day; post-meeting deadlines run from the next working day. Urgent action will not be delayed to meet a routine timetable. Agreed exceptions must be recorded, explained and communicated.

Service	Standard	Responsibility and evidence
Annual Work programme	Schedule at least four formal meetings; map coverage to the remit and review at each meeting.	Secretariat coordinates with Chair, officers and auditors; retain calendar and coverage matrix.
Agenda planning	Work programme reviewed at each meeting and agenda agreed. Paper requests sent out 5 workings days after meeting for the following meeting.	Chair settles agenda; secretariat records owners, purpose and deadlines. Secretariat sends email request for papers – deadline 14 working days prior to meeting.
Report submission	Cleared papers normally due 14 working days before the meeting.	Authors and sponsoring officers own content, clearance and proposed public/private status; submission tracker retained.
Pack preparation	Before issue, check completeness, accessibility, embed documents and supporting material. Refer substantive gaps to authors.	Secretariat checklist; author confirmation of corrections and content.
Issue and publication	Circulate complete member packs 10 working days before meeting	Secretariat/publication owner records issue dates, publication dates and

	and publish public agendas and papers at least five working days before the meeting, subject to applicable requirements.	access checks.
Late and urgent papers	Seek Chair's agreement, record reasons and notify members promptly. Make papers available as soon as possible; consider deferral if adequate review is not possible.	Author explains circumstances; Chair determines treatment; secretariat logs exceptions.
Quorum and attendance	Check five working days before and again before the meeting. Promptly flag risks to quorum or absence of relevant presenters.	Secretariat obtains confirmations; officers arrange suitably briefed representation.
Meeting changes	Obtain Chair/Vice-Chair agreement; normally notify five working days before. Notify unavoidable emergencies immediately and schedule replacement business.	Secretariat retains reasons and revised calendar; sponsors safeguard minimum meeting frequency.
Initial action record	Circulate to Chair and owners within 15 working days after the meeting; communicate urgent actions immediately.	Secretariat records action, owner, deadline and expected output; owners flag inaccuracies promptly.
Draft minutes	Send to Chair within five working days; circulate Chair-reviewed unapproved minutes within ten working days from meeting.	Secretariat prepares; Chair reviews; retain dates and clearly identify draft status.
Minutes publication	Publish public draft minutes within 15 working days, clearly labelled unapproved. Publish approved version within five working days of approval.	Secretariat/publication owner completes confidentiality checks and version control.
Action tracking	Maintain one log and include it in each pack. Request updates in time for the report deadline; flag overdue or unsupported closure proposals.	Owners supply updates and evidence; secretariat tracks; Panel records its assurance conclusion.
Significant overdue actions	Notify Chair and responsible senior owner promptly; do not wait for routine reporting where risk is significant.	Chair considers governance escalation; secretariat retains correspondence and responses.
Information requests	Acknowledge within two working days; normally respond within ten working days, or explain the restriction/delay and agree a response date or alternative assurance.	Secretariat routes and tracks; responsible officer provides substantive response.
Auditor access	Schedule separate private opportunities with internal and external audit at least annually and facilitate additional meetings on request.	Secretariat coordinates without gatekeeping; auditors retain direct Chair access.
Development and annual report	Maintain induction materials, annual development calendar and records; support annual effectiveness assessment and	Chair owns report conclusions; technical leads support briefings; secretariat maintains delivery timetable.

	report in time to inform AGSs.	
Records and continuity	Maintain controlled, secure records under approved retention and access policies; ensure trained deputy cover and a current handover record.	Service owner ensures resilience, security and authorised access.

5. SLA monitoring, exceptions and review

5.1. For each meeting cycle, the Secretariat Support will provide a concise record covering timely packs, timely draft minutes, publication, complete action records, information-request responses, late papers, missing owner updates and continuity issues. The target is 100% against each agreed deadline, with the number achieved and number due shown alongside any percentage. Exceptions will distinguish secretariat responsibilities from dependencies on authors, reviewers or publication owners; this is service-delivery reporting, not individual staff appraisal.

5.2. A material service failure will be notified to the Chair and the secretariat lead within one working day of identification. Corrective action, accountable responsibility and a recovery date will normally be agreed within five working days. Immediate containment or notification will apply where delay creates a significant governance or information-security risk.

5.3. Unresolved or recurring failures will be escalated to the joint sponsors. Matters involving a sponsor will follow a non-conflicted route. Persistent inadequacy of support may be raised by the Chair directly with the PCC and Chief Constable and described proportionately in the annual report, subject to lawful confidentiality restrictions.

5.4. Joint sponsors will review delivery annually with the Chair, considering capacity, funding, dependencies, security, continuity and feedback. Standards affecting these Terms of Reference require joint approval; the secretariat cannot unilaterally vary them.

6. Nominated Persons

JARAP Lead	Chair or Vice Chair
SLA Sponsor (OPCC)	Chief Executive
SLA Sponsor (Force)	Deputy Chief Constable
Secretariat Support	OPCC Administrator/Force Business Support Officer
Secretariat Lead	OPCC Governance Manager/Force Executive Support Manager

Appendix B

JARAP Joint Working Protocol

Police and Crime Commissioner for Leicestershire, Chief Constable and Joint Audit Risk and Assurance Panel — draft for consultation and joint approval

1. Purpose, scope and authority

1.1. This protocol sets out how the PCC, Chief Constable, OPCC, Force and JARAP will work together to support independent assurance, timely information and effective follow-up. It implements the working arrangements envisaged in paragraph 1.7 of the revised draft Terms of Reference (ToR) and covers both corporations sole and relevant collaborative arrangements. It is a proposed local protocol, not evidence that these arrangements have already been approved.

1.2. The approved ToR determine the Panel's remit and authority; Appendix A to the ToR sets the secretariat service standards. This protocol explains interfaces and routes, without extending powers or replacing the SLA. Applicable law, statutory responsibilities and approved schemes of governance take precedence. Any inconsistency will be referred to the joint owners and Chair for resolution through the proper approval route; it will not be treated as an informal amendment.

1.3. JARAP remains independent and advisory. The PCC and Chief Constable retain their respective governance and executive responsibilities; statutory officers retain their duties; management owns risks, controls and delivery. The Panel does not approve accounts or AGSs, commit expenditure, direct policing operations or investigate individual cases. Working arrangements must respect operational independence without preventing proportionate assurance over governance, business risks and controls.

2. Shared commitments and responsibilities

2.1. All participants will provide candid, relevant and proportionate information; welcome constructive challenge; distinguish facts, professional opinions and assurance limitations; disclose conflicts; and protect confidential information. No party may require the removal of a relevant concern, audit finding or Panel conclusion merely because it is inconvenient or disputed. Material factual disagreements will be explained and recorded.

2.2. The PCC and Chief Constable will consider advice addressed to them, ensure appropriate senior representation and jointly support adequate resources. The Chair will set the agenda within the ToR, facilitate challenge, communicate the Panel's collective conclusions and escalate concerns. Members will prepare, declare interests and normally coordinate requests through the Chair and secretariat. The Chair cannot substitute a personal view for a collective Panel conclusion or direct an executive response.

2.3. The OPCC Chief Executive and Deputy Chief Constable jointly own this protocol and coordinate its application. Both CFOs provide their respective financial advice, reporting and assurance. The Monitoring Officer and appropriate legal advisers advise on legality, conflicts and disclosure. Risk and service owners supply evidence and implement agreed action. Internal and external auditors retain control of their professional judgements, findings, access and reporting under their respective mandates.

2.4. The secretariat will coordinate agendas, papers, requests, records, publication and action tracking impartially under the SLA. It does not clear substantive assurance on behalf of authors, alter audit conclusions, accept risk or certify delivery. The joint service

sponsors will resolve support and capacity issues. The nominated provider, lead, trained deputy, sponsors and secure contact routes will be recorded before implementation.

3. Joint planning, agendas and attendance

3.1. Before each annual cycle, the secretariat will coordinate a programme with the Chair, governance leads, CFOs and auditors. It will map the full ToR to planned assurance, providers, reporting dates and outputs, covering the OPCC and Force separately where necessary and jointly where appropriate. The programme will align with accounts and AGSs, audit and inspection reporting and significant collaboration risks. The Panel will review coverage and emerging gaps at each formal meeting.

3.2. Agenda planning for the next meeting will normally take place in the previous meeting and distributed to service leads 5 working days after. Members, officers and auditors may propose items with a clear assurance purpose. The Chair settles priorities, informed by the programme and risk; pre-meetings may clarify issues but must not pre-determine conclusions or filter out relevant concerns. Any deferred item will retain an owner, reason and revised date.

3.3. Both CFOs, the OPCC Chief Executive, Head of Internal Audit and appointed external auditor will be regular attendees in accordance with the ToR. The PCC and Chief Constable will attend or provide suitable senior representation. Accountable officers will attend relevant items with sufficient knowledge to explain findings and proposed responses. Absence or a proposed representative will be notified promptly; the Chair may defer an item where the necessary explanation is unavailable. Quorum and formal conclusions remain governed by the ToR.

4. Reports, assurance and meeting-cycle standards

4.1. Each commissioned report will identify its accountable sponsor and author, the assurance question, relevant risks and ToR responsibility, evidence and its date, limitations, previous recommendations, management response and the advice requested from the Panel. Recommendations must use advisory language where matters are reserved elsewhere. Joint reports will make clear which arrangements and conclusions apply to each corporation sole and identify any differences rather than obscure them in a combined assurance rating.

4.2. Authors will normally submit cleared reports 14 working days before the meeting; complete member packs and public papers will be issued at least 10 working days before. Late papers require the Chair’s agreement, a recorded reason and prompt notification. Material changes after circulation must be identified in a controlled replacement or addendum, not silently substituted. These are the proposed local standards in the existing draft SLA, subject to applicable requirements and formal adoption.

4.3. The secretariat will circulate proposed actions within 15 working days after a meeting, send draft minutes to the Chair within five and circulate Chair-reviewed unapproved minutes within ten. Public draft minutes will normally be published within 15 working days, clearly labelled; approved minutes within five working days of approval. Working days exclude weekends and public holidays in England; pre-meeting deadlines exclude the meeting day and post-meeting periods start the next working day. Exceptions and recovery dates will be logged under the SLA

5. Information requests and secure access

5.1. A request should state the assurance purpose, scope, required date and any known sensitivity. The secretariat will log it, acknowledge within two working days and route it to

the responsible officer. A substantive response will normally be supplied within ten working days, or the officer will explain the reason, response date and alternative assurance available. Urgent concerns must be notified directly and not delayed by this routine process.

5.2. Requests must be relevant and proportionate. Access will use approved secure systems and appropriate clearance, permissions and need-to-know controls. Members must not seek operational intelligence or identifiable case material where a summary, redacted record, thematic evidence or independent assurance can answer the question. A confidential briefing may supplement papers where justified but must not conceal a material assurance limitation.

5.3. Where information is withheld or delayed, the responsible officer will document the specific lawful or operational basis, scope of the restriction, advice obtained, review point and feasible alternative assurance. Restrictions will be considered case by case, not by blanket assertion. The Chair may seek non-conflicted governance or legal advice and escalate an unresolved information gap. The Panel cannot override a lawful restriction; it may report the resulting limitation on assurance.

6. Auditor access and contact between meetings

6.1. Both CFOs, the OPCC Chief Executive and internal and external auditors may contact the Chair directly and confidentially. Auditors' direct access is unfettered and requires no management approval or secretariat screening. The Panel will have separate private opportunities with internal and external audit at least annually and additionally on request. Private discussions must not replace formal escalation of governance concerns.

6.2. The Chair and relevant participants will agree who needs to receive any follow-up, protecting confidentiality and applicable disclosure duties. A proportionate restricted record will capture the meeting, topics, actions and access permissions. At the next formal meeting the Chair will report that private discussions occurred and summarise topics where appropriate without exposing protected information. Informal briefings and correspondence cannot create a collective Panel recommendation; material matters will return to a quorate meeting.

7. Recommendations, management responses and closure

7.1. Each recommendation/action will identify the recipient, intended outcome and response date. The response will state the rationale, accountable decisionmaker and owner, proposed completion date, residual risk and evidence to be provided. Advice addressed to both corporations sole will show their respective positions; silence is not acceptance.

7.2. The secretariat will maintain the action log with original and revised deadlines, explanations, progress and evidence, linked to audit and management logs where appropriate rather than duplicating ownership. Audit recommendations retain the relevant auditor's follow-up process. Owners will identify slipping deadlines before expiry and propose recovery arrangements. Significant overdue or repeatedly extended actions will be highlighted to the Chair and responsible senior owner.

7.3. The Panel will record closure for its assurance purposes only when supported by proportionate evidence. Management certification is not automatically independent validation. Where further audit confirmation is required, that requirement will remain visible. Decisions not to implement an action, or to accept residual risk, belong to the authorised risk owner or executive decision-maker and must be recorded with reasons; the Panel may retain and escalate its concern.

8. Escalation, disputes and urgent concerns

8.1. Escalation triggers include significant control failure, potentially unacceptable risk, interference with audit or Panel independence, material reporting error, an unresolved assurance gap, persistent overdue recommendations or inadequate support. Routine issues will first be raised with the accountable officer and relevant governance lead. Where unresolved or material, the Chair will refer them to the appropriate statutory officers and then the PCC and Chief Constable as relevant to their responsibilities. Stages may be bypassed where urgency, independence or seriousness requires it.

8.2. A written escalation will describe the concern, evidence, risk, steps already taken, advice sought, required response and deadline. As proposed local standards, receipt should normally be acknowledged within two working days and a substantive response or recovery plan provided within 10. Urgent risks require immediate notification and a proportionate earlier response agreed with the recipient. The secretariat will track receipt, response and unresolved outcomes; it will not interpret silence as resolution.

8.3. No person should be the sole recipient or adjudicator of a concern about their own conduct, function or advice. A concern involving a CFO or governance lead will follow another appropriate non-conflicted statutory or executive route; one involving the Chair will be routed through the Vice-Chair and appointing bodies. For concerns involving the PCC, Chief Constable or both, non-conflicted legal advice will identify the applicable independent, statutory or regulatory route. This protocol does not confer referral powers on another body or make JARAP an investigator.

8.4. Disputes about facts, evidence, remit or access will be distinguished from disagreement with a professional judgement. Relevant parties will seek clarification and proportionate independent advice where necessary. Executive bodies may reject recommendations with reasons but cannot require the Panel to alter its independent conclusion. Unresolved differences and assurance limitations will be reported through the appropriate formal route, including consideration in the annual report and AGSs. Statutory reporting, protected disclosures and urgent safeguarding or incident routes must never await routine resolution or a Panel meeting.

9. Working relationships with other governance bodies

9.1. Joint owners will maintain an interface register naming relevant bodies, their remits, contacts, information-sharing arrangements and referral routes. Proposed working relationships must be confirmed with those bodies; this protocol cannot bind organisations that have not agreed it. Significant matters shared elsewhere will be cross-referenced, while preserving JARAP's right to seek additional assurance.

- Finance scrutiny arrangements: retain budget, financial strategy and routine monitoring responsibilities. JARAP considers financial governance, control and sustainability assurance and refers concerns requiring executive or scrutiny attention.
- Ethics and transparency arrangements: retain their own ethical advice and oversight remit. JARAP receives relevant systemic assurance, not individual case investigations.
- Risk and management boards: own risk responses and delivery. JARAP tests the effectiveness of arrangements and obtains evidence without managing risks itself.
- Police and Crime Panel: retains its separate statutory remit. Public JARAP outputs may inform its work; JARAP is not accountable to it in place of the PCC and Chief Constable and does not direct its programme.
- Collaboration and partner audit bodies: agree assurance coverage, reporting and escalation through the relevant collaboration arrangements. Reliance must be explicit about scope, timing, quality and gaps; accountability is not assumed to

transfer.

- Inspection, regulatory and improvement bodies: retain their mandates. JARAP considers implications for governance, risk and control and implementation assurance, without duplicating operational oversight.

10. Public reporting, confidentiality and records

10.1. Public consideration and publication are the normal approach under the ToR. Authors will identify specific grounds for restricted material and obtain appropriate advice; the Chair will apply the agreed meeting arrangements. Use public summaries with restricted supporting material where practicable. Publication checks may protect information but must not remove substantive challenge or change the Panel's conclusions. Restrictions will be reviewed where circumstances change.

10.2. The Chair will communicate the Panel's agreed position; any personal view must be identified as such. Communications on behalf of the OPCC or Force remain with their authorised representatives. Necessary factual and confidentiality checks must not become a management veto over independent reporting. Information-rights requests, legal disclosure and security incidents will be routed promptly to the appropriate responsible officers under existing arrangements.

10.3. The secretariat will retain controlled versions of papers, minutes, recommendations, responses, requests and escalation records in the approved repository, under the relevant retention and access policies. Members must use approved channels, protect restricted material and return or securely dispose of information as directed at the end of appointment. Minutes will distinguish Panel recommendations from decisions subsequently taken by authorised officeholders.

11. Support, monitoring and review

11.1. Requests for specialist advice will follow the ToR's expenditure and conflict safeguards and applicable procurement arrangements. The Chair will state the assurance need and independence requirements; the Panel cannot commission expenditure itself. A refusal or delay affecting assurance will be explained and may be escalated. Induction, technical briefings, secure access and trained deputy cover will be maintained under the SLA.

11.2. Joint owners will review protocol operation with the Chair annually, drawing on SLA delivery data, coverage of both corporations sole, timely management responses, access limitations, overdue actions and escalation outcomes. The review will assess arrangements and service delivery, not individual employees. The Panel's annual report will summarise material limitations and improvements, timed to inform the AGSs. The PCC and Chief Constable will consider the collective report and relevant recommendations.

11.3. Substantive amendments require joint PCC and Chief Constable approval following Panel consideration and appropriate officer advice. Administrative contact changes may be maintained by the joint owners without changing powers or deadlines. Proposed new response standards in sections 7 and 8 will be confirmed for capacity and consistency with the SLA before adoption. This protocol cannot activate changes to the draft ToR or reverse existing amendments or formatting.

12. Approval and implementation record

Document:	JARAP Joint Working Protocol, proposed version 1.0
Status:	Draft for consultation and joint approval
Joint owners:	OPCC Chief Executive and Deputy Chief Constable

Supporting documents:	approved JARAP ToR and secretariat SLA, approved schemes of governance, internal audit charter and relevant information, risk and records policies
Version/date:	to be entered on adoption
Panel consideration:	meeting date and recommendation to be recorded.
PCC approval:	
Chief Constable approval:	
Chair acknowledgement:	
Effective date:	
Next review:	12 months of the effective date, or earlier following material governance change