



THE POLICE, FIRE AND CRIME COMMISSIONER FOR NORTH YORKSHIRE AND THE CHIEF CONSTABLE OF NORTH YORKSHIRE

Internal Audit Strategy 2020/21 - 2022/23

Presented at the Joint Independent Audit Committee meeting of: 17 March 2020

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EXECUTIVE SUMMARY

Our Internal Audit Plan for 2020 / 2021 is presented for consideration by the Joint Independent Audit Committee.

The key points to note from our plan are:

2020/21 internal audit priorities: Internal audit activity for 2020 / 2021 is based on analysing your Police and Crime Plan (2017 / 2021) objectives, principal / strategic risk registers and assurances provided by other providers (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)). We have also considered other factors affecting you in the year ahead including changes within the sector. Our detailed plan for 2020 / 2021 is included at section one of this report.

The internal audit priorities have been discussed and agreed with the following individuals of the organisations:



- Risk and Assurance Manager;
- Chief Constable;
- Deputy Chief Constable;
- Assistant Chief Constables;
- Interim Chief Executive Officer and Monitoring Officer;
- Chief Finance Officer, the Police, Fire and Crime Commissioner;
- Chief Finance Officer, the Chief Constable; and
- Enabled Senior Management Team.



Level of resource: The daily rate held in line with the previous financial year. We will continue to use technology when undertaking operational audits in 2020 / 2021. The audit plan in section two of this report reflects the priorities of those senior officers we met with as part of the planning process. The organisations' senior officer teams considered the internal priorities for 2020 / 2021 on review of the draft plan and the following reviews were moved to future periods:

- Exhibits;
- Transparency: Specified Information Order;
- Risk Management; and
- Freedom of Information Requests.

This will strengthen our sampling, increasing the level of assurance provided. Refer to appendix A.

Core assurance: The key priorities and changes within the organisations during the period have been reflected within the proposed audit coverage for 2020 / 2021 and beyond. During the development of the internal audit plan the following key areas were discussed:

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Crime Data Integrity - HMICFRS previously inspected how the Force records crime in 2017. That inspection revealed several problems and the Force was graded 'inadequate'. HMICFRS issued the Force with a list of recommendations for improvement. During a follow-up inspection carried out in 2019, HMICFRS found that the Force had implemented a variety of measures which have allowed it to dramatically increase the quality of its recording processes. The Force now records over 92 per cent of all crimes reported to it (compared with just over 80 per cent during the 2017 inspection).

Despite this improvement, however, the report did highlight some continuing problems. For example, the Force needs to do more to ensure that officers and staff understand the use of the Home Office classification N100 for reports of rape which don't require a crime record and the need to inform victims if their crime is cancelled.


PEEL Assessment - The HMICFRS inspectors identified the following at the Force, specifically the Force:

- is 'good' in effectively reducing crime and keeping people safe;
- is 'good' in operating efficiently and providing sustainable services to the public; and
- 'requires improvement' in the way it treats the public and its workforce.

An allocation of days have been included to ensure that HMICFRS recommendations are tracked and implemented in a timely manner.

Enabled Services - Five functional areas within Enable have been established that support the Police and Fire services and an interim Senior Leadership Team (SMT) structure has been developed.





Collaboration - The organisations have a long-standing ambition to improve efficiency and effectiveness and ensure that the organisations are delivering an exemplary service. The organisations are currently reviewing all collaborative arrangements to ensure they are aligned and represent value for money. The Police, Fire and Crime Commissioner recently (December 2019) approved the decision to de-collaborate arrangements for the police dog support unit.

Fire and Rescue Internal Audit - As part of the 2020 / 2021 internal audit plan we will work closely with Veritau Ltd who provide internal audit to the Fire Service, to ensure we understand where there might be any work aligned to collaboration between Police and Fire services.

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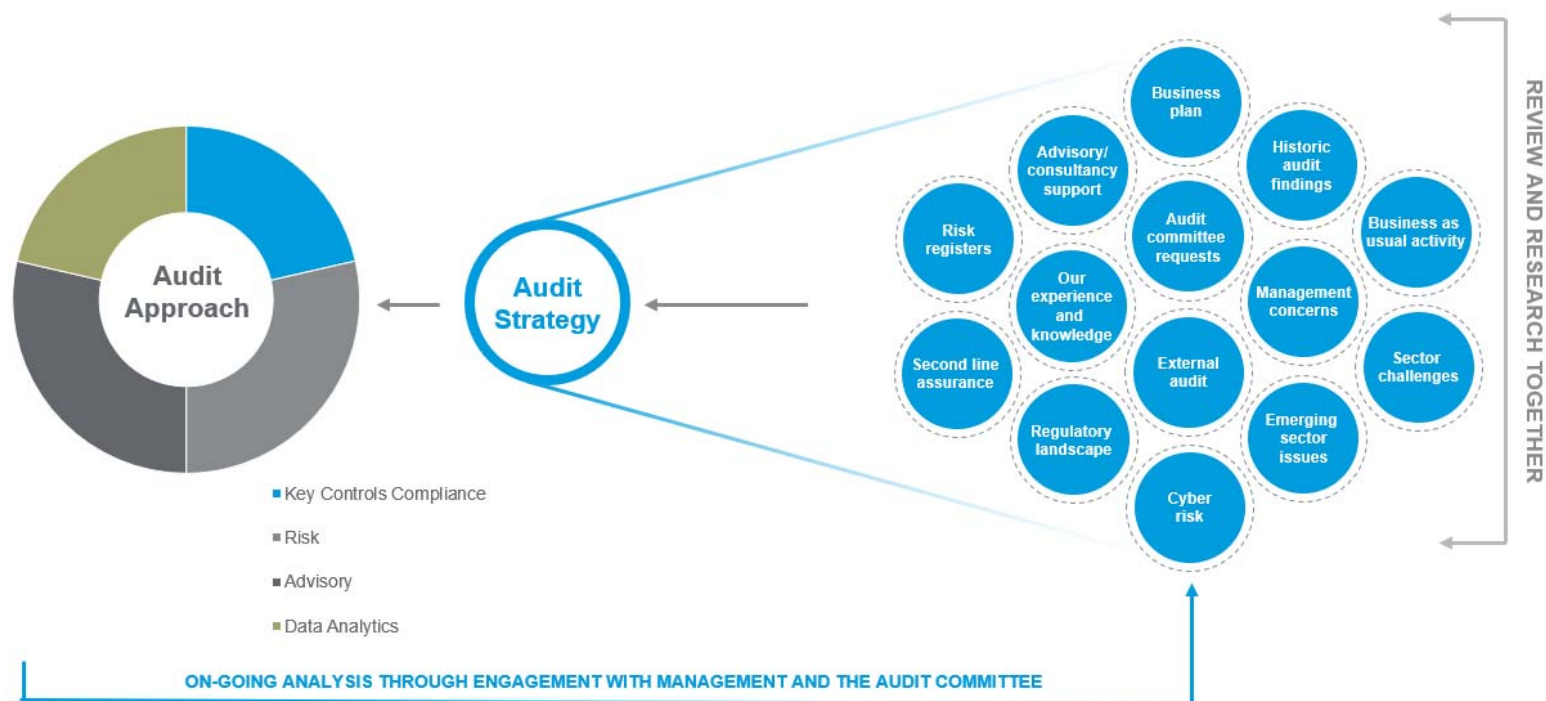
1. YOUR INTERNAL AUDIT PLAN

Our approach to developing your internal audit plan is based on analysing your Police and Crime Plan objectives, risk profile and assurance framework, as well as other factors affecting the Police, Fire and Crime Commissioner for North Yorkshire and the Chief Constable of North Yorkshire in the year ahead, including changes within the sector.

Risk management processes

We have evaluated your risk management processes and consider that we can place reliance on your risk registers / assurance framework to inform the internal audit strategy. We have used various sources of information (see Figure A below) and discussed priorities for internal audit coverage with senior management and the Joint Independent Audit Committee.

Figure A: Audit considerations – sources considered when developing the Internal Audit Strategy



Based on our understanding of the organisation, the information provided to us by stakeholders, and the regulatory requirements, we have developed an annual internal plan for the coming year and a high-level strategic plan (see section two and appendix B for full details).

2. INTERNAL AUDIT PLAN 2020 / 2021

The table below shows each of the reviews that we have discussed with management for potential inclusion as part of the internal audit plan for 2020 / 2021. The table details the principal risks and Police and Crime Plan priorities which may warrant internal audit coverage. This review of your risks allows us to ensure that the proposed plan will meet the organisations' assurance needs for the forthcoming and future years. As well as assignments designed to provide assurance or advisory input around specific risks, the strategy also includes: time for tracking the implementation of actions and an audit management allocation.

Objective of the review	Days	Proposed timing	Proposed Joint Independent Audit Committee
Principal Risks / Police and Crime Plan (2017 / 2021)			
<p>Principal Risk: <i>Unable to reliably measure the ratio of contribution against benefit of cross sector collaborative effort</i></p> <p>Police and Crime Plan Priority 2: <i>Ambitious Collaboration</i></p> <p>Collaboration</p> <p>In the summer of 2016, the Force, Cleveland Police and Durham Constabulary merged their police dog section to create a single integrated service. The Force are currently reviewing collaborative arrangements and are in the process of de-collaborating their dog section arrangements with Cleveland Police and Durham Constabulary. Our review will consider the governance and approval arrangements around this decision.</p> <p>In addition, we will review the Force's collaborative arrangements for major crime to see if value for money is achieved and sufficient information is available to assess the performance of the arrangement.</p>	8	Week commencing 7 September 2020	November 2020
<p>Principal Risk: <i>Partial or total loss of IT service provision which impacts on service to the public</i></p> <p>Police and Crime Plan Priority 3: <i>reinforcing local policing</i></p> <p>IT</p> <p>Review of the digital transformation roadmap undertaken as part of the Transform 2020 review. The exact nature of the scope will be agreed with management during the course of the year; however, it could focus on the organisation's digital capacity to store data e.g. body worn cameras, ANPR and electronic crime files.</p>	15	Week commencing 7 September 2020	November 2020
Core Assurance			
<p>Human Resources: Training</p> <p>A review of the training plan and associated procedures to ensure officers and staff are up to date and 'in ticket' for mandatory training.</p> <p>In addition, we will consider training delivered by third parties including its approval and how value for money is demonstrated.</p>	10	Week commencing 10 August 2020	November 2020

Objective of the review	Days	Proposed timing	Proposed Joint Independent Audit Committee
<p><u>Police and Crime Plan Priority 1: Caring about the Vulnerable Victims' Code</u></p> <p>This review was scheduled to take place during 2019 / 2020 but was deferred due to the Government consulting on a new victims' law and a new Victims' Commissioner had been appointed.</p>	8	Week commencing 11 January 2021	March 2021
<p><u>Force Management Statements</u></p> <p>The Force Management Statements are a self-assessment of the Force in the following areas:</p> <ul style="list-style-type: none"> the demand which the Force is likely to face; the condition, capacity, capability, serviceability, performance and security of supply of the force's workforce and other assets (such as ICT); the Force's plans to improve the efficiency with which the workforce and force assets are used; and the Force's financial income. <p>As part of this review we will 'check and challenge' the data and self-assessment statements to ensure that what is being reported is an accurate reflection of the Force's position.</p>	6	Week commencing 15 February 2021	May 2021
<p><u>Financial Controls</u></p> <p>Our review will consider the procurement arrangements at the organisations. New processes are in place following the T2020, and our review will consider compliance with the new control framework.</p>	10	Week commencing 14 December 2020	March 2021
<p><u>Project / Capital Expenditure</u></p> <p>This review will consider how capital / project expenditure is budgeted, planned and monitored in order that funds are utilised and not carried forward indefinitely.</p>	10	Week commencing 15 February 2021	May 2021
<p><u>Complaints Readiness</u></p> <p>The Commissioner has decided to take on the fullest responsibility for police complaints under the Police and Crime Act 2017. Our review will consider the control or proposed framework in place for receiving, recording and resolving expressions of dissatisfaction from the public.</p>	8	Week commencing 25 January 2021	March 2021

Objective of the review	Days	Proposed timing	Proposed Joint Independent Audit Committee
<p><u>Bail Management</u></p> <p>Pre-charge bail, also known as police bail, enables those under investigation to be released from custody, potentially subject to conditions, while officers continue their enquiries.</p> <p>The authority of an inspector or above will now be required to grant pre-charge bail up to 28 days – with further extensions requiring higher levels of authority for exceptional circumstances. Police seeking extensions beyond three months will now also need to apply to a magistrate.</p> <p>This area was reviewed in 2018 / 2019 by internal audit that resulted in a partial assurance opinion.</p>	8	Week commencing 13 July 2020	November 2020
<p><u>HMICFRS: Recommendation Tracking</u></p> <p>Our review will consider how recommendations raised by the HMICFRS are tracked and implemented in a timely manner. We will also consider if decisions are made not to implement a recommendation are formally documented and approved.</p>	6	Week commencing 1 June 2020	July 2020
<p><u>Crime Recording: Equality</u></p> <p>As part of the HMICFRS Crime Data Integrity (CDI) re-inspection it was highlighted the Force needs to improve its collection of information to better understand and respond to the effect of criminality on identifiable groups within communities. We will consider the Force’s approach to collate equality information across all the protected characteristics.</p>	8	Weekly commencing 6 July 2020	November 2020
<p><u>Overtime, Bonus and Honorarium Payments</u></p> <p>To ensure appropriate controls are in place to support bonus, overtime and honorarium payments.</p>	8	Week commencing 25 May 2020	July 2020
<p><u>Ethics</u></p> <p>As part of the recent PEEL inspection the Force was highlighted as ‘requires improvement’ in relation to ‘how well does the force ensure that its workforce behaves ethically and lawfully?’</p> <p>As part of this review we will consider the route available to chief officers to raise and discuss ethical concerns.</p>	6	Week commencing 1 June 2020	July 2020
Other Internal Audit Activity			
<p><u>Follow Up of Previous Internal Audit Management Actions</u></p> <p>To meet internal auditing standards, and to provide assurance on action taken to address recommendations previously agreed by management.</p>	8	Week commencing 10 August 2020	November 2020

Objective of the review	Days	Proposed timing	Proposed Joint Independent Audit Committee
We undertake two visits during the year.		+ 11 January 2021	March 2021
Management This will include:	15	Throughout the year	N/A
<ul style="list-style-type: none"> • Annual planning; • Preparation for, and attendance at, Joint Independent Audit Committee; • Regular liaison and progress updates; • Liaison with external audit and other assurance providers; and • Preparation of the annual opinion. 			
Total:	134		

A detailed planning process will be completed for each review, and the final scope will be documented in an Assignment Planning Sheet. This will be issued to the key stakeholders for each review.

2.1 Working with other assurance providers

The Joint Independent Audit Committee is reminded that internal audit is only one source of assurance and through the delivery of our plan we will not, and do not, seek to cover all risks and processes within the organisations.

We will however continue to work closely with other assurance providers, such as external audit, HMICFRS and the Internal audit provider at North Yorkshire Fire and and Rescue Service to ensure that duplication is minimised, and a suitable breadth of assurance obtained.

APPENDIX A: YOUR INTERNAL AUDIT SERVICE

Your internal audit service is provided by RSM Risk Assurance Services LLP. The team will be led by Daniel Harris as your Head of Internal Audit, supported by Angela Ward as your Senior Manager and Philip Church as your Client Manager.

Core team

The delivery of the 2020 / 2021 internal audit plan will be based around a core team. However, we will complement the team with additional specialist skills where required and subject to this being possible in line with the skill mix quoted in our tender. This can be determined once management have considered this draft plan and provided further guidance on priority areas.

Conformance with internal auditing standards

RSM affirms that our internal audit services are designed to conform to the Public Sector Internal Audit Standards (PSIAS).

Under PSIAS, internal audit services are required to have an external quality assessment every five years. Our risk assurance service line commissioned an external independent review of our internal audit services in 2016 to provide assurance whether our approach meets the requirements of the International Professional Practices Framework (IPPF) published by the Global Institute of Internal Auditors (IIA) on which PSIAS is based.

The external review concluded that “there is a robust approach to the annual and assignment planning processes and the documentation reviewed was thorough in both terms of reports provided to audit committee and the supporting working papers.” RSM was found to have an excellent level of conformance with the IIA’s professional standards.

The risk assurance service line has in place a quality assurance and improvement programme to ensure continuous improvement of our internal audit services. Resulting from the programme, there are no areas which we believe warrant flagging to your attention as impacting on the quality of the service we provide to you.

Conflicts of interest

We are not aware of any relationships that may affect the independence and objectivity of the team, and which are required to be disclosed under internal auditing standards.

Assurance Provided	
	Red - Minimal Assurance / Poor Progress
	Amber/red - Partial Assurance / Little Progress
	Amber/green - Reasonable Assurance / Reasonable Progress
	Green - Substantial Assurance / Good Progress
	Advisory / AUP
	IDEA

Internal Audit – Third Line of Assurance (Independent review / assurance)					
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23

Audit Area

The current in car CCTV and ANPR solutions comprise the operational effectiveness of FSU and PSG units. ✓

Standards of data recording. Data Quality CDI Crime Integrity Action Plan ✓ ✓

PSD changes. ✓

Core Assurance

Freedom of Information ✓

Risk Management Risk Management ✓

Exhibits Seizure, Storage and Disposal of Controlled Drugs ✓ ✓

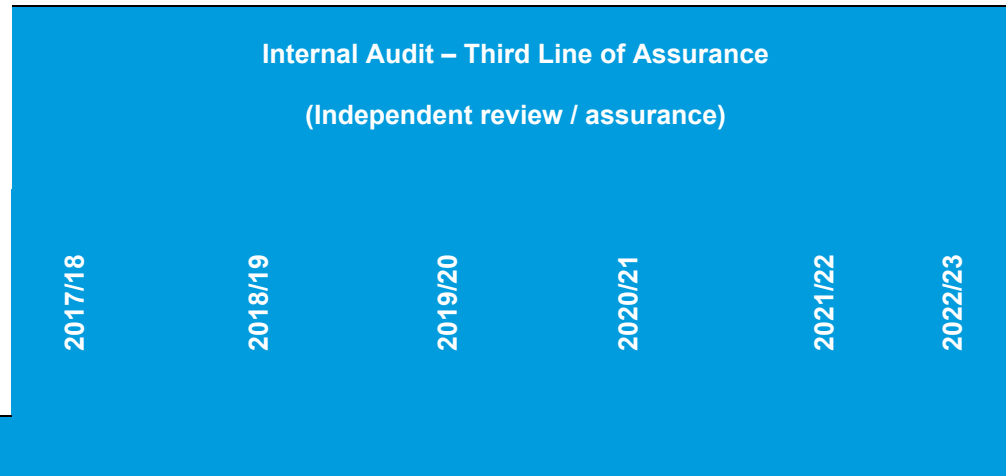
Bail Management ✓

Assurance Provided	
	Red - Minimal Assurance / Poor Progress
	Amber/red - Partial Assurance / Little Progress
	Amber/green - Reasonable Assurance / Reasonable Progress
	Green - Substantial Assurance / Good Progress
	Advisory / AUP
	IDEA

Internal Audit – Third Line of Assurance (Independent review / assurance)						
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23

Audit Area						
Commissioning		GDPR	North Yorkshire Justice Service			✓
GDPR		GDPR	Subject Access Requests			
			Freedom of Information Requests			✓
Key Financial Controls		Chief Officer and Independent Custody Visitors' Expenses	Key Financial Controls		Key Financial Controls	✓
		Key Financial Controls: Fixed Assets			Project / Capital Expenditure	
Police and Crime Plan						✓
Positive Action Plan						

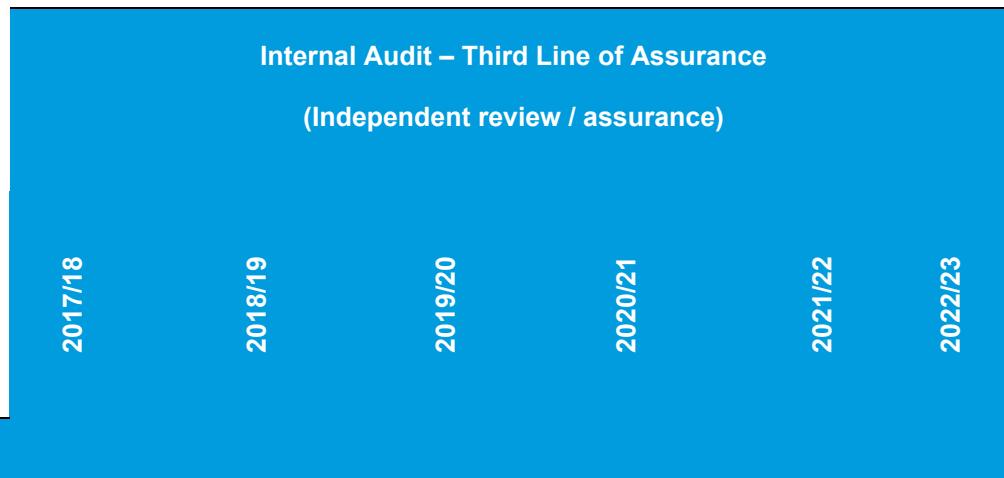
Assurance Provided	
	Red - Minimal Assurance / Poor Progress
	Amber/red - Partial Assurance / Little Progress
	Amber/green - Reasonable Assurance / Reasonable Progress
	Green - Substantial Assurance / Good Progress
	Advisory / AUP
	IDEA



Audit Area

Vetting						
Transparency: Specified Information Order						✓
Estates including transport			Hire and Pool Vehicles			✓
Human Resources	Recruitment	Sickness Absence			Training	
Policies and Procedures				✓		
Victims' Code					✓	
Integrated Offender Management						✓
Automatic Number Plate Recognition						
Force Management Statements					✓	
Transform 2020						✓ ✓
Overtime, Bonus and Honorarium Payments					Overtime, Bonus and Honorarium Payments	

Assurance Provided	
	Red - Minimal Assurance / Poor Progress
	Amber/red - Partial Assurance / Little Progress
	Amber/green - Reasonable Assurance / Reasonable Progress
	Green - Substantial Assurance / Good Progress
	Advisory / AUP
	IDEA



Audit Area

Complaints						Complaints Readiness	✓
Mobile Working							✓
Firearms							
HMICFRS						Crime Recording: Equality	✓
						Ethics	
						HMICFRS: Recommendation Tracking	
Transform 2020: Benefits Realisation							✓
Follow Up of Previous Internal Audit Recommendations: Visit 1				✓	✓		✓
Follow Up of Previous Internal Audit Recommendations: Visit 2				✓	✓		✓

APPENDIX C: INTERNAL AUDIT CHARTER

Need for the charter

This charter establishes the purpose, authority and responsibilities for the internal audit service for **The Police, Fire and Crime Commissioner for North Yorkshire and the Chief Constable of North Yorkshire**. The establishment of a charter is a requirement of the Public Sector Internal Audit Standards (PSIAS) and approval of the charter is the responsibility of the audit committee.

The internal audit service is provided by RSM Risk Assurance Services LLP (“RSM”).

We plan and perform our internal audit work with a view to reviewing and evaluating the risk management, control and governance arrangements that the organisation has in place, focusing in particular on how these arrangements help you to achieve its objectives. The PSIAS encompass the mandatory elements of the Institute of Internal Auditors (IIA) International Professional Practices Framework (IPPF) as follows:

- Core principles for the professional practice of internal auditing;
- Definition of internal auditing;
- Code of ethics; and
- The Standards.

Mission of internal audit

As set out in the PSIAS, the mission articulates what internal audit aspires to accomplish within an organisation. Its place in the IPPF is deliberate, demonstrating how practitioners should leverage the entire framework to facilitate their ability to achieve the mission.

“To enhance and protect organisational value by providing risk-based and objective assurance, advice and insight”.

Independence and ethics

To provide for the independence of internal audit, its personnel report directly to Daniel Harris (acting as your Head of Internal Audit). The independence of RSM is assured by the internal audit service reporting to the Police, Fire and Crime Commissioner and the Chief Constable, with further reporting lines to the Chief Finance Officer, Police, Fire and Crime Commissioner and the Chief Finance Officer, the Chief Constable.

The Head of Internal Audit has unrestricted access to the chair of audit committee to whom all significant concerns relating to the adequacy and effectiveness of risk management activities, internal control and governance are reported.

Conflicts of interest may arise where RSM provides services other than internal audit to the Police, Fire and Crime Commissioner for North Yorkshire and the Chief Constable of North Yorkshire. Steps will be taken to avoid or manage transparently and openly such conflicts of interest so that there is no real or perceived threat or impairment to independence in providing the internal audit service. If a potential conflict arises through the provision of other services, disclosure will be reported to the Joint Independent Audit Committee. The nature of the disclosure will depend upon the potential impairment and it is important that our role does not appear to be compromised in reporting the matter to the Joint Independent Audit Committee. Equally we do not want the organisations to be deprived of wider RSM expertise and will therefore raise awareness without compromising our independence.

Responsibilities

In providing your outsourced internal audit service, RSM has a responsibility to:

- Develop a flexible and risk based internal audit strategy with more detailed annual audit plans. The plan will be submitted to the Joint Independent Audit Committee for review and approval each year before work commences on delivery of that plan.
- Implement the internal audit plan as approved, including any additional tasks requested by management and the Joint Independent Audit Committee.
- Ensure the internal audit team consists of professional audit staff with sufficient knowledge, skills, and experience.
- Establish a quality assurance and improvement program to ensure the quality and effective operation of internal audit activities.
- Perform advisory activities where appropriate, beyond internal audit's assurance services, to assist management in meeting its objectives.
- Bring a systematic disciplined approach to evaluate and report on the effectiveness of risk management, internal control and governance processes.
- Highlight control weaknesses and required associated improvements together with corrective action recommended to management based on an acceptable and practicable timeframe.
- Undertake follow up reviews to ensure management has implemented agreed internal control improvements within specified and agreed timeframes.
- Report regularly to the audit committee to demonstrate the performance of the internal audit service.

For clarity, we have included the definition of 'internal audit', 'senior management' and 'board'.

- Internal audit – a department, division, team of consultant, or other practitioner (s) that provides independent, objective assurance and consulting services designed to add value and improve an organisation's operations. The internal audit activity helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes.
- Senior management team (delete as appropriate / update to reflect client terminology) who are the team of individuals at the highest level of organisational management who have the day-to-day responsibilities for managing the organisation.

- Joint Independent Audit Committee - The highest level governing body charged with the responsibility to direct and/or oversee the organisation's activities and hold organisational management accountable. Furthermore, "board" may refer to a committee or another body to which the governing body has delegated certain functions (e.g. an audit committee).

Client care standards

In delivering our services we require full cooperation from key stakeholders and relevant business areas to ensure a smooth delivery of the plan. We proposed the following KPIs for monitoring the delivery of the internal audit service:

- Discussions with senior staff at the client take place to confirm the scope four weeks before the agreed audit start date.
- Key information such as: the draft assignment planning sheet are issued by RSM to the key auditee four weeks before the agreed start date.
- The lead auditor to contact the client to confirm logistical arrangements at least 10 working days before the commencement of the audit fieldwork to confirm practical arrangements, appointments, debrief date etc.
- Fieldwork takes place on agreed dates with key issues flagged up immediately.
- A debrief meeting will be held with audit sponsor at the end of fieldwork or within a reasonable time frame.
- Draft reports will be issued within 10 working days of the debrief meeting and will be issued by RSM to the agreed distribution list / Sharefile.
- Management responses to the draft report should be submitted to RSM.
- Within three working days of receipt of client responses the final report will be issued by RSM to the assignment sponsor and any other agreed recipients of the report.

Authority

The internal audit team is authorised to:

- Have unrestricted access to all functions, records, property and personnel which it considers necessary to fulfil its function.
- Have full and free access to the Joint Independent Audit Committee.
- Allocate resources, set timeframes, define review areas, develop scopes of work and apply techniques to accomplish the overall internal audit objectives.

- Obtain the required assistance from personnel within the organisation where audits will be performed, including other specialised services from within or outside the organisations.

The Head of Internal Audit and internal audit staff are not authorised to:

- Perform any operational duties associated with the organisations.
- Initiate or approve accounting transactions on behalf of the organisations.
- Direct the activities of any employee not employed by RSM unless specifically seconded to internal audit.

Reporting

An assignment report will be issued following each internal audit assignment. The report will be issued in draft for comment by management, and then issued as a final report to management, with the executive summary being provided to the Joint Independent Audit Committee. The final report will contain an action plan agreed with management to address any weaknesses identified by internal audit.

The internal audit service will issue progress reports to the Joint Independent Audit Committee and management summarising outcomes of audit activities, including follow up reviews.

As your internal audit provider, the assignment opinions that RSM provides the organisations during the year are part of the framework of assurances that assist the Joint Independent Audit Committee in taking decisions and managing its risks.

As the provider of the internal audit service we are required to provide an annual opinions on the adequacy and effectiveness of the organisations' governance, risk management and control arrangements. In giving our opinions it should be noted that assurance can never be absolute. The most that the internal audit service can provide to the Joint Independent Audit Committee is a reasonable assurance that there are no major weaknesses in risk management, governance and control processes. The annual opinions will be provided to the organisations by RSM Risk Assurance Services LLP at the financial year end. The results of internal audit reviews, and the annual opinions, should be used by management and the Joint Independent Audit Committee to inform the organisations' annual governance statement.

Data protection

Internal audit files need to include sufficient, reliable, relevant and useful evidence in order to support our findings and conclusions. Personal data is not shared with unauthorised persons unless there is a valid and lawful requirement to do so. We are authorised as providers of internal audit services to our clients (through the firm's terms of business and our engagement letter) to have access to all necessary documentation from our clients needed to carry out our duties.

Quality Assurance and Improvement

As your external service provider of internal audit services, we have the responsibility for maintaining an effective internal audit activity. Under the standards, internal audit services are required to have an external quality assessment every five years. In addition to this, we also have in place an internal quality assurance and improvement programme, led by a dedicated team who undertake these reviews. This ensures continuous improvement of our internal audit services.

Any areas which we believe warrant bringing to your attention, which may have the potential to have an impact on the quality of the service we provide to you, will be raised in our progress reports to the Joint Independent Audit Committee.

Fraud

The Joint Independent Audit Committee recognises that management is responsible for controls to reasonably prevent and detect fraud. Furthermore, the Joint Independent Audit Committee recognises that internal audit is not responsible for identifying fraud; however internal audit will be aware of the risk of fraud when planning and undertaking any assignments.

Approval of the internal audit charter

By approving this document, the internal audit strategy, the Joint Independent Audit Committee is also approving the internal audit charter.

FOR FURTHER INFORMATION CONTACT

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

Our report is prepared solely for the confidential use of **The Police, Fire and Crime Commissioner for North Yorkshire and the Chief Constable of North Yorkshire**, and solely for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

This report is released to you on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

We have no responsibility to update this report for events and circumstances occurring after the date of this report.

RSM Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.