



# ANNUAL GOVERNANCE STATEMENT 2024/25

Position as at 31 March 2025

## **1.0 Scope of Responsibility**

- 1.1 North Yorkshire Police has an established Corporate Governance Framework through which the Chief Constable can be assured that the Force's systems, policies, and people are focused in a way that is driving the delivery of agreed priorities. Along with focus on key risks to the delivery of those priorities the governance framework also provides assurance that the Force operates in an efficient and effective manner.
- 1.2 This statement meets the requirements of Accounts and Audit Regulations 2015, regulation 6(1)b, which requires all relevant bodies to prepare an Annual Governance Statement (AGS).
- 1.3 This AGS reflects the final and slightly reduced period of the governance framework put in place following the creation of the York and North Yorkshire Combined Authority from 7 May 2024 to the year ending on 31 March 2025. The Combined Authority now incorporates the powers to oversee the Police and Fire Service in York and North Yorkshire.
- 1.4 Following the introduction of the Police Reform and Social Responsibility Act (2011) the position of Chief Constable has been established as a Corporation Sole. For the purposes of this document the terms Chief Constable, the Force and North Yorkshire Police should be read as one and the same.
- 1.5 The Chief Constable is responsible for ensuring Force business is conducted in accordance with the financial governance arrangements outlined in the CIPFA Financial Management Code for the Police Service of England and Wales (2019). The Chief Constable also has a statutory duty to secure value for money in the use of public funds.
- 1.6 In discharging this overall responsibility, the Chief Constable is responsible for putting in place proper arrangements for the governance of the Force, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

## **2.0 The Purpose of the Governance Framework**

- 2.1 The governance framework comprises the culture, values, systems, processes, and assurance framework by which the Force is directed and controlled and the activities through which it accounts to, engages with and leads its community. It enables the Force to monitor the achievement of its priorities and to consider whether they have led to the delivery of efficient and effective services.

- 2.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the North Yorkshire Police's priorities as detailed in the Police and Crime Plan 2022-25 and Plan on a Page 2024-29, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively, and economically to ensure financial sustainability.
- 2.3 This governance framework has been in place at North Yorkshire Police for the year ended 31st March 2025, and up to the date at the approval of the accounts.

### **3.0 The Governance Framework**

- 3.1 The Force has a joint corporate governance framework with the York and North Yorkshire Mayor (YNY M) in respect of matters relating to Policing, Fire and Crime. This forms part of the YNY Constitution. The YNY M has appointed a York and North Yorkshire Deputy Mayor for Policing, Fire and Crime (YNY DM PFC).

Throughout this document, the 'YNY M' refers to the Mayor or the Mayor's appointed YNY DM PFC. The framework sets out the way that the two organisations, the YNY Combined Authority and the Chief Constable, govern, both jointly and separately. The framework also details the delegations and consents from the YNY M to the Force and outlines the specific roles and responsibilities of officers. The framework is reviewed and amended as necessary on an annual basis.

- 3.2 The Chief Constable is responsible for the delivery of operational policing, the direction and control of police personnel, and for putting in place proper arrangements for the governance of the Force. The Chief Constable also has a statutory duty under section 35 of Police Reform and Social Responsibility Act (2011) to secure that they and the persons under their direction and control secure value for money in exercising their functions.
- 3.3 The YNY M in relation to policing, fire and crime functions ensures that the Chief Constable delivers an efficient and effective police force and holds the Chief Constable to account for the operational delivery of policing.
- 3.4 In addition to this AGS for North Yorkshire Police, the YNY M is also required to produce an AGS. The two AGS's complement each other by:
- outlining the key methods of assurance which operate in each body to ensure that, overall effective control is exercised

- showing which key documents/reports of North Yorkshire Police are scrutinised by the YNY M as part of wider accountability
- demonstrating how the policing elements of the Police & Crime Plan are delivered by North Yorkshire Police and are underpinned by public consultation on the part of the YNY M as part of wider accountability.

3.5 Both the YNY M and North Yorkshire Police must produce separate accounts which are then consolidated into group accounts. This ensures that both individual and collective financial stewardship of public money is effective and is underpinned by annual external audit. In addition, the YNY M is required to approve the Force's budget each year in consultation with the Chief Constable.

3.6 This AGS provides a summary of the extent to which the Force meets the seven principles of good governance as identified in the revised 'CIPFA Delivering Good Governance: Guidance Notes for Policing Bodies in England and Wales (2016)'.

3.7 While the concepts of good governance are acknowledged and understood, the appropriate day-to-day processes must be in place to allow this to happen. These are detailed in the following sections structured around the seven principles.

#### **4.0 Overview of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Police Efficiency, Effectiveness and Legitimacy (PEEL) inspection findings and our response**

4.1 In 2023, the Force underwent their 2023-25 round of the PEEL inspection. This assessed the Force's performance against 10 areas of policing with graded judgements provided for 9 of these areas as follows (the service that North Yorkshire Police gives to victims of crime was also inspected but not graded):

- Recording data about crime (Good)
- Police powers and treating the public fairly and respectfully (Good)
- Preventing and deterring crime and antisocial behaviour, and reducing vulnerability (Good)
- Responding to the public (Adequate)
- Investigating crime (Adequate)
- Protecting vulnerable people (Good)
- Managing offenders and suspects (Good)
- Building, supporting and protecting the workforce (Adequate)
- Leadership and force management (Adequate).

The PEEL inspection report identified an improvement in all grades since the PEEL 2021/22 inspection but also identified 11 Areas For Improvement (AFIs). These AFIs were assessed, and the actions required to make the necessary improvements identified. The milestone for delivery of each action was defined

and this formed the force milestone plan. All forces were notified in February 2025 of the inspection schedule for the PEEL 2025-27 programme and provide with the PEEL Assessment Framework (PAF) 2025-27.

4.2 In July 2024, the force underwent its Integrity inspection. This assessed the forces performance in relation to vetting police officers and staff, upholding the standards of professional behaviour and tackling counter-corruption. The judgements for each of these areas are as follows:

- Vetting police officers and staff (Good)
- Upholding the standards of professional behaviour (Requires improvement)
- Tackling potential corruption (Requires improvement).

The Integrity Inspection report was published in January 2025 and identified 6 AFIs. An Integrity milestone plan has been developed to manage and track the forces progress against the AFIs.

4.3 As part of HMICFRS overall police effectiveness, efficiency and legitimacy inspections, they inspect how well police forces tackle serious and organised crime (SOC). In 2022, the Inspectorate changed how they inspect this aspect of policing, to incorporate inspections of the ten regions, as well as the nine regional organised crime units (ROCU) throughout England and Wales, and the 43 police forces. This improves the understanding of how well forces and ROCUs work together to tackle SOC. North Yorkshire Police and the Yorkshire, and the Humber region were inspected by HMICFRS in November 2024 and are awaiting the findings from this inspection.

4.4 Governance and scrutiny arrangements associated with HMICFRS activity are the responsibility of the Deputy Chief Constable (DCC). The Risk, Assurance and Improvement Board (RAIB) meets bi-monthly and has responsibility for ensuring that the Force meets the standards of 'good' outlined in the HMICFRS PAF and responds effectively to areas for improvement arising from previous inspection activity. All areas of the PAF have a designated owner at Chief Officer team level.

## **5.0 Seven Principles of Good Governance**

The seven principles (A to G) outlined in the CIPFA guide 'Delivering Good Governance' are considered below and have been utilised in the governance review and developing the AGS for 2024/25. A summary of each principle is provided, and the evidence of the processes and behaviours are demonstrated below.

### **Principle A – behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

The YNY M and Chief Constable are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

### **The corporate processes and behaviours demonstrating Principle A are evidenced below:**

Police officers and police staff are subject to a Code of Conduct, the Code of Ethics and are required to abide by the seven principles of public life (The Nolan principles).

The Code of Ethics produced by the College of Policing was updated and launched in January 2024, replacing the previous 2014 Code. It sets out the values and standards of professional behaviour for the police service of England and Wales, through its three core documents; the Code of Practice for Ethical Policing, Ethical Policing Principles, and the Guidance for Ethical and Professional Behaviour in Policing, ensuring that we do the right things, in the right way, for the right reasons. The Force has been provided with seven training modules by the College of Policing, focused on introducing ethical scenarios to encourage all officers and staff to consider how, and why, they would act. The modules include an in-classroom session with a facilitator who will guide participants through several scenarios, exploring the ethics in how they would navigate and act in these situations. This training is mandatory for all within the Force and monitored by the Skills and Capabilities meeting that reports on progress of all mandatory eLearning modules and sets which ones are mandated.

The Code of Ethics is at the heart of all we do and is a golden thread throughout our policing strategy and decision making. A comprehensive approach to service improvement seeks to understand organisational behaviour and embed the Code of Ethics in the Force through training and day to day business.

The Force has an Ethics, Trust & Legitimacy Board that meets every 4 months and is chaired by the Deputy Chief Constable (DCC) to provide strategic oversight, monitoring and scrutiny of the standards of ethical and professional behaviour.

The Force, through the Professional Development Review (PDR) annual process, ensures that all Officers and staff complete the Integrity Health check. The Integrity Healthcheck is an important step to ensure every individual understands the expectations of them and where it is necessary, are given an early opportunity to discuss any matters with their line managers which might affect their ability to comply with the high standards we should all rightly expect of each other. The Integrity Healthcheck provides information and declarations in a number of areas including:

- Code of Ethics
- Standards of Professional Behaviour
- Reporting corruption and Misconduct Concerns
- Use of Social Media
- Financial Advice
- Gifts and Gratuities
- Notification of Criminal Offences
- Change in Circumstances.

The recent HMICFRS Integrity inspection, assessed the force's performance in relation to vetting police officers and staff, upholding the standards of professional behaviour and tackling counter-corruption. The judgements for each of these areas are as follows:

- Vetting police officers and staff (Good)
- Upholding the standards of professional behaviour (Requires improvement)
- Tackling potential corruption (Requires improvement).

The Integrity Inspection report was published in January 2025 and identified 6 AFIs. An Integrity milestone plan has been developed to manage and track the force's progress against the AFIs.

The Force has reviewed its internal governance arrangements that align to the Code of Corporate Governance within the YNY Combined Authority model. A revised model for governance arrangements was introduced during 2024/25 and it is documented within the Constitution – Part 7 and 9. A clear protocol for the Monitoring Officer is in place to ensure that the force's activities are accurate, compliant with the law, and transparent. Their role is crucial for upholding ethical standards and ensuring the force operates within legal and ethical guidelines.

The Head of Finance is the statutory 'Section 151' Officer to the Chief Constable and works closely with the Finance Lead for Policing, Fire and Crime of the YNY Combined

Authority ensuring an effective, cooperative and constructive relationship, and complies with the CIPFA statement on The Role of the CFO in Policing (2021).

## **Principle B – Ensuring openness and comprehensive stakeholder engagement**

Public Services, including the Police, are run for the public good. Organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders

### **The corporate processes and behaviours demonstrating Principle B are evidenced below:**

The Force and the YNY M have a number of platforms where the Force can explore community feedback. These groups are integral to creating feedback that enables the Force, YNY M and HMICFRS to be assured that the community are being treated fairly, appropriately and respectfully.

The groups who have provided feedback and scrutiny in this reporting period include:

- Independent Custody Visitors (ICVs)
- Independent Ethics Advisory Board
- Joint Independent Audit Committee (JIAC)
- Community Review Group
- Scrutiny Panels
- Violence Against Women and Girls Strategic Governance Board.

The Force has an agreed Online Public meeting which is chaired by the YNY M, occurs bi-monthly and is broadcasted live. The meeting:

- scrutinises the latest performance data in areas of public interest and a report on complaints made against North Yorkshire Police or North Yorkshire Fire and Rescue Service.
- An in-depth discussion on a key theme of public concern identified in line with police and crime or fire and rescue priorities.
- An opportunity for the Mayor/ Deputy Mayor to raise issues that matter to the public for discussion with Chief Officers.
- An update on the progress made against the latest independent inspection by HMICFRS provide the Deputy Mayor and the public with evidence of improvements.
- A dedicated question and answer time for the Deputy Mayor to ask Chiefs and their senior leadership team the questions submitted by members of the public.

The Force is party to a number of collaborative agreements; 3 national; 5 regional, 3 with North east police forces. The collaborations seek to increase resilience, effectiveness and reduce costs, with Section 22A agreements in place defining the governance

arrangements and funding formulas. The Force is also part of a Section 1 agreement under the Policing and Crime Act 2017 which was formally known as enableNY.

A collaboration audit took place in November 24 and the opinion was partial assurance. An action plan has been developed as part of the audit and the Collaboration Assurance Board that was agreed in October 2024 as part of the governance review and came into effect in January 2025.

There is regular communication between the YNY M and North Yorkshire Police, with the Chief Constable meeting the YNY M on a regular basis to update on current issues. In addition, the Finance Lead for Policing Fire and Crime of the YNY Combined Authority and the Head of Finance & s151 Officer to the Chief Constable meet on a weekly basis.

## **Principle C – Defining outcomes in terms of sustainable economic, social and environmental benefits**

The long term nature and impact of many of the YNY M and Chief Constable’s responsibilities mean that they should seek to define and plan outcomes and that these should be sustainable. Decisions should contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

### **The corporate processes and behaviours demonstrating Principle C are evidenced below:**

In order for the Force to deliver the Police and Crime Plan 2022-2025, the Plan on a Page 2024-2029 has been rolled out across the Force. It outlines the purpose as “To provide an outstanding service to the people of York and North Yorkshire to keep them safe and feeling safe.”

The Objectives of the Force detailed in the Police and Crime Plan 2022-2025:

- Prevent and reduce crime and antisocial behaviour.
- Effectively respond to, investigate and solve crimes, and manage offenders.
- Safeguard the vulnerable and support victims of crime.

During 2024/25 consultation on the Police and Crime Plan for 2025-29 was progressed in readiness for the launch on 1 April 2025.

A key enabler for delivery of the Force vision has been the development of a sustainable local policing model that can effectively respond to threat, harm and risk. This model has been refined to respond to the areas for improvement identified by HMICFRS, the threats identified in our Strategic Threat & Risk Assessment (STRA), risk areas identified through the Force Management Statement (FMS); and a programme of refreshed demand modelling, improving our ability to understand demand.

The Medium Term Financial Forecast (MTFF) 2025-26 to 2028-29 and Capital Plan 2025-26 to 2028-29 were approved with the YNY M in February 2025. The Force produces monthly financial monitoring reports to the Chief Officer Team on progress against the forecast, which are reviewed by the Executive Board (now Strategic Oversight Board) on a quarterly basis and discussed with the Finance Lead for Policing Fire and Crime of the YNY Combined Authority.

The prioritisation process has been implemented during 2024-25 to ensure that the revenue budget is achieved on target and the capital programme is affordable, sustainable and prudent. This allows the budget to be available to meet the Force’s demand which informs the procurement plan. A significant effort has been put into

ensuring the completeness of both revenue and capital rolling equipment replacement programmes to:

- ensure funding is available when necessary
- avoid spikes in expenditure by smoothing the replacement profile
- to ensure timely ordering and receipt of equipment
- and inform prioritisation and decision making.

The Force has continued to improve processes around capital planning and change management to ensure clarity and understanding of change requests and the timeliness of decision making. The prioritisation group commenced to improve the collective discussions prior to any formal decision making on the approval of requests for change that may impact on service delivery and helping to manage expectations around delivery of such change.

## **Principle D – Determining the interventions necessary to optimise the achievement of the intended outcomes**

Local Government, including the police, achieves its intended outcomes by providing a mixture of legal, regulatory and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

### **The corporate processes and behaviours demonstrating Principle D are evidenced below:**

The Force has a joint corporate governance framework with the Combined Authority. The framework sets out the way that the two organisations, govern, both jointly and separately. The framework also details the delegations and consents from the YNY M to the Force and outlines the specific roles and responsibilities of officers. The framework, outlined above, requires an annual review process which incorporates amendments as necessary.

A structured meeting framework is embedded to ensure accountability and provide clarity over levels of decision making and responsibility. The framework, headed by the Executive Management Board as the key driver of the Force, is supported by a number of key strategic and tactical delivery and assurance forums. The internal governance frameworks underwent a review in 2024/25 to ensure the governance arrangements are fit for purpose in line with YNY CA.

The Force has developed a strategic planning cycle that links with the production of the Force Management Statement (FMS) that is required by HMICFRS. FMS 6 was published in May 2024 and the cycle for FMS7 has been completed and forms the basis for the corporate plan, identifying the change to be delivered during the coming year to achieve the priorities. FMS 7 is due to be submitted at the end of May 2025.

The Force undertakes a detailed monthly force performance meeting (FPM) that reviews current performance against our strategic policing priorities. The FPM is aligned thematically to the plan on a page and utilises the key performance indicators. The reporting mechanisms associated with the performance framework enables data to be examined and performance challenged to supports the decision-making process.

An integrated approach is taken to medium to long-term strategic workforce planning. The strategic workforce planning process is aligned with financial planning and

business planning to ensure there is an integrated approach to delivering the Force strategic objectives.

The strategic workforce plan supports tactical resource planning and operational resource deployment, to match skills and resources to requirements. Workforce planning continues to increase in complexity, given the increased number of police officer entry routes and ongoing national changes to optimise the entry routes and continually raise standards. The plan also sets out promotional programme timelines for officers, which informs tactical and operational resource planning, matching resources and skills to operational requirements.

The plan focuses on the next three years to ensure the Force has sufficient resources with the required skills to deliver day to day and strategic priorities. The number of staff employed by the Force continued to grow in line with our workforce plans; with increased numbers of police officers through delivery of the final year three of the national Uplift programme and additional officer 'uplift' due to the Force being successful in all available bids for additional Home Office funding. In addition, ongoing recruitment into police staff vacancies has continued.

The Force has a five year capital programme, which is linked to the Estates, ICT and Fleet detailed plans, that is approved in February annually prior to the beginning of each new financial year. Each capital scheme requires a business case which is reviewed at either enabling change board for support services, core change board for local policing and specialist change board prior to being finalised at Change Delivery Board with oversight at Change Board. Each business case is linked to the priorities of the Force.

The MTF 2025-26 to 2028-29 and Capital Plan 2025-26 to 2028-29 was agreed with the YNY M in February 2025, and regular updates are provided to the Chief Officer Team monthly and the Executive Board (now Strategic Oversight Board) on a quarterly basis.

The financial planning cycle commences at the beginning of each financial year linked with the Force Management Statement and planning cycles to ensure that demand, changes in anticipated funding and potential gaps are considered where plans are developed to fill the gaps or mitigate the risk.

## **Principle E – Developing the entity’s capacity, including the capability of its leadership and the individuals within it**

The police need appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. A public organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Both the individuals involved and the environment in which the police operates will change over time, and there will be a continuous need to develop its capacity as well as the skills and experience of the leadership and individual staff members. Leadership in the police service is strengthened by the participation of people with many different types of background, reflecting the structure and diversity of communities.

### **The corporate processes and behaviours demonstrating Principle E are evidenced below:**

The Chief Officer Team has undergone significant change over the last 12 months and now there is a clear and stable leadership for the Force that is driving the delivery of the Plan on the Page 2024-2029. Promotion Boards have taken place at each rank from Chief Constable to sergeant during the period.

The Force demonstrates the investment and development of its leaders in several ways including:

- Sergeant Pledge sessions
- Inspector Pledge sessions
- First Line Leaders Development Programme
- Middle Line Leaders Development Programme
- Strategic Leadership Days
- Diversity, Equality and Inclusion Leaders Training
- Performance Development Reviews (PDRs) process including the Individual Performance Meetings (IPMs)
- Executive Leadership Programme for Chief Officers.

In 2024/25 the training budget was £3.5m which indicates the Forces commitment, as is required, to ensuring Officers and staff are competent.

The staff vacancy factor is closely monitored throughout the year to ensure the level of resource is at the capacity to adequately support the needs of the Force. In 2024/25 there were 1203 FTE staff with a vacancy factor budgeted of 100. The average vacancy factor during the year was 130 where the Force continued to perform.

In 2024/25 it was promoted that the Force would benefit from the Workforce Development Programme, where this learning will be introduced in 2025/26 and included in the budget.

The Force offers multiple entry routes for officers into policing, including:

- the Police Constable Degree Apprenticeship (PCDA),
- the new Police Constable Entry Programme non degree programme (PCEP),
- the Degree Holder Entry Programme (DHEP) with the option for Detective specialism.
- transferees are also promoted as this route helps to balance the levels of experience within Force.

The Force recognises the importance of understanding the workforce wellbeing needs and the Health and Wellbeing Strategy outlines how the Force invests in wellbeing.

The Chief Constables Plan on a Page 2024-2029 highlights the ongoing commitment made to 'our people' and supporting their wellbeing.

A number of tools have been provided to support wellbeing including:

- Wellbeing workshops on a number of topics
- Wellbeing passport
- Positive psychology workshops
- the Force also undertakes an annual staff survey. The outcomes from the 2024 survey are analysed and taken forward
- vivup - the employee benefits scheme
- cycle to work scheme
- promotion of the Blue Light cards
- Access to Oscar Kilo mental health support.

Demand for wellbeing services has continued to increase year on year primarily due to increased police officer recruitment to deliver the Uplift programme and increasing trends in mental health support services.

North Yorkshire Police and YNY M), under the Equality Act 2010, actively consider equality to eliminate discrimination, advance equality of opportunity, and foster good relations when making decisions. The Force has a Diversity, Equality & Inclusion (DEI) strategy and delivery plan. The DEI Board is chaired by the Chief Constable (CC) and meets quarterly.

There are eight North Yorkshire Police Staff Networks:

- NYP Disability Network

- Association for Women in Policing
- Men's Health Network
- NYP LGBT+ Network
- NYP Neurodiversity Network
- NYP Family
- Christian Police Association
- North Yorkshire Police Association of Culture and Ethnicity.

The networks bring together individuals who share common experiences, interests, or backgrounds, creating spaces where diverse perspectives are celebrated and respected. The networks have delivered a range of activities for their members and the wider workforce to improve inclusion, wellbeing and organisational decision making in the 2024-25 period.

## **Principle F – Managing risks and performance through robust internal control and strong public financial management**

Public bodies need to ensure that the organisation's and governance structures that they oversee have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management, business continuity and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. They consist of an ongoing process designed to identify and address significant risks involved in achieving outcomes. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability.

### **The corporate processes and behaviours demonstrating Principle F are evidenced below:**

The RAIB (previously known as the Risk and Assurance Board) is well established and continues to meet on a bi-monthly basis. This Board provides assurance that strategic and operational risks are being effectively managed and that action to respond to audit findings and recommendations is being taken.

The board is chaired by the Deputy Chief Constable and covers the following areas: Risk Management, Business Continuity, HMICFRS, Internal Audit, Insurance & Litigation and Accreditation.

Updates from RAIB are presented to the Executive Board (now Strategic Oversight Board) throughout the year and further scrutiny by the JIAC on the Principal risk register.

The YNY M and North Yorkshire Police Joint Corporate Governance Framework include the Financial Regulations and Scheme of Delegation, along with the roles and responsibilities of chief officers. The Framework is reviewed on an annual basis, and the outcome of the review is reported to the JIAC.

In order that good financial control exists, regular budget monitoring reports, including an analytical review, are produced for all budget holders and are underpinned by monthly meetings between the budget holder and Accountant. Budget monitoring is reported to COT monthly and to Exec Board (now Strategic Oversight Board) quarterly.

The Force has an established Change Delivery Board that meets monthly to provide strategic oversight of all change activity at Chief Officer level and act as a decision making Board for Change Delivery Activity. Regular monitoring of all change activity, including financial management and continual review of Force wide resources required to deliver change through the Change Delivery Board will minimise the risk of projects

being over budget or being delivered outside of timescales, and it will help ensure that resources are appropriately allocated.

The Force and the YNY M have a shared internal audit service and agree a programme of internal audit work at the start of each financial year. During the financial year 2024-25, as well as follow up audits for previous internal audit management actions; visit 1 and 2, Internal Audit have completed audits in a number of areas including:

- Collaborations (partial assurance)
- Ethical Standards (reasonable assurance)
- Financial Planning (substantial assurance)
- Key Financial Control – purchase cards (reasonable assurance)
- Data Quality (minimal assurance)
- Police Officer Overtime (partial assurance)
- Domestic Abuse (partial assurance)
- IT Cyber Risk Management (reasonable assurance)
- Follow Up of Previous Internal Audit - Management Actions: Visit 1 (reasonable progress)
- Follow Up of Previous Internal Audit - Management Actions: Visit 2 (reasonable progress DRAFT)

These reports are presented to, and scrutinised by, the JIAC. The reports are made available on the YNY M website, except those with the protection marking 'Official Sensitive'.

The Force has designated the DCC as the Senior Information Risk Owner (SIRO), with responsibility for information assurance governance and risk ownership in the Force; including shared risks with other organisations, partnerships and third-party suppliers. The function of the SIRO is to also understand how the strategic business goals of the Force may be affected by failures in the secure use of the Force's information systems, to ensure that information risks are managed.

The Data Protection Officer and the Information Security Officer meets with the SIRO on a regular basis and has direct access to discuss urgent issues outside of these meetings when necessary.

The Information Assurance Board meets on a six monthly basis and is chaired by the DCC. To meeting provides governance and manages the information risks associated with the information assets of the force. In addition, the progress against the Information Management Strategy is monitored and information related legislation to ensure and maintain compliance with Information Assurance requirements.

The JIAC receive 6 monthly reports from the Information Assurance Board to provide assurances that North Yorkshire Police has implemented the necessary controls to protect its information and satisfy national information assurance requirements that are pertinent to policing.

The Internal Auditors, (RSM) approved audit plan for 2024/25 was presented to JIAC in March 24, and because of the internal audit work during the 2024/25 year, the Head of Internal Audit in the DRAFT Annual Internal Audit Report for 2024/25 has concluded the following opinions for each area for assurance:

- Governance – reasonable assurance
- Risk Management – reasonable assurance
- Internal Control – partial assurance.

Usually, a positive or negative overall opinion would be given, stated as reasonable or partial assurance, however the opinion has been split into the three areas of assurance, due to the Internal Control opinion.

The Internal Auditor's Governance Opinion is 'reasonable assurance' and states 'the organisation has an adequate and effective framework for risk management and internal control. However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective'.

The Risk Management Opinion is also reasonable assurance and states 'the organisation has an adequate and effective framework for risk management, governance and internal control. However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective'.

The Internal Control Opinion is partial and states that 'there are weaknesses in the framework of governance, risk management and internal control such that it could become inadequate and ineffective'.

The External Auditors, Mazars, provided a 'disclaimer of opinion' for the Chief Constables Statement of Accounts for 2023/24 due to insufficient time to complete the audit because of the backstop arrangements arising from the Accounts and Audit (Amendment) Regulations 2024 ('The Amendment Regulations'). The Amendment Regulations resulted in a tighter timescale of the 28 Feb 2025, the backstop date. This, along with the financial statements being produced for an extended financial year, to the end of 6 May 2024, due to the first year of the YNY CA being formed resulted in a disclaimer opinion.

## **Principle G – Implementing good practices in transparency, reporting and audit to deliver effective accountability**

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

### **The corporate processes and behaviours demonstrating Principle G are evidenced below:**

The National Decision Model uses the Code of Ethics and Force's values as the core of the decision-making process, ensuring they are at the heart of every decision made.

All decision making is carried out in accordance with the YNY M and North Yorkshire Police Corporate Governance Framework including Financial Regulations and Schemes of Delegation.

The governance arrangements ensure that when making key decisions, the Force considers the appropriate legal, financial, human resources and other professional advice as part of the decision-making process.

The Force's Chief Officer Team meet on a weekly basis and the Executive Board (now Strategic Oversight Board) meets monthly. These meetings provide a delivery focussed, cohesive, holistic and supportive approach to developing and delivering services. Each meeting will be documented, and this is published on the YNY M's website.

The YNY M maintains appropriate oversight and scrutiny of the Force decision making through the PFC Assurance Framework and weekly meetings with the Chief Constable.

The AGS is prepared in consultation with the YNY M's Chief Finance Officer to ensure any areas of overlap are consistent. The AGS is published on the Force website along with the Statement of Accounts. Updates on the action taken to address the significant governance issues identified in the AGS are reported to the JIAC. This report is publicly available on the YNY M's website.

There is an established JIAC for North Yorkshire Police and the YNY M, with agreed Terms of Reference and a programme of work for the year. During 2024-25 the Committee met formally on six occasions to conduct its business; four were regular meetings, one was re-organised from the previous financial year, and one was an additional meeting to discuss and approve the Final Statement of Accounts for 2023/24 before the February 2025 backstop date.

The meetings are held in public, chaired by the public, and the agenda, papers and minutes of meetings are available on the YNY M's website.

Internal audit work is planned utilising a risk-based approach that aims to ensure that the Chief Finance Officers' responsibilities under s151 Officer are fulfilled and that an effective internal audit service is provided.

The Force is subject to an extensive inspection regime by HMICFRS and the results of these are published on their website to ensure appropriate scrutiny of decision making. The Force has a process for reviewing and assessing the recommendations arising from HMICFRS reports, coordinated within the Inspection and Strategic Planning team.

Governance and scrutiny arrangements associated with HMICFRS activity are the responsibility of the Deputy Chief Constable. The RAIB (previously known as the Risk and Assurance Board) meets bi-monthly and has responsibility for ensuring that the Force meets the standards of 'good' outlined in the HMICFRS PAF and responds effectively to areas for improvement arising from previous inspection activity. All areas of the PAF have a designated owner at Chief Officer Team level.

The Force presents quarterly updates to the JIAC on the progress of implementing recommendations arising from internal audit reports and an update on progress to address issues raised through HMICFRS inspections. These reports are available on the YNY M's website and form part of the papers for the JIAC.

The JIAC prepare an Annual Report to provide assurance to the YNY M and Chief Constable that the Committee is satisfactorily undertaking its role and responsibilities. The report provides assurance that the Committee has fulfilled its terms of reference and demonstrates the added value that has been delivered by the Independent Committee to both the YNY M and Chief Constable.

In accordance with the Transparency Law 2013 NYP publish all the financial data of the Force over £500.

## **6.0 Review of Effectiveness**

- 6.1 Public sector organisations have a responsibility for conducting, at least annually, a review of the effectiveness of the governance framework, including the system of internal control and internal audit. This review of effectiveness is informed by the work of the Chief Officers of the Force who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's Annual Report, the JIAC and also by comments made by the external auditors and other review agencies and inspectorates.
- 6.2 In line with the CIPFA Financial Management Code 2019, the Force and the YNY M have agreed to a shared internal audit service. This service was provided by RSM UK during 2024-25 and the opinions of the 10 audits undertaken during this period are documented in Principle F above.
- 6.3 The Head of Internal Audit is required to include in the annual internal audit report an opinion on the internal control environment; providing any details of weaknesses that qualify this opinion and bringing to the attention of the JIAC any issues particularly relevant to the preparation of this AGS. The JIAC will formally receive the Internal Audit Annual Report for 2024-25 at their meeting in June 2025.
- 6.4 The Head of Internal Audit issued the following opinions in their draft annual report for the period 7 May 2024 to 31 March 25:
- Governance – reasonable assurance
  - Risk Management – reasonable assurance
  - Internal Control – partial assurance
- 6.5 In line with the JIAC's Terms of Reference, the Committee receives regular reports on governance issues. The draft AGS is shared with the Members for consideration and published alongside the draft Statement of Accounts in June 2025. The Committee will receive update reports on the progress made in addressing the governance issues included within it.
- 6.6 External Audit are an essential element in ensuring public accountability and stewardship of public resources and provide corporate governance of North Yorkshire Police's services, with their annual letter providing comment on financial aspects of corporate governance, performance management and other reports. The Head of External Auditors opinion for 24/25 is not yet available. The opinion for 23/24 was a 'disclaimer opinion', where further information is available above in Principle F.
- 6.7 In addition to the above assurance mechanisms, the HMICFRS independently assesses the effectiveness and efficiency of the Police Service in the public

interest. Section 4 above details the overview of the HMICFRS PEEL inspection findings and our response.

## 7.0 Evaluation

The following governance issues have been identified in the review of the 2024/25 governance environment and will be addressed during 2025/26 in the Action Plan detailed in section 8.0 below.

### 7.1 Principle F - Managing risks and performance through robust internal control and strong public financial management

The External Auditors, Mazars, provided a 'disclaimer of opinion' for the Chief Constables Statement of Accounts for 2023/24 due to insufficient time to complete the audit procedures because of the backstop arrangements arising from the Accounts and Audit (Amendment) Regulations 2024 ('The Amendment Regulations') and the extended financial year. The External Auditors opinion provide a key element in the review of effectiveness.

Action: During 2024/25 Final Accounts process the Force has completed further work around the balance sheet entries regarding cash, debtors and creditors. This evidence will be provided to External Auditors for their review during the audit of Statement of Accounts for 2024/25; this will ensure a unqualified opinion can be achieved during 2024/25, as the Auditor will now have sufficient documentation to complete their audit of the brought forward 2023/24 balances.

### 7.2 Principle F - Managing risks and performance through robust internal control and strong public financial management

The Internal Auditor's, RSM, issued the following opinions in their draft annual report for the period 7 May 2024 to 31 March 25:

- Governance – reasonable assurance
- Risk Management – reasonable assurance
- Internal Control – partial assurance

Usually, a positive or negative opinion would be given stated as reasonable or partial assurance, however, for 2024/25, the three areas of assurance have been given different opinions.

The partial assurance for Internal Control was contributed by a number of negative internal audit opinions for the following areas:

- Collaborations (partial assurance)
- Data Quality (minimal assurance)
- Police Officer Overtime (partial assurance)

- Domestic Abuse (partial assurance)

In addition, several of the internal audit actions had not been completed within the agreed time period.

Action: Agree and implement the 3-part plan (agreed with the Internal Auditors) to improve the governance around the internal audit actions.

The 3-part plan is:

1. Each identified action manager sets a timescale as to when actions will be completed, and this is signed off by the Head of Function
2. A report of all outstanding actions will be raised at RAIB on a quarterly basis detailing with the mitigating actions and a clear explanation as to why the action manager wishes to change the timescale. The extension will be approved or otherwise by RAIB for presentation to JIAC.
3. The report from RAIB is then to be presented to JIAC so that there is a clear governance route and JIAC ultimately understand and can provide direction as to the request for extra time. The Head of Function will be ultimately accountable and provide a better internal control process which is more robust.

7.3 There are also two specific issues from the previous AGS reviews, which require further continued focus:

- Ensure that the Force financial governance documents reflect current practice and that regular review arrangements are introduced.

The Development Resource Manual (DRM) is currently under review and will be completed by the date of the JIAC on 19th June 2025.

- Review and refresh the Chief Constable's and Mayor's memorandum of understanding (MOU).

The MOU has been reviewed and awaiting signatories.

## 8.0 Action Plan

### 8.1 The Action Plan for 2024/25

Last year's AGS highlighted three key areas for development. The table below sets out the action taken to address these issues during 2024/25.

Area for Development	Owner	Target date	Remarks
Carried forward from 2023/24 Ensure that the Fire and Police enabling services collaboration governance, resources and performance deliver an efficient and effective service through undertaking a review and acting on the findings.	Chief Constable	31 December 2024	Support Services have conducted an in-depth review and presented several recommendations to the Chief Constable and Chief Fire Officer and their respective Chief Officer Teams. An option has been selected, approved and funding agreed. The full implementation will take place in 2025/26. This action is now closed.
Carried forward from 2023/24 Ensure that the force financial governance documents reflect current practice and that regular review arrangements are introduced.	Head of Finance & s151 Officer to the Chief Constable	31 December 2024	The Development Resource Manual (DRM) is currently under review and will be completed by the 31.3.26. To be carried forward to the Action Plan for 2025/26.
Carried forward from 2023/24 Review and refresh the Chief Constables / Mayor's memorandum of understanding.	Head of Legal Services and Monitoring Officer for YNY CA	31 December 2024	The MOU has been reviewed, agreed and awaiting signatories. To be carried forward to 2025/26 within the YNY CA AGS for 2024/25. This will not appear in the North Yorkshire Police's Action Plan for 2025/26

## 8.2 The Action Plan for 2025/26

The Action Plan below identifies the Areas for Development identified in the 2024/25 review, to be completed during 2025/26.

<b>Areas for Development</b>	<b>Action</b>	<b>Owner</b>	<b>Target Implementation Date</b>
Force Financial Governance Documents	Carried forward from the AGS 2023/24  Ensure that the Force financial governance documents reflect current practice and that regular review arrangements are introduced.	Head of Finance & s151 Officer to the Chief Constable	March 2026
Statement of Accounts 2023/24 External Auditor's opinion	Principle F - Ensure sufficient evidence is provided to the External Auditor for the correction of the 2023/24 balance sheet creditors/ debtors and cash entries during the Audit process for 2024/25 Statement of Accounts so that an unqualified opinion can be provided for the Statement of Accounts for 2024/25.	Head of Finance & s151 Officer to the Chief Constable	Completion of the External Audit for the 2024/25 Statement of Accounts
Internal Audit Opinion	Principle F - Agree and implement the 3-part plan (agreed with the Internal Auditors) to improve the governance around the internal audit actions to ensure timely completion.	Deputy Chief Constable	June 2025

## Evaluation Summary

Following this review and evaluation on the effectiveness of the governance arrangements detailed within the seven principles of good governance and the associated action plan, the governance and decision-making arrangements continue to be regarded as fit for purpose in accordance with the governance framework. There are however several issues raised in the action plan that will be addressed throughout 2025/26 to further enhance the governance arrangements.

## Annual Governance Statement signed by:

 <hr data-bbox="204 869 754 875"/> <p>Tim Forber Chief Constable North Yorkshire Police Date: 12 August 2025</p>	 <hr data-bbox="810 869 1369 875"/> <p>Louise Branford-White Head of Finance &amp; s151 Officer to the Chief Constable North Yorkshire Police Date: 12 August 2025</p>
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