



YORK AND NORTH YORKSHIRE COMBINED AUTHORITY - POLICE

Police and Crime Plan

FINAL Internal Audit Report: 7.25/26

2 April 2026

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AUDIT OUTCOME OVERVIEW

In line with our scope, included at Appendix C, the overview of our findings is detailed below.

Background / Why we did the audit

We have undertaken an audit of the Police and Crime Plan to determine whether there is evidence to support the delivery of the objectives outlined within the plan, and that there is regular review of progress against the plan. The review is following the appointment of a new Deputy Mayor for Policing, Crime and Fire. The Mayor and Deputy Mayor for Policing, Crime and Fire are responsible for setting the strategic vision, priorities and objectives for North Yorkshire Police through the Police and Crime Plan and appointing a Chief Constable lead and manage the service including the delivery of the Plan. There is a Police, Fire and Crime Directorate within the Combined Authority who are responsible for holding the Force to account to ensure they are delivering the objectives within the plan.

A new Police and Crime Plan for 2025-2029 was approved by the Police, Fire and Crime Panel in January 2025. The Police, Fire and Crime Panel consists of 10 councillors representing the Local Authorities in York and North Yorkshire plus three independent members. The Panel independently challenges, scrutinises and supports the Mayor/Deputy Mayor for Policing, Fire and Crime in respect of policing responsibilities. The plan contains the following four key priorities:

- Focus on Prevention and Early Intervention
- Protect the Public
- Work with Partners
- Build Stronger Communities.

We have taken assurance through approval by the Panel that the plan was formulated using the Police Reform and Social Responsibility Act 2011 and the Association of Policing and Crime Chief Executives Police and Crime Plan guidance and have not included this as part of our review.

Conclusion: Our review has identified that the Police, Fire and Crime Directorate has a well established framework of governance and controls in place to ensure that the Force are held to account on the delivery of the Police and Crime Plan. Our review noted the control designs were well established for the accountability and oversight, governance and delivery plans to achieve the ambitions set out within the Police and Crime Plan. As such our review has not identified any actions for management.

Internal audit opinion:



Minimal Assurance



Partial Assurance



Reasonable Assurance



Substantial Assurance

Taking account of the issues identified, the board can take substantial assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

Audit themes: Our review identified the following findings:

Plan Approval

There is a Police and Crime Plan in place, which is reviewed and approved by the North Yorkshire Police, Fire and Crime Panel and available to the public via the York and North Yorkshire Combined Authority website. The plan covers a range of areas, such as but not limited to the priorities of the plan, a summary of performance measures for each priority, and spending money carefully. Roles and responsibilities are clearly outlined in the plan.

Accountability and Oversight

The Police, Fire and Crime Directorate of the York and North Yorkshire Combined Authority has a clear Assurance Framework available via their website outlining how the Deputy Mayor for Policing, Fire and Crime holds North Yorkshire Police to account for delivery against the Police and Crime Plan. Progress is measured against the plans through avenues such as Online Public Meetings, The Strategic Oversight Board, the Police, and the Fire and Crime Panel. Collectively, arrangements such as these provide a robust approach to accountability, supported by clearly defined roles and responsibilities set out in the Police and Crime Plan.

Assurance SMT

SMT teams within the PFC Directorate report on progress across five core functional areas via a standardised monthly self-assessment process, providing an overview of current progress in the relevant area, and RAG-rated updates against the PFC delivery plan. Overall, progress against the plan is actively monitored at an operational level, with findings escalated through the governance structure via monthly self-assessment reports to the Delivery and Assurance Board.

Governance- Delivery and Assurance Board

The Delivery and Assurance Board meet monthly to oversee and scrutinise progress against the Police and Crime Plan, with attendance from the SMT, all Heads of Function, the PFC Director and the DMPFC by exception. Review of documentation and attendance at the March 2026 meeting confirmed that SMT staff provided structured updates supported by self-assessment reports, enabling systematic information sharing and subsequent scrutiny, with agreed actions captured within a Monthly Action Log.

Governance- Strategic Oversight Board

The Strategic Oversight Board meet monthly to provide direction, make strategic decisions, and monitor delivery of the Police and Crime Plan. The Board operates a structured agenda, including a review of risk registers such as that of the North Yorkshire Police. The agenda is extended on a quarterly basis to include discussion surrounding performance reports, including the report provided by the North Yorkshire Police which covers performance against the Police and Crime Plan. We also verified on review that actions and decisions are formally recorded and tracked through the Action Log and Decision Tracker, demonstrating active monitoring of progress and accountability.

Governance - Police Fire and Crime Panel

The Police Fire and Crime Panel meet five times a year and receive updates from the Deputy Mayor on any arising issues and progress that has happened. The Panel consists of independent members and councillors from the York and North Yorkshire Local Authorities. Relevant items and decisions from the Strategic Oversight Board (SOB) that require further scrutiny and approval are escalated to the Police Fire and Crime Panel.

Delivery Plan

The Police, Fire and Crime Directorate have a delivery plan in place which includes all areas of the Police and Crime Plan. The delivery plan is split between the teams within the directorate and each team reports upon progress on a monthly basis in the delivery and assurance board meetings. There is a public facing version of the delivery plan on the website with clear links with the Police and Crime Plan.

Progress towards the vision of the plan is recorded and monitored throughout the year and recorded on the delivery plan working document. At the end of the year, the performance data is collated from this document and utilised to produce the Policing and Crime Annual Report. Progress against the plan is subsequently reported within the Annual Report.

Intelligence Inbox

The Police, Fire and Crime Directorate have an intelligence log in place that can be accessed by members of the PFC Directorate. Questions are sent to the Chief Constable monthly through the Chief Constable briefings and responses are recorded within the intelligence log as a central location for information. Review confirm that there are clear links between the Intelligence logs and the Chief Constable Briefings.

Scrutiny panels and complaints

There are four scrutiny panels where the public can question and scrutinise the force. All panels are held on a quarterly basis. The customer services team within the PFC directorate support and facilitate the panels to ensure they receive relevant training and are confident when challenging and questioning the force.

The Customer Service team manage the complaints when members of the public are not satisfied with actions undertaken by the force. They then liaise with the complainant and the force to ensure complaints are resolved.

Public Confidence

The Public Confidence team is heavily involved with the public engagement activities such as in person events and surveys, that the Deputy Mayor undertakes on a regular basis. The Deputy Mayor then uses the concerns and questions in both the online public meeting and the Chief Constable briefings to obtain answers and hold the Force to account in relation to things they may have in place to address concerns.

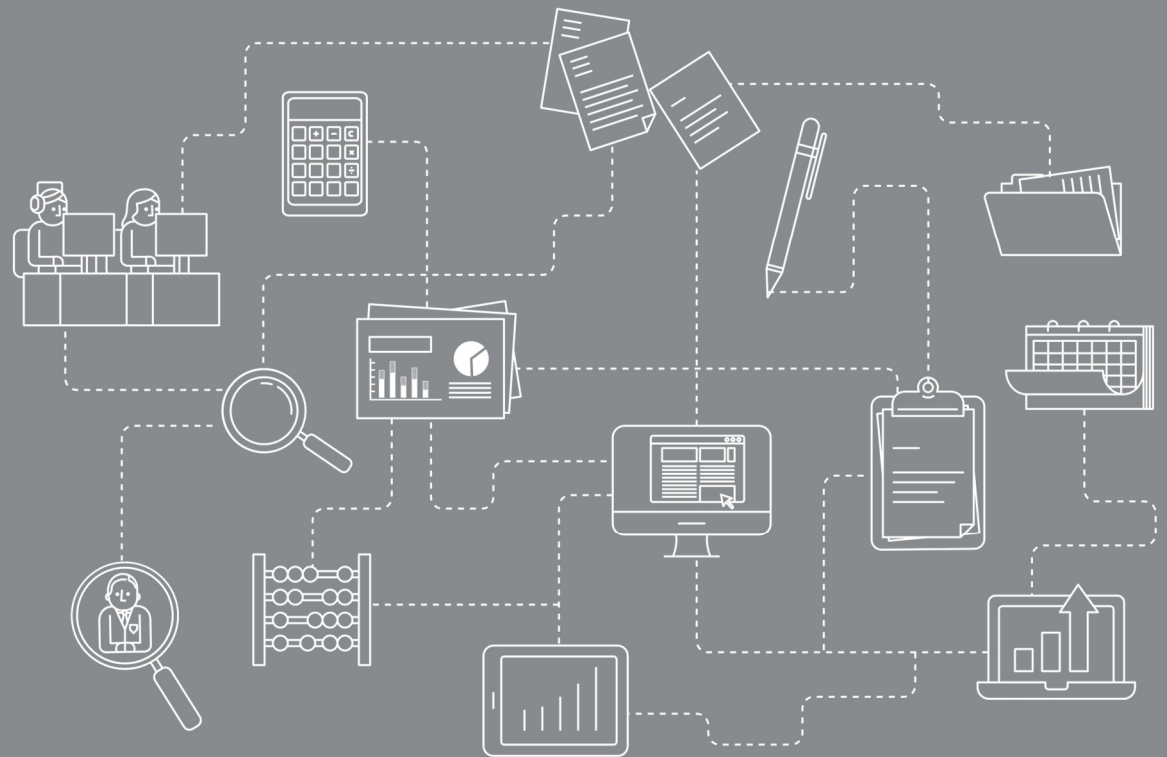
The Inclusivity and Public Confidence Manager is also involved with the Independent Scrutiny and Oversight Board (ISOB) which holds the Police Race Action team to account. Minutes are available on the website to ensure full transparency to the public.

Online Public Meetings

Online Public Meetings are held bi monthly and anyone is able to watch these either live or at a later date as recordings are on the website. In the meetings the Chief Constable presents a performance report in which a number of areas in the Police and Crime plan are reported upon. The Deputy Mayor also uses the meetings to scrutinise the reports and ask the Chief Constable questions and concerns raised by members of the public

Summary of Actions for Management

01



SUMMARY OF MANAGEMENT ACTIONS

The action priorities are defined as*:

High

Immediate management attention is necessary.

Medium

Timely management attention is necessary.

Low

There is scope for enhancing control or improving efficiency.

There have been no actions agreed as a result of this review.

* Refer to Appendix B for more detail

Detailed Findings and Actions

02



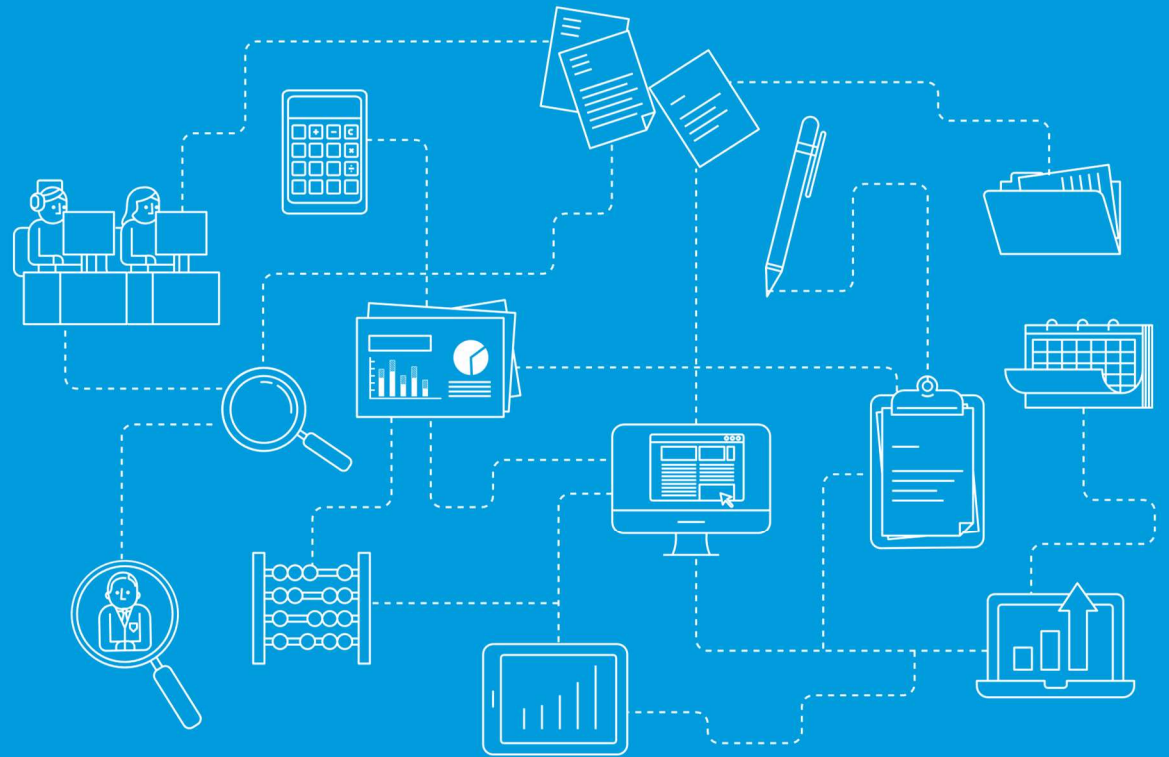
DETAILED FINDINGS AND ACTIONS

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all audit testing undertaken.

There have been no actions agreed as a result of this review.

Appendices

03



APPENDIX A: CATEGORISATION OF FINDINGS

Categorisation of internal audit findings

Low

There is scope for enhancing control or improving efficiency.

Medium

Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible reputational damage, negative publicity in local or regional media.

High

Immediate management attention is necessary. This is a serious internal control or risk management issue that may lead to: Substantial losses, violation of corporate strategies, policies or values, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

The following table highlights the number and categories of management actions made as a result of this audit.

Area	Control design not effective*	Non-compliance with controls*	Agreed actions		
			Low	Medium	High
Police and Crime Plan	0 (11)	0 (11)	0	0	0
Total			0	0	0

* Shows the number of controls not adequately designed or not complied with. The number in brackets represents the total number of controls reviewed in this area.

APPENDIX B: INTERNAL AUDIT ASSIGNMENT OPINIONS



Minimal Assurance

Taking account of the issues identified, the board cannot take assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied or effective.

Urgent action is needed to strengthen the control framework to manage the identified risk(s).



Reasonable Assurance

Taking account of the issues identified, the board can take reasonable assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the identified risk(s).



Partial Assurance

Taking account of the issues identified, the board can take partial assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied or effective.

Action is needed to strengthen the control framework to manage the identified risk(s).



Substantial Assurance

Taking account of the issues identified, the board can take substantial assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

Debrief held 16 March 2026
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Responses received 2 April 2026

Internal audit Contacts Dan Harris, Head of Internal Audit
Matthew Stacey, Managing Consultant
Lucy Sheridan, Principal Consultant
Hannah Walker, Consultant

Final report issued 2 April 2026

Client sponsor Tamara Stevens, Director of Policing, Fire and Crime
Distribution Tamara Stevens, Director of Policing, Fire and Crime

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