



ANNUAL GOVERNANCE STATEMENT 2025/26

Position as at 31 March 2026

DRAFT

Contents

1. Scope of Responsibility	3
2. The Purpose of the Governance Framework	4
3. The Governance Framework	5
4. The Seven Principles of Good Governance	6
5. Review of Effectiveness	23
6. Evaluation	24
7. Action Plan	25
8. Evaluation Summary	27

DRAFT



Introduction

This Annual Governance Statement (AGS) demonstrates the governance arrangements in place for the Chief Constable of North Yorkshire Police, including how the effectiveness of the framework is evaluated and monitored. The statement highlights governance issues and key areas to be developed during the coming year 2026/27.

1. Scope of Responsibility

- 1.1. North Yorkshire Police have 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 (and subsequent updates including the Accounts and Audit (Amendment) Regulations 2022), and the CIPFA Delivering Good Governance in Local Government Framework Addendum (May 2025), which requires all relevant bodies to conduct an annual review of governance and prepare an AGS.
- 1.3. This AGS reflects the period from 1 April 2025 to the year ending on 31 March 2026 and in accordance with the York and North Yorkshire Combined Authority (YNYCA) Order 2023, the elected Mayor has 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. 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 2025-29 and the 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 in North Yorkshire Police for the year ended 31st March 2026, and up to the date at the approval of the accounts.

3. The Governance Framework

- 3.1. The Force has a joint corporate governance framework with the York and North Yorkshire Mayor (YNY Mayor) in respect of matters relating to Policing, Fire and Crime. This forms part of the York and North Yorkshire (YNY) Constitution. The YNY Mayor has appointed a York and North Yorkshire Deputy Mayor for Policing, Fire and Crime (YNY DM PFC).
- 3.2. Throughout this document, due to this delegation, the 'YNY Mayor' refers to the Mayor or the Mayor's appointed YNY DM PFC. The framework sets out the way that the two organisations, the YNYCA and the Chief Constable, govern, both jointly and separately. The framework also details the delegations and consents from the YNY Mayor to the Force and outlines the specific roles and responsibilities of officers. The framework is reviewed and amended as necessary.
- 3.3. 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.
- 3.4. The YNY Mayor has a statutory function in relation to policing and crime to ensure that the Chief Constable delivers an efficient and effective police force and holds the Chief Constable to account for the operational delivery of policing.
- 3.5. In addition to this AGS for North Yorkshire Police, the YNY Mayor is also required to produce an AGS. The two AGS documents 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 Mayor 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 Mayor, as part of wider accountability.
- 3.6. Both the YNY Mayor and North Yorkshire Police must produce separate financial 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 Mayor is required to approve the Force's budget each year in consultation with the Chief Constable.
- 3.7. 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)'.
- 3.8. 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 section 4 that is structured around the seven principles.

4. Seven Principles of Good Governance

- 4.1. 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 2025/26. A summary of each principle is provided, and the evidence of the processes and behaviours are demonstrated below.



Delivering good governance in Local Government (CIPFA Solace 2016)

- 4.2. **Principle A – behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**
- 4.3. The YNY Mayor 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.
- 4.4. **The corporate processes and behaviours demonstrating Principle A are evidenced below:**
- 4.5. 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).
- 4.6. The Code of Ethics that is 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.
- 4.7. 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 the identified standards lead in each business area.
- 4.8. 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. In addition, the Independent Ethics Advisory Board provides independent scrutiny and is managed by the PFC Directorate within YNYCA.
- 4.9. The Force, through the Personal 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.
- 4.10. The Force has a Confidential Reporting and Whistleblowing procedure that provides an overview of the ways in which breaches of Professional Standards can be reported including:
- Anonymous Messenger,
 - the internal Confidential Reporting Hotline and
 - the Crimestoppers Integrity Line.
- 4.11. The Force is committed to ensuring that concerns raised are investigated in an appropriate and timely manner. The Organisational Justice model takes a pragmatic, robust and responsible attitude toward what may be considered minor errors, mistakes or breaches, that local managers will help reduce the volume of referrals into Professional Standards Department as well as the number of officers / staff subject of investigation.
- 4.12. The recent HMICFRS Integrity inspection, 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).
- 4.13. 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. The milestone plan is due to be signed off in May 2026.
- 4.14. The Force's internal governance arrangements align to the Code of Corporate Governance within the YNYCA model. The revised model for governance arrangements introduced during 2024/25 and documented within the Constitution – Part 7 and 9, continues to be embedded. A clear protocol for the Monitoring Officer is in place to ensures 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.
- 4.15. The Director 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 YNYCA ensuring an effective, cooperative and constructive relationship, and complies with the CIPFA statement on The Role of the CFO in Policing (2021)

- 4.16. **Principle B – Ensuring openness and comprehensive stakeholder engagement**
- 4.17. 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
- 4.18. **The corporate processes and behaviours demonstrating Principle B are evidenced below:**
- 4.19. The Force and the YNY Mayor have a number of platforms where the Force can explore community feedback. These groups are integral to creating feedback that enables the Force, YNY Mayor and HMICFRS to be assured that the community are being treated fairly, appropriately and respectfully.
- 4.20. 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)
 - Scrutiny Panels
 - Violence Against Women and Girls Strategic Governance Board
 - Police, Fire and Crime Panel
 - Independent Scrutiny Oversight Board
- 4.21. Recognition and complaints about North Yorkshire Police are initially received and handled by the Policing, Fire and Crime Directorate in the YNYCA. There is an escalation process for the more serious complaints that will be referred to North Yorkshire Police's Professional Standards Department to carry out a formal assessment.
- 4.22. Where a complaint has been recorded under Schedule 3 to the Police Reform Act 2002, the complainant has a right to apply for a review of the outcome or handling of the complaint.
- 4.23. The Online Public Meeting, which is chaired by the YNY Mayor, occurs bi-monthly and is broadcasted live. It forms a significant part of the Assurance Framework that the PFC Directorate facilitate.

The meeting:

- scrutinises the latest performance data
- 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.

- 4.24. The Force is party to several collaborative agreements; 3 national; 5 regional, 5 with northeast 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.
- 4.25. In order to ensure effective governance of the agreements, a Collaboration Assurance Board meets quarterly and is chaired by ACC Protective Services.
- 4.26. To ensure clear communication channels, there is regular communication between the YNYCA and North Yorkshire Police, with the YNY Deputy Mayor meeting the Chief Constable on a regular basis to update on current issues. In addition, the Finance Lead for Policing Fire and Crime of the YNYCA and the Director of Finance & s151 Officer to the Chief Constable meet on a weekly basis.

DRAFT



- 4.27. **Principle C – Defining outcomes in terms of sustainable economic, social and environmental benefits**
- 4.28. The long term nature and impact of many of the YNY Mayor 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.
- 4.29. **The corporate processes and behaviours demonstrating Principle C are evidenced below:**
- 4.30. In order for the Force to deliver the Police and Crime Plan 2025-2029, 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.”
- 4.31. The Objectives of the Force detailed in the Police and Crime Plan 2025-2029:
- Focus on Prevention and Early Intervention
 - Protect the Public
 - Work with Partners
 - Build Stronger Communities
- 4.32. 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.
- 4.33. An internal audit took place on the Police and Crime Plan during 2025/26 and substantial assurance was given. The review 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. 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.
- 4.34. The Medium Term Financial Plan (MTFP) 2025-26 to 2028-29 and Capital Plan 2025-26 to 2028-29 were approved with the YNY Mayor 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 Strategic Oversight Board (SOB) on a quarterly basis and discussed with the Finance Lead for Policing Fire and Crime of the YNYCA.
- 4.35. The prioritisation process was implemented during 2024-25 and continues as an ongoing process in future financial years. This ensures 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.

4.36. The Force has continued to improve processes around capital planning and change management, to ensure clarity and understanding of change requests in the timeliness of decision making. The prioritisation process enables new requests for investment to be scored and compared. This will ensure new investment is channelled to the areas highlighted in the FMS 7 and to align with the force's priorities for change to ensure the best approach is provided to deliver to the public. All decisions are made through the Change Delivery Board chaired by the DCC and ultimately contribute to the Business and financial planning cycle.

4.37. In addition, at the commencement of the business and financial planning cycle, the value for money profile analysis was carried out in June 2025, to identify the areas for investment, linked to FMS 7, through the FMS Needs and Capital Project Initiation Documents (PIDS) requests. This along with the Savings and Efficiency Board introduced Priority Based Budgeting to drive savings and produce efficiencies. The introduction of Innovation Board during 2025/26 has provided a clear governance route to drive new initiatives across the Force. These delivery methods are enabling the Force to achieve the required outcomes.

- 4.38. **Principle D – Determining the interventions necessary to optimise the achievement of the intended outcomes**
- 4.39. 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.
- 4.40. **The corporate processes and behaviours demonstrating Principle D are evidenced below:**
- 4.41. The YNY Constitution contains a number of governance documents that sets out the way that the organisations, govern, both jointly and separately. The framework also details the delegations and consents from the YNY Mayor to the Force and outlines the specific roles and responsibilities of officers.
- 4.42. A structured meeting framework is embedded to ensure accountability and provide clarity over levels of decision making and responsibility. The framework, headed by the SOB, 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 and in line with YNY CA arrangements. The Force has an established Innovation Board that meets quarterly to identify, develop and implement innovation practice in order to increase efficiency and enhance productivity.
- 4.43. The Force has developed a strategic planning cycle that links with the production of the Force Management Statement (FMS) that is required annually by HMICFRS. FMS 7 was published in May 2025 and forms the basis for the corporate plan, identifying the change to be delivered during the coming year to achieve the priorities.
- 4.44. 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.
- 4.45. 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.
- 4.46. 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.

- 4.47. The key aims of the Strategic Workforce Plan are to:
- Plan for our future workforce requirements in a systematic way in order to meet NYP's key challenges.
 - Develop the skills of our staff where necessary, as part of People Services 'Delivering Outstanding Service' ethos.
 - Identify opportunities for working with others (partnerships and collaborations)
 - Deliver the Workforce Plan in a cost effective and affordable manner.
- 4.48. The Force has a five-year MTFP and capital programme, which are both linked to the Estates, ICT and Fleet detailed plans along with operational aspects of the force.
- 4.49. The MTFP 2025-26 to 2028-29 and Capital Plan 2025-26 to 2028-29 were agreed with the YNY Mayor in February 2025, and regular updates are provided to the Chief Officer Team monthly and the SOB on a quarterly basis.
- 4.50. The business and financial planning cycle commences at the beginning of each financial year in May linked with the FMS; only those revenue FMS need requests and capital PIDS that request investment in the FMS are considered and prioritised during September budget setting round. The business and financial planning cycle for revenue and capital includes communication with all internal stakeholders. In addition, the priority based budgeting, innovation initiatives, Savings and Efficiency line by line budget analysis all contribute to the budget setting each year. In December the funding settlement from Government is received, where the YNYCA DM receives a Draft Expenditure Budget approved by the Chief Officer Team in January each year and the Police & Crime Panel approve the precept. The final Force budget for both revenue and capital is approved in February, prior to the beginning of the new financial year.
- 4.51. The business and financial planning cycle along with Change Delivery Board, Savings & Efficiency Board, Innovation Board, RAIB along with JIAC all ensure robust governance is in place to optimise the achievement of the intended outcomes of the force.

- 4.52. **Principle E – Developing the entity’s capacity, including the capability of its leadership and the individuals within it**
- 4.53. 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.
- 4.54. **The corporate processes and behaviours demonstrating Principle E are evidenced below:**
- 4.55. The Chief Officer Team continues to provide clear and stable leadership for the Force that is driving the delivery of the Plan on the Page 2024-2029, Police and Crime Plan 2025-2029 and the HMICFRS improved gradings from the 2025 - 27 PEEL Inspection.
- 4.56. 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.
 - Launch of the values and behaviours framework
- 4.57. In 2025/26 the training budget was £2.8m which indicates the Forces commitment, as is required, to ensuring Officers and staff are competent.
- 4.58. 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 2025/26 there were 1227 FTE staff with a vacancy factor budgeted of 120. The average vacancy factor during the year was 111 where the Force continued to perform.
- 4.59. In 2025/26 cultural awareness was rolled out forcewide and will be incorporated into the Police Officer initial training and the police staff induction process going forward.
- 4.60. 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 or Neighbourhood specialism.

- transferees are also promoted as this route helps to balance the levels of experience within Force.
- 4.61. 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 annual wellbeing pledge focusses on the 5 Rs of Resilience. The 5Rs of Resilience are: Regulation, Refuelling, Responsibility, Reason and Reflecting. The pledge has been rolled out through a number of forums across the Force.
- 4.62. The Chief Constables Plan on a Page 2024-2029 highlights the ongoing commitment made to 'our people' and supporting their wellbeing.
- 4.63. A number of tools have been provided to support wellbeing including:
- Wellbeing workshops on several topics
 - Wellbeing passport
 - Resilience workshop
 - the Force also undertakes an annual staff survey. The outcomes from the 2025/2026 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 and backup buddy
 - NHS car scheme
- 4.64. Demand for wellbeing services has continued to increase year on year primarily due to increased police officer and PCSO recruitment to deliver the Uplift programmes and increasing trends in mental health support services.
- 4.65. North Yorkshire Police and YNY Mayor, 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.
- 4.66. 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.
- 4.67. 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 2025-26 period.

DRAFT

- 4.68. **Principle F – Managing risks and performance through robust internal control and strong public financial management**
- 4.69. 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.
- 4.70. The corporate processes and behaviours demonstrating Principle F are evidenced below:**
- 4.71. The Risk Assurance and Improvement Board (RAIB) 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.
- 4.72. The board is chaired by the DCC and covers a number of key areas including: Risk Management, Business Continuity, HMICFRS, Internal Audit, Insurance & Litigation and Accreditation.
- 4.73. Updates from RAIB are presented to the SOB throughout the year and further scrutiny by the JIAC on the Principal risk register, HMICFRS and Internal Audit.
- 4.74. The YNYCA Constitution contains several governance documents for the Chief Constable of North Yorkshire Police including the Statement of Corporate Governance, Financial Regulations, Schemes of Delegation, Contract Procedure Rules and Terms of Reference for the JIAC.
- 4.75. An Annual Report to the DM PFC for North Yorkshire and the Chief Constable of North Yorkshire Police on the JIAC Framework is produced and recommends that additional reassurance to be sought on the Internal Control Environment and Regulatory Framework for Policing and Crime following the inception of the YNYCA. This action will be carried forward as an Area for Development in 26/27.
- 4.76. 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 Chief Officer Team monthly and to SOB quarterly or more frequently if required.
- 4.77. 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 Change Delivery Board also has oversight from SOB.

- 4.78. The Force and the PFC Directorate 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 2025-26, 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:
- Firearms Licensing (substantial assurance)
 - Complaints (reasonable assurance)
 - Commissioning (reasonable assurance)
 - Freedom of Information Requests (reasonable assurance)
 - Key Financial Controls – Payroll (reasonable assurance)
 - Police and Crime Plan (substantial assurance)
 - DRAFT Seized Exhibits (partial assurance)
 - Follow Up of Previous Internal Audit - Management Actions: Visit 1 (good progress)
 - DRAFT Follow Up of Previous Internal Audit - Management Actions: Visit 2 (reasonable Progress)
- 4.79. These reports are presented to, and scrutinised by, the JIAC. The reports are made available on the YNYCA website, except those with the protective marking 'Official Sensitive'.
- 4.80. 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.
- 4.81. The Data Protection Officer and the Information Security Officer meet with the SIRO on a regular basis and has direct access to discuss urgent issues outside of these meetings when necessary.
- 4.82. The Information Assurance Board meets on a six monthly basis and is chaired by the DCC. The 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.
- 4.83. 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.
- 4.84. The Internal Auditors, (RSM) approved audit plan for 2025/26 which was presented to JIAC in March 25, and because of the internal audit work during the 2025/26 year, the Head of Internal Audit in the DRAFT Annual Internal Audit Report for 2025/26 has

concluded the following opinion for York and North Yorkshire Combined Authority – Police Function is:

“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 it remains adequate and effective.”

- 4.85. The External Auditors, Forvis Mazars, provided a ‘unqualified opinion’ for the Chief Constables Financial Statement of Accounts for 2024/25. The audit is conducted in accordance with the requirements of the Code, and International Standards on Auditing (UK) (ISAs). The purpose of the audit is to provide reasonable assurance to users that the financial statements are free from material error. An opinion is expressed on whether the statements are prepared, in all material respects, in line with the financial reporting framework applicable to the CC and whether they give a true and fair view of the CC’s financial position as at 31 March 2025 and of its financial performance for the year then ended. The audit report, issued on 28th February 2026 gave an unqualified opinion on the financial statements for the year ended 31 March 2025.

DRAFT



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

4.87. 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.

4.88. The corporate processes and behaviours demonstrating Principle G are evidenced below:

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

4.90. All decision making is carried out in accordance with the YNYCA Constitution which includes the Statement of Corporate Governance, Financial Regulations and Schemes of Delegation.

4.91. 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.

4.92. The Force's Chief Officer Team meet on a weekly basis and the SOB meets monthly. These meetings provide a delivery focussed, cohesive, holistic and supportive approach to developing and delivering services. Each SOB meeting is documented and published on the YNY Mayor's website.

4.93. The YNY Mayor maintains appropriate oversight and scrutiny of the Force's decision making, including weekly meetings with the Chief Constable as part of the Assurance Framework.

4.94. The AGS is prepared in consultation with the YNYCA Director of Policing, Fire and Crime 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 also publicly available on the YNY Mayor's website.

4.95. There is an established JIAC for North Yorkshire Police and the YNY Mayor, with agreed Terms of Reference and a programme of work for the year. During 2025-26 the Committee met formally on five occasions to conduct its business; four were regular meetings, and one was an additional meeting to discuss and approve the Final Statement of Accounts for 2024/25 before the February 2026 backstop date.

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

4.97. 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.

4.98. 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. In 2025, the Force underwent their 2025-27 round of the HMICFRS PEEL inspection. This assessed the Force's performance against 9 areas of policing with graded judgements provided for all of these areas as follows:

- Leadership and force management (Good)
- Attracting, developing and retaining the workforce and creating a diverse and inclusive workplace (Good)
- Using powers fairly, appropriately and with justification (Good)
- Preventing and deterring crime and antisocial behaviour, and reducing vulnerability (Good)
- Responding to the public (Adequate)
- Investigating crime (Adequate)
- Safeguarding children and adults at risk of harm (Good)
- Managing fraud (Good)
- Providing a safe and lawful custody environment (Requires Improvement)

4.99. Governance and scrutiny arrangements associated with HMICFRS activity are the responsibility of the DCC. The RAIB meets bi-monthly and has responsibility for ensuring that the Force meets the standards of 'good' outlined in the HMICFRS PEEL Assessment Framework (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.

4.100. 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 Mayor's website and form part of the papers for the JIAC.

4.101. The JIAC prepare an Annual Report to provide assurance to the YNY Mayor 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 Mayor and Chief Constable.

4.102. The JIAC Annual Report highlighted additional reassurance to be sought on the Internal Control Environment and Regulatory Framework for Policing following the inception of the YNYCA.

5. Review of Effectiveness

- 5.1. 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, JIAC and also by comments made by the external auditors and other review agencies and inspectorates.
- 5.2. In line with the CIPFA Financial Management Code 2019, the Force and the PFC Directorate have agreed to a shared internal audit service. This service was provided by RSM UK during 2025-26 and the opinions of the 9 audits (including follow-ups) undertaken during this period are documented in Principle F above.
- 5.3. 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 2025-26 at their meeting in June 2026.
- 5.4. The Head of Internal Audit issued the following opinion in their draft annual report for the period 1 April 2025 to 31 March 2026:

“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 it remains adequate and effective”
- 5.5. 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 for 2025/26 in June 2026. The Committee will receive update reports on the progress made in addressing the governance issues included within it.
- 5.6. 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 was an unqualified opinion.
- 5.7. 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, Principle G above details the overview of the HMICFRS PEEL inspection findings and to summarise the Force were graded good in 6 areas, adequate in 2 and required improvement in 1.

6. Evaluation

- 6.1. The following governance issues have been identified in the review of the 2025/26 governance environment and will be addressed during 2026/27 in the Action Plan detailed in section 7.0 below.
- 6.2. The Internal review of the 2025/26 year, has identified 2 aspects for the Force to address during 2026/27:
 - 6.2.1. The JIAC Annual Report highlighted additional reassurance to be sought on the Internal Control Environment and Regulatory Framework for Policing following the inception of the YNYCA. NYP to contribute to the review of the YNYCA Constitution in relation to the Police and Crime Function.
 - 6.2.2. There is also one specific issue from the previous AGS reviews, which requires further continued focus through 2026/27: 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 a DRM Working Group exists to ensure the review is fully completed by September 2026.

7. Action Plan

7.1. The Action Plan for 2025/26

The 2024/25 AGS highlighted three key areas for development. The table below sets out the action taken to address these issues during 2025/26.

	Governance Area Recommended for Development	Action	Owner	Target Implementation Date	Final Position 2025/26
1	Principle F - 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.	Director of Finance & s151 Officer to the Chief Constable	March 2026	To be carried forward to the 2025/26 AGS A thorough review of the Devolved Resource Manual (DRM), including financial regulations is ongoing. JIAC on 24/3/2026 approved the amended date for completion of 30/09/2026.
2	Principle F - Statement of Accounts 2023/24 External Auditor's opinion	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.	Director of Finance & s151 Officer to the Chief Constable	Completion of the External Audit for the 2024/25 Statement of Accounts	Complete External Audit were provided with the corrected 2023/24 balance sheet for creditors /debtors / cash entries in June 2025 and have considered the revised brought forward balances whilst auditing the 2024/25 accounts. External Audit have completed the audit of the Chief Constable Accounts and provided an unmodified opinion.
3	Principle G - Internal Audit Opinion	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	Complete The revised approach was reported to JIAC in June 2025 and noted positively by Internal Audit, External Audit and JIAC. The Internal Audit Update Report, in accordance with the revised approach, was provided to JIAC in June 2025 and is presented at every quarterly meeting.

7.2. The Action Plan for 2026/27



The Action Plan below identifies the areas recommended for development identified in the 2025/26 review and to be completed during 2026/27.

	Governance Area Recommended for Development	Action	Owner	Target Implementation Date
1	Principle F - 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.	Director of Finance & s151 Officer to the Chief Constable	September 2026
2	Principle F – Internal Audit	Ensure the actions highlighted through the 2025/26 Annual Internal Audit Review are fully implemented in accordance with the timescales identified within the individual internal audit reports during the year and with the relevant governance to monitor progress.	Deputy Chief Constable	March 2027
3	Principle G – Additional Internal Control Environment Reassurance	Ensure additional reassurance to be sought on the Internal Control Environment and Regulatory Framework for Policing and Crime following the inception of the YNYCA. NYP to contribute to the review of the YNYCA Constitution in relation to the Police and Crime Function.	Director of Finance & s151 Officer to the Chief Constable	March 2027

8. 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 issues raised in the action plan that will be addressed throughout 2026/27 to further enhance the governance arrangements.

Annual Governance Statement signed by:

	
<p>Tim Forber Chief Constable North Yorkshire Police Date of approval: 29th June 2026</p>	<p>Louise Branford-White Director of Finance & s151 Officer to the Chief Constable North Yorkshire Police Date: 29th June 2026</p>