



**DORSET**  
POLICE & CRIME  
COMMISSIONER



**DORSET  
POLICE**

# Part 2

# Statement of

# Corporate Governance

September 2025

## Part 2 Statement of Corporate Governance

### For the Police and Crime Commissioner and the Chief Constable of Dorset Police

The Statement of Corporate Governance is the second part of the governance framework for Police and Crime Commissioner (PCC) and the Chief Constable of Dorset Police and its purpose is to give clarity to the approach to governance of the two corporations sole.

The Statement is comprised of four sections:

- a. An introduction.
- b. The principles of Code of Corporate Governance.
- c. Aims of the Code of Corporate Governance.
- d. The arrangements & structures in place to facilitate good governance.

#### Introduction

- 2.1 The purpose of this statement is to give clarity to the way the two corporations sole, the PCC and the Chief Constable of Dorset govern to ensure they are conducting business in an open, transparent, inclusive and accountable way.
- 2.2 It comprises the systems, processes and values by which the business of the PCC and the Force are directed and controlled, and through which they account to and engage with their communities. Good governance leads to good management, good performance, and good stewardship of public money, good public engagement and ultimately good outcomes for citizens and users.
- 2.3 This statement should be read in conjunction with paragraph 1.4 of the summary of the Code of Corporate Governance definitions section.
- 2.4 The principal frameworks within which the corporations sole operate will include all relevant prevailing legislation.
- 2.5 This framework creates a public sector relationship, with unique elements such as the single elected commissioner and corporate independence of the police service. This builds upon existing good governance principles and experience.
- 2.6 In accordance with the CIPFA international framework on corporate governance the PCC and the Chief Constable each produce an annual governance statement (AGS) to show how their respective organisations have complied with this code of governance and the seven principles of standards in public life (see paragraph 2.9) upon which it is based.

2.7 The AGS forms part of the annual accounts and reports publicly compliance with the Code of Corporate Governance, how the two corporations sole have monitored their effectiveness and what changes are planned.

2.8 The corporate governance framework within which the PCC and the Chief Constable govern, both jointly and separately is known as **the Code of Corporate Governance** and consists of:

- a. A summary document of the Code of Corporate Governance.
- b. This Statement of Corporate Governance which confirms how the seven core principles are implemented.
- c. A Scheme of Corporate Governance which defines the parameters within which the corporations' sole conduct their business and is comprised of four elements:
  - i) Roles and responsibilities
  - ii) Scheme of delegation and consent
  - iii) Financial regulations, and
  - iv) Board, meeting structure and terms of references.
- d. Separate policy and procedures for each corporation sole, with protocols and other governance documents where appropriate.

## Principles of the Code of Corporate Governance

2.9 The Code of Corporate Governance reflects the seven principles of good governance as stated in the CIPFA Guidance Notes on delivering good governance for Policing Bodies in England and Wales. The two corporations sole are committed to supporting and embedding these values. They are as follows:

- A behaving with integrity, demonstrating strong commitment to ethical values and, respecting the rule of law
- B ensuring openness and comprehensive stakeholder engagement
- C defining outcomes in terms of sustainable economic, social and environmental benefits
- D determining the interventions necessary to optimise the achievement of the intended outcomes
- E developing the entity's capacity, including the capability of its leadership and the individuals within it
- F managing risk and performance through robust internal control and strong public financial management

G implementing good practices in transparency, reporting and audit to deliver effective accountability

2.10 In addition the two corporations sole are committed to the values of fairness and respect and, as such, the principles within the Code of Corporate Governance embed and reflect the nine key values of the national policing Code of Ethics and the Nolan Principles of public life

## Aims of the Code of Corporate Governance

**2.11 To focus the purpose of the PCC and the Force on outcomes for local people and on creating a vision for the local areas:**

- a. The PCC ensures appropriate arrangements are in place for engaging with and seeking the views of victims, local communities and partners about policing and the outcome of that engagement is considered when determining the Police and Crime Plan and local policing delivery plans, priorities and targets for the Force.
- b. The PCC and the Chief Constable ensure effective arrangements are in place to determine the policing priorities and that Dorset Police possess the capability to deliver them.
- c. In accordance with Section 5 PRSRA, the PCC will issue a Police and Crime Plan for one year beyond the terms of their office outlining the police and crime objectives (outcomes) and the strategic direction for policing. Effective communication of the Police and Crime Plans and medium-term financial strategy is achieved, for example through the PCC's website, media coverage and the use of information leaflets.
- d. The Police and Crime Plan is developed by the PCC and, in formulating the plan, the PCC has regard to the priorities of the responsible authorities in accordance with PRSRA.
- e. The PCC ensures effective arrangements are in place for the oversight and scrutiny of performance though their own governance arrangements and provides information on performance to local communities in accordance with the Elected Policing Bodies (Specified Information) Order as amended.
- f. Medium Term Financial Strategies are developed by the Force and presented for the approval of the PCC, underpinning the budget planning and preparation arrangements and informing the council tax policing precept. Following approval each strategy is published. Adherence to the Home Office Financial Management Code of Practice for the Police Service and local Financial Regulations ensures proper arrangements for financial management.

- g. A Commissioning Framework has been developed by the OPCC for the approval of the PCC, incorporating commissioning intentions and priorities and setting out the arrangements applicable to the award of grants.
- h. The PCC and Chief Constable recognise their duty to collaborate. Collaboration agreements set out those areas of business undertaken jointly with other Forces and local policing bodies. Relevant national, regional and local partnerships are serviced in accordance with the PCC's partnership strategies, the Home Secretary's Strategic Policing Requirement, and other formally agreed collaboration strategies.
- i. The PCC is scrutinised by the Police and Crime Panel.

**2.12 Leaders and officers and partners working together to achieve a common purpose with clearly defined functions and roles:**

- a. The PRSRA [Sections 5-8] clearly sets out the functions of the PCC and Chief Constable and the Policing Protocol [Policing Protocol Order 2011] sets out how these functions are to be undertaken to achieve the outcomes of the Police and Crime Plan.
- b. The PCC may appoint a Deputy Police and Crime Commissioner (DPCC) [Section 18 PRSRA] who will be a member of their staff as highlighted in the Act. In the event that the PCC appoints a DPCC, the role description to be approved by the PCC will specify the functions to be delegated to the DPCC which in turn will be reflected in the Scheme of Delegation.
- c. The PRSRA requires the PCC to have a Chief Executive [Schedule 1, 6(1)a PRSRA] and a qualified Chief Finance Officer (Treasurer). of a specified accountancy body For the Office of the Police and Crime Commissioner, the Chief Executive will be the head of paid service and will also undertake the responsibilities of Monitoring Officer under Section 5 of the Local Government and Housing Act. The PRSRA [Schedule 2(4)] requires the Chief Constable to appoint a qualified Chief Finance Officer (CFO) of a specified accountancy body. The Home Office Financial Management Code of Practice and CIPFA Statement of Roles [Financial Management Code of Practice for the Police, Section 4 & CIPFA statement on Role of Chief Finance Officers] set out the responsibilities of the CFO and Treasurer.
- d. The Scheme of Corporate Governance sets out the parameters for key roles and includes delegations or consents from the PCC or Chief Constable and these roles are also referenced in the financial regulations and contractual standing orders. Arrangements are in place to approve and keep updated the Scheme of Delegation and to develop, maintain and regularly review policies, financial regulations and contract standing orders.

- e. Officers, police staff and staff of the Office of the PCC operate within legislation and:
  - i) the policies and procedures of the relevant Office of the Police and Crime Commissioner or Force
  - ii) this corporate governance framework; and
  - iii) discipline regulations, policies and relevant codes of conduct.
- f. An Independent Audit Committee (IAC) for the Force and OPCC operates in line with CIPFA guidance and within the guidance of the Home Office Financial Management Code of Practice [Section 11.1.3]. The terms of reference of the IAC are subject to annual review.
- g. Collaboration agreements between Forces and PCCs set out key roles and responsibilities and are maintained by the PCC, to clearly define the legal status, decision making powers and terms of reference. These are documented appropriately. This does not include 'day to day' operational working.

**2.13 To promote the values of the PCC and the Force and demonstrate the values of good governance through upholding high standards of conduct and behaviour:**

- a. The Policing Protocol requires all parties to abide by the seven principles for standards in public life (the Nolan principles) [Standards in Public Life] and these are central to the conduct and behaviour of all. It also highlights the expectation that the relationship between all parties should be based on the principles of goodwill, professionalism, openness and trust.
- b. The Home Office Financial Management Code of Practice requires the PCC and the Chief Constable to ensure that the good governance principles are embedded within the way the organisations operate.
- c. The PCC and Chief Constable show leadership in terms of the high standards of professional conduct required of all personnel. The values of good governance are clearly set out in the PCC's and Chief Constable's Annual Governance Statement.
- d. Registers of business interests and gifts and hospitality are maintained by the OPCC and Force in accordance with the gifts and hospitality policy. More broadly, a series of policies and arrangements are maintained, for example in respect of vetting, standards of dress/appearance, discipline, dignity at work, grievances, alcohol and substance misuse and data protection/computer standards, which further support and demonstrate the standards expected.
- e. Key roles in respect of the maintenance of high standards of conduct on the part of officers, staff, and the PCC are undertaken by the Professional Standards Department, Human Resources Department

the Chief Executive, the Police and Crime Panel and the Independent Office for Police Conduct (IOPC) in accordance with relevant statutes.

- f. The standards of Dorset Police are further supported by the adoption of College of Policing Code of Ethics for Policing.

**2.14 To take informed and transparent decisions which are subject to scrutiny and managing risk:**

- a. The Scheme of Corporate Governance highlights the parameters for decision making, including the delegations, consents, financial limits for specific matters and standing orders for contracts.
- b. Corporate risk management arrangements ensure clearly defined risk management policies, and clearly defined roles and responsibilities and scrutiny arrangements, for the Force and the PCC. The risk management policy is subject to annual review and is reviewed by the IAC.
- c. In accordance with the Equality Act, policies and business decisions of Dorset Police and the OPCC take into account the impact on stakeholders and people who are affected by those policies or decisions, complemented by proportionate equality impact assessments.
- d. In terms of the governance arrangements and meetings, clear procedural standards are adopted for boards and meetings in accordance with the Governance Policy. The PCC and the Chief Constable publish, accurate and clear information on their decisions, subject to the Government Security Classification Scheme, Freedom of Information Act requirements and, in the case of the PCC, as detailed in paragraph 5 of the Elected Local Policing Bodies (Specified Information) Order.
- e. A clear structure of reporting has been adopted, and where appropriate the findings of internal and external audit, and other inspection reviews will be published.

**2.15 In order to develop the capacity and capability of the PCC, the staff of the PCC and Dorset Police to be effective in their roles:**

- a. The OPCC and Force ensures there is a robust workforce plan, encompassing all relevant human resources legislative requirements.
- b. The PCC and Chief Constable ensure their statutory officers and Chief Officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the Force and the OPCC.

## 2.16 Engaging with local people and other stakeholders to ensure robust public accountability:

- a. The Policing Protocol [Section 14 Policing Protocol Order] highlights that the PCC is accountable to local people within their Force area and that they draw on this mandate to set and shape the strategic objectives for the Force area in consultation with the Chief Constable.
- b. The PCC and the Chief Constable each have and keep updated a community consultation and engagement policy and ensure effective consultation and engagement arrangements consistent with that policy are in place.
- c. In preparing the Police and Crime Plan, the PCC has regard to the plans and priorities of key community safety and criminal justice partners as required by the Act.
- d. The PCC provides a link between the police and the community.

## Arrangements & Structures in Place to Facilitate Good Governance

### 2.17 There are a range of structures and bodies in place to facilitate good governance. These will include:

- Effective internal meeting structures
- Review and Scrutiny arrangements
- Independent Audit Committee
- Internal audit arrangements
- External auditors
- His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) or their successive bodies
- Risk Management

### 2.18 Arrangements for Review

- a. A review of the Code of Corporate Governance and the wider Governance Framework will be carried out annually by the PCC in liaison with the Chief Constable as part of the production of their respective Annual Governance Statements.
- b. There shall be no variation of the Code of Corporate Governance and wider Governance Framework without the agreement of the PCC and the Chief Constable.
- c. The Chief Executive and Treasurer are responsible for the Annual Governance Statement for the PCC, published with the statement of accounts. This will include an action plan to rectify any significant weakness in internal control and governance.

- d. The CFO is responsible for the Chief Constable's Annual Governance Statement, published with the statement of accounts. This will include an action plan to rectify any significant weaknesses in internal control and governance.

## **2.19 Independent Audit Committee (IAC)**

- a. The Chief Constable and the PCC are jointly advised by the IAC. The committee is made up of members who are independent of the corporation sole.
- b. The terms of reference for the IAC are subject to biennial review.

## **2.20 Internal Audit**

- a. The primary role of Internal Audit is to give an assurance to the PCC and Chief Constable, through the Treasurer and the CFO on the effectiveness of the controls in place to manage risks.
- b. The internal audit service is contracted to undertake audit work and deliver an opinion on the effectiveness of internal controls.
- c. The audit provider reports to the Treasurer and the CFO, with direct reporting lines to each corporation sole when they consider it appropriate.
- d. The review of the corporate governance and risk management arrangements periodically feature in the Annual Audit Plan.

## **2.21 External Audit**

- a. The external auditor audits the financial statements of the PCC and the Chief Constable, as well as the group accounts and reviews the Annual Governance Statement.
- b. External Audit plans and reports, including the Annual Audit Letter, are considered by the IAC.
- c. External audit may be appointed by Public Sector Audit Appointments Ltd (PSAA) <http://www.psaa.co.uk>.

## **2.22 His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS)**

- a. The role of the HMICFRS is to independently inspect, monitor and report on the effectiveness and efficiency of police forces and fire and rescue services, with the aim of encouraging improvement.

- b. HMICFRS reports are sent to the Chief Constable and the PCC for consideration and appropriate action. HMICFRS, working alongside external audit on value for money assessments, play a key role in informing the PCC and the public on the efficiency and effectiveness of the Force and, in so doing, facilitate the accountability of the PCC to the public.

## 2.23 Risk Management and Assurance

- a. A risk management framework is in place across the Force and OPCC.
- b. This is a structured process to identify potential risks for the organisations and define potential strategies to mitigate those risks.