



**DORSET**  
POLICE & CRIME  
COMMISSIONER  
**DAVID SIDWICK**



**For the Office of the Police and Crime Commissioner**

June 2026



# Corporate Governance

## What is Corporate Governance?

Corporate governance refers to the process by which organisations are directed, controlled, led, and held to account. In other words, corporate governance is how we make sure we do things properly.

Each year the Offices of the Police and Commissioner and Chief Constable, are required to produce an AGS. The AGS is the formal mechanism we use to report on the effectiveness of our internal control and decision-making systems. Our AGS complies with the reporting requirements contained in the CIPFA – Code of Practice on Local Authority Accounting and accompanies our accounts for the financial year. This is a document that describes how well our governance system has functioned during the year ended 31 March 2026 and sets out areas for development for the year ahead.

The principles and guidance have again informed the review of governance arrangements for 2025/26. More specifically, the structure of this AGS has been prepared with reference to themes from key elements of the structures and processes referred to in the CIPFA AGS guidance.

In addition, the CIPFA Financial Management Code (FM Code) provides the public sector with guidance for good and sustainable financial management. Dorset Police complies with the principles and standards within the FM Code that provided assurance on financial sustainability.

*Good corporate governance helps to put people first in everything we do. This gives us confidence that we are doing the right thing in the right way for those who we deliver services to, for and with.*

In 2016 CIPFA published an updated version of their “Delivering Good Governance in Local Government: Framework” which was followed by specific guidance notes for Policing Bodies. The 2016 Framework sets out seven principles of good governance which are taken from the International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2014) ('the International Framework') and interprets them for local government.

The seven principles are:

- 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 risks and performance through robust internal control and strong public financial management.
- G** – implementing good practices in transparency, reporting and audit to deliver effective accountability.

# Codes of Conduct and Standards of Professional Behaviour

## Ethics and Standards

Ethics and standards are core to the corporate governance arrangements.

The Office of the Police and Crime Commissioner (OPCC) aspires to the highest ethical standards in all our activities. The policing Code of Ethics sets out the principles and standards of behaviour that promote, reinforce, and support the highest standards from everyone who works within the police service.

The 'Nolan Principles' (the Seven Principles of Public Life) apply to all holders of public office – and in this case specifically apply to the Police and Crime Commissioner. They are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

### Further information

[Our Policies and Procedures · Dorset Police & Crime Commissioner](#)

[Code of Practice for Ethical Policing \(2023\)](#)

[Ethical Policing Principles \(2023\)](#)

[Police Misconduct Process](#)

## Complaints and Recognition

Most complaints against the police are, by law, handled by police professional standards departments.

The Police and Crime Commissioner (PCC) has the responsibility for undertaking the majority of appeals, or reviews, for police complaints, as well as for complaints relating to the Chief Constable. The OPCC commissions an independent organisation to undertake any required complaint reviews.

The PCC holds the Chief Constable to account for the provision of an efficient and effective police complaints service.

### The aims and key principles of the process are:

- To learn and develop by improving from mistakes, poor judgement, and low-level misconduct via early and supportive intervention.
- To provide a fair, open, and proportionate process to deal with such matters.
- To focus upon self-reflection, learning from mistakes and development of actions to put issues right and prevent reoccurrence.
- To build an inclusive, reflective, and participative process for the officer involved, and the identification of individual and organisational learning.
- To ensure that disciplinary proceedings are focused and applied only to serious breaches of the Standards of Professional Behaviour, where it is considered that a formal disciplinary sanction is justified.

# Ensuring Compliance

## Code of Corporate Governance

The Code of Corporate Governance is a key governance instrument which acts as a reference point for the expectations and rules about, for example, who in the organisation can make decisions and on what issues.

## Finance Regulations

Aligned to the Code of Corporate Governance are the Finance Regulations. These translate into practical guidelines and the framework for decision making on financial matters.

## Sources of Assurance

Various sources of assurance are relied on to test and ensure compliance with laws and regulations.

Assurance is provided on governance arrangements and checks are completed to ensure that expenditure is in line with the Finance Regulations.

Good governance is about how organisations ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, and accountable manner.

The OPCC and the Chief Constable have in place structures, systems, and internal controls by which the police service is directed and controlled.

There are also processes and procedures in place that enable the PCC to hold the Chief Constable to account for policing in the county. The PCC engages with the local people and communities to ensure robust public accountability.

## Internal Audit

Internal Audit Services were provided by the South-West Audit Partnership (SWAP). The internal audit plan for the year and regular progress reports detailing the outcome of the assignments in the plan were prepared and reported to the Independent Audit Committee.

The plan is risk based and targeted at areas where Internal Audit is the appropriate assurance provider. It is designed with a large degree of flexibility so that changes can be made to test emerging areas of concern.

Based on the internal audit assignments completed throughout the year an audit opinion is formed by SWAP for both the PCC and Chief Constable. Both the PCC and Chief Constable received positive opinions in the Annual Report for the reporting period.

The positive opinion of the internal auditors for the year ended 31<sup>st</sup> of March 2025 was used to inform the judgement on the level of assurance provided by the governance arrangements.

### Head of Internal Audit (SWAP) opinion in support of the Annual Governance Statement (December 2025)

“On the balance of our 2024/25 audit work for Dorset Police and OPCC, enhanced by the work of external agencies, I am able to offer a **Reasonable Assurance** opinion in respect of the areas reviewed during the year.”

### Further information

[The Code of Corporate Governance and Financial Regulations](#)

[Annual Internal Audit Report](#)

# Ensuring Compliance

## External Audit

External Auditors work independently of the organisation. They examine records, operating systems and financial accounts and provide assurance around compliance. Our external audit service is provided by Grant Thornton. The appointment is made independently by Public Sector Audit Appointments (PSAA) who manage the arrangements for appointing auditors as set out in the Local Audit and Accountability Act 2014.

## Independent Audit Committee

The PCC and Chief Constable operate an Independent Audit Committee (IAC).

During 2025/26 the Committee Chair reviewed issues through regular meetings with the Executive and Chief Officers. Committee members worked together, to develop and use their knowledge and expertise, and that of others to the best effect. They have a non-political, evidence-based approach that has been proven to achieve good results. To support their roles, all Committee Members regularly reviewed and considered their training requirements.

All the IAC sessions in the reporting period were quorate and there was active engagement from members and officers

### Further information

[Independent Audit Committee](#)

[Annual Report – Independent Audit Committee](#)

[Auditors Annual Report 2024/25](#)

**Grant Thornton, the external auditor, delivers an audit opinion based on their verification of the financial accounts.**

### 2024/25 Accounts

On 17 December 2025 Grant Thornton issued a qualified opinion on both the PCC and CC financial statements due to the limitation of scope opinion issued on the 2022-23 financial statements. This was due to lack of assurance over the pension liability figures as Grant Thornton did not receive the IAS 19 assurance letter from the pension fund auditor in that year. This continues to impact on the opening balances of the prior year comparator.

### Summary of Value for Money assessment 2024/25

Auditors are required to report their commentary on the PCC's and CC's arrangements under specified criteria. The auditors did not identify any risks or significant weakness in the governance arrangements, or the arrangements for improving economy, efficiency, and effectiveness. No significant weakness in arrangements for financial sustainability were identified but the challenge to identify savings is increasing.

## Ensuring Compliance

### HMICFRS

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses police forces and policing activity in the public interest, ranging from neighbourhood teams through to serious crime and the fight against terrorism.

In preparing their reports, they ask the questions which the public would ask and publish the answers in an accessible form.

HMICFRS provide the information to allow the public to compare the performance of forces against others and their evidence is used to drive improvements in the service to the public.

As an additional source of assurance HMICFRS outcomes were considered in the review of governance arrangements.

The last Police Effectiveness Efficiency and Legitimacy (PEEL) report on the force was published in April 2025. It graded the force's performance across nine areas of policing.

The report found the force 'requires improvement' in three areas, was 'found adequate' in four areas and was 'good' in two areas.

HMICFRS are informed primarily by the latest Force Management Statement (FMS). This is a self-assessment that the Chief Constable must prepare and submit to HMICFRS each year.

HMICFRS use the FMS and information from their other inspection activity to inform their assessment.

Assessment of the outcomes of HMICFRS inspection activity is overseen and monitored by the Deputy Chief Constables Board.

#### Further information

[HMICFRS](#)

## Sustainability

Sustainability is a shortened term for sustainable development, which is development that meets the needs of today without compromising the ability of future generations to meet their needs. Sustainable development is achieved by balancing economic growth with social inclusion and environmental protection.

Dorset OPCC recognises that we need to embed sustainability into everything that we do to ensure we future proof the force and our local communities. In response, Dorset Police and the Dorset OPCC launched a joint Sustainability Strategy, appointed a sustainability manager and put in place an Environmental and Sustainability Group (ESG) with departmental champions.

The key priorities within the joint strategy include:

- Estates decarbonisation – identifying feasible options for transitioning to low carbon heating and installing renewables
- Fleet decarbonisation – including options for increasing electric vehicle charging capacity
- Sustainable procurement – a sustainable procurement policy and procedure has been developed and embedded into procurement processes for purchases over £50,000
- Climate change adaptation – a climate change adaptation and associated risk assessments have been completed.

## Risk Management

Risk management is a key facet of Dorset OPCC's governance framework. The framework comprises the systems, processes, and values through which activities are monitored and managed. It is essential that the threats to achieving objectives are consistently identified and assessed. This is achieved through the adoption and implementation of an effective risk management process that supports the delivery of the Police and Crime Plan.

Force risks are reported to the Chief Officers and OPCC at the Joint Executive Board. Shared service business risks are reported to the Dorset and D&C Executive, and OPCC at the Working Together Board.

# Transparency and Engagement

## Public Engagement

The view of both organisations is that transparency is one of the pillars of good governance. The stated aspiration is that statutory requirements are not only complied with but exceeded.

Active engagement with the communities that we serve helps to create a positive working relationship and a more detailed understanding of their needs and issues.

A range of tools are used to help us be aware of and understand the experiences of our communities.

The communities of Dorset were regularly invited to have their say during 2025/26.

Participation was encouraged in surveys relating to several topics, with news and newsletters regularly published on the OPCC website

### Further information

[Publications on OPCC Website](#)

## Professional Standards and Behaviour

The principle of policing by consent relies on the trust and confidence that the public has in the police service. Professional Standards Department (PSD) plays a crucial role in maintaining that trust and confidence in policing, by ensuring that high standards are effectively managed.

Effective policing is built on public trust and confidence. This is dependent on a policing profession that is ethical and professional in the way that it respects, listens, responds, improves, and serves the public.

PSD is primarily focused on four key areas of business:

- Vetting – ensuring that new joiners, re-joiners, and current employed staff have the correct level of vetting for their role.
- Complaints – dealing with complaints in a timely and effective manner that enhances the reputation of Dorset Police.
- Misconduct – investigating incidents where there is a possibility that standards of professional behaviour have been breached.
- Counter-Corruption – investigating officers and staff where there is a concern that corrupt practices and behaviours may be occurring.

# How the OPCC was Managed in 2025/26

## Police and Crime Plan

The plan sets out the vision and priorities for policing and community safety, as well as the objectives and ambitions that the Chief Constable is held to account against.

Community engagement was sought during the reporting period to inform a refresh of the Police and Crime Plan priorities.

## Code of Corporate Governance

Crucially this contains the Scheme of Delegation and consent which sets out the parameters for who can make decisions across the business. This was reviewed and published in February 2026.

## OPCC Chief Finance Officer (Treasurer)

The Treasurer fulfills the role of the Chief Finance Officer for the Office of the Police and Crime Commissioner. The OPCC Chief Finance Officer (CFO) recognises our commitment to the Home Office Financial Management Code of Practice for the Police Service in England and Wales.

The CFO arrangements have also considered the CIPFA Code of Practice recommendation that the CFO reports directly to the PCC. If different arrangements are adopted the reasons should be publicly reported in the AGS.

During the reporting period the PCC's CFO reported via the Chief Executive Officer to the PCC. This provides an effective solution to engage on all material matters via a dedicated line manager. The OPCC CFO has direct access to the PCC as well as to the Chair of the Independent Audit Committee.

## Financial Management and the Resource Control Board

The forum for oversight of corporate health during 2025/26 was the Resource Control Board. During the year the Board operated monthly to monitor the management of resources including land, property, finance, projects, and people. The Board received regular reports on workforce supply, litigation, estates, revenue, and capital budget monitoring.

The Resource Control Board has supported the achievement of the strategic objectives as recorded in the Annual Report.

## OPCC Chief Executive (Monitoring Officer)

The Chief Executive Officer's (CEO) role is to support and advise the PCC in delivering their manifesto as expressed through the Police and Crime Plan. The CEO also has a range of statutory duties and responsibilities, including:

1. Strategy and resource planning
2. Commissioning and service delivery
3. Information (including obtaining the views of the public, research, strategic needs assessments)
4. Scrutiny, evaluation, and performance; and
5. Ensuring an efficient and effective Office of the Police and Crime Commissioner (OPCC)

The CEO leads the OPCC, focusing on delivering the full range of the plans and objectives, manages the team as the Head of Paid Staff, ensures the legal operation of the OPCC as monitoring officer, and acts as the PCC's senior advisor.

## How the OPCC was Managed in 2025/26

The Police and Crime Commissioner is elected by the people of Dorset.

Details of all officers and senior staff salaries within the OPCC are published on the OPCC website.

The internal board/committee structure is set out in the Code of Corporate Governance. In summary, there are three tiers to our internal meeting structure:

- Board – for strategic oversight and decision making. Some strategic boards are joint Force and OPCC meetings jointly chaired by a Chief Officer and the PCC; other Boards which focus solely on operational policing matters are Force led boards only.
- Group – for tactical and operational decision making.
- Forum – for consultation

### Joint Leadership Board

The purpose of the Joint Leadership Board (JLB) is to act as a formal governance meeting to consult on significant strategic issues and risks that jointly affect the shape of policing and crime within the Force area and to discuss issues which determine the strategic direction of the Force and OPCC.

JLB will guide the OPCC and the Force in the formulation of its corporate strategies, corporate plans, objectives, and priorities considering the social, environmental, and economic needs of our communities, partners, and the individual corporations sole.

### OPCC Senior Management Team

The OPCC Senior Management Team (SMT) meets weekly, membership includes the Police and Crime Commissioner, Chief Executive, Chief Finance Officer and Director of Operations.

Members consider reports submitted by the OPCC team for information and decision. Progress is tracked on previous actions and any live “challenges” issued by the OPCC to the Force.

A weekly report is updated to record the views and decisions of the SMT and is circulated to the wider OPCC team. The agenda includes an update from the OPCC Chief Finance Officer on matters of treasury, finance, audit and risk. The SMT also take time to discuss papers and strategic issues to be raised at future boards.

The meeting also provides an opportunity for the SMT to discuss priorities, share ideas and determine areas of priority and focus.

**Further information**  
[Structure of OPCC](#)

# Scrutiny Arrangements

## Holding the Chief Constable to Account

This is the statutory role of a Police and Crime Commissioner and can be done in several ways. Locally the OPCC uses a mix of public meetings, reports, and research; organisations such as HMICFRS; and formal complaints to assess the Chief Constable against expectations.

In Dorset the Police and Crime Plan focuses on the following six priorities:

- Cut crime and anti-social behaviour
- Making policing more visible and connected
- Fighting violent crime and high harm
- Fight rural crime
- Put victims and communities first
- Make every penny count

The PCC actively seeks the input of the public to effectively carry out the scrutiny function. Whether formal or informal, scrutiny is informed by public views, needs and feedback.

There are various scrutiny arrangements in place for the organisations which reflect the respective statutory roles.

## Police and Crime Panel

The Panel has the statutory responsibility for scrutinising the performance of the PCC and is a joint committee of the local authorities in the area. The Panel undertakes its scrutiny function through a range of mechanisms and considers such matters as:

- Reviewing the PCC's proposals for council tax local people pay towards policing. It has the power to veto these proposals if it considers the amount is inappropriate.
- Considering the PCC's Annual Report.
- Considering the PCC's proposals for the appointment of new Chief Constables, with the power to veto.
- Investigating non-criminal complaints about the PCC.

## Scrutiny Panels

Independent Scrutiny Panels are administered by the Office of the Police and Crime Commissioner (OPCC) to enable the PCC to hold Dorset Police to account in the below areas.

- The PCC chairs the Use of Police Powers and Standards Scrutiny Panel.
- The Out of Court Resolutions (formerly Disposals) Panel has an independent chair.

Both Panels comprise members of the public together with representatives from the Force and OPCC.

- Independent Custody Visitors (ICVs) provide an independent check on the welfare of people who are detained in custody.

Independent Custody Visitors (ICVs) are volunteers drawn from all walks of life whose main role is to provide an independent check on the welfare of people who are detained in police custody. They do this by making random, unannounced visits in pairs to police custody suites throughout the county and reporting their findings.

Further information

[Police and Crime Panel](#)

Further information

[Scrutiny Panels](#)

[Commissioner's Annual Report](#)

# High Level Governance Model



# Collaboration & Regional Governance

The PCC has a statutory duty to collaborate and so it is important that good governance arrangements are incorporated for oversight of collaboration activity.

The agreements that underpin collaboration activity are published as a matter of routine.

## Collaboration Agreements

Force Collaboration agreements are made under Section 23 (e) of the Police Act 1996.

Force collaborations may consist of a provision for:

- The joint discharge of functions by members of police forces.
- Members of a police force to discharge functions in other force's area.
- Members of a police force to be provided to another force.

Chief Officers may make a collaboration agreement only if the chief officer thinks that the agreement is in the interests of the efficiency or effectiveness of one or more police forces.

## Regional Collaboration

The Southwest Police and Crime Commissioners and Chief Constables are committed to working together seeking opportunities to develop relationships and collaborations. This is achieved through a mix of national and regional alignment and collaboration. The Southwest police region covers five forces, Gloucestershire, Wiltshire, Avon and Somerset, Devon and Cornwall, and Dorset.

The current collaborative arrangements between forces have evolved over time and exist at a variety of different levels. There are strategic alliances between Devon and Cornwall and Dorset, and Wiltshire and Avon and Somerset, as well as three, four and five force collaborations. Arrangements include the Regional Organised Crime Unit (ROCU) and the South-West Police Procurement Department (SWPPD).

Collaborations are designed to provide effective and efficient services which builds policing, capability, capacity, and resilience while providing value for money through clear accountability, good governance, and transparency. This supports the achievement of long-term operational effectiveness and economy through greater interoperability, integration, or joint working of policing and public services.

In addition, the five Police and Crime Commissioners employ one member of shared staff to support regional collaboration projects.

# Key OPCC Partnerships

## Established Partnerships

We are members of a number of other important established partnerships in Dorset, such as:

The Dorset Criminal Justice Board, which brings together leaders from key agencies such as the Police, in order to oversee delivery of the Criminal Justice System in Dorset.

- His Majesty's Prison Service (HMPS)
- His Majesty's Courts and Tribunals Service (HMCTS),
- the Crown Prosecution Service (CPS),
- Youth Offending Service (YOS),
- the National Probation Service (NPS),
- the Community Rehabilitation Company (CRC) and Health

The Partnership Board for the Dorset Combined Youth Offending Service, which is a partnership responsible for working with young people, to help prevent them committing crime or where they have already done so, to try to prevent them from re-offending. They also help young people and their families at police stations and at court and they supervise young people serving community sentences.

The Pan-Dorset Sexual Violence Strategy Group and the Pan-Dorset Domestic Abuse Strategy Group are dedicated to improving service delivery in these crucial themed areas of business.

Dorset Watch Schemes - these schemes reflect the diversity of the urban and rural make up of Dorset, and are tailored to meet the needs and interests of particular groups within our communities (e.g. Community Speed Watch, Neighbourhood Watch, Hotel Watch).

In addition, we have very strong relationships with other partnerships that come together to tackle important specific topics such as Drugs and Alcohol, Mental Health, Nighttime Economy issues, Child Sexual Exploitation and Missing Children, plus partnerships aimed at more geographically focused local problems. We help to fund and/or facilitate some of this partnership work, to better address issues that no single agency can necessarily tackle.

## Community Safety Partnerships

The two Community Safety Partnerships (CSPs) in Dorset (BCP Council and Dorset Council areas), each bring together representatives from key statutory organisations (local authorities, police, fire authority, health and probation services), alongside other key non-statutory agencies, in order to address wider crime reduction and community safety issues.

# The Review of Governance Arrangements 2025/26

The review of effectiveness of the joint governance arrangements in place during 2024/25 indicated that the framework provided a high level of assurance. Based on reflection of the key structures and processes which comprise those arrangements, it can be judged that appropriate mechanisms existed to:

- promote and monitor codes of conduct and professional behaviour.
- ensure compliance with internal and external requirements.
- promote transparency and acting in the public interest.
- develop channels of communication with all sections of the community
- manage the business to deliver the organisational vision of being synonymous with exemplary service.
- apply good governance arrangements to collaboration activity and partnerships.
- appropriately scrutinise performance.

The areas for development detailed overleaf have been identified from the review process. The implementation of these will be monitored and reported in our AGS for 2025/26.



## Police Reform

The Government white paper 'From Local to National: A New Model for Policing' was published in January 2026, and outlines a series of proposals aimed at reforming the way policing, and its governance, is delivered. These proposals include:

- the removal of PCCs at the end of their current term in 2028, replaced by Metro Mayors where they exist, and by Police and Crime Boards where they do not.
- an Independent Review of Police Structures to recommend how policing in England and Wales might be restructured into fewer, larger forces.
- the creation of a new national police service by bringing together a number of the existing policing capabilities under a single banner.

Whilst these remain Government intentions at this stage, significant national programmes of work have been stood up to work through the various detail needed to deliver the expected change.

Until then the OPCC and Dorset Police will continue to work positively and constructively to keep Dorset safe, and to support the delivery of the Police and Crime Plan, designed to get the very best outcomes for the people of Dorset.

As this national work develops at pace, it may be likely that exceptional reviews of the OPCC and Force governance are needed in order to respond to and control expected legislative changes. Such changes, whilst they may well fall outside of the traditional fixed review structure, will still be managed within the respective corporations sole acceptance of, and adherence to the principles of good governance, as set out in this and related documents.

## Areas identified for Development in 2025/26

The key areas as reported in the previous statement for development during 2025/26 are updated below.

Area for Development	Owner	Target date
<b>Dorset Police Race Action Plan</b> Development and delivery of the Dorset Police Race Action Plan	Chief Constable and OPCC	Complete: Dorset Race Action Plan being delivered
<b>Cost Challenge</b> Delivery of cost savings to ensure the Force can deliver a balanced budget each year.	Chief Constable and OPCC	Complete: Budget 2026/27 approved December 2025
<b>Governance Oversight</b> Ensuring that evolving shared services structures, retain strong governance oversight during periods of change.	Chief Constable	Regional governance internal audit review rescheduled for 2026/27

## New Areas Identified for Development for 2026/27

The key areas for development during 2026/27 are summarised below

Area for Development	Owner	Target date
Development of governance arrangements following the Police Reform White Paper 2026, including the abolishment of the PCC role, the creation of a Police and Crime Board, and the potential merger of Forces.	PCC, OPCC & Chief Constable	March 2028
Hold the Chief Constable to account for the maintenance of establishment figures that could impact grant returns.	PCC & OPCC	March 2027
Maintain the ongoing lobbying of government for a fairer funding allocation for rural Forces, as currently Dorset is the second lowest funded Force in the country	PCC, OPCC & Chief Constable	March 2027

## Summary

This statement is intended to provide reasonable assurance on governance arrangements. It is stressed that no system of control can provide absolute assurance against material misstatement or loss.

No significant governance issues have been identified during this year's review. For completeness, the minor issues identified are recorded and will be addressed to ensure continuous improvement.

We hope that this document provides helpful insight into how we decided to lead Dorset OPCC, the systems we have put in place to ensure our decisions are open and accountable, and the processes by which public money is safeguarded.

## Signatures

**David Sidwick**

Police and Crime Commissioner Dorset

**Simon Bullock**

Chief Executive & Monitoring Officer

**Julie Strange**

Treasurer & Chief Finance Officer