

Dorset Police



Annual Governance Statement 2020/21

Approved January 2023



Scope of Responsibility

The Chief Constable is accountable in law for the exercise of police powers, and to the Police & Crime Commissioner for the delivery of efficient and effective policing, management of resources and for ensuring the public money allocated to Dorset Police is safeguarded, properly accounted for, and used economically, efficiently and effectively. He is accountable for the functions of officers and staff under his employment, direction and control.

The Police and Crime Commissioner has responsibility for the totality of policing in Dorset and is held to account by the Dorset Police and Crime Panel, which consists of representatives from the local authorities.

In executing their overall responsibilities the Police and Crime Commissioner and the Chief Constable are responsible for maintaining proper arrangements for the governance of their affairs, ensuring their functions are carried out effectively and that there is a reliable system of internal control and arrangements for managing risk.

Their respective legal duties and responsibilities are clearly defined within the following:

Police Reform and Social Responsibility Act 2011

Policing Protocol Order 2011

Financial Management Code of Practice for the Police and Fire & Rescue Services 2018

Strategic Policing Requirement 2015



To support the delivery of their legal responsibilities the Chief Constable and Police & Crime Commissioner have established a Corporate Governance Framework that includes the Code of Corporate Governance. The code is consistent with the CIPFA SOLACE **Framework for Delivering Good Governance Guidance Notes for Policing Bodies 2016**.

This statement explains compliance to the code and [the Accounts and Audit \(England\) Regulations 2015](#) requirement that all relevant bodies prepare an Annual Governance Statement.

CIPFA stands for the Chartered Institute of Public Finance and Accountancy, SOLACE is the leading members' network for local government and public sector professionals throughout the UK. SOLACE stands for the Society of Local Authority Chief Executives.

A copy of the Code of Corporate Governance is available on the Police & Crime Commissioners website at www.dorset.pcc.police.uk or can be obtained from the Head of Audit, Insurance and Risk, Dorset Police, Force Headquarters, Winfrith, Dorchester, Dorset DT2 8DZ.

The Code of Governance sets out the principles of good governance and describes the arrangements that the Chief Constable and Police & Crime Commissioner have put in place to meet each of these principles.

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

The Purpose of the Corporate Governance Framework

The Corporate Governance Framework sets out the systems and processes, culture and values by which the Chief Constable manages Dorset Police. This includes the leadership arrangements, methods of engagement and accountability to the communities the Force serves. This enables the Chief Constable to monitor the achievement of strategic objectives and to consider whether appropriate, cost effective services have been delivered.

The Framework establishes a system of internal control that is designed to manage risk to an acceptable level in accordance with the "risk appetite". It cannot entirely eliminate the risk of failure to achieve strategic objectives but seeks to provide reasonable rather than absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify, prioritise and manage the risks to the achievement of all aims and objectives.

In addition the Scheme of Corporate Governance and Scheme of Delegation details arrangements for decision making which uphold the principles of the Policing Protocol Order, designed to ensure an effective and constructive working relationship between the Chief Constable and the Police & Crime Commissioner.

Key Elements of the Governance Framework

Whilst the Chief Constable and the Police & Crime Commissioner (PCC) are two separate legal entities with separate statutory responsibilities, they work together to ensure Dorset Police is working effectively and is held accountable for the standard of service delivered to the public. The framework sets out the strategic and operational controls designed to facilitate the delivery of the objectives set out in the Police & Crime Plan to local communities. The structures, processes, risk management and other internal control systems, such as codes of conduct, form part of the framework designed to manage the barriers to the achievement of the strategic plan.

The Chief Constable is responsible for putting in place proper arrangements for the governance of affairs and the management of resources. This is achieved through the Force Executive, which includes the Deputy Chief Constable, Assistant Chief Constables and the Section 151 Officer. The Force Executive also meets on a regular basis with the Police and Crime Commissioner and his Strategic Management Team of his Section 151 Officer, Chief Executive, who is also the Monitoring Officer and Director of Operations to review progress and the use of resources, through the Joint Leadership Board and the Resource Control Board.

The Force Executive and the Joint Leadership Board are supported by a variety of other Boards, some of which include representatives from the Office of the Police and Crime Commissioner. These Boards deal with such things as innovation, change and operations.

Governance arrangements are regularly reviewed by the Independent Audit Committee.

To achieve their objectives, the Chief Constable and the Police & Crime Commissioner have designed systems and processes to regulate, monitor and control their activities. The Corporate Governance Framework sets out the controls in full.

The financial management arrangements are compliant with the governance requirements set out in the [CIPFA Statement of the Role of the Chief Financial Officer in Local Government \(2015\)](#) and the CIPFA SOLACE Delivering Good Governance in Local Government: Framework (2016 Edition).

The Governance Framework

The Annual Governance Statement

INDEPENDENT AUDIT COMMITTEE

(Challenge the draft AGS and supporting evidence & agree the final AGS)

THE CHIEF CONSTABLE

(Challenges the draft AGS and supporting evidence and signs the final AGS)

DEPUTY CHIEF CONSTABLE

(Supports robust governance arrangements)

CHIEF FINANCE OFFICER

(Supports effective financial management)

**THE CHIEF EXECUTIVE & MONITORING OFFICER
ASSISTANT CHIEF CONSTABLES**
(Supports operations)

The Code of Corporate Governance

LEGITIMACY & CONSTITUTION

Codes of Conduct
Scheme of Delegation
Complaints & Misconduct
Anti-Fraud & Corruption

Independent Office for Police Conduct

Professional Standards Unit

Ethics Committee

Public Engagement & Consultation

Complaints Resolution

Whistleblowing & Confidential Reporting

College of Policing Code of Ethics

STRATEGIC PLANNING

Business Analysis, Development & Planning
Performance
Risk Management
Business Continuity
Partnership Working
Equality & Diversity Policy & Procedure

Annual Report

Force Management Statement

Performance Reports

Independent Audit Committee

Scrutiny Panels

Internal Audit Programme & Opinion

Risk & Assurance Framework

FINANCIAL MANAGEMENT FRAMEWORK

Budget Setting & Monitoring

Financial Regulations & Practice

Treasury & Investment Strategy

Medium Term Financial Strategy

Statement of Accounts

External Audit Letters & Opinion

South West Police Procurement & Contract Monitoring

HR POLICIES

Terms & Conditions
Remuneration

Establishment Controls

Recruitment & Retention

Training & Leadership

Sickness Management

Personal Appraisals

Review of Effectiveness

Chief Constable and the Police and Crime Commissioner

The Chief Constable and Police & Crime Commissioner (PCC) have responsibility for conducting an annual review of the effectiveness of the governance framework, including the system of internal control.

The review is completed by the Audit, Insurance and Strategic Risk Department and informed by the annual internal audit opinion, comments made by the external auditor, the opinion of Her Majesty's Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS) which graded Dorset Police as "good" and the Independent Audit Committee who review elements of the framework for effectiveness throughout the year.

The review of effectiveness for 2020/21 concluded that there is substantial evidence of good governance against each of the seven CIPFA principles.

The internal audit definition of "substantial" assurance is as follows: The areas reviewed are adequately controlled. Internal controls are in place and operating effectively. Risks against the achievement of objectives are well managed.

Internal Audit

The internal auditors continued to complete the annual programme of audits throughout the pandemic. The plan is risk-based and can be changed to cover emergent risks. The auditors worked flexibly undertaking virtual assessments in line with Covid restrictions. This process included all key financial systems with recommendations for improvement provided to the relevant manager and the Independent Audit Committee.

Based on the assurance work undertaken, the Head of Internal Audit expects to provide an overall '**reasonable**' opinion on the management of the control environment. However, this will be reviewed upon completion of the remaining assurance engagements.

External Audit

The external auditor delivers an audit opinion based on their review of the financial accounts and the delivery of value for money. The opinion is published within the Joint Annual Audit Letter.

During 2020 the government instructed Sir Tony Redmond to complete an independent review of local authority audit and financial reporting. Called the Redmond Review the report also covered financial arrangements for the Police service. The report identified significant improvements required to simplify financial reporting and the level of assurance provided by external audit.

The external audit opinion on the 2019/20 accounts was significantly delayed by the introduction of Covid restrictions and the ability of the auditors to meet the requirements of the Public Sector Audit Appointment (PSAA) contract. Grant Thornton, the external auditors issued **unqualified** audit opinions on the final accounts on the 8 February 2021. On the same date, **unqualified** conclusions for securing value for money were also issued as well as the audit certificates.

Review of Effectiveness

Principles of Good Governance and the Annual Governance Statement

As a result of the impact of Covid-19 the PCC and Chief Constable adopted a flexible approach to the delivery of governance during 2020/21. An increased use of technology supported virtual meetings and provided opportunities for new and agile ways of working. The increase in home working and the reduction in travel as a result of the pandemic will be monitored once restrictions are lifted and used to assess long term changes to priorities, programmes and strategies.

During 2020 internal audit reviewed the contents of Annual Governance Statements for the police and partner agencies in the South West region. The review assessed the sources of assurance contained within each organisation's Annual Governance Statement and concluded that the Dorset Police statement is compliant with CIPFA standards for the seven principles of good governance in policing. The report also identified areas of good practice in Dorset, when compared to the other statements reviewed across the region.

Independent Audit Committee

The Independent Audit Committee challenges and monitors financial management, performance and policies on an on-going basis. The Committee also considers the effectiveness of risk management arrangements.

The Committee Chair keeps issues under review through meetings with the Executive and senior managers. It was agreed that virtual meetings would be undertaken throughout 2020/21 due to the pandemic restrictions.

The members of the Committee work together, developing and using 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 role, all Committee Members regularly review and consider their training requirements.

Throughout the pandemic the Independent Audit Committee has continued to meet virtually. This enabled them to provide continuous independent advice, assurance and recommendations on the adequacy of the governance and risk management frameworks, the internal control environment and financial reports.

The Committee's annual report covering April 2019 to March 2020, includes the period from late January 2020 when the first cases of Coronavirus were identified in the UK, with infections and deaths increasing throughout February and March. The Committee has recognised the immense additional demands on policing during this public health emergency with rapid changes being required and delivered.

Review of Effectiveness continued

Ethics Committee

The Dorset Ethics Committee is jointly chaired by the Assistant Chief Constable and the PCC.

The committee meets every two months and is designed to provide advice and support to leaders and decision makers on ethical and moral issues.

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

The HMICFRS inspection programme was suspended in early March 2020 due to the pandemic, with seconded officers and staff returned to their home Forces to support the local policing response to the pandemic.

While lockdown restrictions are now easing, policing in England and Wales continues to adapt and respond to the challenges of COVID-19. The proposals for HMICFRS inspections during 2020/21 have been rolled forward into business planning for 2021/22 to reduce unnecessary demand on forces.

Resource Control Board

The Resource Control Board allows the PCC and Chief Constable to ensure that resources are utilised in the most effective and efficient manner - including land, property, finance, projects and people.

The board is responsible for ensuring all decisions are sustainable and consider the environmental agenda. This year the PCC and Chief Constable agreed the purchase of electric vehicles for use as part of the Force's pool car fleet.

The PCC and Chief Constable have continued to work closely with the Procurement Hub to manage issues arising from the country's exit from the European Union. To date there have been no issues with the provision of critical supplies.

The Board receives regular reports on workforce supply, litigation, capital health checks and group financials. This has supported the achievement of the strategic objectives as recorded in the Annual Report, some of which are recorded below:

- Continued recruitment and training of Police Officers in support of the uplift programme
- Investment in technologies including the drone unit
- Launch of the "Bobby Van" to help vulnerable and older people
- The Dorset STARS centre supporting victims of sexual assault and violence

National Assurance

The Chief Constable is a member of the National Police Chiefs Council (NPCC) which brings forces together to coordinate operations, reform, improve and provide value for money.

Review of Effectiveness continued

Business Board

The principle decision-making forum for operational policing is the Business Board, which considers ideas for improvement and change to ensure maximum efficiency. Meetings have continued to be held virtually every two months with attendees from all aspects of the organisation. The Board considers operational requirements and receives updates from all support services, including business change and risk management.

Once a quarter, the Board focuses on the monitoring and review of Force performance. To support this, senior managers across the organisation have completed Force Management Statements to evaluate and predict future demand. This informs financial planning for strategic and, sustainable resourcing.

Joint Leadership Board

The Joint Leadership Board meets twice a month to review the Dorset Police's financial affairs and strategies. Meetings have continued virtually during the Covid pandemic to support quick and effective financial decision-making.

The PCC and Chief Constable meet with executive managers to provide leadership, set strategic direction and monitor the co-ordination required to achieve objectives.

The PCC and Chief Constable put in place a Gold Command structure to lead the operational response to the Covid restrictions. Front-line officers and staff were advised to adopt the 4 E's approach to policing. That is to engage, explain and encourage the public to abide by the restrictions with enforcement only used as a last resort.

The Board is also responsible for financial planning and reviews the position statements provided by the executive team to ensure oversight across the portfolio areas.

Strategic Performance Board

The Deputy Chief Constable and the PCC jointly chair the Dorset Strategic Performance Board to consider overall Force performance against service delivery. The Corporate Development Department analyse demand and performance data to assess capacity and capability. The Force Strategic Assessments and the Control Strategy determine operational priorities and requirements to inform organisational design and effective financial planning.

The Force financial strategies support the provision of a sustainable workforce, taking into account the requirements for recruitment, training and succession planning. The organisation monitors activity towards equality objectives, and delivery of the public sector equality duty. The Force maintains its focus on addressing equality issues with the details of current initiatives recorded in the Gender Pay Gap Report published in February 2021.

The Force aims to create a diverse and inclusive workforce, that represents the communities it serves. During 2020/21 recruitment has worked to achieve the promised increase in Police Officer numbers and will continue to support the national programme for the uplift of Police Officers.

Chief Constable and Chief Officer Engagement

During early 2020, the Chief Constable delivered a series of face to face meetings with all members of Dorset Police. Supported by the Commissioner, the roadshow endorsed the Chiefs aim to deliver an outstanding service to the people of Dorset while actively supporting the health and wellbeing of its' operational officers and support staff. The programme of meetings was suspended by the outbreak of Covid-19, when operational delivery became the priority.

The Chief Constable and the Chief Officer team hold regular "live" meetings that are open to all officers and staff. While restrictions on travel remain in place the virtual meetings have enabled the Chief Officer team to hear from all business areas to consider and resolve current issues.

Review of Effectiveness continued

PRISM Board

The PRISM Board manages the key change, transformation and continuous improvement programme.

This board has continued to drive change activity through the pandemic ensuring the delivery of predicted benefits and outcomes across both Dorset and Devon & Cornwall Forces.

Financial reports are reviewed alongside local, regional and national programme updates, which includes the assessment of risks and timelines.

PRISM stands for the "police response investigation and safeguarding model".

Legitimacy Board

The Legitimacy Board has continued to meet virtually every quarter throughout the pandemic with representation from the Force and OPCC. It holds those working for the Force to account for their ethical values and behaviours, and provides the public with confidence that the Force works fairly and within the law. Professional standards, corporate development, equality and diversity, resources and development and operational representatives from OPCC led scrutiny panels provide information and data that evidence high standards of behaviour and decision making.

The Board supports the Chief Constable with his engagement with local people, and helps to ensure the legitimacy of the Force, by understanding and reporting on the views of members of the public. It also provides information to the public on Force performance and drives activity to increase public and staff confidence in the Force.

The Board holds departments accountable for their responsibilities under the Equality Act 2010, and supports delivery of the public sector equality duty.

Review of Effectiveness continued

Pandemic Response

The Chief Constable has worked closely with the Commissioner to put in place fast-paced contingency plans for the effective delivery of policing in the light of the Covid-19 pandemic. All operational units and departments have tested business continuity plans designed to support emergency service response, and these were immediately activated.

A COVID -19 Gold, Silver, and Bronze Command structure was created that has provided advice and guidance to all staff and operational officers who have proved adaptable and willing to accept additional responsibilities. Agile and flexible working arrangements have also supported the continuous delivery of effective policing to local communities.

CIPFA Code of Financial Management

In order to establish a financial management baseline, provide a comparison with other organisations and prioritise financial management improvements, Dorset Police decided to use the CIPFA Financial Management Model as a framework for the review of Financial Management, which was finalised in April 2020.

The CIPFA FM Model has shown that whilst as a force, Dorset Police perform well with regard to Financial Management, there are areas of weakness that need to be improved. The model has helped to clarify these, giving the basis for an improvement plan. From our assessment, we have identified areas within Dorset Police could benefit from further development, which are in three distinct areas.

The People management dimension, which relates to developing both the Management Accountants into the role of a true Finance Business Partner, and providing the training to the devolved budget holders.

The second area is Enabling Transformation, which relates to developing sustainable financial management within people, processes and stakeholders for the forces future progression.

Finally, Alliance areas need to be confident that the Leadership and delivery of financial information to them is as good as the specific force areas. The systems and processes are in place, which is evidenced from the force specific reviews. However, Alliance areas do not have the same confidence.

The aim of this review is to help improve financial management within the Organisation, an action plan has been developed and is continuing to evolve to include areas identified from the review of the CIPFA Code of Financial Management. A report was shared with the Force Executive in June 2020

Key Governance Principles

Each year, the Chief Constable and Police & Crime Commissioner review governance arrangements against delivery of service.

The assessment of governance arrangements against the seven CIPFA principles of good governance conducted by the Audit, Insurance and Strategic Risk department considers the effectiveness of a range of evidence from strategies, policies and procedures to independent reviews, audits and inspections.

Behaving with Integrity, demonstrating strong commitment to ethical values and respecting the rule of law

The OPCC Treasurer and the Force Chief Finance Officer (CFO) work closely together to ensure compliance with the governance requirements set out in the CIPFA Statement on "[The Role of the CFO of the OPCC and the CFO of the Chief Constable](#)". A series of executive level meetings are held between the Force and OPCC to secure the most efficient use of public funds. The principles of goodwill, professionalism, openness and trust underpin their relationship.

The Professional Standards department monitors conduct and standards of behaviour. There is a robust complaints' handling process with significant cases referred to the Independent Office of Police Conduct for independent review and an appeals process handled by the Office of the Police and Crime Commissioner. The Whistle Blowing Policy supports the confidential reporting processes and any conflicts of interest are formally managed.

The OPCC Chief Executive has responsibilities as the Monitoring Officer for ensuring the Force and OPCC remain compliant to laws and regulations. They are also responsible for advising the Commissioner on policy and strategy and for the commissioning and delivery of contracted services.

Compliance to laws, regulations, policies and procedures are evidenced by the relatively low level of liability claims and legal challenge against the Force. The joint Legal Services Department provides support and advice on legal matters.

The Force Chief Finance Officer is responsible for the integrity of financial controls and securing compliance with the Financial Regulations agreed with the OPCC Treasurer.

The annual Force Strategic Assessment evaluates overall Force capacity and capability through demand and performance analysis. This supports the development of sustainable operational plans that deliver effective policing over the longer term.

Public consultation and surveys are undertaken to assess victim satisfaction and public confidence. This data is analysed and reported to the Strategic Performance Board, where it is used to inform strategic operational plans and support the achievement of the Police and Crime Plan objectives. Survey results are monitored quarterly and considered against the achievement of local and strategic plans.

Ensuring openness and comprehensive stakeholder engagement

The Force website provides the public with full details of how to best contact the Force according to their need. The website supports openness and transparency relating to all Force activities, and provides links to the Dorset OPCC website and other multi-agency partnerships that provide direct or indirect services to the public.

Defining outcomes in terms of sustainable economic, social and environmental benefits

Corporate Governance arrangements set out the decision making framework for the organisation. Details of strategic decisions jointly made by the Chief Constable and the Commissioner are published on the OPCC website.

The Commissioner's Police and Crime Plan is the strategic plan that sets clear objectives for service delivery. The Chief Constable directs and monitors the effective delivery of operational policing, whilst mindful of the long term objectives set out by the Commissioner. Information on the achievement against the strategic objectives are available to the public on the OPCC website.

Determining the interventions necessary to optimise the achievement of intended outcomes

The achievement of strategic organisational objectives are benchmarked against progress on the national and regional programmes, to ensure timescales and financial costs are managed to completion. Change is managed centrally by the Business Change Department, which considers ideas for improvement and creates a structured programme for delivery.

The Commissioner and the Deputy Chief Constable jointly chair the Dorset Strategic Performance Board to consider overall Force performance against service delivery. Commanders, senior managers and business leads are accountable for the performance of their respective business areas.

The recommendations identified by Her Majesty's Inspectorate of Constabulary (and the Fire and Rescue Service) are developed into action plans. Any Lessons learnt are recorded and improvements implemented to increase performance and maximise the use of resources.

Developing the entity's capacity including the capability of its leadership and the individuals within it

Strategic plans for the training of leadership and senior officers are developed, which are supported by sound financial planning and decision making. To support this, all roles have job descriptions that clearly define their responsibilities, with appraisals completed annually to assess individual performance and to identify any personal development training requirements. Regular assessments are completed to ensure future resources are well equipped to meet predicted demand.

The roles and responsibilities of senior management, officers and staff are matched to required skills within the organisations structure. Training and recruitment plans are then developed to ensure that the right skills are available in the right place at the right time.

Managing risk and performance through robust internal control and strong public financial management

Dorset Police complete the mandatory National Fraud Initiative set by the Home Office. All irregularities are investigated and reported to the Independent Audit Committee. No incidents of fraud or corruption were detected from the matches created from the last data submission in 2018/19.

There are effective counter fraud and corruption procedures in place across both organisations, with close-knit working arrangements between Professional Standards, Audit, Finance and Legal Services. Regular reports are provided to the executive on the effectiveness of arrangements with independent scrutiny provided by the internal auditors on any weaknesses identified. This includes regular review of the controls in place to prevent financial error or fraud.

Strategic risks are managed through an effective risk management framework designed to provide assurance reports to the executive.

Internal audit provides objective scrutiny and assurance on the controls in place that prevent error, fraud or corruption. The service is provided in line with the requirements of the CIPFA statement on the Role of the Head of Internal Audit. The Chief Constable and Commissioner are required to provide adequate resources and open access to any information requested by the auditors.

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

The Independent Audit Committee is a key component of corporate governance. Its purpose is to review the Corporate Governance Framework and provide independent assurance on the adequacy of internal controls and financial management.

The external auditors are responsible for the inspection of financial arrangements and the audit of the annual accounts prior to publication. An opinion is then issued on the financial statements and a conclusion delivered on value for money arrangements.

Significant Governance Issues

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

In conclusion, no significant governance issues have been identified during this year's review. For completeness the minor issues identified recorded below will be addressed to ensure continuous improvement.

MINOR ISSUES IDENTIFIED 2019-20

PRINCIPLE	ISSUE	PROGRESS
Defining outcomes in terms of sustainable economic, social and environmental benefits.	Delays to the review of the Code of Corporate Governance.	Carried forward: The Corporate Governance Framework has been revised and agreed by the D&C Executive. Following finalisation the Dorset Executive will consider the content of the framework for adoption.
Determining the interventions necessary to optimise the achievement of intended outcomes	Managing the long term effects of the COVID-19 outbreak.	Complete: Business Continuity arrangements have been reviewed and plans were successfully activated during the pandemic. Lessons learnt have been captured by the Gold Commander and any opportunities for improvement have been identified.
Developing the entity's capacity including the capability of its leadership and the individuals within it.	To consider the position and portfolio responsibilities of the Chief Finance Officer.	Carried forward: The ACO will not be responsible for finance and so a permanent CFO will be recruited, responsible for all Force financial matters.
Implementing good practices in transparency, reporting and audit to deliver effective accountability	That shared decision-making meets the needs of both Forces.	Carried forward: Governance arrangements across both Forces have been reviewed. However the connectivity between boards requires further clarification to ensure transparency of decisions made.

MINOR ISSUES IDENTIFIED 2020-21

PRINCIPLE	ISSUE	ACTION
Developing the entity's capacity including the capability of its leadership and the individuals within it.	To consider the position and portfolio responsibilities of the Chief Finance Officer.	<p>Carried forward: The responsibilities of the ACO have been defined as people services together with other support services, excluding finance. Any changes to governance arrangements or financial management following appointment will be considered by the Chief Officers and Executive in both Forces.</p> <p>Current position: An Assistant Chief Officer has been appointed into the role of Director of People and Support Services, taking on responsibility for Human Resources and all support services excluding finance. A permanent Chief Finance Officer has been appointed with responsibility for the financial management of Force funds.</p>
Defining outcomes in terms of sustainable economic, social and environmental benefits.	Delays to the review of the Code of Corporate Governance.	<p>Carried forward: The Corporate Governance Framework has been revised and agreed by the D&C Executive. Following finalisation the Dorset Executive will consider the content of the framework for adoption.</p>
Implementing good practices in transparency, reporting and audit to deliver effective accountability	That shared decision-making meets the needs of both Forces.	<p>Carried forward: Governance arrangements across both Forces have been reviewed. However the connectivity between boards requires further clarification to ensure transparency of decisions made.</p>
Ensuring openness and comprehensive stakeholder engagement	Non-compliance and reduced assurance if actions from the ICO inspection are not completed to timescale.	<p>An action plan for the improvements identified during the ICO inspection has been created. Progress on completion will be monitored by the Joint Information Board.</p>
Defining outcomes in terms of sustainable economic, social and environmental benefits.	Potential changes to objectives and governance arrangements due to the change in Commissioner.	<p>The key dates and timescales for the PCC elections have been published. When the candidates and their manifestos are published the OPCC will ensure that a hand over plan is created.</p>
Determining the interventions necessary to optimise the achievement of intended outcomes	The development of compliance with the Code of Financial Management.	<p>The implementation of the Code of Financial Management action plan.</p>

**Opinion and
signature**

The Corporate Governance Framework adopted by the Chief Constable and the Police & Crime Commissioner demonstrates all the elements required to support effective governance. The annual assessment of arrangements during 2020-21 has provided an overall assurance opinion of substantial.

**Chief Constable
Scott Chilton**

Dated: 09/01/2023

**Chief Financial Officer
Neal Butterworth**

Dated: 09/01/2023