



Police and Crime Panel

Date: Thursday, 2 July 2026
Time: 10.00 am
Venue: HSM Phoebe Committee Room, BCP Civic Centre, Bournemouth, BH2 6DY

Members (Quorum: 3)

Alasdair Keddie, Louise Bown, Cameron Adams, Patrick Canavan, David Flagg, Simon Gibson, Louie O'Leary, Ben Sargeaunt, Peter Sidaway, Sarah Williams and Carl Woode

Chief Executive: Catherine Howe, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic & Governance Services Meeting Contact 01305 224709 - megan.r.rochester@dorsetcouncil.gov.uk

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda. If you would like to attend this meeting and have any specific requirements, please contact the Democratic Services Officer named above.

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Agenda

Item		Pages
1.	APOLOGIES To receive any apologies for absence.	
2.	MINUTES To confirm the minutes of the meeting held on Friday 6 th February 2026.	5 - 10
3.	DECLARATIONS OF INTEREST To disclose any pecuniary, other registrable or non-registrable interests as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the	

interest and any action they propose to take as part of their declaration.

If required, further advice should be sought from the Monitoring Officer in advance of the meeting.

4. PUBLIC PARTICIPATION

Representatives of town or parish councils and members of the public who live, work, or represent an organisation within the Dorset Council area are welcome to submit either one question or one statement for each meeting. You are welcome to attend the meeting in person or via MS Teams to read out your question and to receive the response. If you submit a statement for the committee this will be circulated to all members of the committee in advance of the meeting as a supplement to the agenda and appended to the minutes for the formal record but will not be read out at the meeting.

The first eight questions and the first eight statements received from members of the public or organisations for each meeting will be accepted on a first come first served basis in accordance with the deadline set out below. For further information please see [Public Participation - Dorset Council](#)

All submissions must be emailed in full to megan.r.rochester@dorsetcouncil.gov.uk by **8.30am on Tuesday 30th June**.

When submitting your question or statement please note that:

- You can submit one question or one statement.
- A question may include a short pre-amble to set the context.
- It must be a single question, and any sub-divided questions will not be permitted.
- Each question will consist of no more than 450 words, and you will be given up to three minutes to present your question.
- When submitting a question please indicate who the question is for (e.g. the name of the committee or Portfolio Holder)
- Include your name, address, and contact details. Only your name will be published but we may need your other details to contact you about your question or statement in advance of the meeting.
- Questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda.
- All questions, statements and responses will be published in full within the minutes of the meeting.

[Dorset Council Constitution](#) - Procedure Rule 9

Councillor Questions

Councillors can submit up to two valid questions at each meeting and sub divided questions count towards this total. Questions and statements received will be published as a supplement to the agenda

and all questions, statements and responses will be published in full within the minutes of the meeting.

The submissions must be emailed in full to megan.r.rochester@dorsetcouncil.gov.uk by 8.30am on Tuesday 30th June 2026.

[Dorset Council Constitution](#) – Procedure Rule 13

5. CONFIRMATION HEARING - CHIEF CONSTABLE APPOINTMENT 11 - 82

To provide notification of the Police and Crime Commissioner's preferred candidate for the role of Chief Constable for Dorset Police, and to seek confirmation of this proposed appointment, as required by the Police Reform and Social Responsibility Act 2011.

6. EXEMPT BUSINESS

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended).

The public and the press will be asked to leave the meeting whilst the item of business is considered.

7. Exempt Part of Confirmation Hearing - Chief Constable Appointment

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended). The public and the press will be asked to leave the meeting whilst the item of business is considered.

8. ELECTION FOR CHAIR/VICE CHAIR

To elect a Chair and Vice Chair of the Police and Crime Panel Committee.

9. Q4 MONITORING REPORT 2025/26 83 - 94

To receive the Q4 Monitoring Report 2025/26

10. POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT 95 - 112

To update members on the Police and Crime Commissioner's Annual Report

11. COMPLAINTS UPDATE 113 - 126

To receive a verbal update from the Service Manager for Assurance and review the Complaints Protocol.

12. FORWARD WORKPLAN

To discuss the Forward Workplan.

13. URGENT ITEMS

To consider any items of business which the Chairman has had prior notification and considers to be urgent pursuant to section 100B (4) b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes.

14. EXEMPT BUSINESS

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended). The public and the press will be asked to leave the meeting whilst the item of business is considered.

There is no additional exempt business scheduled.



POLICE AND CRIME PANEL

MINUTES OF MEETING HELD ON FRIDAY 6 FEBRUARY 2026

Present: Cllrs Alasdair Keddie (Chair), Louise Bown (Vice-Chair), Patrick Canavan, David Flagg, Simon Gibson, Louie O'Leary, Karen Rampton, Peter Sidaway and Carl Woode

Apologies: Cllrs B Sargeaunt and Sarah Williams

Officers present (for all or part of the meeting):

Simon Bullock (Chief Executive, OPCC), Marc Eyre (Service Manager for Assurance), Jonathan Mair (Director of Legal and Democratic and Monitoring Officer), Adam Harrold (OPCC Director of Operations), Julie Strange (OPCC Chief Finance Officer), David Sidwick (Police and Crime Commissioner), Joshua Kennedy (Democratic Services Officer) and Susan Dallison (Democratic & Governance Services Team Leader)

79. Minutes

The minutes of the meeting held on Tuesday 2nd December 2025 were confirmed as a correct record and signed.

80. Declarations of Interest

No declarations of disclosable pecuniary interests were made at the meeting.

81. Public Participation

A question had been received from Mr Mark Ellis. The Manager for Assurance read out the question on behalf of Mr Ellis. The question and response are appended to these minutes. The Chairman thanked Mr Ellis for submitting his question.

No further questions had been received.

82. Budget Precept Financial Year 2026/2027 (00:14:32 on recording)

Following the late receipt of a full set of financial figures to the Office of the Police & Crime Commissioner (OPCC) the Chairman commended the Chief Finance Officer, Julie Strange, for preparing the budget report in such challenging circumstances. The Chairman reminded members of the panel of the statutory rules regarding the decision to be taken; the panel could either support the precept proposal, support the precept and request further information for the July panel

meeting precept, support the precept proposal with the additional option to veto the proposal (which would require 8 members to vote against the proposed precept and the panel would meet again on 19th February 2026).

The Police and Crime Commissioner (PCC) introduced the budget which was seeking an increase in the precept of £15 per annum, it had been a difficult budget setting period and there was a need to balance the need to keep people in Dorset safe against not wanting to ask for additional funding. The PCC paid tribute to his staff for all of the hard work that had gone into producing the budget. To provide the panel with all of the salient information required to make a decision on the budget the PCC asked Amanda Pearson, Chief Constable, Julie Strange, Chief Finance Officer and Adam Harrold, Director of Operations to make presentations to the panel.

(00:22:12 on recording)

The Chief Constable, Amanda Pearson, provided a comprehensive oversight in respect of the operation aspect of policing, the achievements of the previous year, the reductions in budget already achieved and the ongoing commitment to continuous improvement and seeking further opportunities through the use of technology, income generation, reductions in staff posts, utility costs, vehicle running costs and software. However, it had got to the point where the workforce could not be asked to do more, their resilience had been stretched to the limit and there was a need to stabilise workforce and maintain the level of policing; the service to the public could not be maintained without the increase of £15 to the precept.

(00:58:56 on recording)

The Chief Finance Officer, (CFO) Julie Strange, provided an overview of the budget provided to the Panel and confirmed that since the publication of the report no further information had been received so the report remained accurate and was up to date. The CFO confirmed that the budget being put forward to the panel was a balanced budget and provided assurance that the budget was robust and that the overall level of reserves was adequate.

(01:02:28 on recording)

The Director of Operations, Adam Harrold, providing a presentation to the panel on the public consultation exercise that had been undertaken between 27th November 2025 and 26th January 2026, details of which were set out in the budget paper.

At that point the PCC invited questions from members of the panel; the questions and responses are attached at Appendix 2 to these minutes.

The Chairman closed the question and answer session at 11.45am. Cllr Rampton asked a question on process for clarification, in response Simon Bullock, Chief Executive confirmed that the decision of the panel was to support or not support the budget; further clarification on the budget proposals could be provided at the next panel meeting in July. Cllr Canavan expressed his concerns in respect of not understanding the consequences and not knowing the full impact of the decision on communities. Jonathan Mair, Dorset Council Monitoring Officer advised the panel that they had to make a decision based on the information provided with the

agenda papers, if the panel did not support the budget the panel would need to meet again to consider an alternative precept.

The budget recommendation was put to the vote: -

Decision

That the PCC's proposal to increase the precept for 2026/27 to £102,014,893, equivalent to a Band D charge of £322.58, an increase of £15 per annum or £1.25 per month (4.88%), as set out in Appendix 5 of the report be approved.

Following the vote the PCC asked the panel to write to the Home Secretary in support of a review of the national funding formula as the current formula for police funding did not work for rural police forces. The PCC was seeking support from all partner organisations to request a national review of funding and to address the issues of seasonal pressures and rurality.

Members of the Panel discussed whether to write a letter in support of the Police and Crime Commissioner's (PCC) lobbying of the Government for a fairer funding formula for Dorset. Members expressed the view that it was important to secure cross-party support on the issue and to pursue a review to ensure that rural police forces were properly funded under any revised model.

Councillor S. Gibson proposed that a recorded vote be taken. This proposal was supported by a majority of the Panel. The Chair noted that securing a fair deal for Dorset had been a recurring theme for the Panel.

The Chair recognised and noted the efforts of Dorset Members of Parliament in supporting the PCC's lobbying of the Home Office.

The Chair also noted that the Panel had previously agreed on the need to write a letter of support from the Panel to the Home Office regarding securing a fair funding settlement for Dorset.

On being put to the vote the motion was CARRIED.

Decision

That the panel write to the Home Secretary in support of the PCC's lobbying to review the national funding formula to achieve a fairer deal for Dorset.

The Chairman asked for volunteers from the panel to form an informal working group to draft the letter; Cllr Keddie, Cllr Gibson and Cllr Woode put themselves forward.

To lobby the Government for a fair deal for Dorset (Resolution)	
Councillor Alasdair Keddie	For
Councillor Louise Bown	For
Councillor Patrick Canavan	Against
Councillor David Flagg	For
Councillor Simon Gibson	For

Councillor Louie O'Leary	For
Councillor Karen Rampton	For
Councillor Peter Sidaway	For
Councillor Carl Woode	For
Carried	

At that point (12.27pm) the panel took a short 10-minute comfort break.

83. Q3 Monitoring Report (time on recording 02:44:09)

The panel was provided with an update of progress against the Police and Crime Plan to enable members of the panel to scrutinise activity and assess the achievement of outcomes. The PCC made a statement in respect of each of the priorities and took questions at the end. The questions and responses are appended to these minutes.

Following the response to the final question from Cllr Canavan on the risks associated with the White Paper the Chairman invited the PCC to give his views on the White Paper reforms. The PCC agreed that some aspects of policing such as IT, commercial and forensics could benefit from economies of scale. In respect of mergers, creating large forces, the PCC did not believe that bigger was better, some of the safest and cost effective forces were the smallest forces. Issues such as ASB, rural, shoplifting and drugs could be deprioritised and a focus on the cities instead of a focus of everybody. The PCC was also concerned about the centralisation of power, if dictated from the centre then there would be a move to the politicisation of the Police. Most important going forward was to have robust local governance, if there was Southwest police force it wouldn't be overseen by a Dorset committee.

84. Complaints Update

The Service Manager for Assurance advised the panel that 1 complaint had been received an investigated and had been appealed. A meeting of the Complaints Sub-committee was being held following the budget meeting to consider the appeal.

85. Forward Workplan

It was noted that hate crimes and hate incidents, RISE/out of court disposals had been put forward as items for the July meeting. The Chairman suggested that an additional item be added to the July agenda on the Evolve project to get a deeper understanding of the transformation programme. The Chairman also suggested that a further review of the budget be undertaken in July or September, depending on when the PCC had the additional information from Government.

86. Urgent items

There were no urgent items of business.

87. Exempt Business

There was no exempt business.

Appendix 1

Appendix 2

Appendix 3

Duration of meeting: 10.00 am - 1.32 pm

Chairman

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POLICE AND CRIME PANEL – 2 JULY 2026

APPOINTMENT OF CHIEF CONSTABLE

REPORT BY CHIEF EXECUTIVE

PURPOSE OF THE REPORT

To provide notification of the Police and Crime Commissioner's preferred candidate for the role of Chief Constable for Dorset Police, and to seek confirmation of this proposed appointment, as required by the Police Reform and Social Responsibility Act 2011.

1. INTRODUCTION

- 1.1 Section 38 (1) of the Police Reform and Social Responsibility Act 2011 states: *"The police and crime commissioner for a police area is to appoint the chief constable of the police force for that area."*
- 1.2 Deputy Chief Constable Rachel Farrell is the Police and Crime Commissioner's (PCC's) preferred candidate for the role of Dorset Police Chief Constable.
- 1.3 The Police Reform and Social Responsibility Act 2011 (PRSRA 2011) sets out a range of information that must be supplied by the PCC to the Police and Crime Panel as part of the confirmation process, as follows (Schedule 8, 3):
 - the name of the person whom the PCC is proposing to appoint [given in section 1, Introduction],
 - the criteria used to assess the suitability of the candidate for the appointment [given in section 4, Criteria and Appendix C, Competency and Values Framework],
 - why the candidate satisfies those criteria [given in section 5, Assessment], and
 - the terms and conditions on which the candidate is to be appointed [given in Appendix A, Candidate Information Pack].
- 1.4 Following this, the Police and Crime Panel must review this information and make a report to the PCC on the proposed appointment. The Police and Crime Panel has the power to veto the appointment.

2. BACKGROUND

- 2.1 Chief Constable Amanda Pearson (CC Pearson) formally notified the PCC of her intention to retire in January 2026, in accordance with her contractual requirement to provide at least 6 months' notice.
- 2.2 CC Pearson will have served a little over three years as Dorset Chief Constable, and 33 years in policing, by the time of her retirement, in line with the expectation she gave the PCC upon taking up the appointment.

- 2.3 The PCC is clear that CC Pearson has exceeded his expectations as Chief Constable. Firstly, as someone with a broad range of experience and who has shown success not just in different police areas geographically but also in different police disciplines from neighbourhood policing through detection to public order.
- 2.4 Secondly, the PCC recognises that CC Pearson understands the diversity of Dorset – and that Dorset Police must deliver for urban, coastal and rural areas as well as all of the diverse communities within them.
- 2.5 Thirdly, and critically, that CC Pearson has had the necessary grip to deliver the Police and Crime Plan – to cut crime and to make Dorset safer – and as a result, Dorset has become the fourth safest force area in England and Wales with crime and violent crime continuing to fall and positive outcomes, including arrests, continuing to rise.
- 2.6 Following CC Pearson’s decision, a full, open recruitment process was undertaken to identify a Chief Constable for Dorset Police, in accordance with the requirements of the PRSRA 2011 and the College of Policing guidance for appointing chief officers.
- 2.7 As Panel members may be aware, most Chief Constable recruitment campaigns in recent years have resulted in a very limited number of applications. Knowing this, the PCC determined beforehand that the minimum number of eligible candidates required for the process to be valid, was one.

The Ongoing Challenge of Chief Constable Recruitment

For much of the past two decades, concerns have been raised about the size and strength of the pool of suitable applicants for Chief Constable vacancies.

As early as the mid-2000s, the first signs of concern emerged as nationally policing began to recognise that the traditional leadership pipeline – from Chief Superintendent through Assistant Chief Constable, Deputy Chief Constable and into Chief Constable – was becoming noticeably narrower.

In 2008, the Home Office green paper “[From the Neighbourhood to the National: Policing our Communities Together](#)” stated that the relevant agencies “*need to do more to ensure that there is a sufficient supply of chief officers to match the posts that need to be filled.*”

Several factors were identified, including fewer officers willing to relocate between forces, an increasing complexity and public scrutiny of chief officers, and concerns about whether senior officers were receiving sufficient development to become Chiefs. As a result, a relatively small number of candidates were circulating around the same vacancies.

The introduction of PCCs in 2012 fundamentally changed the appointment process, and a new light was shone on this issue as PCCs began to publicly raise and discuss the matter. This led to the [Home Affairs Committee](#) taking evidence on Chief Constable recruitment in the 2015/16 parliamentary session, including hearing that over half of Chiefs appointed in 2015 were the only candidate for the job, often the current Deputy Chief Constable. Once again, the Committee found that the system was not generating a sufficiently broad field.

In the decade following, the issue remained a regular topic of discussion, as Chief Constables increasingly became subject to intense public and media scrutiny, and increasing accountability was brought to bear through political leadership, judicial reviews and misconduct investigations. As a result, some senior officers reportedly concluded that the personal and reputational risks outweighed the benefits of seeking promotion.

At the same time, concerns about pensions and relocation costs have continued to be cited as barriers to recruitment – with a number of chief officers arguing that pension arrangements inadvertently discouraged some senior officers from applying for top roles.

This issue has, arguably, become even more stark in the last couple of years. In 2024, Humberside Police received no applicants for its Chief Constable vacancy. In 2025, it was reported that two of the larger roles in policing – the Chief Constable of Merseyside, and the Deputy Commissioner of the Metropolitan Police – attracted one applicant each. And earlier this year, the recruitment process for the Leicestershire Police Chief Constable vacancy had to be re-run after the previous exercise failed to result in an appointment (the two applicants interviewed were both Assistant Chief Constables).

3. PROCESS

- 3.1 The recruitment process for Chief Constables is set out in the PRSRA 2011; the Police Regulations 2003; the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012; and Home Office Circular 20/2012 (as amended).
- 3.2 The OPCC Chief Executive ensured the recruitment process met the legislative requirements and was developed in accordance with the College of Policing's [Guidance for Appointing Chief Officers](#), 2025.

ADVERTISING

- 3.3 A comprehensive information pack for candidates was produced by the Chief Executive (see Appendix A) and the supporting information reviewed and revised. This included the terms and conditions of the appointment being confirmed by Dorset Police HR and Legal Services, and the assessment criteria being checked with the College of Policing.
- 3.4 The vacancy was advertised locally (PCC website) and nationally (Association of PCCs website, College of Policing website) as per national best practice. To improve attraction for the role, the PCC appeared in a [short recruitment video](#), setting out his ambitions and expectations for the role. This video was shared with relevant Chief Officers via the National Police Chiefs' Council secure platform 'Chiefs Net'.
- 3.5 Feedback confirmed that the national chief officer cohort were informed of the vacancy, and a small number of conversations were had with potentially interested parties. This activity ultimately resulted in one individual applying for the role, recognising the scale of the challenge described in the box at paragraph 2.7.

SHORTLISTING

- 3.6 Shortlisting took place remotely on 6 May 2025, by members of the Appointment Panel. Ahead of the process, the Chief Executive shared:

- an overview of the relevant legislation and requirements relating to the process,
- the relevant material including principles of merit, fairness and openness that should underpin the process,
- the College of Policing '[Competency and Values Framework](#)', and
- the scoring methodology, the use of which was agreed by the panel.

3.7 As a result, Appointment Panel members:

- gained a shared understanding of the assessment criteria,
- agreed what effective and ineffective performance looks like, and
- understood the principles of fair and merit-based assessments and how to apply this consistently to the process at hand.

3.8 The shortlisting process, albeit undertaken remotely, was observed by Simon Bullock, OPCC Chief Executive, and Cllr Alastair Keddle, Dorset Police and Crime Panel Chair.

ASSESSMENT

3.9 The assessment day took place at Force Headquarters on 19 May 2026.

3.10 Given the significance of the Chief Constable role, this was purposefully designed to be both challenging and comprehensive. A summary of the process is given below, along with the respective Panel members involved in each:

Media Exercise: 15-minute interview on the subject of a perceived rise in serious violence in Bournemouth following two high-profile, hypothetical, incidents involving young victims.

The media exercise was staged and managed by Sue Bloss (Head of Communications and Engagement, OPCC) and undertaken by professional contractors, with the resulting interview being assessed by the Appointment Panel.

Partner Panel: 60-minute structured interview with key external stakeholders.

Panel Members: Adam Harrold (Chair, Director of Operations OPCC), Sam Crowe (Director for Public Health, Dorset Council), Katie Sorrell (Head of Service, Dorset Probation), David Webb (Head of Service, Dorset Youth Justice), Lionel Yafele (Independent Police Advisor)

People Panel: 60-minute structured interview with key internal stakeholders.

Panel Members: Julie Strange (Chair, OPCC Treasurer), Alyssa Forrest (LGBT+ Network), Gavin House (Superintendents Association), Julie Howe (Survivors Network), Chris Wood (Police Federation)

Appointment Panel: 30-minute presentation on the Police and Crime Plan, followed by 60-minute structured interview.

Panel Members: David Sidwick (Chair, PCC), Aidan Dunn (BCP Chief Executive), Prof Lesley Haig (Vice-Chancellor, Health Services University), Siobhan Harrington (Chief Exec, University Hospitals Dorset), David Lewis (Former Dorset Deputy Chief Constable), Matthew Scott (Kent PCC)

- 3.11 The assessment day was observed by Simon Bullock, OPCC Chief Executive, and Cllr Alasdair Keddie, Dorset Police and Crime Panel Chair.
- 3.12 Collectively, the Appointment Panel has extensive experience of recruiting at a senior executive level. It was confirmed that no panel member, nor either of the observers, had any conflict that necessitated declaration.
- 3.13 Relevant national guidance requires at least one of the Appointment Panel to be an independent member. A key role of the independent member is to ensure the appointment principles of merit, fairness and openness are followed and to verify the extent to which the panel were able to fulfil their purpose (for example to challenge and test that the candidate meets the necessary requirements to perform the role).
- 3.14 Aiden Dunn kindly agreed to act as the independent member of the panel and has written a separate report to the Police and Crime Panel confirming the fairness of the process and decision making (Appendix D).
- 3.15 Relevant national guidance requires the Appointment Panel to include a senior policing advisor, an individual with professional policing knowledge, who is able provide the PCC with advice at an appropriate level from a policing perspective, should it be needed. David Lewis kindly agreed to act as this adviser.

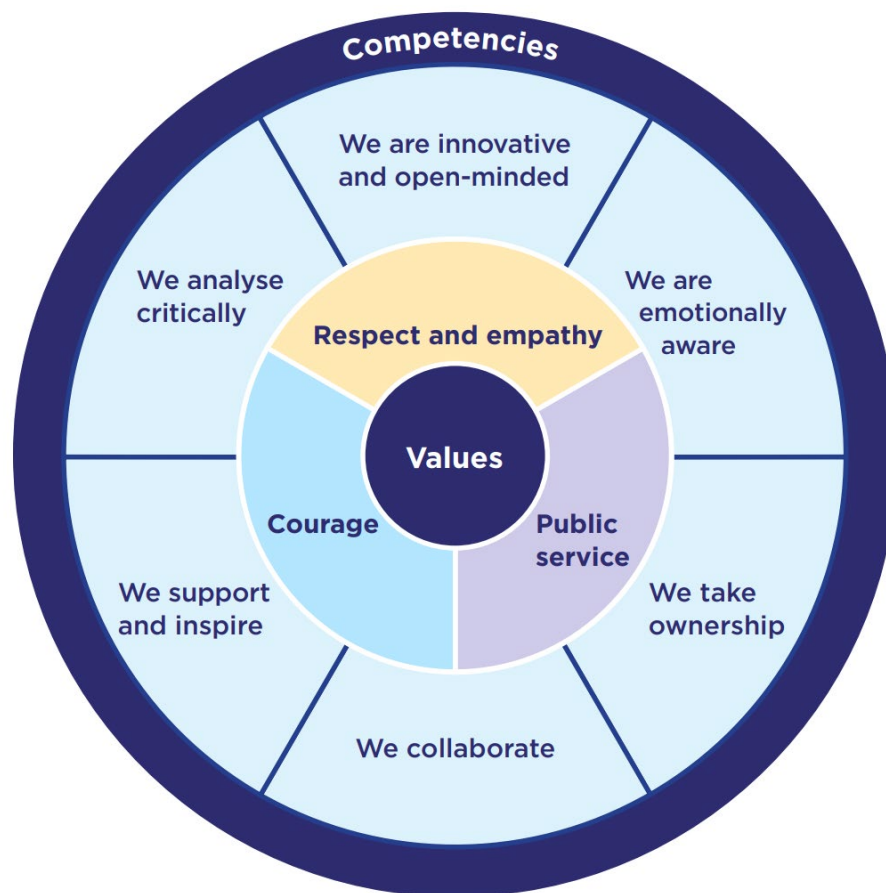
REFLECTION AND DECISION MAKING

- 3.16 Following the completion of all four elements as described in paragraph 3.10, the Chief Executive summarised the assessment, for Appointment Panel members, as follows:
- 3.17 Prior to the assessment day, the candidate completed a [Colour Works 'Insights' personal profile](#) and was provided with the full results and the opportunity to discuss this with a licensed practitioner. This tool was not used for selection, and the candidate was given the opportunity to opt-out, with no disadvantage.
- 3.18 In presenting the highlight findings of assessment the Chief Executive made it clear that this was being provided to the Appointment Panel in high-level summary only, to complement the assessment process.
- 3.19 The Appointment Panel then viewed and discussed the interviews from the media exercise, supported by the OPCC Head of Communications and Engagement and then heard from the chair of the People Panel (OPCC Treasurer) and the chair of the Partner Panel (OPCC Director of Operations) separately, to understand the feedback and findings of those panels. The panel were also presented with the assessment scores from each panel to aid their consideration and decision-making.
- 3.20 The Appointment Panel then undertook a wash-up session to consider and discuss the assessments presented and identified any final questions or challenges for the candidate before making their recommendations to the PCC.
- 3.21 Finally, the PCC spoke about the 'chemistry conversation' and current working relationship he had with the candidate which focused on 'fit' for the role, in other words whether the candidate was the right person for what is required for the role of Chief Constable.
- 3.22 Following this, the Chief Executive, presented a summary of the results, allowing Appointment Panel members to consider the entire assessment. As per the relevant legislation, members

were reminded that recruitment of Chief Constables is a matter for PCCs, and the Appointment Panel's role was to aid the PCC in his decision. The Appointment Panel were unanimously and fully supportive of the decision to appoint the preferred candidate.

4. CRITERIA

- 4.1 The College of Policing's 'Competency and Values Framework' (CVF) was used to assess the suitability of candidates at both the shortlisting and interview stages. The framework has six competencies, and three values as set out below.
- 4.2 The CVF provides clear expectations for everyone working in policing, and therefore plays a significant role in the recruitment, assessment and development of staff at every level. Assessment against the CVF for this role took place at Level 3, Senior Managers and Executives.



- 4.3 The selection criteria were considered at the shortlisting stage with Appointment Panel members offering thoughts that were incorporated in the subsequent assessment process. The application form was designed to probe and challenge the competencies and values, as well as other areas of core responsibility linked to the delivery of the Police and Crime Plan. The candidate were therefore afforded the opportunity to provide evidence of suitability, skills, experience, and relevant continuing professional development.
- 4.4 The interviews followed a traditional structured format, with panel members taking turns to pose predetermined questions designed to probe each of the assessment criteria. Panel members were free to ask follow-up, or clarification, questions to ensure fairness, that the full extent of each criterion was tested and that the candidate might be appropriately challenged.

- 4.5 To probe different areas of skill and competency, some elements of the assessment process were pre-set with information provided to the candidate beforehand, whilst others were not.
- 4.6 The Appointment Panel interview focused on assessing the candidates against the Competency and Values Framework.
- 4.7 To complement, rather than duplicate, the Appointment Panel interview, and to elicit further information about the candidates' suitability, the Partner and People Panel interviews were specifically focused on values and 'feel' – rather than a more technical evaluation of skills and/or experience.

5. ASSESSMENT

- 5.1 In the first instance, the Chief Executive assessed the candidate's application to have met the minimum eligibility criteria for the role, as set out in the role profile (and included in the candidate application pack). These included: holding the rank of Assistant Chief Constable/Commander or a more senior rank in a UK police force; having successfully completed the Senior Police National Assessment Centre and the Strategic Command Course; having Authorising Officer Training; and having wide-ranging law enforcement experience.
- 5.2 The following scale was used by throughout the assessment process, at both the shortlisting and interview stages:

Score	Definition
5: Exceptional performance	The candidate demonstrated an exceptionally strong level of understanding, well above the standard required.
4: Exceeds acceptable	The candidate demonstrated an in-depth understanding, providing performance supplementary to that expected.
3: Acceptable performance	The candidate demonstrated a sound and acceptable understanding, at the level expected of the role.
2: Generally acceptable	The candidate demonstrated generally acceptable understanding, but lacked clarity, relevance and/or depth.
1: Limited performance	The candidate did not demonstrate an understanding of the competency/value being measured.

- 5.3 Minimum expectations were considered beforehand. It was confirmed that a candidate scoring an average that might be rounded down to '2' against one or more criteria might not be appointable, but mitigation would be considered should that be the case.
- 5.4 This was not needed as Deputy Chief Constable Rachel Farrell scored well across each individual assessment element – including the shortlisting, People Panel, Partner Panel and both the Appointment Panel presentation and interview elements. The Media Exercise was not scored in the same way as a general assessment of acceptability was undertaken by the Appointment Panel.
- 5.5 At the completion of the assessment process, the Appointment Panel considered the entire breadth of presented evidence. As per the relevant legislation, recruitment of Chief Constables

is a matter for PCCs, and at this point the PCC declared Deputy Chief Constable Rachel Farrell as his preferred candidate.

- 5.6 The Appointment Panel were unanimously and fully supportive of this decision, noting that Deputy Chief Constable Rachel Farrell demonstrated the breadth of her policing experience, leadership, and ability to command a force and engage at the highest levels with local, regional and national stakeholders.

6. VETTING AND REFERENCES

- 6.1 Updated guidance on police vetting ([Vetting Authorised Professional Practice](#)) states that the OPCC Chief Executive is the decision maker for approving clearance, supported by the Force Vetting Manager whom provides support and manages the Chief Constable's vetting clearance process.
- 6.2 The preferred candidate was successfully vetted to the level required by Chief Constables – namely, Management Vetting (MV) and Developed Vetting (DV). Management Vetting assesses individual's financial history to ensure they are not vulnerable to bribery or financial coercion, and Developed Vetting expands this by including more intrusive questioning and background checks.
- 6.3 A search of Dorset Police Professional Standards Department records was undertaken to ensure that the preferred candidate's disciplinary record was considered, and that the PCC was made aware of any outstanding allegations or ongoing investigations. There were no issues identified.
- 6.4 Additionally, updated guidance on police vetting states that police personnel are now required to undergo an annual integrity check as part of the annual Performance Development Review (PDR). This was carried out in May 2026 with no issues identified.
- 6.5 To support the offer of proposed appointment, references were taken up. The current Dorset Police Chief Constable and a senior leader from the Hampshire and Isle of Wight Integrated Care Board both provided clear endorsements of the preferred candidate's suitability.
- 6.6 The report of the Independent Member referenced in paragraph 3.14 confirming the fairness of the process and decision making is attached at Appendix D.
- 6.7 Cllr Keddie separately confirmed that in relation to the role of observer on behalf of the Dorset Police and Crime Panel, in summary that:
- He found the process to be rigorous and exhaustive in its examination of the candidate.
 - Overall, the process was honest, unbiased and transparent, taking into account a wide range of both internal and external stakeholders.
 - Whilst he understood that this may have been hard to avoid due to the unique dynamics of the potential field of candidates, he would have liked to see more than one candidate evaluated.
- 6.8 Overall, the wider vetting and reference checks have all been completed with no issues identified.

7. PREFERRED CANDIDATE BIOGRAPHY

- 7.1 Deputy Chief Constable Rachel Farrell (DCC Farrell) has 31 years' policing experience principally in Hampshire where she served for 26 years, before joining Dorset as Assistant Chief Constable in January 2022, and being appointed Deputy Chief Constable in July 2023.
- 7.2 DCC Farrell spent much of her career as a detective, specialising in major and serious crime. As an accredited senior investigator, DCC Farrell has led complex investigations across areas including homicide, public protection, child abuse, rape and serious sexual offences, and criminal intelligence. Her work has been driven by a deep commitment to protecting vulnerable people and securing justice by holding offenders to account.
- 7.3 DCC Farrell has also held uniformed neighbourhood policing roles and has a strong understanding of the specific challenges faced by rural communities. Throughout her career, she has played a key role in shaping policing approaches to rural crime. In addition, she has led in city command roles, worked in Contact Management, and delivered a range of strategic reviews and improvement projects.
- 7.4 As a senior leader, DCC Farrell is passionate about delivering high-quality public service and driving meaningful change through innovation and collaboration. She is committed to building strong, effective partnerships that prevent harm, reduce crime, and create safer communities.
- 7.5 As Deputy Chief Constable, DCC Farrell's role is to uphold standards and shape the culture of the organisation – recognising the fundamental importance of trust, integrity, and professionalism in policing, and is actively leading several initiatives to strengthen the legitimacy of the service and maintain public confidence.

8. TERMS AND CONDITIONS OF APPOINTMENT

- 8.1 The terms and conditions on which the candidate is to be appointed are given in the candidate information pack (Appendix A).

9. ACKNOWLEDGMENTS

- 9.1 The PCC and OPCC thanks members of the Appointment Panel, People Panel, Partner Panel and observers (and their administrative support) for their time, insight and counsel in achieving a positive recruitment outcome.
- 9.2 The PCC thanks OPCC staff who supported this recruitment process over several months of effort and ultimately ensured a smooth process on the assessment day.

10. LIST OF APPENDICES

- A. Candidate Information Pack (incorporating terms and conditions of appointment)
- B. Application Form (including monitoring information)
- C. College of Policing, Competency and Values Framework
- D. Independent Member report

SIMON BULLOCK
CHIEF EXECUTIVE AND MONITORING OFFICER

Members' Enquiries to: Simon Bullock, Chief Executive (01202) 229084
Media Enquiries to: Sue Bloss, Head of Communications and Engagement (01202) 229084

Chief Constable

Recruitment Pack

JOIN US.

LOVE DORSET.

Page 20



**DORSET
POLICE**

Thank you for your interest in becoming the next Dorset Police Chief Constable.

Dorset is one of the higher performing police services in England and Wales – with the latest crime statistics showing a further decrease in overall crime and an increase in positive outcome rates, making Dorset currently the fifth safest force area.

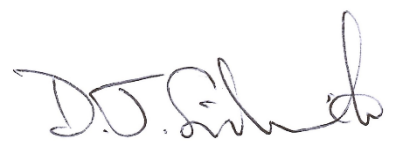
Despite this, I recognise our current and future challenges, and wish to appoint a Chief Constable who shares a vision of continuous improvement and who understands that policing is at its best when it represents, works with and strengthens our communities.

As PCC, I have the privilege of representing Dorset residents, and they deserve an exceptional and proven leader who will build on past successes, deliver the priorities in my Police and Crime Plan, and drive the Force towards being the safest county.

From me, you will have a partner who will provide challenge, direction and support.

Together we can tackle not only, the things that matter to our local residents, but also, the complex and high harms that drive our demand. As Chief Constable, I will expect you to further develop our shared culture of innovation and transformation, including across the wider partnership landscape.

If you share this ambition, and believe you are the right person to lead our police service, then I encourage you to contact my Chief Executive, Simon Bullock, on simon.bullock@dorset.pnn.police.uk.



David Sidwick

Police and Crime Commissioner for Dorset



WE SERVE DORSET

A beautiful county bordering Wiltshire, Hampshire, Devon and Somerset. Our county town is Dorchester, but other notable locations are the holiday resorts of Bournemouth, Poole, Lyme Regis, Swanage and Weymouth.

We police 1024 square miles, 3300 miles of roads and 88 miles of coast.

We serve a population of 799k, split between our two local authorities (390k in Dorset, and 409k in Bournemouth, Christchurch and Poole).

We serve residents who live in large towns with busy shopping centres and vibrant night-time economies, along with rural areas dotted with picturesque villages and hamlets, and coastal communities with major attractions and large seasonal transient populations.

We serve eight parliamentary constituencies, and two large unitary authorities. We also serve around 160 Parish and Town Councils – with almost 1500 councillors.

We serve over 55k businesses - ranging from well-known internationals to fast-growing local enterprises. We are proud of Dorset's status as an innovation hotbed with a strong entrepreneurial culture.

CHIEF CONSTABLE ROLE PROFILE

Location: Dorset Police HQ, Winfrith, Dorset DT2 8DZ

Salary: £181,575 (± 10%)

Contract: Negotiable up to five years

Scope: The direction and control of Dorset Police, in accordance with the Police Act 1996, in order to provide Dorset with an effective and efficient police service, and to create a vision and culture that builds public trust and confidence and enables the delivery of an efficient and effective police service.

Purpose: The Chief Constable has the overall responsibility for leading Dorset Police.

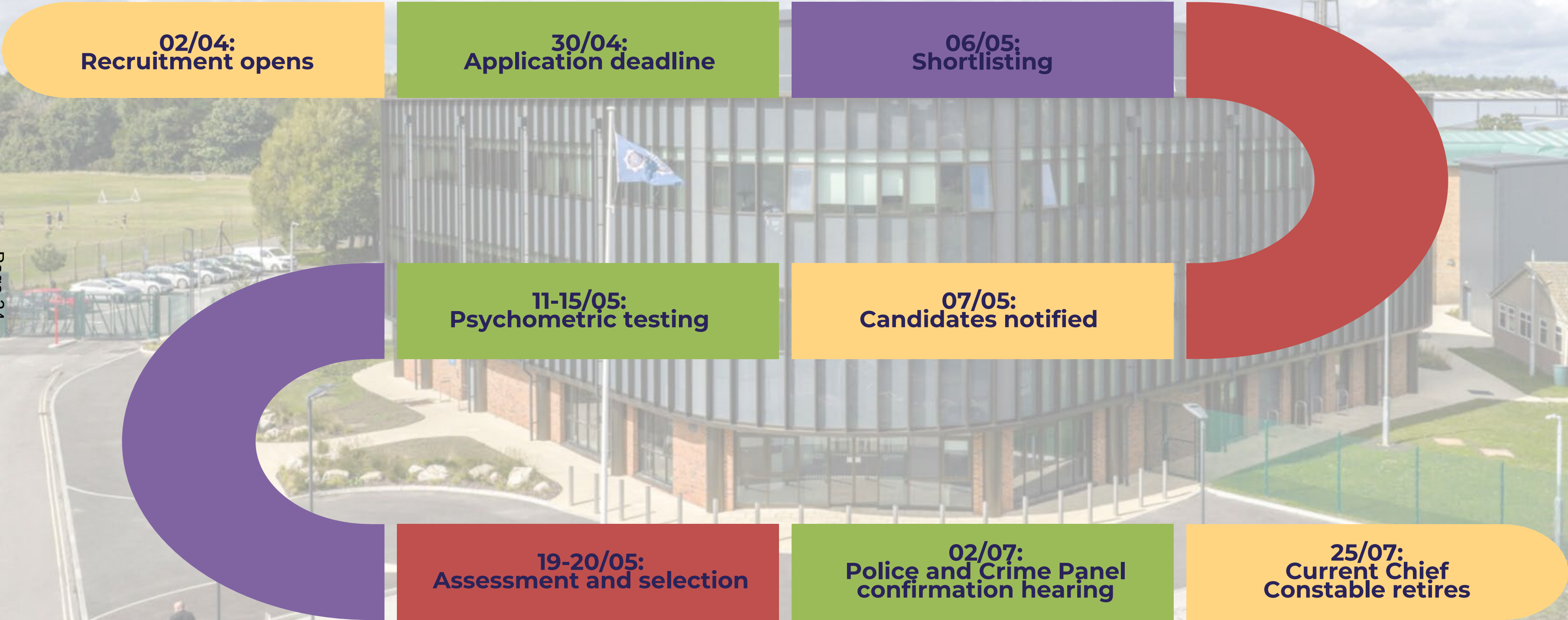
Responsible for keeping our communities safe and secure, and the direction and control of the Force's officers, staff and volunteers, the Chief Constable has overall responsibility for enacting and delivering the vision of the Police and Crime Plan.

The Chief Constable is operationally independent and holds direct accountability for the operational delivery and effective command of policing services.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable, including complying with the existing schemes of governance.



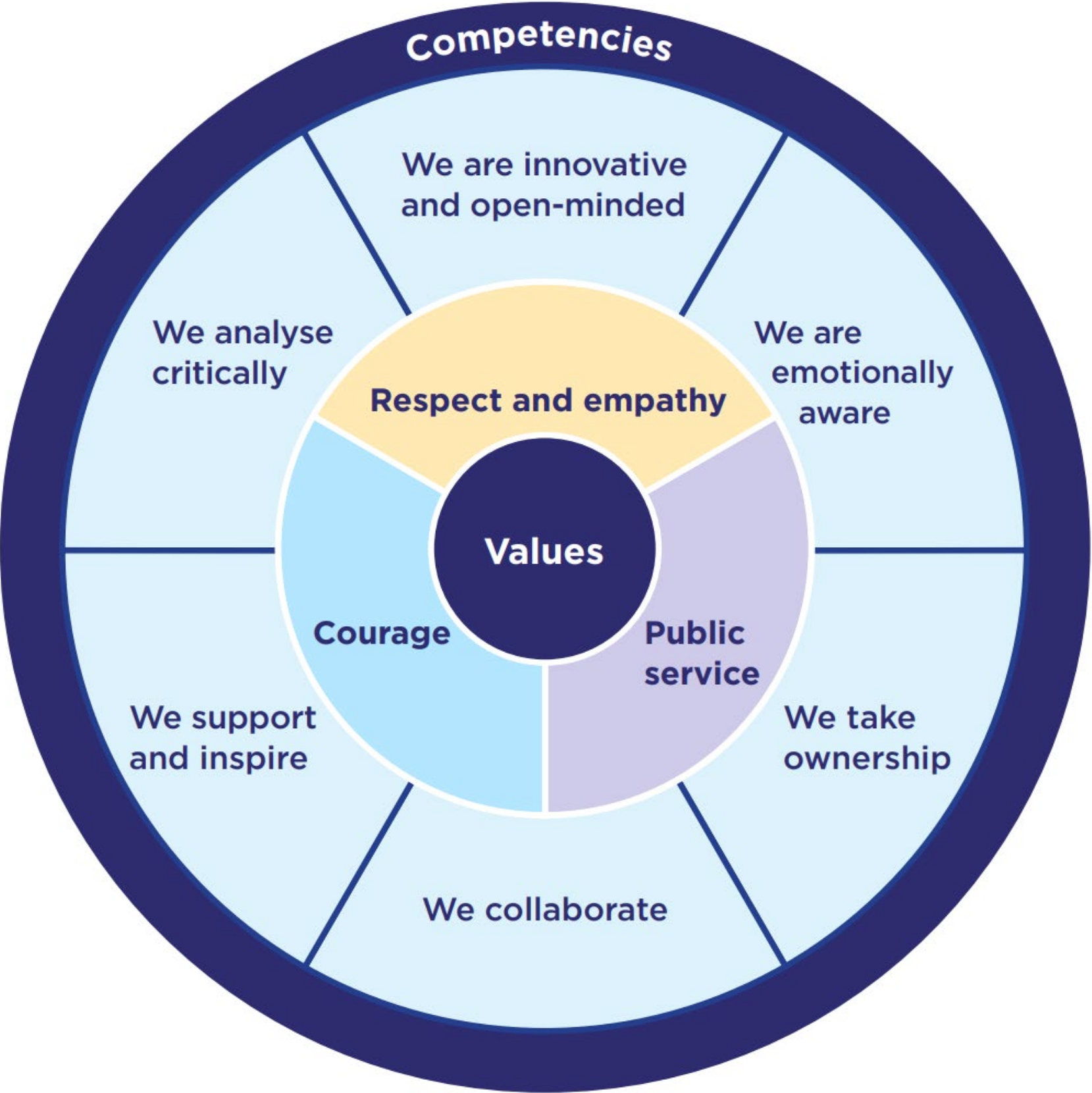
CHIEF CONSTABLE RECRUITMENT PROCESS



CHIEF CONSTABLE KEY RESPONSIBILITIES

1. To make Dorset safer, and feel safer
2. To lead the strategic management of the Force, including setting the Policing Vision and proactively ensuring the delivery of the Police and Crime Plan
3. To provide an efficient and effective policing service for Dorset that meets current and expected future demands
4. To promote the highest levels of professional conduct in the Force, including leading the Chief Officer Group to promote a positive workforce culture and uphold the Force values and behaviours
5. To lead a mutually productive relationship with the PCC and OPCC in line with the Policing Protocol, whilst fulfilling the legal obligations as Corporation Sole
6. To undertake a leading role in the corporate and strategic development of the Force to ensure productivity, value for money and organisational effectiveness
7. To hold accountability for Force financial management and determine operational budgets according to the relevant frameworks and guidelines, to ensure the effective use of public spending and maximise value for money
8. To ensure the Force effectively engages and communicates with the public, and promotes customer focused strategies that deliver high levels of public confidence
9. To recognise the importance of culture and inclusion in the Force's working practices and to commit publicly and personally for Dorset Police to become anti-discriminatory in the provision of its policing services
10. To oversee the development, implementation and review of Force policies and strategies
11. To lead and command operational incidents and events as necessary, including acting as Force Gold Commander, participating in the Chief Officer on-call rota, and otherwise fulfilling the authorising responsibilities of a Chief Constable
12. To represent the Force's interests at a local, regional and national level to both the public, media and other external stakeholders
13. To further strengthen relationships with local, regional and national partners, strategically collaborating, influencing and aligning delivery to contribute to local improvement
14. To undertake regional and national responsibilities as part of NPCC, and to actively contribute to the national thinking – particularly around police reform – in a way that supports the delivery of the Force vision and Police and Crime Plan
15. To work with the PCC and OPCC to provide professional advice so that the PCC remains informed and is best advised to fulfil his/her functions
16. To undertake such other tasks, commensurate with rank of Chief Constable as the Police and Crime Commissioner shall specify

COMPETENCIES AND VALUES



The competency and values framework (CVF) provides clear expectations for everyone working in policing.

It plays a significant role in the recruitment, assessment and development of officers and staff at every level.

You will be expected to know, understand, uphold and champion the competencies and values of the police service, and the Code of Ethics.

This is a challenging post that will require a well-established and balanced mix of competencies which are drawn upon in a variety of combinations according to circumstances.

These will need to be exercised at a consistently high level to enable the postholder to achieve results (level 3).

ELIGIBILITY AND EXPERIENCE

- ▶ Held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas)
- ▶ Authorising Officer Training
- ▶ Successful completion of the Executive Leaders Programme, or its precursors (Senior Police National Assessment Centre and the Strategic Command Course)
- ▶ Wide-ranging law enforcement experience
- ▶ Operating at a strategic level, including the leadership of senior law enforcement officers and staff
- ▶ Relevant operational experience with evidence of the effective management of critical and major incidents
- ▶ Leadership across a range of operational and enabling policing functions
- ▶ Successfully engaging with and influencing multi-agency partnerships
- ▶ Implementation and management of an effective performance framework
- ▶ Commitment to community and customer focus at a senior leadership level
- ▶ Effective change management experience
- ▶ Accountability for management of significant budgets
- ▶ Evidence of continuing professional and personal development

The postholder will develop a range of key working relationships to fully effect their duties, including but not limited to:

- ▶ Police officers, staff, specials and volunteers at all levels
- ▶ The PCC and the Office of the PCC
- ▶ National bodies including Home Office, HMICFRS, NPCC and APCC
- ▶ Local partners across local authorities, criminal justice agencies, health, blue light and other partners, elected members, the private sector, and the community and voluntary sector
- ▶ Members of the public
- ▶ Staff Associations, Unions and Networks representatives

APPOINTMENT PROCESS 1

The process of selecting a Chief Constable will be carried out in accordance with the College of Policing guidance on the appointment of Chief Officers.

Application Form

To request an application form, or for advice at any point during the application process, please contact Simon Bullock, OPCC Chief Executive, on simon.bullock@dorset.pnn.police.uk

Please refer to the application form for details on its completion.
The application form must not be modified.

Completed application forms should be emailed to Simon Bullock, on the above address, by 12pm on Thursday 30 April.

Familiarisation Conversations

Please email Simon Bullock to arrange any familiarisation conversations with the Force and/or OPCC leadership.

Shortlisting

The shortlisting will take place on Wednesday 6 May and be made against the College of Policing Competency and Values Framework. The Shortlisting Panel will comprise of:

- ▶ David Sidwick, Dorset PCC
- ▶ Aiden Dunn, BCP Council Chief Executive
- ▶ Professor Lesley Haig, Vice-Chancellor, Health Sciences University
- ▶ Siobhan Harrington, Chief Executive, University Hospital Dorset
- ▶ David Lewis, former Dorset Deputy Chief Constable
- ▶ Matthew Scott, Kent PCC

The Panel will be advised by Simon Bullock and observed by Cllr Alasdair Keddie, Chair Dorset Police and Crime Panel.

Psychometric Testing

To support the selection process, shortlisted candidates will be invited to complete an online personality profiling tool. The resulting full report will be made available to candidates, and a short summary will be made available to the Appointment Panel.

This service will be provided by The Colour Works and may involve a short conversation with one of their consultants. This will be carried out remotely, and will happen during the week commencing Monday 11 May.

APPOINTMENT PROCESS 2

Assessment Days

The selection and assessment will take place on Tuesday 19 and Wednesday 20 May, and Dorset Police HQ , Winfrith.

The process will consist of:

- ▶ A 30-minute pre-prepared presentation, followed by a 60-minute ‘Appointment Panel’ consisting of senior executives from policing and partners, and chaired by the PCC
- ▶ A 60-minute ‘People Panel’ consisting of representatives from internal policing staff associations, unions and networks
- ▶ A 60-minute ‘Partner Panel’ consisting of senior representatives from local authorities, health, criminal justice, and probation
- ▶ A media exercise managed by the OPCC and supported by a broadcast journalist and a videographer

Further details will be made available to shortlisted candidates.

Following the assessment days a preferred candidate will be notified.

Vetting

The preferred candidate will be subject to the required vetting and medical checks. References will be checked and, if relevant, the preferred candidates previous Force will be contacted.

Confirmation Hearing

The preferred candidate, along with PCC and OPCC, will attend the Dorset Police and Crime Panel on Thursday 2 July, for the confirmation hearing. Like other Panel meetings, it is likely that the meeting will be livecast.

Appointment

Subject to the outcome of the vetting and confirmation hearing, a formal confirmation of appointment will be made.

Further Information

Please refer any queries to Simon Bullock, OPCC Chief Executive, on simon.bullock@dorset.pnn.police.uk

POLICE AND CRIME COMMISSIONER FOR DORSET

Force Headquarters
Winfrith
Dorset
DT2 8DZ

Page 30
 @PCCDorset

 www.dorset.pcc.police.uk



CHIEF CONSTABLE

COMPETENCY AND VALUES BASED

SELF-ASSESSMENT

APPLICATION FORM

***Private and Confidential
once completed***

INSTRUCTIONS FOR COMPLETION

Applicants are strongly advised to read all the material provided, including the information pack and the strategic priorities set out in the Police and Crime Plan.

- (a) The form should be completed in full. No attempt should be made to redesign the form. Please contact pcc@dorset.pnn.police.uk if you experience any difficulties with completing the form.
- (b) Answers must be restricted to the space provided on the form and this applies whether the form is being completed manually or electronically. Additional pages are not permitted. Furthermore, in each section of **Part Three** of the application, your responses **must not exceed 400 words**.
- (c) Applicants are required to complete all sections of the form.
- (d) It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on your personal involvement/experience and actions.

It is essential that the evidence you present is from within your time operating as a Chief Officer, and desirable it is from the last three years.

- (e) The appropriateness of your application will be determined by the extent that your evidence relates to the competency area or job-related experience being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing the Force.
- (f) Applicants are required to provide two referees at **Part Four**, to sign and date the declaration at **Part Five** and to ensure the monitoring survey at **Part Six** is completed and returned.
- (g) As part of the process your current Chief Constable may be contacted to provide his or her assessment of your suitability. This will not be required for candidates already currently at the rank of Chief Constable, whether on a substantive or a temporary basis.
- (h) It is the applicant's responsibility to ensure that this form (with the monitoring survey) is returned by midday on Thursday 30 April 2026 to simon.bullock@dorset.pnn.police.uk.
- (i) Part One (Personal Details) and Part Two (Career History) of your completed application form will be used by the OPCC Chief Executive to confirm eligibility.

Part Three (Competencies) will be shared with the Appointment Panel for shortlisting purposes. **This is the element that will be scored.**

Part Four (References) and Part Five (Declaration) will be used by the OPCC for reference checking in the case of the preferred candidate.

Part Six (Monitoring) will be used by the OPCC for equality monitoring, and summary, non-personal information may be shared with the College of Policing.

PART ONE: PERSONAL DETAILS

Last Name:

First Name(s):

Police Force:

Current Role Title:

Date of:

Birth

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Joining

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Promotion to Sergeant

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Promotion to Inspector

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Promotion to Chief Inspector

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Promotion to Supt

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Promotion to Chief Supt

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Promotion to ACC/Commander

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Promotion to DCC/DAC

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Promotion to CC/AC

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Home Address:

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Work Address:

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Postcode:

Postcode:

Mobile Telephone Number:

PART TWO: CAREER HISTORY

Please provide details of your three most recent posts.

Current/ most recent Role Title:	Force:
Start Date:	
Brief description of role and responsibilities:	

Previous Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities:	

Previous Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities:	

Please list any educational qualifications you consider are relevant to the role.

Institution and Course	From	To	Qualifications and Grade Attained

Please list any strategic or management training courses completed that you consider are relevant to the role.

Course	From	To	Summary of Course

Please list any operational training courses completed that you consider are relevant to the role for which you are applying.

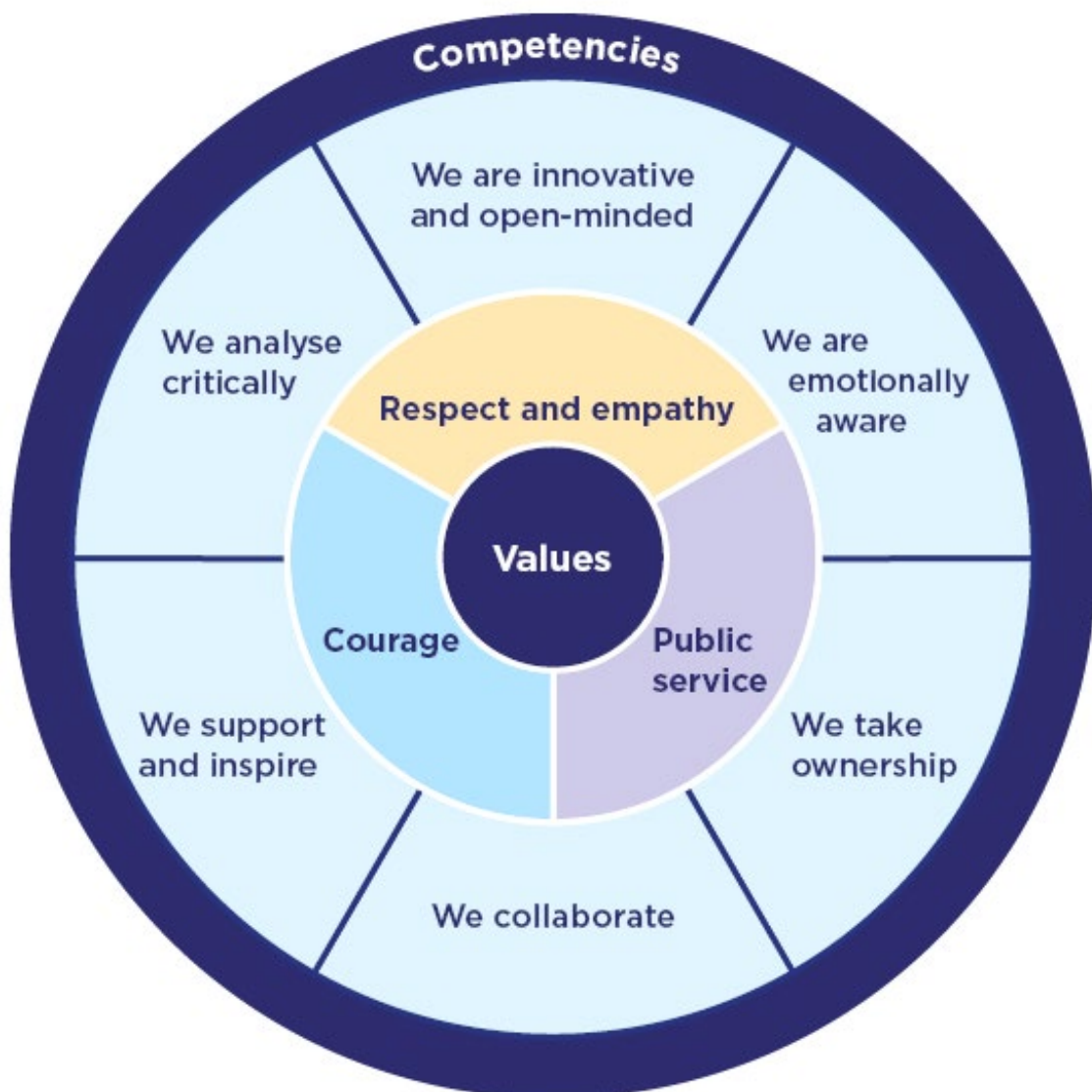
Course	From	To	Summary of Course

PART THREE: COMPETENCIES

Please provide examples to demonstrate how you meet the following competencies/job related experience.

For each area, your complete response must not exceed 400 words.

For further information, please refer to the College of Policing '[Competency and Values Framework](#)'.



Each competency is split into three levels which are intended to be used flexibly, and are cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. Evidence of competence at the minimum of Level 3 (senior manager/executive level) must be demonstrated.

Inclusive, enabling and visionary leadership – We support and inspire

Please provide an example to explain how you took actions within your Force to ensure that a specific vision of the future became a reality. Please explain what your strategic objective was and how the actions you introduced moved the Force in this direction.

Applicant's response:

Date of example provided:

Inclusive, enabling and visionary leadership – We collaborate

Please give a specific example of a management team you have been responsible for forming or developing. Please be explicit about your own role in the team and the measures or arrangements you consider were important to the team's effectiveness.

Applicant's response:

Date of example provided:

Resolute, compassionate and committed – We take ownership

Please give an example of a time when you needed to make a difficult decision in circumstances where you faced conflict, challenge or criticism. Please be specific about the difficulties you faced and the strategies you adopted to achieve a successful outcome.

Applicant's response:

Date of example provided:

Intelligent, creative and informed policing – We are innovative and open-minded

Please give an example of a time when you have innovated to deliver significant Force change. Please be explicit about the nature of the innovation and your approach to leading its development, implementation and review.

Applicant's response:

Date of example provided:

Intelligent, creative and informed policing – We analyse critically

Please explain how you have exploited data, intelligence and/or information to deliver value for money and achieve Force goals. Please be specific about your use of evidence in identifying the approach and strategy you adopted and the results achieved.

Applicant's response:

Date of example provided:

Core responsibilities – Crime-fighting

Please describe a sustained reduction in crime or harm that you have personally led. What was the problem, what competing priorities and other challenges did you overcome, what actions did you take, and what evidence demonstrates the impact over time?

Applicant's response:

Date of example provided:

Core responsibilities - Community focus

Please give an example of a situation you managed directly that required to take account of community views. What was the situation, how did you engage with the community and in what way was the change, approach or policy influenced by that engagement?

Applicant's response:

Date of example provided:



Core responsibilities – Commitment to an anti-discriminatory police service

Please give an example of where you have challenged attitudes or behaviours within your Force that risked undermining the objective of becoming an anti-discriminatory police service. Please explain the challenges you faced, and the outcome.

Applicant's response:

Date of example provided:

PART FOUR: REFERENCES

Please provide the names and addresses of two referees not related to you who have agreed to support your application.

Please note that one of these referees must be your current Chief Constable (or PCC or equivalent in the case of a serving Chief Constable).

	REFEREE	REFEREE
Name		
Occupation		
Relationship to candidate		
Email address		
Phone number		

PART FIVE: DECLARATION

I declare that to the best of my knowledge and belief, the information and statements contained in this application are true and I understand that should I conceal any material fact, I will, if appointed, be liable to the termination of my appointment.

I confirm I am eligible to apply for this position in line with Police Regulations, and that I have held the rank of ACC, Commander, or a more senior rank in a UK police force.

I understand that, should I be selected as the preferred candidate for the role, contact will be made with my current force Professional Standards Department. The PCC will consider my disciplinary record and will be made aware of any outstanding allegations or ongoing investigations. In addition, the Barred and Advisory list will be reviewed to confirm that I do not appear on it, and that I am eligible for the vacancy.

I authorise that my educational, professional and past employment history and reference can be looked into as required in relation to this application, and give consent to any former employer to provide employment related information about me.

I agree that the information contained herein shall be treated in the strictest of confidence.

Signed:

Date:

PART SIX: MONITORING

CONFIDENTIAL WHEN COMPLETED

The following information will be used for general monitoring and positive action purposes only and will be treated as confidential

Female ☐

Male ☐

ETHNICITY

WHITE	MIXED	ASIAN OR ASIAN BRITISH
British ☐	White and Black Caribbean ☐	Indian ☐
Irish ☐	White and Black African ☐	Pakistani ☐
Any other White Background ☐	White and Asian ☐	Bangladeshi ☐
	Any other mixed background ☐	Any other Asian background ☐
BLACK OR BLACK BRITISH	OTHER ETHNIC GROUPS	
Caribbean ☐	Chinese ☐	
African ☐	Any other ethnic group ☐	
Any other Black background ☐		

SEXUAL ORIENTATION

Bi-sexual ☐ Heterosexual ☐ Gay/Lesbian ☐ Prefer not to say ☐

RELIGIOUS BELIEF / FAITH (state denomination if you wish)

Buddhist ☐	Hindu ☐	Jewish ☐
Christian ☐	Muslim ☐	Sikh ☐
None ☐	Other (please state) ☐	Prefer not to say ☐

The Equality Act 2010 prohibits discrimination, victimisation or harassment in employment, including recruitment.

Dorset Police and Crime Commissioner welcomes the recruitment of people who have disabilities.

Do you have a disability you wish us to know about at this stage, including any learning difficulties e.g. dyslexia? Yes ☐ No ☐

In support of your application, please let us know if you believe there are any reasonable adjustments we should be making for the interview (i.e. access).



Competency and values framework for policing

2024

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Introduction

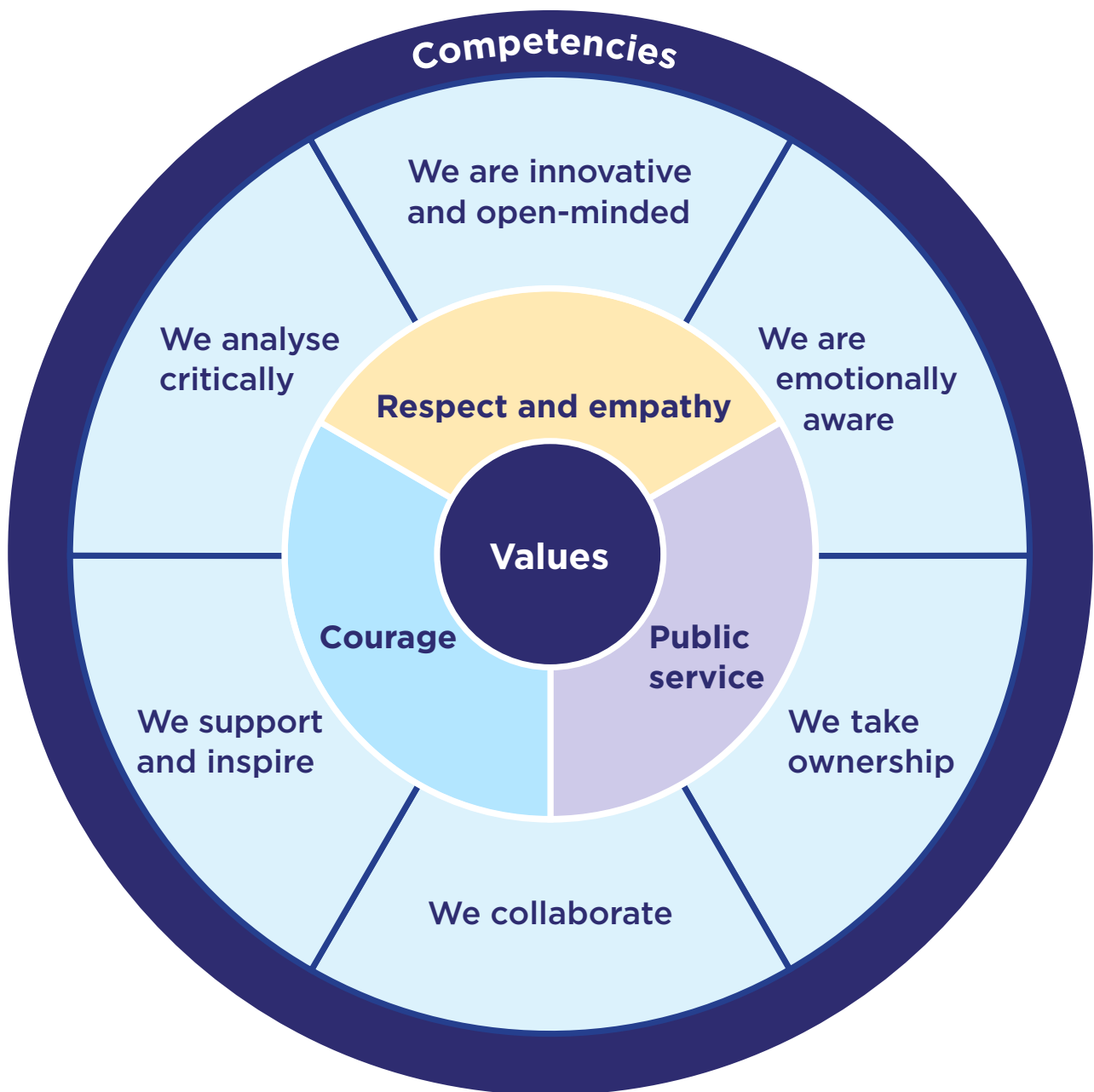
The purpose of the competency and values framework

The competency and values framework (CVF) provides clear expectations for everyone working in policing. It describes the behaviours required by you, as a police officer or member of staff, to be effective in your role and uphold the Code of Ethics. It plays a significant role in the recruitment, assessment and development of officers and staff at every level.

The CVF is made up of:

- three values
- six competencies

The CVF provides a summary of these values and competencies, starting with a description that includes an explanation of why it is important. This provides the context needed to have a full and complete understanding of expectations in the workplace.



Each competency and value includes a list of example behaviours. These are examples and are not intended as a comprehensive list of all behaviours under the competency or value. There will be many more ways of demonstrating the behaviour that falls within the competency or value area, as defined by the description.

The competency and values framework (2024) replaces the **2016 version**. All forces are being encouraged to embed the updated CVF into their processes. Your force has until 1 May 2025 to transition to this revised version.

Using the CVF

How to use the CVF in assessment, recruitment and selection for individuals and forces

The CVF can be used in performance assessment – for example, as part of a professional development review (PDR) process or when selecting applicants for a role. The behaviours in the CVF should not be used in isolation or as a checklist. This is because the behaviours are just examples, and in any role there will be many other ways in which an individual might demonstrate the competencies and values.

When conducting an assessment of competency behaviours, it is important that the assessment takes account of:

- individual circumstances
- the specific requirements of a role
- competency description (not just the behavioural examples)

The CVF and differing abilities, including neurodiversity

The CVF sets out the behaviours expected of people working in policing. They are behaviours associated with effective performance in policing roles. However, all people have different strengths and preferences, in terms of skills, abilities and personal attributes. The CVF should be used in ways that allow for differing abilities. This includes those that stem from disabilities or neurodiversity.

When setting standards for assessment, consider the importance of each competency and value for the particular role. Assessments should be designed accordingly. When assessing all competencies and values, allow for candidates to demonstrate strengths in different areas. Reasonable adjustments should always be made for people who have disabilities that impact on their ability to demonstrate the competencies. This is in line with equality legislation.

The following sections of this document explain each value and competency and show the behaviours for each .

Values

Values are beliefs which are important to us as individuals, and which motivate particular behaviours and actions. Policing is a deeply ethical profession.

The three values in the CVF are derived from the ethical policing principles and support everything we do.

- Courage
- Respect and empathy
- Public service

These principles are mainly reflected in the values, but some aspects are incorporated in the competencies where appropriate.

Courage

This means making, communicating and being accountable for decisions, and standing against anything that could bring our profession into disrepute.

When we are motivated by courage, we actively uphold the ethical standards of the police service so that we do the right thing even when the circumstances are difficult. We set good examples, challenge unprofessional behaviour and all forms of prejudice and discriminatory behaviour, and any activity which undermines the impartiality of policing.

We build and maintain the confidence of the public, our colleagues and partners through the way we conduct ourselves. We maintain professional boundaries with those we serve and work with to help protect ourselves and those around us.

We are open about what we have done and why and keep our promises so we can be relied on when needed. We support an environment where ethical issues or unprofessional actions can be raised, questioned, challenged, reported and addressed.

We are honest and open in our interactions and decision making. We have the courage to respond to criticism with professionalism.

Examples

We act with courage when we:

- do the right thing, even when it feels difficult
- act as role models to encourage professional and ethical behaviour in others
- challenge behaviours, language and attitudes that undermine our profession and support others to do the same
- stand up against discrimination, prejudice and hate in all its forms
- engage in difficult conversations when we hear or see unprofessional behaviour
- address incidents of unprofessional conduct and take appropriate action
- are open and responsive to scrutiny and challenge
- are honest and truthful, giving accurate representations of our actions and records

Respect and empathy

This means encouraging, listening to and understanding the views of others, and seeking to recognise and respond to the physical, mental and emotional challenges that we and other people may face.

When we are motivated by respect and empathy, we ensure people feel valued and listened to. We treat them with patience and courtesy where possible, recognising that sometimes we may need to prioritise safety and security. We give them opportunities to share their views and take these views into account. We seek to understand other people's perspectives and recognise they can differ from our own.

We engage with people who have a wide range of experiences and needs and provide a service that takes into account each individual's unique circumstances. We ensure everyone, regardless of background or circumstance, is treated equally and fairly, recognising the need to tailor our responses to individual needs to ensure we are being fair and respectful.

We understand and recognise that people may respond differently to the same situation. We are careful to recognise and manage our biases, so they do not stop us from engaging with people with different needs and experiences equally and fairly.

Examples

We show respect and empathy when we:

- treat everyone with dignity and respect, even in challenging circumstances
- give people an equal opportunity to share their views and take these into account
- recognise and manage our biases to ensure we make fair and objective decisions
- take action to understand and appreciate other people's experiences, values and beliefs and how they differ from our own
- promote equality and celebrate difference
- respond fairly, impartially and with sensitivity to people's needs

Public service

This means working in the public interest, fostering public trust and confidence and taking pride in providing an excellent service to the public.

When we are motivated by public service, we respect the authority and influence afforded to us by our role in society and the responsibility we have in using our policing powers. We apply those powers lawfully, proportionately and when necessary.

As we strive to help deliver good outcomes for the public we serve, we seek to find opportunities to learn and improve ourselves as professionals. We reflect on our actions and decisions to see what could be changed to improve the service we offer the public.

We have a responsibility to ensure that we act in the best interest of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We respond to different communities, taking into account their history and experiences, including trauma and adversity.

Examples

We provide public service when we:

- act in the interests of the public, first and foremost
- are open and honest about our knowledge and experience with those we serve, even when it can be uncomfortable
- act in ways that give others the confidence to share experiences and ideas that can improve outcomes for the public
- seek to understand and address the needs and concerns of all our different communities
- seek constructive feedback from a wide variety of people, avoiding being defensive
- reflect on and understand our own strengths and areas for development and take responsibility for our own learning to address gaps and improve our service to the public

Competencies

Competencies are skills, abilities and practical behaviours that contribute to effective job performance.

There are six competencies in the CVF.

- We are emotionally aware
- We take ownership
- We collaborate
- We support and inspire
- We analyse critically
- We are innovative and open-minded

Each competency has three levels, which can be used flexibly to allow for a better fit with frontline and non-frontline policing roles, and at different levels of seniority.

- Level 1: Practitioner
- Level 2: Supervisor/middle manager
- Level 3: Senior manager/executive

The levels are cumulative. This means that those working at higher levels should have built on their behaviours from the preceding levels.

The CVF is aligned to the national policing professional profiles (PPP) for common officer and staff roles in policing. The profiles describe the purpose, key accountabilities, behaviours, skills, education and experience for each role, as well as the competency levels.

We are emotionally aware

Emotional awareness is one of the six competencies in the **competency and values framework** (CVF).

What being emotionally aware means

We make the effort to understand ourselves, our colleagues and all those we serve so that we can manage our own emotions and understand the emotions of those around us.

We can manage our emotions in stressful situations, understanding the underlying reasons for our behaviour, as well as understanding how other people may feel in a given situation.

Working in policing can be tough, so we seek out the appropriate support and care we need for ourselves and others so that we do not just cope but thrive at work.

Being emotionally aware also means being sensitive to the cultural and individual differences between people. We seek to understand the thoughts, feelings and concerns of those we meet and ensure that this is considered in the response we provide.

Why being emotionally aware is important

Being emotionally aware makes us all more effective at understanding others and addressing their needs as well as our own.

The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely and with compassion helps to maintain public trust and promotes better policing outcomes.

We all experience the world differently and can be individually affected by it, so it is important that we consider how and why those around us may feel the way they do. Understanding this helps us to appreciate when others may not be able to fully express or articulate their own thoughts and feelings.

Understanding ourselves means that we can improve our own resilience and therefore cope more effectively during challenging and emotionally charged situations. It also allows us to recognise others who may be struggling and support them wherever we can.

Level 1

- I communicate effectively and compassionately, tailoring my communication so I can be easily understood by others.
- I seek to understand and manage my own emotions to remain effective, even under pressure.
- I seek out support to help me perform effectively.
- I recognise that some situations might affect my ability to deal with stress and pressure.
- I adapt my style and approach by understanding the emotional needs of the people I am working with and the public.
- I seek to understand the concerns of others even when they are unable to express themselves clearly.

Level 2

- I help other people learn from their experiences and emotional responses to support and improve their performance.
- I monitor the wellbeing of others, taking responsibility to ensure appropriate support is provided to help colleagues stay at their best, without stigma or judgement.
- I provide others with confidence by staying focused and composed in stressful situations.
- I recognise when my colleagues are affected by the demands, stresses and traumas that can exist in policing, and support them however I can.
- I role model reflecting on my own emotions to promote an open environment to discuss concerns.

- I role model effective communication, taking into account the needs of others.
- I promote a culture that values understanding difference and encourages speaking up.

Level 3

- I recognise my own emotions and the way they might impact on others and regulate this to provide and role model consistent leadership.
- I seek to understand influences on organisational culture and work to improve it where appropriate by role-modelling policing values.
- I champion behaviours and ways of working that promote wellbeing throughout my organisation.
- I understand how my style of leadership affects other people and use this insight to promote organisational effectiveness, inclusivity and ethical behaviour.
- I create a supportive and compassionate organisational culture that recognises and values all people.

We take ownership

Taking ownership is one of the six competencies in the **competency and values framework** (CVF).

What taking ownership means

We take personal responsibility for what we do ourselves and for making policing better and our force more effective.

Through our actions, we deliver tasks in a way that is timely and effective, and help others do the same.

We make decisions that are appropriate to our level and area of work, being clear why we do so (for example, by using decision-making models) and accepting responsibility for our judgements. We seek feedback without being defensive so that we can learn from our mistakes and reflect on opportunities to build on our strengths.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision-making and try to address this. We take responsibility for ensuring that support or development is sought to minimise any risks.

Why taking ownership is important

Our work is safety-critical and of huge public interest – so delivering it effectively and efficiently is of the highest priority to ourselves and to the public. We all face different kinds of challenges that are not always in our comfort zone, so every one of us needs to feel confident and able to take appropriate responsibility.

Not all decisions need senior leader approval: where necessary, we can respond more swiftly to challenges using our professional judgement, always ensuring we have a clear rationale for our decision making.

These behaviours mean that we are empowered, effective and able to learn from our experiences and mistakes. Doing so allows us to own and see successes through our delivery of results, and not just by whether a particular process has been followed.

Level 1

- I approach tasks with enthusiasm and a positive attitude, adapting quickly from one situation to the next.
- I take responsibility for my own actions and decisions.
- I respond to demanding and tough situations, demonstrating commitment to tackling the issue.
- I seek appropriate advice and guidance on tasks and decisions when necessary.
- I take responsibility to regularly update people who are relying on me.
- I seek feedback to understand the quality of my work and the impact of my actions.

Level 2

- I delegate appropriately by giving clear direction that recognises people's strengths and potential to achieve more.
- I monitor progress of my team and work to ensure deadlines are met and my team are clear on their objectives.
- I take ownership of individual and team performance, not leaving it to others to address problems.
- I take personal responsibility for seeing events through to a satisfactory conclusion and dealing with any problems both promptly and openly.
- I am proactive in supporting actions that tackle the bias or prejudice that may be experienced by some groups of people.

Level 3

- I promote a culture of personal accountability in teams so that people strive for high standards of sustainable and ethical performance.
- I put in place measures that will allow others to take responsibility effectively and support them to improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and take responsibility for making these happen.
- I promote a culture that responds to mistakes with learning rather than with blame.

We collaborate

Collaboration is one of the six competencies in the **competency and values framework** (CVF).

What collaboration means

We can only deliver effective policing by working with others – not just with the colleagues we see daily, but across our whole force, with other organisations and with the public.

We take time to know our stakeholders and build sustainable and strong partnerships with them so we can make the most appropriate contribution to shared objectives. Often, our job means we need to establish effective ways of working with new people beyond our usual teams, including sometimes at great speed and under pressure.

We aim to work effectively with colleagues, communities and external partners by sharing our skills, knowledge and insights to achieve the best results and reduce ‘silo working’. Our engagement seeks to not only deliver joint solutions but to also share appropriate information and develop new ways of providing services together. In all our dealings with our partners, we make sure that they feel valued.

Why collaboration is important

Demands on the police come from diverse sources and are not defined by organisational and geographical boundaries. We work together regardless of differing cultures, backgrounds, priorities and needs. We do this proactively to establish the networks needed to tackle the complex demands and operational needs we face and to make us more effective in urgent situations.

This means that we need to influence and negotiate to achieve positive outcomes for everyone. Working collaboratively allows us to harness strengths and resources for the good of all – but this requires us to build relationships and break down barriers.

It is critical for us to build and retain trust and confidence with communities and partners. A key part of achieving this is through the way in which we work with others.

Level 1

- I learn about stakeholders in other teams, organisations and the community so I can work with them effectively.
- I work to get to know others and build rapport so that we can achieve shared goals.
- I work flexibly with people across different levels, teams and backgrounds.
- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I actively seek to engage with and learn from a diverse group to improve the work I do.

Level 2

- I create a work environment that combines diverse styles, backgrounds and experiences to get better results.
- I build strong relationships across a broad range of stakeholders, including colleagues, partners and communities, and use these connections to accomplish goals.
- I work with partners to decide clear roles appropriate to each partner's remit.
- I include others in my thinking and understand their priorities to make collaboration more effective.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and the people we serve.
- I manage long-term partnerships, sharing information and building trust to find the best solutions.

Level 3

- I build strong partnerships by finding common ground with others, acknowledging their different priorities and negotiating effectively with them.
- I am politically astute and understand how national policy and politics affects our partners. This allows me to work effectively within decision-making structures.
- I use my knowledge of our partners' and stakeholders' interests and concerns to anticipate conflict before it happens.
- I support stakeholder relationships to enable things to get done by the most appropriate partners.
- I create a culture and environment in which partnership working flourishes and creates tangible benefits for all.

We support and inspire

Supporting and inspiring is one of the six competencies in the **competency and values framework** (CVF).

What supporting and inspiring means

We understand the vision for the organisation. We apply our organisation's values in our day-to-day activities to provide inspiration and clarity to others. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We understand how we have an impact on the success of our organisation and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands, and to help others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

Why supporting and inspiring is important

To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service as a whole and individually.

We can all help to support and motivate each other to ensure that we are working as effectively as possible, enabling us and those around us to perform at our best. We should all act as organisational role models.

Level 1

- I take opportunities to share my positive commitment to policing and its values with others.
- I take steps to understand how my work contributes to the purpose of policing and the priorities of my force.
- I am conscientious in my approach, working hard to provide the best service and remove obstacles that could prevent or hinder delivery.
- I take on challenging tasks to help to improve the service continuously and support my colleagues.
- I support the efficient use of resources to create the most value and to deliver the right impact.

Level 2

- I support others to understand their aims and wider organisational goals so they can work more effectively.
- I help others understand organisational changes and help them adapt to and adopt these to deliver better results.
- I manage resources efficiently to create the most value and to deliver the right impact in my areas.
- I take time to understand and provide the support people need to work at their best.
- I show support that helps people feel safe and valued in raising concerns.
- I create opportunities to support the professional development of others through knowledge sharing, coaching, mentoring and feedback.

Level 3

- I communicate clear goals that give a compelling direction to people from a range of different backgrounds, to inspire them to work towards those goals.

- I anticipate issues that will hinder delivery and remove barriers to getting things done.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I communicate how the overall vision links to specific plans and objectives, making it relevant to the work people are doing to provide the best possible service.
- I monitor changes in the external environment, taking action to influence where possible to adapt and ensure organisational goals are met.

We analyse critically

Analysing critically is one of the six competencies in the **competency and values framework** (CVF).

What it means to analyse critically

We analyse diverse information and the best available evidence to make decisions and understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide-ranging sources of other evidence to give ourselves a greater view of what is happening underneath the surface.

We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers. But we will always try to gather facts and robust information to be able to think tactically and strategically.

Why analysing critically is important

Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we can analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

Level 1

- I recognise the need to think critically about issues and challenge my assumptions, ensuring I find information and data that can help me make better decisions.
- I absorb and interpret information accurately and in an appropriate timeframe, separating what is relevant and not relevant.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and from my experiences to take action.
- I apply professional knowledge and decision-making frameworks, in addition to drawing on my personal experience and judgement, to make better decisions.
- I recognise where there may be gaps and inconsistencies in data and information and think about the potential implications of this.
- I keep clear and accurate records of information and data to support evidence-based decision making.

Level 2

- I help people be more effective by sharing the best available information and professional knowledge from diverse sources.
- I ask incisive questions to test assumptions and separate opinion from fact.
- I recognise when to take decisive action with incomplete information and plan for contingencies.
- I draw effective conclusions from diverse sources of information and evidence and apply these to deliver results.
- I assess options to make the best use of resources available, applying business and financial acumen to deliver best results.

Level 3

- I create a work environment that values the effective use of high-quality analysis and decision-making.
- I identify root causes, even in ambiguous or unclear situations, and ensure my organisation goes beyond treating only the symptoms.
- I use my knowledge of the strategic context, external environment and long-term trends to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and earn support.

We are innovative and open-minded

Being innovative and open-minded is one of the six competencies in the **competency and values framework** (CVF).

What being innovative and open-minded means

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being as flexible in our approach as required to ensure the best outcomes.

We seek to ensure we are open to new and different ways of working. To do this we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions. As leaders we create environments where innovation can thrive and support people in finding new ways of tackling the issues policing faces.

Why being innovative and open-minded is important

New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions and be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce pressure later.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the public we serve.

Level 1

- I seek to learn from new ideas and experiences, including the diverse experiences of others.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I reflect on my experience of different situations and act on the learning this provides.
- I show that I am open to new ideas and ways of working.
- I adapt flexibly to change as the need arises, encouraging others to do the same.

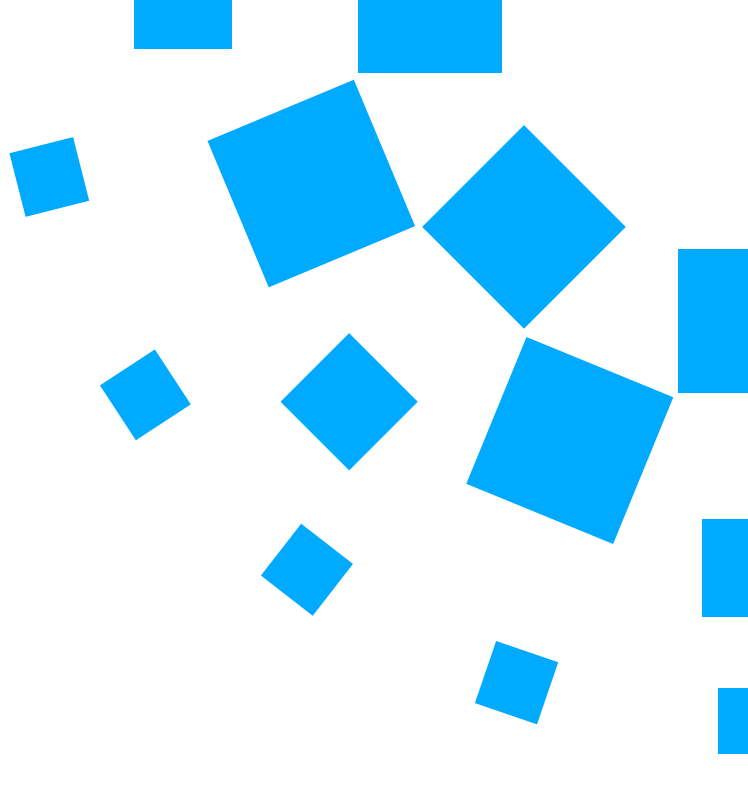
Level 2

- I am flexible in my approach, changing my plans to make sure that I have the best impact.
- I look for good practice that is not always from policing and consider how I can apply it in my role.
- I provide space and encouragement to help others stand back and review their objectives and approach. This helps them to adopt fresh perspectives and identify improvements.
- I anticipate future challenges and changes by using my knowledge of trends within and outside policing.
- I generate creative ways to harness opportunities or meet challenges that arise from changing trends in policing.

Level 3

- I implement, test and communicate new ways of working that can radically change our organisational cultures, attitudes and performance.
- I create a work environment where innovative learning and recognising and promoting innovative activities is embedded and valued.

- I lead, implement and evaluate new, complex and creative initiatives from inception to impact.
- I develop and support initiatives that involve multiple stakeholders, create significant improvements and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.



About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

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2026 Appointment of Chief Constable, Dorset Police

Personal Statement by the Independent Member

The College of Policing guidance states that a report on the selection process should be submitted to the Police and Crime Panel confirmation hearing by the independent panel member.

I am the Chief Executive of Bournemouth, Christchurch and Poole Council, which was established on 1 April 2019 and I have been in post since 1 September 2025, prior to which I was Executive Director at Dorset Council.

I have received extensive training on senior management recruitment and am an experienced senior manager in the public sector.

I can confirm that in my opinion this was a rigorous and robust selection process, from the initial application process and shortlisting process, through to the final interviews which took place over an intensive day. All appropriate procedures were followed, and I observed no behaviours which could have been described as discriminatory or introducing bias into the selection process. The process of recording and comparing scores was robust and well managed.

At the final interview on 19th May 2026 all panel members were present, with Chair of the Police and Crime Panel and the Chief Executive of the OPCC also observing. The processes were well managed and there was strong support for the process from the Office of the Police and Crime Commissioner. The Police and Crime Commissioner, as chair of the Selection Panel was appropriately inclusive and ensured that the interview process was extensive, probing and appropriately challenging.

Although only a single candidate was considered at the final stage, I am entirely satisfied that this selection process to appoint a Chief Constable for Dorset Police, and the decision to appoint from it, has been based on the principles of merit, openness and fairness and has been a satisfactory and fair process.



Aidan Dunn
Chief Executive of BCP Council and Independent Panel Member

21 May 2026

Cut Crime & Anti-Social Behaviour

Crime & ASB	Burglary	Fraud & Cyber	Road Safety	Business & Retail

- PCC launched round six of the Op Relentless Community Fund.
- PCC supported a Force and DVLA targeted enforcement campaign.

Make Policing More Visible & Connected

Uplift and Visibility	Connectivity and Engagement	Customer Service

- PCC's annual precept consultation closed, receiving over 1,600 responses.
- Non-emergency call handling performance continued to improve.

Fight Violent Crime and High Harm

Addiction	Violence Reduction	VAWG	DA & Stalking	Child Abuse	RASSO

- Implementation of the new High-Risk DA victim service well underway.
- Under 18s Ketamine Awareness campaign continued, following success of 'Forget the Ket'.

Make Every Penny Count

Funding	Efficiency	Evidence Based Policing	Philosophy & Co-operation

- PCC issued a response to the Police Reform White paper.
- The new, co-commissioned, all-age Appropriate Adult contract commenced in Dorset.

Put Victims & Communities First

Philosophy	CJS & RJ	Vulnerability	Hate Crime	Young People

- PCC approved a pilot programme delivering drug prevention education in junior schools.
- New digital system allows retailers to submit evidence faster.

Fight Rural Crime

Rural Resources	Country Watch	Fly-tipping	Wildlife Crime	Heritage Crime

- Operation Ragwort focussed on organised criminals using Dorset's road network.
- Fly-tipping Enforcement Officer reported increase on fixed penalty notices issued.

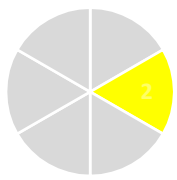
RAG Status	
This Period	Last Period



In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
“Being placed firmly within the top 10 safest areas in the country is a testament to the commitment and professionalism of Dorset Police, our partners, and the communities we serve, and I thank everyone for their tireless efforts.” PCC, 29 January 2026	Total Crime	↓	↓ 11015	Non-dwelling burglary 25/26	152		↓
				Dwelling burglary 25/26	204		↔
	Total Police recorded ASB incidents	↓	↓ 3051	Killed or Seriously Injured (Q4)	81		↓
				Business Crime (Q4)	1494		↔
	Public Opinion	↑	-- 45%	Commissioning: Crime Prevention 25/26	£338k		

Theme	RAG Q3	RAG Q4	Detail	Theme	RAG Q3	RAG Q4	Detail
Crime and ASB			The PCC <u>launched</u> round six of the Op Relentless Community Fund – inviting applications from charities and community groups for funding to deliver local initiatives to reduce ASB in their area.	Burglary & Acquisitive Crime			National data <u>released</u> 29 January 2026 confirmed that vehicle crime decreased by 23% and theft offences fell by 8.3% between 1 October 2024 and 30 September 2025.
			This quarter saw the closure of the Hotspot Action Fund – the total hours patrolled in hotspots during 2025/26 was 9030. Exceeding the Home Office target.	Fraud & Cyber Crime			The PCC issued February’s edition of the Cyber Crime Newsletter . The focus was on self-assessment tax scams, providing details on how these scams operate and how to identify fraudulent contact.
Road Safety			The PCC supported a Force and DVLA targeted enforcement campaign . Running from 26 January to 8 February, the work resulted in 64 motorists being dealt with insecure loads, dangerous vehicles, insurance and MOT offences. The PCC also <u>commented</u> on the Government's new Road Safety Strategy .	Business & Retail Crime			The PCC <u>issued a blog</u> about protecting Dorset's businesses to highlight the work ongoing against shoplifting. Aside from setting out the ongoing work of the Dorset Safer Business Partnership , it confirmed figures relating to Op Shopkeeper showed the Force had achieved a 70% positive outcome rate for shoplifting, which is significantly above the national average.

RAG Status	
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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
"I would like to thank everyone who has already taken the time to complete my Precept Survey. Your feedback is vital and helps inform my decision on the police precept for the next financial year... This is your police force, and it is right that you have a say in how it is funded." PCC, 15 January 2026	Number of full-time equivalent police officers	↑	↑ (1,449)	Victim Satisfaction (Whole Experience)	72%		↑
				Victim Satisfaction (Actions Taken)	69%		↑
	Percentage of People who feel Dorset Police do a good job in their area	↑ 80%	-- 60%	Average 101 Triage Answer Time	1.2 mins		↔
				Average 101 SCH Answer Time	22.2 mins		↓
	Percentage of 999 calls answered within 10 seconds	↑ 90%	↑ 94.1%	Complaints received by Dorset Police (Q4)	317		↓
				Complaint Reviews received by OPCC (Q4)	33		↔

Theme	RAG Q3	RAG Q4	Detail
Uplift and Visibility			A review of the Mobile Police Stations took place, concluding that the initial roll-out had been successful, while identifying some further areas for consideration. A further review will take place after the busy summer period has passed.
Engagement and Connectivity			The annual precept survey closed on 26 January 2026. This year, there were 1,653 responses with 74% of respondents agreeing that Dorset Police requires additional funding. Of those who stated funding should increase, 46% supported an increase of £26 per year, 16% supported an extra £20 per year and 38% supported £14 per year. Following the <u>approval</u> of the precept, OPCC precept leaflets were delivered to households across the county alongside the local authority council tax bill. The PCC issued a range of blogs, newsletters and news releases covering topics such as <u>Safer Internet Day</u>; his views on proposals for police reform; the announcement of Chief Constable Amanda Pearson's <u>retirement</u>; the latest wave of <u>Op Scorpion</u>; the <u>Women's Independent Advisory Group</u> at Dorset Police; and <u>information</u> regarding the latest Dorset crime data among other topics.
Customer Service			A further positive update was provided in terms of non-emergency contact performance, with Force plans to backfill several vacancies ahead of the summer months. Independent members of the PCC's Use of Police Powers and Standards scrutiny panel praised the Force for a promising update, which also detailed several technological and process improvements , designed to bring about performance benefits.

RAG Status	
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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
“Tackling Violence Against Women and Girls (VAWG) is a priority and a key part of my Police and Crime Plan. My commitment is simple: victims must be heard, believed and supported, and perpetrators must be robustly pursued.” PCC, 6 March 2026	Most Serious Violence	↓	↔ 46	Domestic Abuse Crimes	2101		↑
				Domestic Abuse Incidents	2564		↔
	Domestic Abuse Crime and Incident Reports	↑	↓ 4,665	Violence Against the Person	4400		↔
				Domestic Violence, Sexual Harm and Stalking Prevention Orders 25/26	45		↑
	Effectiveness assessment by HMICFRS	ADQ.	ADQ.	Commissioning: Reducing Reoffending 25/26	£609k		

Theme	RAG Q3	RAG Q4	Detail	Theme	RAG Q3	RAG Q4	Detail
Domestic Abuse & Stalking			Implementation of the new High-Risk DA Victim Service in full swing, engaging with key partner agencies to ensure a smooth transition. Substantial recruitment campaign launched by Victim Support to identify and train sufficient staff to <u>deliver the service</u> from 1 July 2026.	Violence Reduction			The second ‘Skills 4 Safer Streets’ event took place supported by OPCC, the Force, DWFRS and the British Army. 24 children attended and engaged in knife crime prevention education alongside martial arts training.
RASSO			The OPCC engaged with a range of key partners to improve the performance of Dorset based service providers. As a result, commissioning agencies are collaboratively engaging with services to ensure victims receive timely and appropriate care .	Child Abuse			Closing report for the Op Encompass Review was completed, recommending Local Authorities monitor, produce and publish guidance, with Dorset Police implementing system updates to improve the efficiency of Op Encompass notifications.
Addiction and Substance Misuse			Under 18s Ketamine Awareness campaign continued following the success of the Forget the Ket campaign. A task and finish group has been created and is chaired by the OPCC. The PCC <u>issued a statement</u> on the ketamine classification.	Violence Against Women and Girls			Amazon domestic abuse ‘grab bags’ were signed off by OPCC and the Force for victims fleeing DA situations. 30 Bags were donated by Amazon containing useful items for DA victims to help them in a fleeing situation.

RAG Status	
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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
“It is important to recognise the impact dogs can have on both livestock and wildlife. These changes to the law will help deter offenders, encourage dog owners to act responsibly, and ensure that anyone who commits an offence is rightly punished.” PCC, 18 March 2026	Total Rural Crime and Incidents	↓	↓ 30	Number of fly tipping scenes attended by coordinator	73		↑
	Rural Resources	↔	↔	Rural Crime Team Engagement events in County LPA	9		↓
	Rural Public Opinion	↑	↓ 53%	Poaching incidents and crimes	16		↓

Theme	RAG Q3	RAG Q4	Detail	Theme	RAG Q3	RAG Q4	Detail
Rural Resources			Operation Ragwort across the region focussed on organised criminals using Dorset’s road network and/or who poach on Dorset land – 31 vehicles were stopped resulting in one arrest and several others reported for a range of offences.	Country Watch			The PCC provided numerous updates across the quarter via social media, the PCC website, and the Country Watch Dorset website, highlighting key issues and activity, including: • Livestock worrying; • Ground nesting birds; • Regional operations; • DEFRA Fly-tipping report; and • Fly-tipping enforcement successes.
Wildlife Crime			Communications was issued via both Country Watch Dorset and the PCC to raise awareness of the disturbance of ground nesting and the control of dogs in the countryside. The PCC <u>welcomed</u> a law change to protect livestock.				
Waste Crime and Fly-Tipping			Positive work and comms from the Enforcement Officer , with the PCC <u>confirming</u> that the 80 Fixed Penalty Notices issued in 2025 for waste-related offences was almost double the number issued the previous year. This included 33 fines specifically for fly-tipping, up from 18.	Heritage Crime			The Heritage Watch Working Group met and agreed to a Terms of Reference for the meeting and how to progress projects and actions relating to delivery of the Police and Crime plan commitments.

RAG Status	
This Period	Last Period



In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
“Later this year we’ll be running our second round of youth engagement, which is a crucial part of our youth strategy... Keeping young people safe and investing in their futures is vital and I’m determined to do all within my power to ensure we support what works to keep Dorset one of the safest places in the country.” PCC, 27 February 2026	Number of victims supported by OPCC commissioned services	↑	↑	Victim Support – Cases Created	2077	↑	↓
				No. of Restorative Interventions	61	↑	↓
	Victim Satisfaction	↑	↑ (66.6%)	Recorded Hate Crime	208	↑	↔
				Recorded Hate Incidents	28	↑	↓
	Legitimacy Assessment by HMICFRS	ADQ.	ADQ.	% people feeling safe in Dorset	89%	↑	↑
				Commissioning: Victim Services 25/26	£2.3m	↑	↑

Theme	RAG Q3	RAG Q4	Detail	Theme	RAG Q3	RAG Q4	Detail
Criminal Justice Service and Restorative Justice	↑	↑	Development of a proposal with <u>100 and First</u> for an Out of Court Resolution for individuals aged 18-25. The intervention will combine gym-based mentoring, group sessions, and one-to-one support to drive sustained behaviour change among 18 to 25-year-olds at risk of serious violence and repeat offending.	Support for Young People	↑	↑	The PCC has approved funding for a pilot programme delivering drug prevention education in junior schools. During this quarter, <u>Talk About Trust</u> has developed the session plans and supporting resources. An update on programme delivery and impact will be provided in the next reporting period.
Victims and Community	↑	↑	The PCC-funded Victims Champion continued to drive improvements to the Force’s response to victims, including extra training, improvements to reporting, and involvement in the new victim’s code consultation.	Vulnerability	↑	↑	The PCC wrote a blog highlighting the importance of <u>tackling online safety together</u> and joined the joint call to government to ban social media for under 16s and remove smartphones from schools .
				Hate Crime	↑	↑	The OPCC continued to support Dorset Police with the recently implemented Force Hate Crime Review Panel .

RAG Status	
This Period	Last Period



In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
"I remain completely dedicated to ensuring our communities across Dorset remain protected. Dorset Police is making a positive difference, the Police and Crime Plan priorities continue to be fulfilled, and our county is and will continue to be a safe place to live, work and visit." PCC, 6 February 2026	Money secured from competitive national funds	↑	-- £1.1m	Total Commissioning Spend by OPCC (2025/26)	£3.3m		
	Budget Forecast	SEE FINANCE SLIDES	SEE FINANCE SLIDES	Innovation Bids Submitted (since 01/04)	16		↔
				Small Grant Bids Awarded 2025/26	12		↔
	Efficiency assessment by HMICFRS	ADQ.	ADQ.	Absence Rates for Officers (Q3)	4.1		↔
				Absence Rates for Staff (Q3)	3.4		↑

Theme	RAG Q3	RAG Q4	Detail	Theme	RAG Q3	RAG Q4	Detail
Evidence Based Policing			The PCC issued a <u>response</u> to the Police Reform White paper . The PCC concluded that while there are some elements of the White Paper that he supported, he was concerned that proposals could undermine local accountability, community connection and public trust .	Philosophy and Co-Operation			The new all-age Appropriate Adult contract commenced in Dorset. The service, co-commissioned with Dorset Council and Bournemouth Christchurch and Poole Council, benefits from increased funding. It is hoped the service will deliver an improved service to children and vulnerable adults.
Funding			The OPCC attended a Home Office session relating to funding opportunities, providing feedback on the approach and gathering important information to prepare for the opportunities. These include: • VAWG perpetrator Intervention Fund; • Support for migrant Victims of DA; and • VAWG Advocacy Support Fund.	Efficiency			As detailed previously, the Force has refreshed its Organisational Learning Board , to best ensure that feedback can be allocated and tracked across the organisation and that lessons can be learned. The Director of Operations represents the PCC and is part of the Tier 1 membership which has now allocated and assessed a wide range of issues.

RAG Status	
This Period	Last Period

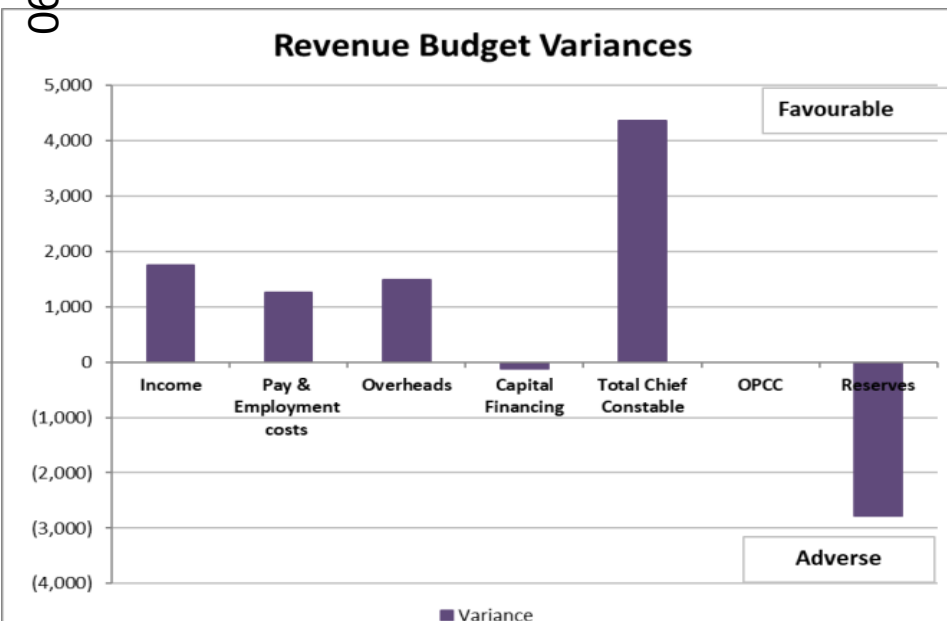


2025/26 QUARTER 4 FINANCIAL REPORT- OVERVIEW

The overall revenue spend for the year is £181.1m against a budget of £182.7m, a favourable variance of £1.576m or 0.86%, based on the unaudited year end position. This is after contributions to earmarked reserves for carry forward requests and other contributions of £2.787m.

This position has increased the General Fund Balance to £7.973m, including the planned increase, equivalent to 4.36% of Net Revenue Expenditure which is above the minimum level of reserves of 3%.

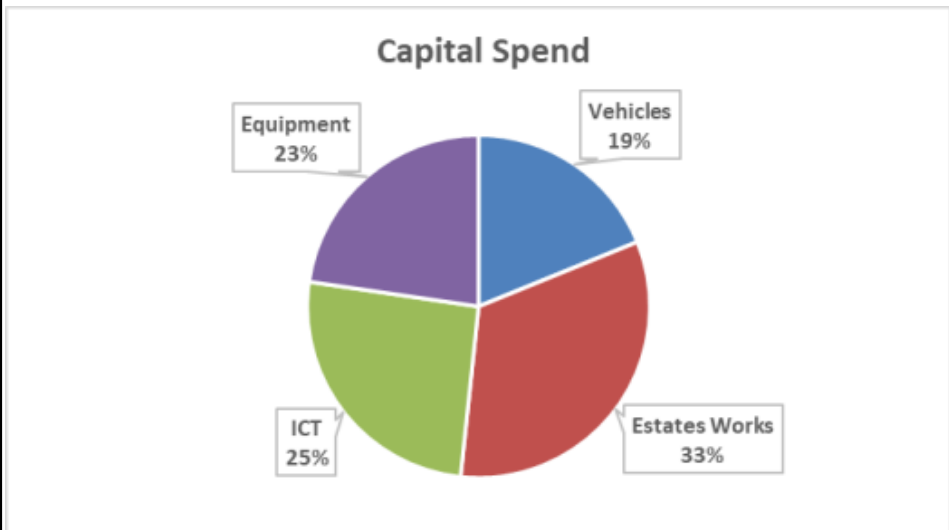
The graph below summarises the outturn revenue variances for the year to 31 March 2026.



CAPITAL

The Capital Programme delivered expenditure of £6.072m against a current budget of £9.887m for the year. The variance of £3.815m represents slippage of £3.450m and an underspend of £0.365m. The slippage has resulted in less borrowing required during the year and some revenue funding being put into the Capital Financing Reserve to fund spend next year.

The graph below shows the allocation of the capital spend for 2025/26.



Further information on the revenue budget, capital programme and reserves can be found on the following pages.

RAG Status	
This Period	Last Period



REVENUE BUDGET MONITORING

2025/26	Current Budget	Draft Outturn	Variance fav / (adverse)	Ref	Revenue Commentary
Chief Constable	£000's	£000's	£000's		
Income	(37,606)	(39,355)	1,749	R1	R1. Reduced income as a result of missing the officer numbers at 30 September, offset by Hotspot Grant, increased investment income and fees and charges
Pay & Employment costs	161,067	159,809	1,258	R2	R2. A significant underspend in officer pay as a result of reduced officer numbers during the year although this is offset by a reduction in the ringfenced grant. Overtime also increased as a result. Police staff vacancies also resulted in underspends after the use of overtime and agency staff. Ill health retirements are significantly higher than budgeted.
Overheads	45,124	43,641	1,483	R3	R3. Reduced costs from the delayed IT contract and savings in electricity from the new HQ building partially offset by increased costs of insurance, dangerous dogs and uniforms
Capital Financing	9,519	9,646	(127)	R4	R4. Savings from capital programme transferred to capital financing reserve. Additional contribution to the capital programme for capital costs of neighbourhood policing grant.
Total Chief Constable	178,104	173,741	4,363		
OPCC	3,198	3,198	0		
Total Net Revenue	181,302	176,939	4,363		R5. Carry forward requests totalling £2.537m have been transferred to the Budget Management Reserve and £0.250m set aside in a new Invest to Save reserve.
Expenditure					R6. The draft variance of £1.576m is equivalent to 0.86% of the total net budget has been transferred to General Balances.
Reserves	1,378	4,165	(2,787)	R5	
Net Budget	182,680	181,104	1,576	R6	

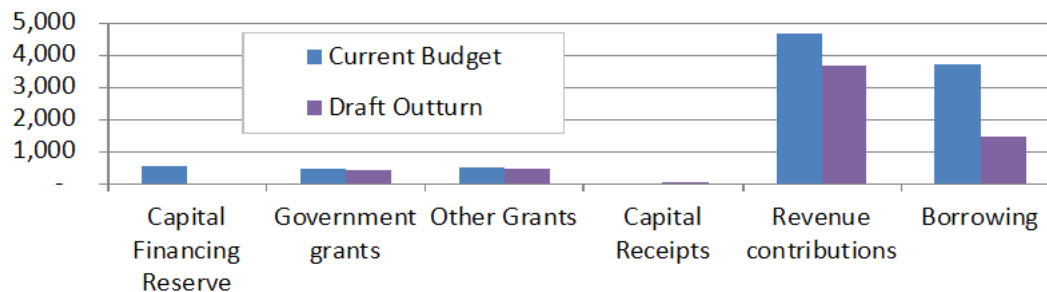


CAPITAL BUDGET MONITORING

2025/26	Current Budget £000's	Draft Outturn £000's	Variance Fav / (Adverse) £000's	Capital Programme Commentary
Capital Investment				
Vehicles	784	1,145	(361)	The final position on the capital programme as at 31 March 2026 is made up of slippage of £3.45m and an underspend of £0.365m. Slippage will be carried forward to 2026/27.
Estates Works	4,075	1,993	2,082	7 vehicles which were previously forecast to be delivered in 2026/27 were delivered before the year end resulting in the adverse variance.
Equipment	3,311	1,556	1,755	Estates slippage was broadly in line with Q3 forecasts due to delayed starts and contractor issues
Slippage	2,017	1,378	639	ICT spend was also broadly in line with Q3 forecasts as a result of the delays in the Managed Service Contract.
	(300)	0	(300)	Equipment also had slippage of £0.46m primarily as a result of not all tasers being delivered by 31 March as originally anticipated. Savings in the regional programme will also result in less grant from regional forces, shown under 'Other Grants' below.
Total Capital Programme	9,887	6,072	3,815	

CAPITAL FINANCING

Sources of Finance	Current Budget	Draft Outturn	Variance
Capital Financing Reserve	536	-	536
Government grants	474	435	39
Other Grants	508	449	59
Capital Receipts	-	23	(23)
Revenue contributions	4,664	3,692	972
Borrowing	3,705	1,473	2,232
Total Capital Funding	9,887	6,072	3,815



RAG Status	
This Period	Last Period



USABLE RESERVES					
2025/26	Opening Balance at 1/4/25	Planned transfer to/(from) reserves	Actual Transfer to/(from) reserves	Draft Closing Balance at 31/3/26	Reserves Commentary
Reserve	£000's	£000's	£000's	£000's	
Budget Management Fund	1,248	(94)	2,443	3,691	Agreed carry forwards have been transferred to the Budget Management Fund, including resources to increase officer numbers from the start of the year, staffing within contact, and funds to accelerate the Productivity and Efficiency Reviews and delivery of PBB savings.
Police and Crime Plan Reserve	873	451	451	1,324	
Violence Reduction Reserve	666	(166)	(166)	500	
OPCC Legal Reserve	267	(17)	(17)	250	
OPCC Reserve	431	(97)	(97)	334	Delays in some commissioned projects have resulted in contributions to the Police and Crime Plan reserve to be used in future years.
Regional Collaboration Reserve	33	(20)	(20)	13	
Strategic Change Reserve	324	0	0	324	
Revenue Funding for capital	813	1,077	1,077	1,890	
Forensic Capability Network Reserve	265	(56)	(56)	209	Underspending in the capital programme has resulted in more funds being added to the Revenue funding for capital reserve to be used in future years.
Workforce Change Reserve	343	0	0	343	
Learning & Development Reserve	37	0	0	37	
Invest to Save Reserve	0	0	250	250	
Total Earmarked Reserves	5,300	1,078	3,865	9,165	A new Invest to Save Reserve has been created to provide funds for projects which need pump priming in order to deliver future savings
General Fund Balance (incl. final outturn transfer)	6,097	300	1,876	7,973	
Total Revenue Reserves	11,397	1,378	5,741	17,138	
Capital Receipts Reserve	2,670	0	309	2,979	
Total Usable Reserves	14,067	1,378	6,050	20,117	- The General Fund Balance increase to £7.973m or 4.36%, above the 3% minimum level required, but still below the maximum 5% level. - A capital receipt has been received during the year from the sale of 1 former police house.

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POLICE AND CRIME PANEL – 2 JULY 2026

ANNUAL REPORT 2025/26

REPORT BY THE DIRECTOR OF OPERATIONS

PURPOSE OF THE PAPER

To update members on the Police and Crime Commissioner's Annual Report 2025/26.

1. BACKGROUND

- 1.1 Under Section 12 of the Police Reform and Social Responsibility Act 2011 (the Act) the Police and Crime Commissioner (PCC) must report to the Police and Crime Panel on the exercise of his functions in each financial year. Specifically, the Annual Report should report on:
 - (a) the exercise of the PCC's functions in each financial year; and
 - (b) the progress which has been made in the financial year in meeting the police and crime objectives in the PCC's Police and Crime Plan.
- 1.2 The Annual Report is an important summary document of PCC activity over the course of the last financial year and complements the quarterly performance reports submitted to the Panel at each meeting.
- 1.3 The Annual Report has been designed to be an easy to understand and accessible document. The Report has been produced in a consistent style for a number of years and has been designed to match the approach used in both the Police and Crime Plan and the aforementioned quarterly update reports to the Panel.
- 1.4 A draft of the Annual Report for 2025/26 has previously been circulated for the Panel's consideration. In accordance with the Act, Panel members were invited to review the document and to make any recommendations to the Office of the Police and Crime Commissioner (OPCC) for consideration in the final editing process.
- 1.5 A final review of the Annual Report was undertaken throughout June and the finished document is included at Appendix 1.

2. NEXT STEPS

- 2.1. The final version of the Annual Report 2025/26 will be published on the PCC's website. The Report, along with previous Annual Reports, can be found [here](#).

3. RECOMMENDATION

- 3.1. Members are recommended to note this update.

ADAM HARROLD
DIRECTOR OF OPERATIONS

Members' Enquiries to: Adam Harrold, Director of Operations (01202) 229084
Media Enquiries to: Susan Bloss, Head of Communications & Engagement (01202) 229084



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FOREWORD

I hope that you find this document to be an informative and insightful summary of the work undertaken by me and my team during the 2025/26 financial year. As ever, we have been extremely busy working on your behalf to make Dorset a safer place to live, work and visit, and I am pleased to report that strong progress continues to be made across the priorities of my Police and Crime Plan.

Anti-social behaviour continues to fall and is now at its lowest level in more than 16 years, supported by targeted initiatives such as hotspot policing and the continued success of the Operation Relentless Community Fund, which has supported dozens of local projects to help tackle issues in neighbourhoods across the county. Meanwhile, offences involving knives have also reduced, reflecting the impact of preventative education, enforcement activity and strong partnership working with schools, community groups and local agencies.

Tackling serious and organised crime remains a key priority. Intelligence-led activity through operations such as Operation Scorpion continues to disrupt the supply of illegal drugs, close down county lines and protect vulnerable people. This work is complemented by the work of Dorset's Combating Drugs Partnership (CDP), which brings together partners across enforcement, prevention and treatment to deliver a coordinated response to drug-related harm.

Supporting victims and protecting vulnerable people remains at the heart of everything we do. During the year, my Office continued to commission a wide range of services to ensure victims receive the practical and emotional support they need. We have also strengthened our approach to tackling Violence Against Women and Girls through enhanced scrutiny, partnership work and proactive initiatives designed to improve safety and confidence.

We have also continued to support visible neighbourhood policing and innovative initiatives that help Dorset Police remain connected to the communities it serves.



At the same time, we have maintained a strong focus on rural crime, strengthening partnerships with farmers, landowners and rural communities to protect the countryside and those who live and work within it.

All this progress has been achieved despite the ongoing financial challenges facing Dorset Police. Dorset remains one of the lowest-funded forces in the country, and I will continue to lobby government for a fairer funding formula that recognises the unique challenges of policing a county like ours. Despite these pressures, the commitment, professionalism and resilience of Dorset Police and our partners continues to deliver real results for local people.

Finally, I would like to thank the residents and communities of Dorset for your continued support and engagement. As your Police and Crime Commissioner (PCC), I am your voice in policing and your voice in shaping community safety. Please continue to share your views and experiences with me so that together we can keep Dorset one of the safest counties in the country.

DAVID SIDWICK
Dorset Police and Crime Commissioner
MAY 2026

THE POLICE AND CRIME PLAN

THROUGHOUT MY TENURE AS POLICE AND CRIME COMMISSIONER, I HAVE CONTINUED TO CONSULT WITH MEMBERS OF THE PUBLIC AND PARTNER AGENCIES TO ENSURE MY POLICE AND CRIME PLAN STAYS RELEVANT.

This ongoing exchange of information has ensured the priorities of the Plan continue to be an accurate reflection of policing, crime and safety issues that are most important to Dorset's communities.

The foundations of this plan remain firmly rooted in the concerns and priorities raised by residents across Dorset. Listening to you and acting on what you tell me continues to shape the work of my Office and our partnership activity with Dorset Police and other agencies. Because of this shared focus, Dorset continues to rank among the safest places in the country, a testament to the

dedication and professionalism of our police officers, staff, volunteers, and the committed team within my Office who work tirelessly on behalf of our communities.

The following pages detail the work undertaken for each priority.

Strategic Policing Requirement

The Strategic Policing Requirement (SPR) sets out the threats which, in the Home Secretary's view, are the biggest threat to public safety and must be given due regard by PCCs when issuing or varying Police and

Crime Plans. It supports PCCs and Chief Constables to plan, prepare and respond to these threats by clearly linking the local response to the national, highlighting the capabilities and partnerships that policing needs to ensure it can fulfil its national responsibilities. As part of the usual business planning process, the PCC ensures that both he and the Chief Constable have due regard to the SPR, and that contributing to the policing effort of dealing with national threats is carefully balanced with managing local policing priorities.

The last time a revised version of the SPR was published was 2023 and it set out seven identified national threats: Serious and Organised Crime; Terrorism; Cyber; Child Sexual Abuse; Public Disorder; Civil Emergencies; and Violence Against Women and Girls (VAWG).

It is incumbent on PCCs to seek assurance that there is sufficient capacity and

capability within the Force to meet these responsibilities. Information relating to child abuse, cyber-crime, and VAWG is covered in more detail within this document and the Police and Crime Plan; however, it is also important for me to highlight that the Force continues to deliver on its VAWG action plan.

There are a range of partners that continue to work with the OPCC to make Dorset a safer place.

The South West Regional Organised Crime Unit tackles drugs, fraud, cyber-crime, and crime relating to organised immigration. They prepare for national incidents of public disorder and maintain the required number of specially trained officers for that purpose.

The work of the Local Resilience Forum is also important as they prepare for emergencies, participating in a programme of joint exercises and training that ensure SPR capabilities are met.

MAKE EVERY PENNY COUNT

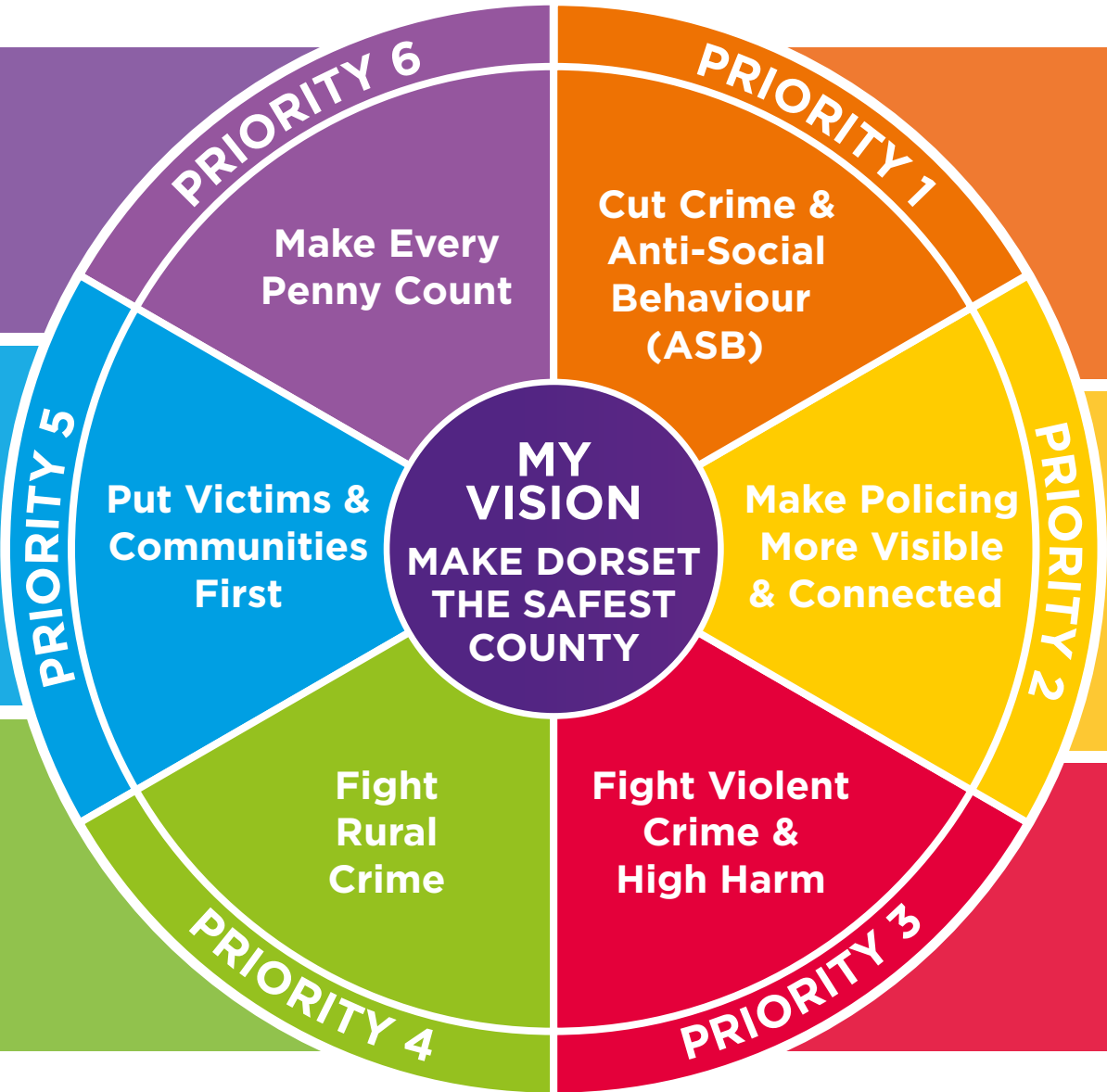
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Raising awareness around issues of police funding, especially around the national funding formula. To maximise efficiency and efficacy in policing, to ensure that the robust oversight of financial, audit and governance arrangements continue. **See Page 24 for further information.**

PUT VICTIMS & COMMUNITIES FIRST

To have an embedded 'victim first' philosophy and approach to ensure the best possible outcome for those who need help and support. To work with vulnerable individuals and communities to tackle issues such as fraud, addiction, gambling and homelessness. To provide more support for young people, and build on programmes and initiatives that address prevention, intervention and diversion. **See Page 20 for further information.**

FIGHT RURAL CRIME

To maintain the Rural Crime Team and ensure that they continue to work ever-more closely with the rural communities they serve. To tackle issues that blight our countryside, like fly-tipping, wildlife crime and heritage crime as well as build on the successes of the Country Watch scheme, designed to bring rural communities together. **See Page 16 for further information.**



CUT CRIME & ANTI-SOCIAL BEHAVIOUR

The police will provide a robust focus to cut crime and anti-social behaviour, so people across Dorset see a clear difference and feel safer. To tackle the issues that affect the people and communities of Dorset: burglary and acquisitive crime, business crime and shoplifting, in order to make our communities 'feel' safer. **See Page 6 for further information.**

MAKE POLICING MORE VISIBLE & CONNECTED

To ensure that there are greater levels of police visibility and connectivity across the county. To build upon the work of the Neighbourhood Policing Teams and ensure that the people and communities of Dorset 'know their police'. To maximise the use of technology to ensure officers' time is spent as productively and efficiently as possible and that people receive a good service from the police. **See Page 10 for further information.**

FIGHT VIOLENT CRIME & HIGH HARM

To tackle Violence Against Women and Girls from a multi-agency, partnership perspective. To continue the tough approach on drugs and violent crime, to drive out organised crime groups and to hit hard those involved in county-lines and drug related criminality. **See Page 12 for further information.**

CUT CRIME & ANTI-SOCIAL BEHAVIOUR (ASB)

THE POLICE WILL PROVIDE A ROBUST FOCUS TO CUT CRIME AND ANTI-SOCIAL BEHAVIOUR, SO PEOPLE ACROSS DORSET SEE A CLEAR DIFFERENCE AND FEEL SAFER. TO TACKLE THE ISSUES THAT AFFECT THE PEOPLE AND COMMUNITIES OF DORSET: BURGLARY AND ACQUISITIVE CRIME, BUSINESS CRIME AND SHOPLIFTING, IN ORDER TO MAKE OUR COMMUNITIES 'FEEL' SAFER.

Crime and Anti-Social Behaviour (ASB) Focus

- The PCC launched the fifth round of the [Operation Relentless Community Fund](#). A total of 12 successful applicants were awarded funding totalling £49,323. Funding initiatives included additional provision at youth clubs, family support, skateboarding lessons, alcohol reduction activities and diversionary activities for young people.

- Following on from successes in 2024/25, Dorset Police secured an additional £1 million from the Home Office Hotspot Action Fund for 2025/26 to boost high-visibility patrols tackling ASB and violent crime in hotspot areas, including Bournemouth, Poole and Weymouth. 2025/26 saw further expansion of the scheme to target hotspots in Blandford, Wimborne and Swanage.

- The 'Hotspot Policing' initiative, Operation Track, has seen 9,000 hours of targeted patrols delivered in ASB hotspots. This resulted in the creation of 683 police intelligence logs, 69 weapons seized, 147 arrests, 193 Section 35 dispersal notices, and 213 stop searches within the hotspots. Furthermore, there have been 16,500 meaningful engagements with members of the public and over 4,000 visits to businesses.

- The Office of the Police and Crime Commissioner (OPCC) pursued the ambition of a restorative awareness course to be introduced for perpetrators of ASB. Delivered by Restorative Solutions, the course focuses on young people aged 18 to 25 and/or people with vulnerabilities. Perpetrators are

referred via Dorset Police's Adult Out of Court Resolution route. To date, 25 cases have been accepted and 19 have been completed. The perpetrators have 16 weeks to undertake the course.

Fraud and Cyber

- The PCC and Dorset Police continue to publish the [cyber-crime e-newsletter](#) which took on a new look this year. Each edition informs businesses about preventative cyber-crime security measures to protect themselves from cyber-crime fraud. This year the newsletters have included reminders on how to be vigilant to cyber-crime with topics such as business email compromise, ransomware and cyber preparedness when there are marked increases in cyber-crime at certain times of the year.

- The PCC funded a joint project between Dorset Police and AGE UK North, South and West Dorset called 'Call Blocker', a fraud-prevention initiative aimed at protecting vulnerable older people from scam and nuisance calls. Call-blocking devices, funded by the PCC are installed free of charge in the homes of older people at risk of scams to help prevent fraud attempts. Nearly 2,000 nuisance calls have already been blocked.

Burglary and Acquisitive Crime

- The PCC welcomed news there has been a significant year-on-year reduction in the theft of motor vehicles and an improvement in positive outcomes for home burglaries.

- The OPCC developed a Home Safety leaflet, offering practical advice on securing homes, outbuildings, and garages against crime. Created with Dorset Police, it includes tips for new homeowners/renters on locks, security devices, and crime prevention. The leaflet is distributed via estate agents and is available for [digital download via the OPCC website](#). It was also distributed to homes across Dorset by Police Cadets and shared with the Association of Dorset Watches.

Business and Retail Crime

- The OPCC and Dorset Police worked with local business owners to [improve crime reporting](#), with new technology introduced to make reporting business crime easier than ever. In addition to this, the Force has implemented the Nice Investigate evidence platform and developed digital theft packs, which streamline crime reporting and drastically reduces processing times, getting vital information from retailers to police officers in hours rather than days. Retailers can now report shoplifting more quickly to a dedicated team of officers in the Retail Crime Team who are then able to link in quick time offences across multiple stores, identify repeat offenders, use CCTV to build stronger cases, and detect trends that allow targeted police patrols in hotspot areas.

- The PCC continued to support Op Shopkeeper which targets high harm prolific shoplifting offenders in Dorset. This operation has resulted in an increased number of offenders receiving custodial sentences, Criminal Behaviour Orders, Drug Rehabilitation Orders and Exclusion Orders to prevent offenders targeting businesses. Op Shopkeeper is making a significant positive impact in Dorset, with the Force's Retail Crime Team achieving a positive outcome rate of over 70% for shoplifting offences - significantly above the national average at a time when retail theft is increasing across the country.

- The PCC continued to chair the Dorset Safer Business Partnership (DSBP), which focuses on increasing business crime reporting, police engagement and visibility, prevention

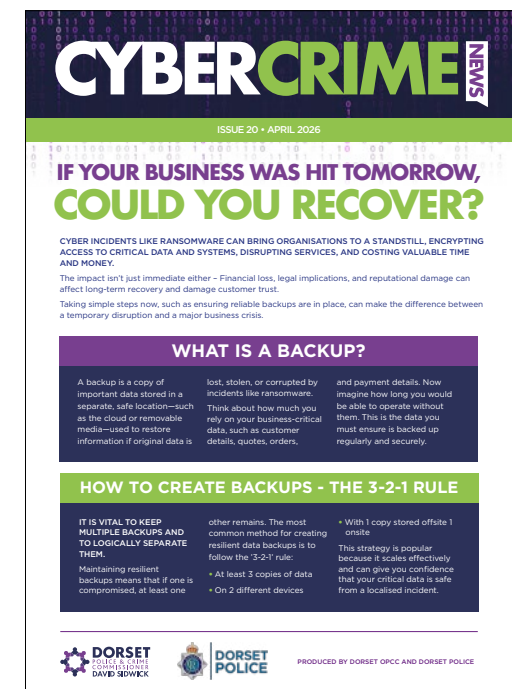
and cyber-crime awareness and training for businesses.

Road Safety

- The PCC worked with a victim of drug driving to raise awareness of 'The Lasting Impact of Drug Driving'. This piece of work was picked up by local and national news outlets, and follow up TV interviews were filmed in order to show a wider audience the long-term psychological impacts of drug driving-related traffic collisions.

- The PCC continued to raise awareness of the use of illegal e-scooters and illegal e-bikes. The awareness raising complemented Dorset Police enforcement action in 2025 with 99 illegal e-bikes (including Sur-Rons and scramblers) and 128 illegal e-scooters seized under road safety legislation.

- The PCC engaged directly with Community Speed Watch (CSW) Teams to provide support and encourage the valuable contribution the volunteers provide to road safety in Dorset, with teams carrying out 1,615 CSW sessions, monitoring 521,537 vehicles and seeing some 13,954 warning letters issued.





FOCUS ON

MOTORCYCLE SAFETY

THE OPCC CONTINUED TO DEMONSTRATE A STRONG COMMITMENT TO IMPROVING ROAD SAFETY ACROSS DORSET. THROUGH ITS INVOLVEMENT IN THE DORSET STRATEGIC ROAD SAFETY PARTNERSHIP, ACTIVITY REMAINS FOCUSED ON ADDRESSING THE “FATAL FIVE” FACTORS OF ROAD TRAFFIC COLLISIONS AND SUPPORTING VULNERABLE, HIGH-RISK ROAD USERS, INCLUDING MOTORCYCLISTS, PEDESTRIANS, CYCLISTS, YOUNG DRIVERS, AND OLDER DRIVERS.

A key element of the road safety work has been the PCC's ongoing partnership with the motorcycle safety charity DocBike, a charity that delivers a unique combination of roadside critical care and preventative engagement.

By deploying highly qualified doctors and critical care paramedics on motorcycles, Doc Bike responds rapidly to incidents, whilst also working to reduce motorcycle-related deaths and serious injuries through education, research, and community engagement.

In 2025, the PCC provided support for the development and delivery of the DocBike NextGen Riders Course. This free, two-day programme is aimed at riders aged 16-35 and responds directly to the increasing number of serious and fatal collisions involving younger motorcyclists, particularly within urban areas. The course focuses on improving rider skills, maintenance knowledge, and hazard awareness. As part of this initiative, PCC funding enabled the provision of high-security motorcycle locks to participants who completed the course, acting both as an incentive and as a practical measure to reduce theft and the associated risks of stolen motorcycles being used in further offences or collisions.

In addition, the PCC has sponsored the provision of first aid kits for attendees of BikerDown courses, equipping members of the public with the tools, skills and confidence to provide immediate, potentially life-saving assistance at the scene of a collision until emergency services arrive.

This sustained commitment and collaborative approach was recognised at a DocBike award ceremony held in Poundbury, where the Police and Crime Commissioner received an award for exceptional service to motorcycle injury prevention. This acknowledgement reflects the PCC's leadership and his office's ongoing contribution to initiatives that improve both road safety and post-collision care.

Overall, the PCC's work with DocBike and Dorset Police demonstrates a comprehensive approach to motorcycle safety, combining enforcement, prevention, education, and emergency response to reduce harm and save lives on Dorset's roads.



PRIORITY 2

MAKE POLICING MORE VISIBLE & CONNECTED

TO ENSURE THAT THERE ARE GREATER LEVELS OF POLICE VISIBILITY AND CONNECTIVITY ACROSS THE COUNTY. TO BUILD UPON THE WORK OF THE NEIGHBOURHOOD POLICING TEAMS AND ENSURE THAT THE PEOPLE AND COMMUNITIES OF DORSET 'KNOW THEIR POLICE'. TO MAXIMISE THE USE OF TECHNOLOGY TO ENSURE OFFICERS' TIME IS SPENT AS PRODUCTIVELY AND EFFICIENTLY AS POSSIBLE AND THAT PEOPLE RECEIVE A GOOD SERVICE FROM THE POLICE.

Customer Service

- More than 90% of 999 calls to Dorset Police are answered within 10 seconds, exceeding the national target.
- Progress is being seen in relation to 101 answer times, and a new police initiative has been established to track abandoned calls which result in online reports.
- A detailed examination of contact performance data from Dorset Police took place at the OPCC's Use of Police Powers and Standards Scrutiny Panel. The PCC continues to monitor performance for secondary call handling, holding the Force to account to ensure that improvements are realised.
- The PCC issued a refreshed leaflet for members of the public and key stakeholders. This was distributed via stakeholder contacts and has also been made available online, as well as being provided to around 1,000 people at face-to-face events across the summer months.

Engagement and Connectivity

- Dorset Police launched two **Mobile Police Stations** to enable improved engagement following a change to front counter provision. These are set up to visit the same locations at regular intervals to ensure consistent opportunities for residents to speak to a police officer.

- The Force also refreshed its use of Community Contact Points, noting that members of the public preferred to engage with the police in their neighbourhoods and, additionally, that the Community Contact Points allowed officers and staff to be in places that do not have a police station or other point of access.
- The PCC launched his annual survey, providing the opportunity for residents to share their views on policing and community safety in Dorset. There were 1,501 responses received from members of the public which will shape the direction of OPCC communication and engagement for the next 12 months.
- The PCC and his team held several engagement sessions over the summer, including visits to public venues across Dorset. These events supported the precept survey and gave residents the chance to discuss key issues such as police funding and the priorities in the Police and Crime Plan.
- The PCC has continued to liaise with a range of communities, attending public residents meetings and town and parish council events to discuss the Police and Crime Plan, as well as to hear feedback on policing in Dorset.

Visibility and Uplift

- The PCC and Chief Constable welcomed confirmation from the Government that all forces would receive extra funding to increase resources dedicated to neighbourhood policing. This, alongside continuing work linked to the Evolve project, which was set-up to improve public service, ensure that every penny of public money is spent wisely and

to enable officers and staff to do an even better job means that 40 police officers will be joining Neighbourhood Policing Teams across Dorset, including a new team for Bournemouth.

- In total, there will be 23 additional officers across Bournemouth, Christchurch and Poole (BCP) and 17 across the Dorset county area who will be focused on active, visible policing, keeping businesses safe, and tackling anti-social behaviour as well as solving crimes in neighbourhoods such as burglary.

- The PCC supported Neighbourhood Policing Week and welcomed the impact hotspot policing had upon police visibility.

- Between 1 January 2025 and 31 October 2025 there have been a total of 445 Community Contact Point and Mobile Police Station deployments, with more than 5,700 people engaged in meaningful conversations.

FOCUS ON

MOBILE POLICE STATIONS & COMMUNITY CONTACT POINTS

OVER THE PAST YEAR, DORSET POLICE HAS ROLLED OUT THE USE OF TWO MOBILE POLICE STATIONS ACROSS DORSET, BOOSTING ENGAGEMENT OPPORTUNITIES AND MAKING POLICING MORE ACCESSIBLE TO THE PUBLIC.

This initiative goes hand in hand with the Force's positive use of Community Contact Points (CCPs), which have proved popular with residents and helped to ensure policing is more visible and connected to the communities Dorset Police serve.

The initiative was launched in response to the public making it increasingly clear they prefer speaking with officers and staff in their neighbourhoods, rather than travelling to police stations. Data has shown a steep decline in the use of traditional front counters, with the public opting to contact Dorset Police online and at CCPs instead.

The Mobile Police Stations are placed in locations outside supermarkets, shopping centres and village halls, ensuring they are convenient and easily accessible. They each visit six set locations, every month, which are advertised well in advance, ensuring ample opportunity for people to plan a visit if necessary. As well as being a more effective engagement method, the use of the Mobile Police Stations, alongside the Community Contact Points, has increased the geographic reach of Dorset Police, particularly into those communities without existing police estate.

The PCC and his Office will continue to scrutinise this engagement activity to ensure public expectations are met, and the commitments made within this priority are fulfilled. Delivering improved visibility and connectivity is vital, and work will continue unabated to ensure the public see and feel this. Positive changes have been made, and the focus remains firmly on sustaining this progress and further strengthening trust, accessibility, and meaningful engagement with communities across Dorset.



FIGHT VIOLENT CRIME & HIGH HARM

TO TACKLE VIOLENCE AGAINST WOMEN AND GIRLS FROM A MULTI-AGENCY, PARTNERSHIP PERSPECTIVE. TO CONTINUE THE TOUGH APPROACH ON DRUGS AND VIOLENT CRIME, TO DRIVE OUT ORGANISED CRIME GROUPS AND TO HIT HARD THOSE INVOLVED IN COUNTY-LINES AND DRUG-RELATED CRIMINALITY.

Addiction and Substance Misuse

- As the Association of Police and Crime Commissioners Joint Chair of the Addiction and Substance Misuse portfolio, the PCC has continued to raise awareness of the dangers associated with addictive substances and behaviours. This has included supporting prevention campaigns and public messaging highlighting the risks of illicit drugs, with particular focus this year on the growing harm linked to ketamine use. The PCC has supported awareness campaigns to ensure young people, parents and professionals better understand the risks and long-term impacts associated with ketamine and other illegal substances.
- The PCC has also strengthened the focus on addiction in its wider context by supporting the launch of the Gambling Charter into Dorset Police. The Charter brings together partners across policing, local authorities, health and the voluntary sector to recognise gambling-related harm and improve support pathways for those affected. By signing the Charter, Dorset Police has committed to raising awareness, improving early identification of harm and ensuring individuals and families can access appropriate support.
- The PCC has continued in his role as Chair of the CDP, driving forward the implementation of the 'Harm to Hope' strategy locally. Work continues across the three strategic priorities of breaking supply chains, delivering a world-class treatment and recovery system and achieving a generational shift in the demand for drugs. The CDP Enforcement Sub-Group has strengthened partnership working with the prison service to better understand and disrupt the routes through which illegal drugs are brought into prisons, recognising the strong link between drugs, organised crime and continued offending.
- Prevention and education remain a key

priority. The PCC continues to commission and support organisations such as Escapeline and Talkabout Trust to deliver targeted education programmes in both junior and senior schools. These programmes help young people understand the risks associated with drugs, alcohol, exploitation and county-lines activity, while also equipping parents, teachers and communities with the knowledge needed to identify warning signs and support young people at an early stage. Through this continued investment, more schools across Dorset can access high-quality preventative education designed to reduce harm and build resilience among young people.

Violence Reduction

- During this year's activity, the PCC commissioned a Focused Deterrence programme, which is evidenced to have a significant impact on reducing serious violence. This multi-agency approach combines swift consequences for young people involved in perpetrating serious violence with tailored support that addresses underlying vulnerabilities. The programme launched in September 2025 and has already demonstrated a positive impact on the young people it has supported.
- The PCC has continued to work with key authorities in the delivery of the Serious Violence Duty to ensure partners are delivering the requirements, as well as scrutinising spend and interventions. Supported by the full financial allocation from Government, a number of initiatives have been funded including a mobile youth café in BCP and a healthy relationship education programme for schools in the County area.

- The PCC has match-funded a targeted mentoring programme in a Weymouth school, working with young people at risk of permanent exclusion. Education and aspirations are among the strongest protective factors in preventing young people from becoming involved in serious violence. Year one of the programme has demonstrated several positive outcomes, supporting successful funding applications to expand the programme into three additional education settings in year two.

Domestic Abuse and Stalking

- The PCC continued to support Op Encompass, a safeguarding partnership between the police and education providers to enable schools to offer immediate support to children experiencing domestic abuse. Op Encompass now includes coverage of early years settings in Dorset County, which was previously only available in BCP.
- Following a formal procurement process, the PCC awarded a new contract to Victim Support Dorset to provide free and confidential support to victims of 'standard risk' domestic abuse. This valuable service provides practical and emotional support to victims of domestic abuse and help them to cope and recover from the impact of domestic abuse crime. Specialised support for children and young people affected by domestic abuse is also provided as part of the service.

- All OPCC staff received Dragonfly Champion Training from Paragon. The Dragonfly programme was developed to train community champions to identify signs of domestic abuse and provide them with the tools to assist victims. Dragonfly training is available and free to anyone in the community.

- The PCC continued to financially support the Independent Stalking Advocacy Caseworker (ISAC) service, provided by You Trust/Paragon. The [ISAC](#) works with people who have been actively stalked and provides both practical and emotional support to improve their safety.

- The PCC continued to support the aims of National Stalking Awareness Week, an important time to highlight the dangers of stalking as well as the support available to victims affected by this terrible, destructive offence.

Violence Against Women and Girls (VAWG)

- The VAWG Improvement Panel continued to operate, with members reviewing cases across a range of crime types, including stalking and

harassment, domestic abuse, rape and serious sexual offences, and child exploitation. Since the Panel's inception, eight meetings have been held, featuring constructive discussions and valuable learning focused on the victim experience. The Panel remains committed to improving outcomes for victims of violence against women and girls across Dorset.

Rape and Serious Sexual Offences

- The OPCC continued to work with the Sexual Assault Referral Centre (SARC) to prepare for the new incoming Forensic Science Regulator standards for SARCs and, in preparation, the PCC funded a pre-assessment to establish the levels of compliance in Dorset, which reflected that Dorset is well positioned to achieve the required standards.

- The PCC approved fixed term funding for an Independent Sexual Violence Adviser (ISVA) Caseworker within our commissioned ISVA service with STARS Dorset. This was done in response to growing waiting lists and times for clients. This role takes some of the administrative burden from ISVAs, enabling them to focus on front line support.

Child Abuse

- The PCC is supporting a project led by the Centre for Child Protection at the University of Kent to explore the use of a trauma-informed simulation for officers for child sexual exploitation investigations as well as identifying approaches to support the co-designing of the national scaling of this innovative and research based product to help reduce victim-blaming, support engagement, and strengthen investigative outcomes.

- The OPCC is working with the Bluestar Project to help champion collaborative commissioning and shared accountability across agencies involved within child sexual abuse through embedding lived experience at the heart of decision-making and supporting transition to sustainable, long-term systems change.

Modern Slavery

- The OPCC has continued to provide strategic leadership and coordination across pan-Dorset partnerships to ensure a robust, intelligence-led and victim-centred approach, strengthening Dorset's system-wide readiness to identify victims early and respond effectively to their needs.

FOCUS ON

EMERGENCY DEPARTMENT NAVIGATORS

THE OPCC JOINTLY FUNDED THIS INITIATIVE WITH UNIVERSITY HOSPITALS DORSET CHARITY IN LATE SUMMER 2025. THE PROGRAMME AIMS TO PREVENT YOUNG PEOPLE AGED 11-25 FROM BECOMING INVOLVED IN SERIOUS VIOLENCE BY PROVIDING TIMELY, TARGETED INTERVENTIONS WHEN THEY ATTEND THE EMERGENCY DEPARTMENT (ED).

The programme focuses on responding to critical reachable or teachable moments, offering support, guidance, and access to ongoing services at a time when young people may be most open to change and in need of help.

Youth workers engage with young people who present as victims of serious violence or following incidents involving violence. They have been operating in Royal Bournemouth Hospital since mid-August 2025 and in Poole Hospital since September 2025. Their role is to support victims of crime or those involved in violence, providing advice and intervention across a range of issues, including drug and alcohol education, homelessness, self-harm and emotional resilience, sexual health, and money management.

This support is provided at a crucial time, when young people may be most receptive to accepting help and making positive changes. The youth workers are an additional resource to existing ED teams, enabling them to dedicate time to each individual. They focus on delivering tailored support, advocating

for young people and their families with healthcare providers, and connecting them with wider services such as substance misuse support, family services, and assistance with reporting crimes.

Since the programme was launched, 120 young people have been supported at both sites.

Through the work of the youth workers, young people have also been supported to report crimes to the police, strengthening safeguarding measures and helping to preserve evidence for further investigations. In addition, ten young people have been referred to specialist services, alongside 114 instances of signposting to other forms of support, with some individuals receiving multiple referrals to an array of services.

By addressing underlying issues and risk factors, the programme aims to help young people build resilience, access appropriate services, and make safer, more positive choices for their future.



FIGHT RURAL CRIME

TO MAINTAIN THE RURAL CRIME TEAM (RCT) AND ENSURE THAT THEY CONTINUE TO WORK EVER MORE CLOSELY WITH THE RURAL COMMUNITIES THEY SERVE. TO TACKLE ISSUES THAT BLIGHT OUR COUNTRYSIDE, LIKE FLY-TIPPING, WILDLIFE CRIME AND HERITAGE CRIME AS WELL AS BUILD ON THE SUCCESSES OF THE COUNTRY WATCH SCHEME, DESIGNED TO BRING RURAL COMMUNITIES TOGETHER.

Rural Resources

- Dorset Police has worked with cross-border forces on several operations including a serious acquisitive crime case with Somerset Police and the Regional Organised Crime Unit (ROCU) where Dorset Police recovered property stolen from West and North Dorset and three people were subsequently arrested. Work has also taken place with landowners and adjoining forces in East Dorset relating to vehicles causing damage across fields, linked to poaching and hare coursing.

- Over the last 12 months, the Rural Mounted Volunteers completed 1,244 hours of patrol over 439 duties – providing the equivalent of almost £20,000 worth of policing duties to the county. As a result of these patrols, volunteers submitted 156 intelligence reports, 2 potential poaching/hunting offences, 20 fly-tips reported to the relevant local authorities and undertook 191 engagements with people in rural areas whilst on duty.

- The PCC, along with other South West PCCs and Forces at the South West Strategic Police Collaboration Board in September 2025, raised the need for a greater focus on targeting Serious and Organised Crime offenders engaged in rural crime, and large scale cross-force operations such as Operation Ragwort continue to take a ‘no borders’ approach to policing in order to tackle rural crime.

Country Watch Dorset

- Through the PCC - chaired Dorset Partnership Against Rural Crime (PARC), communication, engagement, and prevention activity was mapped and partners agreed to

a plan of action to deliver key activities and publish awareness raising campaigns.

- The PCC delivered a range of rural crime messages including several pieces during Rural Crime Action Week in September – with a focus on victims’ experiences of rural crime which included sharing and promoting an information video on poaching and a new video showing the range of rural crimes experienced in Dorset and their impact.

Waste Crime and Fly-tipping

- The PCC made a written submission and attended the oral session as a panel member of the House of Lords Environment and Climate Change Committee call for evidence focusing on serious and organised waste crime. He highlighted work that is ongoing across the whole of the South West region and the need for better funding for enforcement.

- The PCC continued the joint funding of the dedicated Assistant Enforcement Officer (AEO) with Dorset Council, strengthening on-the-ground investigation and enforcement work, resulting in a clear increase in penalties and action taken against **fly-tipping offenders** in Dorset.

- In addition, further funding was provided for additional signage on fly-tips once they have been reported, to notify the public the site is being managed. The AEO role has been working with partners including Parish Councils, enhancing partnerships between local authorities and communities regarding the issue of fly-tipping, to coordinate enforcement and intelligence sharing against waste crime.

Wildlife Crime

- The PCC consulted with members of the Dorset PARC in relation to the new sentencing guidelines for hare coursing. Following this consultation, the PCC submitted a response to Sentencing Council via the Ministry of Justice and, in his role as chair of the PARC, submitted a joint response with the members. Responses focused on a scale of levels for both culpability factors and harm factors for offences, along with the escalation of punitive measures, and possibility of all relevant ancillary orders to be used in sentencing.

- Dorset Police ran a major operation in September to successfully deter the implementation of a large-scale illegal hare-

coursing event in north east Dorset. The PCC supported the Force through engagement and intelligence sharing with partner agencies and organisations in the Partnership Against Rural Crime (PARC).

Heritage Crime

- Resourcing and potential funding was offered from Historic England to enable the mapping of Heritage Crime in Dorset.

- Dorset Police crime reporting systems now record reported incidents using the Historic England mapping database to identify heritage crime and incidents of anti-social behaviour as they are reported.



FOCUS ON

HERITAGE CRIME

SINCE HERITAGE CRIME WAS ADDED TO THE POLICE AND CRIME PLAN AS A PRIORITY AREA IN THE 2024 REFRESH THERE HAVE BEEN A RANGE OF ACTIVITIES HAPPENING ACROSS DORSET. IN 2025, THE HERITAGE WATCH SCHEME WAS LAUNCHED IN DORSET.

Police officers have received specific training in heritage crime related offences, and there has been considerable development of the heritage crime mapping system, and the planned delivery of a pilot project with Dorset Police Cadets on protecting heritage sites from incidents of anti-social behaviour and crime.

The public launch of Heritage Watch in Dorset took place in July 2025 at Durlston Country Park in Swanage, attended by a range of organisations and agencies involved in the protection and promotion of heritage locations across the county. A Heritage Watch Working Group was set up in order to progress work outlined in the Police and Crime Plan and this group will work closely with the members and partners of PARC to ensure joined up working practices and shared positive outcomes.

In addition to the work carried out through these groups, Dorset Police has delivered a number of key actions to improve the delivery of this area of the Police and Crime Plan, including:

- The Citizens in Policing Team has set up Heritage Watch on Dorset Alert and over 130 people or organisations have signed up to it. The link to join Heritage Watch was promoted by the Force and the OPCC at the Heritage Watch launch.
- Heritage Crime sessions have been provided by the Force's trained Heritage Crime Single Point of Contact (SPoC) to Investigation & Resolution Centre staff, county-based

Neighbourhood Policing Teams, the Rural Crime Team and Force Contact Centre supervisors. This training will be delivered in the future to police officers in the conurbation Neighbourhood Policing Teams.

- Dorset Police has updated its website to accommodate a specific page for [reporting Heritage Crime](#), which is also linked to the Country Watch Dorset website page.
- Historic England has also been working to deliver this priority locally, having developed a 'Missing Pieces' project to raise awareness of protected heritage. It invites people to share pictures and stories of the unique, significant and memorable places on the National Heritage List for England - a register of all nationally protected historic buildings and sites across England. The Force's Police Cadet Team are being trained to help deliver this project in the summer of 2026.



PUT VICTIMS & COMMUNITIES FIRST

TO HAVE AN EMBEDDED 'VICTIM FIRST' PHILOSOPHY AND APPROACH TO ENSURE THE BEST POSSIBLE OUTCOMES FOR THOSE WHO NEED HELP AND SUPPORT. TO WORK WITH VULNERABLE INDIVIDUALS AND COMMUNITIES TO TACKLE ISSUES SUCH AS FRAUD, ADDICTION, GAMBLING AND HOMELESSNESS. TO PROVIDE MORE SUPPORT FOR YOUNG PEOPLE, AND BUILD ON PROGRAMMES AND INITIATIVES THAT ADDRESS PREVENTION, INTERVENTION AND DIVERSION.

Criminal Justice Service and Restorative Justice

• The new Restorative Justice (RJ) contract was awarded in October 2025 with a formal launch during RJ Awareness Week in November. The contract was awarded to Restorative Solutions, for a five-year period. The service works with adult offenders and victims, and for cases involving under 18 offenders the service works with the Dorset Combined Youth Justice Service. Since the inception of the restorative justice service in Dorset, it has engaged with over 1,000 victims, far exceeding the predicted 675 originally set.

Hate Crime

• The PCC supported Hate Crime Awareness week, taking part in communications in partnership with Dorset Police to affirm that 'hate crime has no place in society'. The PCC continued to highlight disability hate crime and the role that restorative justice plays in dealing with those who commit hate crime offences.

• Through the re-commissioning of the RJ contract, the PCC included the provision of Restorative Hate Crime Awareness Courses. These courses are provided in-person with individual offenders, through the Out of Court Resolution cases at the Community Resolution level - referred by Dorset Police. The Government has recently agreed that

Dorset can be included in the Hate Crime Awareness Course for the more serious 'Conditional Caution', and that started in April 2026.

Victims and Communities First Philosophy

• Following the redesign of the Force Victims' Bureau, the PCC considered alternative solutions to improve victim satisfaction and understanding of the victims' journey. Through this approach, the PCC agreed to part-fund, with Dorset Police, a Victim Champion role to continue and enhance the focus on service to victims of crime. The Victim Champion is the force tactical lead and supports the delivery of the Victims' Strategy.

• In April 2025, the PCC commissioned Victim Support Dorset to provide practical and emotional support to victims of crime in Dorset. This enhanced service ensures that victims of crime have access to free and confidential practical and emotional support to help them cope and recover from the impact of crime.

• Dorset Police trained a group of officers and staff who are Victims' Code Ambassadors. This network of ambassadors was brought in to help promote awareness of the Code of Practice for Victims of Crime and ensure victims are always at the forefront of our work.

Support for Young People

• More than 1,060 young people responded to the youth consultation, which was designed to better understand their lived experiences and perceptions of knife crime and serious violence. The OPCC listened to the voices shared through the consultation, and the insights gathered helped shape the Violence Reduction and Prevention Strategy.

• In partnership with Dorset Council and the PCC, the **100 & First Foundation** delivers 'Level Up', an early-intervention project based at Budmouth Academy in Weymouth. The project supports disadvantaged young people who are struggling to engage with school or are at risk of exclusion, helping them to build

confidence, resilience and a stronger sense of belonging.

Vulnerability

• The OPCC funded the creation of a video to raise awareness of the Herbert Protocol, which supports vulnerable people to stay safe while maintaining their independence. The scheme encourages carers, family members and friends to share important information in advance, so it can be used quickly if someone goes missing. This helps the police focus their efforts on the places where the person is most likely to be found, improving the chances of a safe and speedy recovery.



VS

VICTIM SUPPORT

BEYOND CRIME

We provide specialist and tailored support, helping people move beyond crime and get their lives back on track.



For help call our Supportline on **08 08 16 89 111** or visit our website.

Help us help more people - donate, volunteer, campaign.

www.victimsupport.org.uk

VictimSupport
 @VictimSupport

Registered charity number 239028
 Registered address: Victim Support, Haldon House, 54-60 Haldon Street, London W10 4JL
 020 8198 0100



FOCUS ON

VICTIM SERVICES

DURING THE PCC'S TERM, THERE HAS BEEN A SIGNIFICANT AMOUNT OF WORK DELIVERED BY OUR COMMISSIONED VICTIM SERVICES. THE PCC COMMISSIONS EXTERNAL EXPERTS TO DELIVER CORE SERVICES TO VICTIMS OF CRIME IN ORDER TO HELP THEM COME TO TERMS WITH AND MEANINGFULLY RECOVER FROM THE IMPACT OF THE CRIME THEY HAVE EXPERIENCED.

Restorative Justice - Restorative Solutions

Restorative Solutions is responsible for Restorative Justice services across Dorset; a service delivered in partnership with BCP Council.

Restorative Solutions offers victims an opportunity to be heard, to ask questions of the offender, and to have their say in the resolution of the harm caused. For offenders, restorative justice provides an opportunity to face the consequences of their actions, recognising the impact that their offending behaviour has had upon others and, where possible, make amends.

Over the past four years, Restorative Solutions have supported an average of 230 victims annually through the restorative justice process, and are confident that the service is well established as a local support mechanism, providing vital support to victims of crime.

Victim Services - Victim Support

Victim Support was first awarded a contract in Dorset in 2014, and has been a consistent

presence ever since, with the service evolving to meet demand and align to best practice. Most recently re-commissioned in 2025, the service provides support to victims of what is known as 'volume crime', covering all crime types except those which require individual specialism, such as sexual assault.

Victim Support offers structured, personalised support that is carefully tailored to meet each victim's unique needs, recognising that each person's journey is different, providing the flexibility and care necessary to ensure victims receive support that is tailored to them. Sessions can be provided through a variety of means, including in-person meetings, phone support, online sessions, or group sessions.

From the commencement of the new contract, Victim Support has received, on average, over 900 referrals a month for support.

Victim Support also offer some digital solutions including webinars covering topics such as wellbeing, self-care and information such as your victims' rights, a self-help platform, and an online My Support Space which includes an interactive range of self-support guides.

"I want them to know how they made me feel"

Restorative Justice gives victims of crime the opportunity to communicate with the person responsible.



PRIORITY 6

MAKING EVERY PENNY COUNT

RAISING AWARENESS AROUND ISSUES OF POLICE FUNDING, ESPECIALLY AROUND THE NATIONAL FUNDING FORMULA. TO MAXIMISE EFFICIENCY AND EFFICACY IN POLICING, TO ENSURE THAT THE ROBUST OVERSIGHT OF FINANCIAL, AUDIT AND GOVERNANCE ARRANGEMENTS CONTINUE.

Funding

- The OPCC successfully secured £40,000 through two bids to the Ministry of Justice’s Strategic Commissioning Fund. This funding was used in the development of a Victim Data Integration & Insights Platform and a Sexual Violence Needs Assessment.
- Continued partnership working with Dorset Police through the Hotspot Action Fund having been awarded a further £1 million for 2025/26. This has funded a further 9,000 police patrol hours and has seen the integration of CSAS officers working alongside the police in ‘hotspot’ areas where there are higher levels of criminal activity.
- The PCC issued a blog in response to the HMICFRS State of Policing report. The PCC backed the report which described the current funding arrangements as ‘outdated and unfair’. The PCC has continued to lobby Government for a fairer funding formula for Dorset, working with councillors and MPs from across the political spectrum in a collaborative effort to secure a better deal for the people and communities of Dorset in the long-term.

Efficiency

- During the year, the OPCC took part in the Priority Based Budgeting process. The work, which is ongoing, reviews the cost, benefits and performance of 12 business areas within the Strategic Alliance to rapidly assess and reprioritise budgets as needed to ensure continued alignment to current and emerging strategic priorities, and to achieve the required savings.
- In 2025, following an exceptionally hot and dry summer, and in consultation with the Force Welfare team, the PCC confirmed funding for additional refreshments and other resources to be made available to frontline

- staff throughout the summer. This was in recognition that officers cannot easily take similar actions to other members of the public, such as wearing loose or cool clothing or standing in the shade.
- The PCC agreed to part-fund a pilot of a wellbeing project based in Dorset, aimed at officers and staff who regularly deal with trauma. The pilot is anticipated to roll out in the autumn of 2026 in collaboration with the Force, Police Federation and Unison. The OPCC is part of the working group to ensure that the scheme’s benefits are tracked and evaluated.

Philosophy and Co-operation

- Working alongside Dorset Council’s and BCP Council’s Adult and Children Services, the OPCC co-commissioned a new, all-age appropriate adults contract. The new contract sees additional investment from the commissioners to ensure the contract meets demand and will now also include the provision of appropriate adults for voluntary interviews.

Evidence-Based Policing

- The PCC was pleased to report that his Office had secured £1 million for ‘hotspot’ policing – an evidence-based approach to the reduction of serious violent crime and ASB.
- The PCC also issued statements in response to the HMICFRS PEEL inspection report, and in response to the quarterly Office of National Statistics (ONS) data.
- The PCC was updated on the current academic and Evidence-Based Policing projects that are being supported by Dorset Police. This included the analysis of data from the SmartTag forensic spray initiative, which was publicised by the Force.

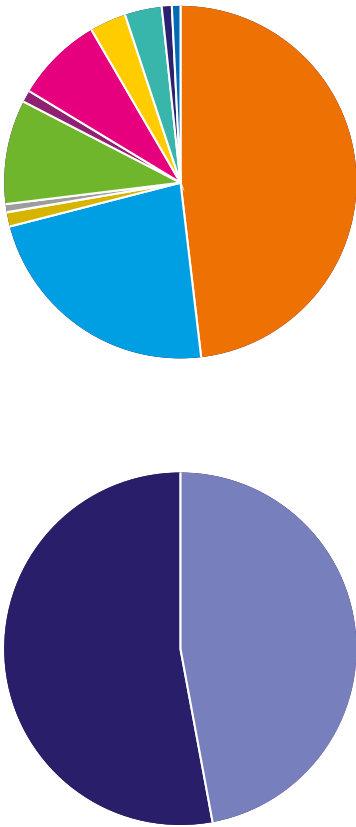
FOCUS ON

BUDGET OUTTURN

TOTAL EXPENDITURE		£m
Police Officer Pay & Allowances		103.4
Police Staff Pay & Allowances		51.4
Police Pension (Injury and Ill Health)		2.6
Training & Development		1.6
Premises		20.8
Transport		2.4
Supplies & Services (e.g. IT services, licence fees, equipment, uniform and other office costs)		17.3
Capital & Borrowing Costs, contribution to reserves		7.1
Regional and National Collaborations		7.5
Office of the Police and Crime Commissioner		1.8
PCC Commissioning and Grant Funding		1.6
Total Expenditure		217.5
Specific Grants and Income		-34.8
TOTAL		£182.7

FUNDING SOURCES		£m
Government Core Grant		86
Council Tax Precept		96.7
Net Revenue Budget		£182.7

	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
2024/25 Charge	£195.72	£228.34	£260.96	£293.58	£358.82	£424.06	£489.30	£587.16
Annual Increase	£9.33	£10.89	£12.44	£14.00	£17.11	£20.22	£23.33	£28.00
2025/26 Charge	£205.05	£239.23	£273.40	£307.58	£375.93	£444.28	£512.63	£615.16



ANNUAL ENGAGEMENT REPORT

THIS IS THE NINTH ANNUAL ENGAGEMENT REPORT, DESIGNED TO ALLOW GREATER TRANSPARENCY, ACCOUNTABILITY AND PUBLIC SCRUTINY OF THE PCC'S CURRENT ENGAGEMENT APPROACH, EMPOWERING RESIDENTS TO BECOME MORE INVOLVED IN GENERATING NEW IDEAS TO BRING POLICING MORE EFFECTIVELY TO THE HEART OF ALL COMMUNITIES IN DORSET.

The PCC acts as the representative and voice of local people and aims to ensure that communities receive a dynamic and responsive police service. Various methods are adopted to engage, consult and inform residents that the policing by consent model operating in Dorset, and across the UK, is supported by both the PCC and his office.

What we did in 2025/26?

Over the past year the OPCC has conducted several surveys with Dorset's residents and communities including Precept, and the Annual Community Safety survey.

Responses to surveys have helped guide OPCC investments in tackling ASB, through initiatives such as the Operation Relentless Community Fund - which has now provided more than £200,000 of funding to over 50 local projects - and the expansion of hotspot policing through Operation Track, which has delivered significant progress in tackling ASB. The Office was successful in securing additional funding for hotspot policing in Dorset, and in areas where Operation Track has been implemented, ASB has reduced by almost 70 per cent. Dorset Police also recorded an 11 per cent year-on-year reduction in ASB (ONS), now at its lowest level in 16 years. In Dorset, tackling ASB needs

strong partnership work, and these results demonstrate the commitment to tackling this key Police and Crime Plan priority.

Those who engage with the OPCC have also been able to influence work being done to help protect women and girls from violence. This year, the OPCC continued to work closely with Dorset Police and partners to scrutinise, commission, and target enforcement to protect women and girls across Dorset. Effective police-led initiatives such as Operation Vigilant continue, while the OPCC's VAWG Improvement Panel reviews how Dorset Police handle sensitive cases to ensure victims receive the highest standards of care. Services commissioned by the Office, such as Victim Support Dorset, STARS, and Circles South West, remain crucial partners in this work, ensuring victims are supported, and crucial education is delivered.

The Commissioner regularly attends community group meetings, conferences, face-to-face meetings and events across the county and directly engages with residents and stakeholders to ensure that there are opportunities to find out more about the work of the OPCC.

Our Social Media

 3,100 FOLLOWERS	 130,576 WEBSITE VIEWS
 6,500 FOLLOWERS	 OVER 9,000 local residents receive regular news and newsletters via the Dorset Alert system. You can sign up here .
 866 FOLLOWERS	

ALSO THIS YEAR

Our Engagement

- There have been 16 scrutiny panels held. These panels are administered by the OPCC, and attended by independent members of the public, to help the PCC hold Dorset Police to account. With residents being actively involved and participating in the process, it ensures scrutiny is thorough and takes into account the experiences of diverse groups across Dorset.
- Residents can engage directly with the OPCC via telephone, website contact forms and by post or email. In 2025/26, the OPCC was contacted 3,251 times by members of the public. The nature of public correspondence received is wide-ranging, from general comments to requests for information.
- There have been 96 PCC newsletters written and dozens of press articles, comments and opinion pieces written on a wide variety of policing issues over the last year. All of the newsletters are available on the PCC's website and were sent out to almost 9,000 Dorset Alert members. The PCC has also appeared in over 25 videos talking about a range of policing issues.
- The PCC joined members of Dorset Police to broadcast live-streamed engagement events to talk with members of the public about a range of policing issues in both the BCP

and Dorset Council areas. The Commissioner regularly attends community group meetings, conferences and events across the county to give residents and stakeholders opportunities to take part in Q&As and find out more about the work of the OPCC. In the last year the PCC has attended 103 such events.

- The OPCC has grown and improved its social media reach this year by joining more Facebook community groups and sharing information about surveys and funding opportunities with the aim of reaching beyond our most engaged-with audiences.
- Engagement, in all its forms, helps the PCC raise issues that matter to the public directly with the Chief Constable. All communications in 2026 will be shaped by the priorities residents and communities have highlighted, including anti-social behaviour, illegal drug use, burglary and theft, road safety, violent crime, VAWG/sexual assault/rape/stalking, rural crime, shoplifting and business crime, criminal damage, and cyber-crime.
- The feedback we receive has led to changes in Force systems and processes, as well as investment and resourcing in areas of policing that matter to the residents and communities of Dorset.



GOVERNANCE & SCRUTINY

Use of Police Powers and Standards Scrutiny Panel

The Use of Police Powers and Standards (UPPS) Scrutiny Panel has been established as the independent overarching scrutiny panel. The Panel meets quarterly and continues to shine a light on issues such as the disproportionality of stop and search and use of force activity, public contact through the 101 and 999 service, and complaints handling by Dorset Police. One of the ways it does this is by reviewing a range of independently dip sampled cases supported by Body Worn Video (BWV).

The Force has its own Independent Scrutiny Panel, which reports into the UPPS on the outcome of its review and independent scoring of BWV footage of stop and search and use of force cases. This provides the Panel with additional assurance. Additionally, a sub-group of panel members independently dip sample complaints against the Force.

The Violence Against Women and Girls Improvement Panel reports into the UPPS Panel and scrutinises a dip sample of 101/999 calls and scores these based on how they feel the member of the public has been treated.

Out of Court Resolution (OoCR) Scrutiny Panel

The OPCC also administers the Out of Court Resolution (previously Out of Court Disposals) Scrutiny Panel which meets quarterly and considers a sample of cases of Out of Court Resolutions (OoCRs) to determine if they are appropriate. OoCRs allow the police to deal quickly and proportionately with low-level, often first-time, offences including child offenders, thus preventing their entry into the formal criminal justice system.

The Panel has continued to follow best practice by scrutinising cases on themes agreed by members beforehand. These range from cases involving women and ethnically diverse individuals; cases involving possession

of weapons, knife crime, and assaults of emergency service workers; and cases involving Restorative Justice, shoplifting, domestic abuse between parent and child and drugs possession and intent to supply.

Equally, some cases are selected at random to ensure clear objectivity. The Panel also considers re-offending by those cases considered at previous meetings, as well as deciding to select some cases at random without a particular theme.

Feedback from both the UPPS and OoCRs Scrutiny Panels helps to inform how Dorset Police might further improve the service it provides and helps to increase transparency and public confidence in the police.

Independent Custody Visiting Panel

It is a statutory duty for every PCC to have an Independent Custody Visiting (ICV) Panel. Volunteers from local communities, who are security cleared and trained, make unannounced visits to detainees held in police custody to ensure their rights have been given and to check on their welfare. During the 2025/26 year, 100 visits were made, and over 220 detainees were spoken to. These visits have taken place covering all days of the week and all hours of the day and night, a testament to our dedicated volunteers.

Complaint Reviews

To ensure the PCC is satisfied Dorset Police is handling complaints appropriately, the OPCC commissions the service of a Complaints Review Officer who has responsibility for reviewing complaints if the complainant is dissatisfied once the case has been closed by Dorset Police. There have been over 120 complaint review requests during the 2025/26 period, with 75% determined to have been dealt with appropriately. In those cases that are determined not to have been dealt with appropriately, recommendations are made to the Force so that the correct steps can be taken.

PCC Challenge

The PCC continues to receive updates relating to the long-standing challenge on stop and search disproportionality. While progress has been made, this remains closely monitored by the OPCC team. Similarly, police response times – which were previously subject to a formal challenge – are assessed via the PCC-chaired Use of Police Powers and Standards Scrutiny Panel.

Police and Crime Panel

Dorset Council has responsibility for the Dorset Police and Crime Panel held four times a year. The Panel members primarily focus their attention on important strategic actions and decisions made by the PCC. In February 2026, the Panel approved plans for this year's policing precept.

Independent Audit Committee

The Independent Audit Committee meets on a quarterly basis and provides comment, advice and assurance on matters relating to the internal control environment of the Force and the OPCC. It has oversight of general governance matters and comments on any new or proposed PCC and Force policies and strategies, or changes to existing relevant policies and strategies which, in the opinion of the Chief Financial Officers, are significant with regards to financial risk and probity. The Committee is comprised of five independent members recruited for their skills and expertise in the area. The reports made to each committee meeting are publicly available on our website.





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Police & Crime Commissioner
Force Headquarters
Winfrith, Dorchester
Dorset DT2 8DZ



t. 01202 229084
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Dorset Police and Crime Panel

Complaints Protocol

(Last Reviewed: 11 June 2026)



Dorset Police and Crime Panel

Working for our Communities

Supporting & Scrutinising the Office of the Police and Crime Commissioner

DORSET POLICE AND CRIME PANEL COMPLAINTS PROTOCOL

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1. Introduction

The purpose of a complaints system is to put right what has gone wrong and to learn from it (Local Government Ombudsman)

These arrangements set out the process for dealing with complaints about the conduct of the Police and Crime Commissioner (PCC) for Dorset. The arrangements are made under the Police Reform and Social Responsibility Act 2011, the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 and the Police and Crime Panels (Application of Local Authority Enactments) Regulations 2012.

The Dorset Police and Crime Panel (PCP) has statutory responsibilities under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 relating to the recording and determination of complaints. One of the main functions of the PCP is to act as a central point for collation and recording of all complaints against the PCC, and to provide a 'gateway' to the procedures for dealing with both non-criminal and criminal complaints about the PCC or the Deputy PCC (*herein the term PCC applies equally to DPCC*).

In accordance with Police and Crime Panels (Application of Local Authority Enactments) Regulations 2012, Dorset Police and Crime Panel has delegated authority for managing complaints to:

- Service Manager for Assurance, Dorset Council (SMA);
- Monitoring Officer, Dorset Council (DC MO);
- Chief Executive and Monitoring Officer (CEMO) of the Office of the Police and Crime Commissioner for Dorset (OPCC);
- A Complaints Sub-Committee of the PCP (CSC).

In accordance with Regulations, the CSC will not investigate. The CSC may exercise its delegated powers to require the person complained against to provide information or documents or attend before it to answer questions or give evidence, as this will not be regarded as an investigation. However, any other step intended to gather information about the complaint, other than inviting the comments of the complainant and the person complained against, will not be permitted.

Members of the CSC will undertake periodic dip-sampling of complaints files held by the CEMO and Service Manager for Assurance to provide assurance about the delegated complaints handling process.

A flow chart providing an overview of the complaints process is attached at **Annex 1**

2. Complaints Procedure

2.1 What is covered by the complaint's procedure?

The only complaints that fall within the remit of the Dorset Police and Crime Panel are those which involve the personal conduct of the PCC for Dorset.

The Complaints Sub-Committee will consider:

- Complaints relating to rudeness by the PCC,
- Complaints relating to inappropriate references to people, places or issues by the PCC;
- Very minor or spent convictions by the PCC.

The Complaints Sub-Committee will not consider:

- Criminal complaints about the Commissioner (which must be referred to the Independent Office for Police Conduct (IOPC))
- Complaints about the Dorset police force (which must be referred to Dorset Police Professional Standards Department, Police and Crime Commissioner or IOPC as appropriate); and
- Complaints relating to other organisations for example the probation service, voluntary sector organisations, the Community Safety Partnership (which must be referred to the relevant complaints procedures of those organisations).

It is important to distinguish the Panel's scrutiny role from their complaint's role. Even if a policy decision taken by the PCC generates complaints, the complaint would not fall within the remit of the Panel's role in complaints handling even though it may inform the Panel in their scrutiny role.

2.2 Disapplication of the Regulations

The PCP has the discretion to decide not to apply the Regulations in certain circumstances. In summary these are where the complaint is:

- an employment issue relating to the OPCC or Dorset Police;
- when the complainant is subject to an ongoing police investigation or criminal proceedings relating to the complaint;
- more than 12 months old;
- already the subject of a complaint;
- vexatious, oppressive or an abuse of the procedures or repetitious (note – the host authority, Dorset Council, "Unreasonable Behaviours Protocol" applies).

This protocol does not cover the following matters and will require a full Panel consideration rather than delegated to the subcommittee;

- A Head of Paid Service report on their concerns regarding the running of the OPCC, under their statutory obligations under section 4 of the local government housing act 1989.
- A Monitoring Officer report regarding their personal concerns on any proposal, decision or omission by the PCC (or anyone acting on their authority) which has given rise or is likely to give rise to:
 - a) A contravention of any enactment of the rule of civil and criminal law
 - b) Maladministration of failure
 - c) Breach of the PCC's oath of office
- A Treasurer report regarding their personal concerns regarding financial conduct of the PCC.

2.3 Withdrawal of a complaint

A complaint can be withdrawn or discontinued by a complainant. The relevant parties must be notified, and the fact recorded. If the complaint relates to a conduct matter, then the matter may still be investigated under the Regulations if it is in the public interest to do so. Again, all parties must be notified of any decision.

2.4 Ensuring fairness and equality for all

This complaints protocol is open for any member of the public to use. The PCP will seek to make reasonable adjustments to communicate and deliver key messages in a way that best addresses your needs. Key information can be provided in a range of alternative formats to meet your communication needs.

It is recognised that complaints relating to police and crime issues can be sensitive. Whilst every effort will always be made to resolve complaints informally to the satisfaction of those who complain, people who do choose to make a formal complaint against the PCC according to this protocol will be treated with dignity, fairness and respect regardless of their characteristics in terms of:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race, including ethnicity, colour and nationality;
- religion or belief;

- sex; and sexual orientation.

Members of the Dorset Police and Crime Panel, OPCC staff and Dorset Council are expected to treat others with fairness, dignity and respect. Equally, complainants are expected to treat them according to the same principles.

2.5 Making a Complaint

If you wish to make a complaint, please complete a [complaint form available online](#). Complaints will not be accepted by email. If we receive an email complaint, we will not accept it and instead will respond signposting you to these pages. This allows us to process your complaint more efficiently. If there are any reasons why you are unable to submit your complaint online, you should contact Dorset Council's complaints team on 01305 221061 so that any alternative arrangements can be made.

The Panel recognises that members of the public may choose to use Artificial Intelligence (AI) tools to assist in drafting correspondence or complaints. While we do not restrict the use of such tools, all submissions must remain:

- Accurate,
- Relevant to the matter being raised, and
- Proportionate in length.

Where a lengthy AI generated complaint has been submitted, the Panel reserves the right to:

- Greatly summarise unnecessarily lengthy or repetitive complaints and respond only to the substantive issues raised;
- Issue brief position statements rather than detailed responses if the complaint includes excessive or irrelevant commentary.

Where correspondence appears to have been generated using AI in a way that produces excessive volume, repetitive material, or content that does not relate meaningfully to the issue, the Panel may apply its unreasonable behaviour provisions (as set out in 2.2).

~~Alternatively you can post your complaint to:~~

~~Service Manager for Assurance
County Hall
Dorset Council
Colliton Park
Dorchester
Dorset
DT1 1XJ.~~

2.6 Complaints Process

The PCP has delegated the initial handling of the complaints process to the **Service Manager for Assurance (SMA)** in Dorset Council.

The SMA is the main point of contact for complaints under these Regulations and is responsible for;

- acknowledging the complaint (within 3 working days) and copying the complaint to the Chairman and Vice-Chairman of the Complaints Sub-Committee
- formally recording complaints
- correspondence with the complainant and the PCC (via the CEMO)
- the recording of any formal decisions at the end of the process.

The PCC will not become involved or influence the investigation of complaints about themselves. The PCC will immediately notify the Chief Executive and Monitoring Officer (CEMO) if a complaint about their own conduct is made directly to them. The CEMO will immediately notify the SMA who will then commence the process by acknowledging the complaint.

2.7 Informal resolution of non-criminal complaints

The SMA shall liaise with the Chair and Vice-Chair of the CSC to agree that the complaint is referred to the CEMO for initial investigation, and, where agreed to by the complainant, informal resolution. Alternatively the Chair and Vice-Chair may determine a need to convene a meeting of the Complaints Sub-Committee.

The Panel's decision to delegate responsibility to the CEMO is intended to ensure that 'triage' arrangements are in place to undertake an initial assessment on the appropriate course of action so that issues are dealt with swiftly and effectively to the satisfaction of the complainant.

The triage work may involve an element of investigation to gather sufficient information to be able to decide which is the appropriate body to deal with a complaint. This may involve contacting the complainant to request more information or clarification of the complaint. When the CEMO has concluded the triage against the criteria set out above, or has concluded a local resolution, they are to write to the Complainant and the SMA with their findings and recommendations, (within twenty working days). If the CEMO is unable to meet this timescale due to the complexity of the complaint, they shall write to the Complainant outlining a realistic response date.

The SMA will then, as required, record the complaint and the resolution. The Chair and Vice Chair of the CSC will be notified of the outcome. The PCP will be informed of the outcome at the next available meeting.

Should the Complainant appeal the outcome of the CEMO's investigation, or at the discretion of the Chair and Vice Chair, the SMA will convene a meeting of the Complaints Sub-Committee within four weeks. The SMA shall:

- write to the PCC, setting out timescales and details and providing details about the procedure and allowing the PCC two weeks to make comments in response to the complaint;
- with the CEMO, prepare the papers for the CSC setting out the relevant details of the complaint and recommendations

The CSC will have a quorum of three, with membership from the PCP. The CSC shall be exempt from public attendance but will be minuted and the

decisions made by the CSC will be recorded. If required, the CSC will seek attendance by the CEMO for questioning. Where the quorum cannot be achieved by the current membership of the Complaints Sub Committee, other members of the Panel may be briefed and act as substitute.

If, at any stage, the IOPC informs the PCP that it requires the complaint to be referred to it, or if the Complaints Sub-Committee decides that the matter has a criminal element and therefore needs to be referred to the IOPC, the informal resolution process will be discontinued.

2.8 What can the Complaints Sub-Committee do to resolve a complaint?

The Complaints Sub-Committee shall consider:

- how the complaint has been managed and responded to through the complaints protocol, including written communication to the complainant and PCC;
- any written evidence of an informal resolution;
- any further written comments from the complainant and the PCC submitted to the Sub-Committee;
- any reasons for the IOPC referring a complaint back to the Dorset Police and Crime Panel, so that these can be challenged if required;
- whether to invite the PCC to attend a subsequent meeting to answer questions about the complaint.

2.9 Making a Decision

If the Complaints Sub-Committee agrees with the CEMO that a complaint has already been resolved, the reasons for such a decision will be recorded in the meeting notes and communicated to the complainant and PCC in writing.

If the Complaints Sub-Committee decide that a complaint has not been resolved, it will determine the most suitable course of action. This may include, but not be limited to:

- an explanatory letter to the complainant;
- Suggesting a change to the OPCC policy;
- Requesting that an apology be tendered by the person complained about (no apology may be tendered on behalf of the person complained against unless that person has admitted the alleged conduct and agreed to the apology).
- referral of a serious complaint to the IOPC for investigation, or back to the IOPC if the Committee wishes to challenge the IOPC's decision.

2.10 Records Management

All records have to be kept by the Panel as required by the Regulations. The Panel will keep records of every complaint and purported complaint that is made to it, every conduct matter recorded by it and every exercise of a power or performance of a duty under the Regulations.

The SMA will make a record of any informal resolution and will, usually within 5 working days, provide copies to the complainant and the person complained about.

The copy of the record provided to the complainant and person complained against may be anonymised, or may not be provided, if to do so might prejudice a criminal investigation or proceedings, or would be contrary to the public interest. Any such decision will be kept under review by the PCP.

Details of the record can be published, but only after the parties have been given an opportunity to make representations, they have been considered and the Panel is of the opinion that they are in the public interest.

The Chair of the CSC will provide a report to each quarterly meeting of the PCP, summarising any complaints that have been considered since the last meeting, including the outcome.

2.11 Resolution of serious complaints

It is the duty of a PCP to refer a complaint to the IOPC if it is determined that the complaint is a serious complaint, or the IOPC notifies the PCP that it requires the complaint to be referred.

According to Schedule 7 of the Police Reform and Social Responsibility Act 2011, a 'serious complaint' means a qualifying complaint made about conduct which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence.

If the complaint is 'serious' the DC MO will refer the complaint to the IOPC. In order to identify risks associated with vexatious, repetitious or incredible complaints, the DC Monitoring Officer will consult with the CEMO in the decision to allow that context to either be part of the decision to refer or to form part of an explanation to the IOPC as part of the referral. The referral will be made as soon as practicable and, in any event, not later than the end of the day following the day when it first becomes clear that it is a serious complaint.

The PCP will provide the IOPC with any information, documents or evidence that it requires, in the format and time specified. The PCP will also allow the IOPC access to premises either in relation to an investigation or so that the IOPC can examine the efficiency and effectiveness of the arrangements for handling complaints.

Section 30 of the Police Reform and Social Responsibility Act 2011 gives the panel the ability to suspend the Police and Crime Commissioner if it appears to the PCP that:

- (a) the Commissioner has been charged in the UK, Channel Islands or the Isle of Man with an offence; and

(b) the offence is one that carries a maximum term of imprisonment exceeding two years.

If the PCP does ever need to consider suspension under section 30 then this will be a whole Panel rather than a Complaints Sub-Committee decision and a case for suspension would need to be made. The PCC must be afforded the opportunity to attend the PCP meeting to make personal representations in public.

2.12 Role of the Local Government Ombudsman

If at any stage a complainant is dissatisfied about the way in which the Dorset Police and Crime Panel has carried out or delegated the above functions, he/she can raise their concerns with the Local Government and Social Care Ombudsman (LGSCO), provided that the matter has been subject to local complaint procedures which have been exhausted. If the LGSCO decide to seek further information from the Panel about a complaint or to pursue an investigation, they shall liaise with the SMA. If a complaint relates directly to the SMA's role and responsibility this matter shall be escalated to the DC MO to liaise with the LGSCO.

The Panel will allow the LGSCO access to premises either in relation to an investigation or so that the LGSCO can examine the efficiency and effectiveness of the arrangements for handling complaints. Contact details for the LGSCO are included in the useful contacts section of this complaints protocol.

3. Frequently Asked Questions

3.1 Will PCCs be held to account for non-criminal behaviour?

The Regulations provide for the PCP to secure the informal resolution of a complaint concerning non-criminal behaviour. Although PCP's will not have sanctions available to them, they will be able to use their powers to require the PCC to attend a hearing to answer questions, request information and documents from the PCC, and publish a report or recommendation. Ultimately, PCCs will be held accountable by the ballot box.

3.2 What does 'informal resolution' mean?

Informal resolution is a way of dealing with a complaint by solving, explaining, clearing up or settling the matter directly with the complainant, without an investigation or formal proceedings. It is not a disciplinary process, and does not involve the imposition of any sanction. It is a flexible process that may be adapted to the needs of the complainant and the individual complaint. It may involve the person complained against explaining their conduct and, if appropriate, apologising for it. This could be done by correspondence or in a face to face meeting. The method of informal resolution is left up to the individual PCP, provided that it is in accordance with the Regulations and guidance issued by the Secretary of State.

3.3 Is there a conflict of interest in the PCC's Chief Executive having a role with the complaints made against their employer?

No. The PCP can choose to delegate the initial handling of complaints to the PCC's chief executive but does not have to do this. Ultimate responsibility for handling any complaint remains with the PCP, and it will wish to satisfy itself that the chief executive can deal with any complaint impartially. Similarly, the PCP is able to appoint the chief executive to carry out the informal resolution of a non-criminal complaint, but has a specific power to take back the informal resolution of the complaint if necessary. The Chief Executive will already have the function of assessing the lawfulness and propriety of the PCC's actions as monitoring officer, and it is not suggested that they cannot carry out that role effectively and impartially.

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4. Useful Contacts

If you wish to make a complaint about the Police and Crime Commissioner for Dorset, please complete a [complaint form available online](#)

~~Or write to:~~ ~~Service Manager for Assurance~~
~~County Hall~~
~~Dorset Council~~
~~Colliton Park~~
~~Dorchester~~
~~Dorset~~
~~DT1 1XJ~~

~~Any enquiries about the complaints protocol can be made in writing or by email to:~~
~~policeandcrimepanel@dorsetcouncil.gov.uk~~

Information about the role and responsibilities of the Dorset Police and Crime Commissioner; and the Dorset Police and Crime Panel, can be found on the Office of the Police and Crime Commissioner's website: www.dorset.pcc.police.uk/

Office of the Police and Crime Commissioner
Force Headquarters
Winfrith
Dorchester
Dorset
DT2 8DZ
Telephone: (01202 or 01305) 223966
Email: pcc@dorset.pnn.police.uk

The Local Government and Social Care Ombudsman

PO Box 4771
Coventry CV4 0EH

LGO Advice Lines:

0300 061 0614

Fax: 024 7682 0001

An online contact form is available on the LGO website: www.lgo.org.uk

5. References

Home Office Police and Crime Panel Regulations

<https://www.gov.uk/government/publications/police-and-crime-panel-handling-of-complaints-and-conduct-matters-about-the-pcc>

Police Reform and Social Responsibility Act 2011.

<http://www.legislation.gov.uk/ukpga/2011/13/contents/enacted>

The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

<http://www.legislation.gov.uk/uksi/2012/62/made>

The Police and Crime Panels (Application of Local Authority Enactments) Regulations 2012.

~~Police and Crime Panels, Handling Complaints about the Police and Crime Commissioner and their Deputy (Local Government Association, December 2012)~~
~~http://www.local.gov.uk/c/document_library/get_file?uuid=d464664f-90e9-442a-ad0f-e1fe8827e573&groupId=10180~~

Last Reviewed: 2 July 2026 [presented to]
By: Dorset Police and Crime Panel

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ANNEX 1 PLEASE NOTE: If decided at any point in the process that a complaint is about matters outside the remit of this protocol, the complainant shall be informed in writing and signposted to the relevant organisation's complaints

LEGEND
 SMA – Service Manager for Assurance
 CEMO – Chief Executive/Monitoring Officer for Office of PCC
 DC MO – Dorset Council Monitoring Officer
 PCP – Police & Crime Panel
 CSC – Complaints Sub Committee
 PCC – Police & Crime Commissioner
 IOPC – Independent Office for Police Conduct

