



WORKING  
TOGETHER



DORSET  
POLICE

## Strategic People Board

27 July 2022, commenced at 2.00pm  
Via Microsoft Teams

### Attendance

Alexis Poole, Assistant Chief Officer – People (Chair)  
Sean Hounsell, Alliance Head of People (HR Operations)  
Carey Owen, Head of HR Organisational Support (Devon and Cornwall)  
Sarah Harrington, Chief Officer Programme Lead (Dorset)  
Joanne Manley, HR Organisational Support (Dorset)  
Sarah Birch, Strategy and Policy Lead  
Jim Purkiss, Police Federation (Devon and Cornwall)  
  
Debi Potter, Unison (Dorset)  
Bex Ousley, Specialist Support Coordinator

Raj Patel, Head of Equality, Diversity and Inclusion  
Steven Penford, Alliance Head of Employee Relations  
Abbie Clark, ER Procedure and Projects Manager  
Andy Cole, Health and Safety Manager  
Carol Grocott, ER Strategy and Policy Lead  
Delphine Jones, Strategy and Policy Lead  
Claire Mead, Strategy and Policy Lead  
Karen Stacey, Police Federation (Dorset)  
Kate Bendelow, Trade Union Strategic representative (Devon and Cornwall)  
Cher Halford, Positive Action Officer  
Anna Marchant, Administration Services Officer

### Apologies

Jo Mosley, Director of People and Support Services (Dorset)  
Jeanette Ritson, Learning and Development Manager (Devon and Cornwall)  
Zoe Holifield, HR Change Projects Manager  
Donna Wright, Learning and Development Manager (Dorset)  
John Harrison, Health and Wellbeing Advisor

Dan Evans, Superintendents Association Chair (Devon and Cornwall)  
Karen Duke-Glover, Legitimacy Manager (Dorset)  
Shyrose Allibhai, Resourcing Manager  
Jon Nickson, Wellbeing Manager  
Julie Kendall, Strategy and Policy Lead  
Paul O'Dwyer, Unison (Devon and Cornwall)

### Guests

David Green, Wellbeing Team – Sergeant (representative for Jon Nickson)  
Mari Jones, HMICFRS

Natasha Hill, Wellbeing Team – Constable (representative for Jon Nickson)

## **06/22/49 Opening, Declarations of Interest and Future Scene Setting [FOIA open]**

Alexis Poole opened the meeting, welcoming members and noting apologies. The following declaration of interest was raised:

| Item                                     | Member      | Reason                                     | Action |
|--|-------------|--|--------|
| Minute reference<br>06/22/62 – Pay Award | All Members | All members were affected by the Pay Award | Noted  |

No health and safety or equality and diversity issues were raised.

## **06/22/50 Minutes of the Previous Meeting [FOIA open]**

The minutes from the previous meeting on 22 June 2022 were agreed as a true and accurate record subject to the following amendments:

- Attendance – Sarah Harrington and Debi Potter were removed from the attendance list.
- 05/22/37c Policies and Procedures for sign off: Alliance Medical Intervention Funding Procedure [FOIA closed s.22]  
The extract was amended to make it clear that the Equality Impact Assessment (EIA) had been updated for the Alliance Attendance Support Policy.
- 05/22/39 Police Officer Uplift Programme [FOIA open]  
The third to last bullet point was amended to say interest was being gauged in the 30+ scheme whilst was out for consultation.

## **06/22/51 Minutes of the Other Meetings for noting [FOIA open]**

### **a. People Information and Communications Technology (ICT) Strategic Requirements Group**

The Board noted the paper and work that was ongoing through the People ICT plan. Members were advised that the paper was submitted to the Strategic People Board to ensure Members were aware of the activity being undertaken.

### **b. Alliance Health and Safety Committee [FOIA various]**

The Board noted the Alliance Health and Safety Committee minutes from the 9 March 2022 Alliance Health and Safety Committee together with the accompanying action log.

Alliance Head of People HR Operations advised that the Joint Executive Board had carried out a review of governance for the Health and Safety Committee. It had been confirmed that the Deputy Chief Constable, Dorset would chair future meetings, the next meeting was to be held on 4 October 2022. The Terms of Reference would go out to all Heads of Departments for review. Alliance Head of People (HR Operations) to provide all proposed changes and updates regarding the Health and Safety Committee arrangements to Assistant Chief Officer (People) and Director of People and Support Services.

For action by:

Sean Hounsell

**c. Training Plan Update Group**

The minutes and / or action log from the Training Plan Update Group would be submitted for noting at a future Board.

**06/22/52 Action Log [FOIA various]**

- a. **Action 66 People Strategy (previous minute reference 04/22/32) [FOIA closed s.22]**
- b. **Action 67 People Strategy (previous minute reference 04/22/32) [FOIA closed s.22]**
- c. **Action 69 Future Meeting Focus (previous minute reference 05/22/36a) [FOIA open]**  
Briefing provided under minute reference 06/22/59. As a result the action was discharged.
- d. **Action 70 Sharepoint Support sites (previous minute reference 05/22/36j) [FOIA open]**  
Action discharged.
- e. **Action 71 Policies and Procedures for sign off – Alliance Medical Intervention Funding Procedure (previous minute reference 05/22/37c) [FOIA closed s.22]**
- f. **Action 72 Policies and Procedures for sign off – Alliance Medical Intervention Funding Procedure (previous minute reference 05/22/37c) [FOIA closed s.22]**
- g. **Action 73 Policies and Procedures for sign off – Alliance Medical Intervention Funding Procedure (previous minute reference 05/22/37c) [FOIA closed s.22]**
- h. **Action 74 Police Officer Uplift Programme (previous minute reference 05/22/39) [FOIA open]**  
Action discharged.
- i. **Action 75 Police Officer Uplift Programme (previous minute reference 05/22/39) [FOIA open]**  
Action discharged.
- j. **Action 79 HMICFRS PEEL Report Dorset (previous minute reference 05/22/43) [FOIA open]**  
Briefing provided under minute reference 06/22/59. As a result the action was discharged.
- k. **Action 80 Mental Wellbeing Plan (previous minute reference 05/22/44a) [FOIA open]**  
Briefing provided under minute reference 06/22/57. As a result the action was discharged.
- l. **Action 81 Mental Wellbeing Plan – Oscar Kilo Van Tour Issues (previous minute reference 05/22/44b) [FOIA open]**  
Briefing provided under minute reference 06/22/52. As a result the action was discharged.

**m. Action 83 Strategic People Board future requests (previous minute reference 05/22/48) [FOIA open]**

Briefing provided under minute reference 06/22/60. As a result the action was discharged.

**06/22/53 Mental Wellbeing Plan – Oscar Kilo (OK) Van Tour Issues [FOIA open]**

Members received and noted the paper which provided an update regarding key issues raised through interactions with staff during the OK van tour, which was presented by David Green.

The following key points were highlighted:

- 10 themes were identified all of which now had an owner assigned to the action within the Wellbeing team.
- There had been successful activity with the OK van tour which had been well received with over 1,600 people having visited the van and Wellbeing team.
- It was highlighted that action six regarding demands/lack of staff was being picked up through the mental health for line manager's course, to enable line managers to have the right tools to support staff. 83% of line managers across the Alliance had attended or were booked onto the course.
- Work was being undertaken in resourcing to assist with filling vacancies, the uplift in officer numbers would also assist.
- Process Evolution were supporting Dorset in terms of reviewing processes and systems to consider demand.
- Robotic automation work was developing and would assist with managing demand.
- Discussions continued with the Federation and Unions regarding action five, taking breaks, with consideration being given in how the forces could support individuals in taking breaks.
- The Wellbeing team would ensure senior commanders received early invites for next year's van tour dates, to help enable them to visit the vans as attendance from them had been low.
- Dates for the next van tour in May 2023 would be published together with the Wellfest dates for October 2022.

The following actions were recorded:

1. An update following the Wellfest event in October 2022 and issues highlighted through that event would be presented to a future Board.
2. An update following the next OK van tour would be presented to a future Board highlighting the key issues raised.

**For action by:**

**Jon Nickson, Dave Green and Natasha Hill**

The Chair thanked David Green for the update.

**06/22/54 Policies and procedures for sign off [FOIA Closed s.22 Information Intended for Future Publication]**

## **06/22/55 Focus – Equality, Diversity and Inclusion (EDI) [FOIA open]**

Members received and noted the Equality, Diversity and Inclusion presentation by Raj Patel which was available from the Specialist Support Hub.

The following key points were highlighted:

- World Class Policing – Our Leadership programme had been rolled out across the two forces and was a three-day programme. It was anticipated that all Chief Inspectors, police staff equivalent and above would have completed the programme by the Autumn. Work was ongoing to plan the rollout of the programme to all Inspectors and Sergeants and police staff equivalent.
- The fourth set of equality objectives were highlighted in the presentation and highlighted priority areas of focus.
- The Race Action plan was published on 28 May 2022. The plan sought to create an anti-racist culture, values and behaviours within policing.
- A review of the Independent Advisor (IA) support across the organisations had been undertaken.

Sarah Harrington provided a verbal update on Dorset's position regarding EDI. Dorset were working with Devon and Cornwall on the EDI strategy, which was due to be presented to the Director of People and Support Services, in readiness for Chief Officer sign off and would be launched in October 2022. A number of activities were being undertaken parallel to that which included surveys and independent consultations.

The Chair requested a further update to be provided at the next meeting by Dorset's Legitimacy Manager providing an update on the Dorset EDI position. Liaison would take place with the Director of People and Support Services regarding the request.

**For action by: Sarah Harrington**

## **06/22/56 Positive Action Ambassadors [FOIA open]**

Sarah Birch and Cher Halford provided a verbal update regarding Positive Action Ambassadors. They advised engagement within the forces and ambassadors was being undertaken and provided details of the roll out, what it was trying to achieve and how support from the Board in assisting with the ambassador programme would be key to progressing activity.

The following key points were highlighted:

- A relaunch of the programme was being reviewed with proposed changes in two areas – support ambassadors to support candidates and attraction and engagement.
- A virtual platform to support ambassadors was being progressed.
- Wider organisational support was essential to move forward and assist individuals with supporting this activity.
- It was proposed to recruit promotion mentor ambassadors at Sergeant or Inspector level and Police Staff equivalent, to support individuals through promotion boards.

- Organisational leads to be supportive to enable members of teams to partake as ambassadors or mentors, should they wish to do so. All members of the Board to consider whether they or any of their teams wished to become involved.

**For action by:**

**All members**

- Sarah Harrington volunteered to be a positive ambassador and mentor.
- Allowing officers/staff to be an ambassador and how their time was freed up for this activity was reviewed on a case-by-case basis. This would be monitored by the Positive Action lead and any areas that were noted as an issue or identified any positive activity would be raised with Assistant Chief Office (People) and Director of People and Support Services for onward discussion with commanders.
- A presentation for frontline officers in Dorset had been rolled out and the results were pending.
- It was recommended the Positive Action lead attended the next Dorset Continuous Performance Board to provide an update regarding Positive Action ambassadors.

**For action by:**

**Sarah Harrington**

Cher Halford left the meeting

The Board broke for refreshments at 3.34pm and returned at 3.40pm.

## **06/22/57 Workforce Representation Update [FOIA open]**

Members received and noted the Workforce Representation update presented by Sarah Birch. The presentation highlighted the representation of groups within both Forces.

The following points were highlighted:

- Improvements had been seen following the Inclusion Strategy implementation in 2019.
  - 95% of new starters had shared personal data, controls were in place to ensure information was transferred to Agresso on appointment.
  - Welcome letters to new starters would be sent out on appointment which included a note promoting positive action engagement. A copy of the latest version of the letter to be sent to Assistant Chief Office (People) Alexis Poole.
- For action by:** **Sarah Birch**
- Representation from LGBTQ+ groups had been achieved across officers and staff.
  - A positive change in culture had been seen with individuals more content to share sensitive information.
  - Priorities for the next 12 months were highlighted.
  - A Positive Action Support Programme schedule would be utilised to assist those undertaking promotion boards.
  - Challenges that faced the organisation had included resource capacity versus demand post uplift, expectations from the latest census data which had not yet been received, attracting more women into police officer roles, retaining officers and staff from diverse backgrounds, whole workforce engagement and anticipated changes to the promotion process.

The Chair thanked Sarah Birch for the presentation and the work undertaken by the team.

## **06/22/58 Finalised Mental Wellbeing Plan 2022-24 [FOIA open]**

Members received and noted the Finalised Mental Wellbeing Plan 2022-24 presented by David Green and Natasha Hill. The Mental Wellbeing Plan 2022-24 was presented to the Board for approval following discussion at the Board on the 22 June 2022.

The following points were highlighted:

- There were six national standards included in the plan.
- There were 56 activities in total with 18 new ones, all of which had named owners assigned.
- The plan covered one pillar of wellbeing, with wider wellbeing activity encompassing physical, diet, financial and support that could be offered to families and carers.
- A quarterly update on wellness delivery would be presented to a further Joint Executive Board. A paper had been provided to the Policing and Crime Joint Executive (PCJE) around activity which was being undertaken in Devon and Cornwall Police regarding financial wellbeing.

The Board had a discussion around activity 13 on the Mental Wellbeing Plan which related to force commitment to minimum staffing levels. A discussion would be held with ACC Operations, Devon and Cornwall regarding the activity as it was noted that approval to the commitment of minimum staffing levels sat outside the delegated authorities of the Board as significant operational commitment would be required to achieve minimum staffing levels.

**For action by: Alexis Poole**

A meeting would be organised at the beginning of September 2022 in order for further discussion to be held with the Assistant Chief Officer (People) and Director of People and Support Services regarding the actions assigned to them within the Mental Wellbeing Plan.

**For action by: Jon Nickson**

The Board:

1. Agreed to adopt the Finalised Mental Wellbeing Plan 2022-24 with the exception of activity 13 'force commitment to minimum staffing levels' which was not approved under the delegated authority of the Board.

Thanks was given to David Green and Natasha Hill for ensuring the Board was updated on the Wellfest October 2022 event.

## **06/22/59 People Strategy Update [FOIA open]**

Members received and noted the verbal update on the People Strategy provided by Sarah Harrington. Members were advised that work continued regarding performance and outcomes and planning cycles. The activity was linked into Force Management Statements to ensure a consolidated cycle was available in order to understand future risks and enable appropriate prioritisation.

A law enforcement capability model was created by the Home Office, work was ongoing to understand the link into the forces' planning cycles. A timeline for this would be brought back to the Board when available.

**For action by:**

**Sarah Harrington**

Reassurance was provided that the People Strategy cycle would be linked into both forces' cycles.

## **06/22/60 HMICFRS PEEL Report Dorset – People Portfolio [FOIA open]**

Members received and noted the HMICFRS PEEL Inspection Dorset presented by Claire Mead.

The following points were highlighted:

- The most recent PEEL inspection report had been provided by HMICFRS with a slightly different format to previous reports.
- The Board had received a summary for areas of improvement and assessment.
- A working document had been released to People Portfolio Leads, which looked to extract elements that directly or indirectly related to the portfolio.
- The paper included formal areas for improvement, less formal areas for consideration and positive areas of feedback; areas of innovation were also captured.
- Section 11 'development of positive workforce' was assessed as 'good' this being one of two areas within the report assessed as 'good', four sections were marked as 'adequate' and, two areas were highlighted as 'improvement required'.
- Areas of innovation were recognised positively and included Wellfest and work regarding unfair behaviours and bias, with recognition also given to the use of immersive virtual reality experiences to assist with officer training etc.
- The report provided a firm foundation on which the organisation could build. Two parts for the portfolio moving forward, firstly, to continue to enhance and build upon those areas recognised as innovation and best practice and, to consider the less formal areas for consideration; to see what we can learn and what solutions we can find for the future. Secondly, as an enabling function, consider what we can do to support other areas across the Force with formal areas for improvement.
- Colleagues were reviewing the report, adding observations, and providing details of activity undertaken to support areas of improvement.
- The Devon and Cornwall inspection was ongoing, with the outcomes received in due course.

Thanks was given to Claire Mead for the activity undertaken to support the HMICFRS PEEL recommendations.

## **06/22/61 Harmonisation Update [FOIA closed s. 22 information intended for future publication]**

## **06/22/62 Pay Awards [FOIA closed s.22 information intended for future publication]**



## **Date, Time and Location of Next Meeting**

There being no other business the meeting closed at 4.28pm. The next Strategic People Board meeting will be held on 24 August 2022, commencing at 2.00pm via Microsoft Teams.