



WORKING
TOGETHER



**DORSET
POLICE**

Strategic People Board

Wednesday 23 March 2022
Commences at 2pm
Via Microsoft Teams

Attendance

Alexis Poole, Assistant Chief Officer (ACO) – People (Chair) (Devon and Cornwall)
Joanna Manley, HR Organisational Support (Dorset)
Steven Penford, Alliance Head of Employee Relations
Delphine Jones, Strategy and Policy Lead
Carey Owen, Head of HR Organisational Support (Devon and Cornwall)
Jon Nickson, Wellbeing Manager (Dorset)
Paul O'Dwyer, Unison (Devon and Cornwall)
Kate Bendelow, Trade Union Strategic Representative (Devon and Cornwall)
Anna Marchant, Alliance Administration Services Officer

Jo Mosley, Assistant Chief Officer (ACO) – People and Support Services (Dorset)
Nicky Anderson, Alliance Head of People (Resourcing and Development)
Abbie Clarke, ER Procedure and Projects Manager
Claire Mead, Strategy and Policy Lead
Sean Hounsell, Alliance Head of People (HR Operations)
Andy Cole, Health and Safety Manager
Debi Potter, Unison (Dorset)
James Purkiss, Police Federation (Devon and Cornwall)
Bill Stevens, GMB (Devon and Cornwall)

Apologies

Shyrose Allibhai, Resourcing Manager
Donna Wright, Learning and Development Manager (Dorset)
Julie Kendall, Strategy and Policy Lead
Jared Parkin, Superintendent Association (Dorset)
Beth Holmes, HR Manager (Corporate Support)
Paul Kessell, Head of Alliance Professional Standards
Karen Stacey, Police Federation (Dorset)

Carol Grocott, ER Strategy and Policy Lead
Dan Evans, Superintendents Association Chair (Devon and Cornwall)
Sarah Birch, Strategy and Policy Lead
Jeanette Ritson, Learning and Development Manager
Sandie Williams, HR Operations Manager
Karen Duke-Glover, Legitimacy Manager (Dorset)

02/22/07 Opening, Declaration of Interests and Future Scene Setting [FOIA Open]

Alexis Poole opened the meeting, welcoming members and noting apologies. The following declarations of interest were made:

Item	Member	Reason	Action
Minute reference 02/22/11	All Members present at the meeting	A number of policies and procedures contained within minute 02/22/11 applied to those present. Particular reference was made to the Bonus Payments policy and procedure.	Noted

A request was made to record the approval of a number of policies and procedures outside of the Board meeting on the 3 March 2022. It was confirmed that the decision was recorded under minute reference 02/22/10.

02/22/08 Minutes of previous meeting on 26 January 2022 [FOIA Open]

The minutes of the previous meeting on 26 January 2022 were agreed as a true and accurate record and thanks were given to Jan Dwan for producing these minutes.

02/22/09 Action Log [FOIA open unless specified below]

- a. **Action 39 Wellbeing Passport (previous minute reference 01/22/04) [FOIA open]**
The action was considered under minute reference 02/22/10.
Action discharged.
- b. **Action 40 Strategic updates – employee relations (previous minute reference 01/22/05 [FOIA open])**
The action was considered under minute reference 02/22/10.
Action discharged
- c. **Action 41 Strategic updates – employee relations (previous minute reference 01/22/05) [FOIA open]**
The action was considered under minute reference 02/22/11.
Action discharged
- d. **Action 42 Strategic updates – learning and development (previous minute reference 01/22/05) [FOIA open]**
Members were advised that work continued within Resourcing and Development and an update on New Ways of Working Shared Principles was presented by Delphine Jones. The update would be circulated to members following the Board.
For action by: Delphine Jones

02/22/10 Policies and Procedures signed off on 3 March 2022 [FOIA Open]

Members were advised that the following policies and procedures had been circulated and approved outside of the Board due to the cancellation of the Strategic People Board on the 24 February 2022.

- a. Pay Progression Standard Policy J-P-094
- b. Pay Progression Standard Step by Step J-Pr-090
- c. Health and Wellbeing Policy J-P-036
- d. Guidelines for Wellbeing Passport

It was highlighted that consultation had taken place with members and consideration had been given to the feedback provided. As a result, the above policies and procedures had been approved by ACO – People (Devon and Cornwall) and ACO – People and Support Services (Dorset).

A concern was raised that the consideration of these policies and procedures outside of the formal meeting had allowed a short time for comments to be submitted. Members were advised that Unison, Dorset would always respond to consultations and the Board should not assume that a nil return within the timescale equated to an approval. The Board acknowledged the concerns and response provided.

Members were advised that in reference to the Pay Progression Standard Policy J-P-094, the Home Office had indicated the removal of the fitness test from the standard, it was confirmed that the policy would be amended once the Determination had been received and considered.

02/22/11 Policies and Procedures for sign off [FOIA open unless specified below]

- a. **Service Critical Payments J-P-106, J-Pr-124 and J-Pr-126 [FOIA closed s. 40 personal information]**

- b. **Recognition of Workload Payments**

Steven Penford presented the Recognition of Workload Payments paper which included the Recognition of Workload Payment Policy J-P-104, Recognition of Workload Payment Step by Step J-Pr-072 for approval supported by the EIA.

Members were advised that following the Determination within the May 2021 Regulation, the recognising workload payments was a new national provision for police officers of superintending and chief superintendent ranks which focussed on payments for roles which involved high demand by comparison to roles at the same rank. The Regulations included a set of factors which would indicate a highly demanding workload and the provision would operate until 30 June 2023. The Policy and Step by Step presented to the Board described the arrangements for operating these payments effectively and fairly across the Alliance and members were advised that the process would be undertaken on an annual basis as detailed within the Step by Step.

During discussion, due consideration to police staff being included within the Policy was considered and the following key points were raised:

- The requirement to ensure police staff were recognised for work undertaken above and beyond their role with particular reference made to those who undertook an Alliance role. It was felt that it should be noted that those working within the Alliance under two sets of rules and engagement should be recognised and the current Hay Job Evaluation process did not consider workload as a factor in the determination of the pay scale awarded. As a result, consideration should be given to police staff being included within the Policy to recognise workloads.
- Members were advised that the factors contained within the Policy presented related specifically to Police Regulations.
- It was recognised that force job evaluation processes do recognise aspects within police staff roles such as problem solving and accountability and involved an evaluation of every roles rather than the broader rank assessment applied to police officers.
- Members were advised that ACO - People and ACO – People and Support Services did not have delegated authority for the harmonisation of police staff pay and as a result were unable to approve the inclusion of police staff within the Policy presented.
- It was highlighted that federated police officer ranks did not have access to the payments.

The Board approved:

1. The Recognition of Workload Payment Policy J-P-104 and Recognition of Workload Payment Step by Step J-Pr-072.

The timetable for implementation of the Policy and process for the current year's payment cycle would be shared with members.

For action by: Steven Penford

c. Bonus Payments

Steven Penford presented the Bonus Payments paper which included the Bonus Payments Policy J-P-102, Bonus Payments Step by Step J-Pr-070 for approval supported by the EIA.

Members were advised that bonus payments had operated across both forces for some time and well established arrangements had been developed to ensure a consistent approach. The Policy and Step by Step would ensure the same arrangements were in place for officers and staff across the Alliance, it would provide an opportunity to align and ensure a consistent approach. It was highlighted that work was being undertaken to ensure a consistent approach was adopted for tutor payments. The papers presented included the increased maximum bonus payment set out in the Determination in May 2021. It was confirmed that consultation had taken place.

It was highlighted that a minimum bonus payment of £50 was in place for police officers and there was no minimum bonus payment for police staff. Members were advised that a significant number of bonus payments at a value of £25 were awarded within CMCU in Devon and Cornwall in order to assist with the management of demand during certain periods of high demand during the year. Further discussion was held in this regard and the following key points were raised:

- The alignment of the minimum police staff bonus payment at the higher amount in line with police officers was suggested.

- The difficulty in establishing the equivalent police staff role to a police officer rank when determining the eligibility for payments.
- A request to undertake further work regarding the Policy and the minimum payments prior to approval by the Board.

Following the discussion above, members were advised that the Board was unable to approve the increase of the minimum bonus payment amount to police staff to £50. It was highlighted that there were mitigating operational risks in amending the payment including funding and public safety as these payments were made to CMCU police staff during periods of high demand in order to maintain service delivery. The Board recognised the requirement for fairness and rewarding those who undertake activity above and beyond their role.

The Board approved:

1. The Bonus Payments Policy J-P-102, Bonus Payments Step by Step J-Pr-070.

Further activity would be undertaken to explore the impact and implications of adopting the £50 minimum bonus payment for police staff.

For action by: Steven Penford

Debi Potter left the meeting.

d. Fire Safety Management Procedure

Andy Cole presented the Fire Safety Management Procedure DOR-Pr-014 for approval supported by an EIA. Members were advised that it was a Dorset only Procedure with the Devon and Cornwall Procedure having previously been approved. The Procedure set out the process for managing the risks from fire at all sites owned, occupied or managed by the Office of the Police and Crime Commissioner (Dorset) (OPCC) and Dorset Police. It was confirmed that full consultation had taken place.

The Board agreed:

1. The Fire Safety Management Procedure DOR-Pr-014 on the basis that further discussion would be held between Health and Safety and the Estates Department to ensure the correct skill levels were in place in order to support the implementation and ongoing management of the Procedure.

For action by: Andy Cole

e. Infectious Diseases

Andy Cole presented the Infectious Diseases Policy J-P-042, the Infectious Diseases Procedure J-Pr-024 for approval supported by the EIA. The Policy outlined the risk to police officers, police staff and volunteers in terms of exposure to infectious diseases and provided guidance on management of exposure to infectious agents and signposted further sources of support and information. It was highlighted that Policy had been written by Occupational Health, was harmonised across the Alliance with full consultation having taken place.

Members were advised that the Policy did not specifically refer to COVID but there was general cover contained within the Policy around Coronavirus and endemics. It was noted that dynamic policies were implemented at a pandemic phase.

The Board agreed:

1. The Infectious Diseases Policy J-P-042 and the Infectious Diseases Procedure J-Pr-024.

02/22/12 Talent Data Analysis for 2021 [FOIA open]

Delphine Jones presented the 2021 Talent Analysis highlighting the overall purpose, key findings, completion rates, diversity data and the distribution of talent across male and female Inspectors and Superintendents and police staff equivalent within Devon and Cornwall and Dorset. The following was highlighted during discussion:

- Both forces were undertaking a higher number of quality talent discussions.
- The analysis of the data did not highlight any areas of particular concern. It highlighted some gaps, especially around gender.
- Three key recommendations were recognised for improving talent across both Forces. Those were talent rating completion, diversity and the talent pipeline. The recommendations were being progressed through the talent programme.

The Board noted the contents of the presentation.

The following actions were recorded:

1. A redacted version of the presentation to be provided to ACOs for People and People and Support Services.
For action by: **Delphine Jones**
2. A talent map to be produced for the People Portfolio for discussion with the ACOs for People and People and Support Services.
For action by: **Delphine Jones**

02/22/13 People ICT Systems [FOIA open]

Nicky Anderson provided an update on the work being undertaken within Resourcing and Development. Members were advised that a number of projects were hampered by capacity within ICT, system requirements, procurement and the decommissioning of systems. The following ongoing projects were highlighted:

- Occupational Health system replacement
- Upgrade of Kalidus
- Utilisation of GRS for HR Operations
- e-recruitment
- Professional Development Review (PDR)
- Qlikview
- Unit4
- Chronicle

Members were advised that an ICT roadmap had been produced which outlined the projects underway and this would be circulated to members.

For action by: Nicky Anderson

02/22/14 People Strategy Update [FOIA open]

Members were advised that the deliverables for 2023 as part of the People Strategy would be presented to the Board on the 27 April 2022.

Claire Mead presented the People Strategy Update for noting. Members were advised that good progress was being made with thanks given to those who had provided updates for the quarter 3 submission. The paper presented provided the latest updates in relation to work being undertaken.

02/22/15 Risk Register [FOIA closed s.43 commercial interests]

02/22/16 Strategic Updates (by exception) [FOIA open]

The following key points were highlighted by leads for the below portfolios:

a. Organisational Support

Jo Manley provided an update for Dorset advising:

- COVID absences within Dorset were rising. A Gold Group was being chaired by ACO – People and Support Services on 24 March 2022. A focus was being placed on return to work.
- Regular reviews of the position in the Ukraine were being undertaken with both ACO's receiving regular updates.
- An increase in caseloads had been experienced due to an increase in misconduct cases. It was highlighted that external adverts for recruitment were resulting in low levels of interest.

Carey Owen provided an update for Devon and Cornwall advising:

- The proposed April 2022 changes regarding the short term management of COVID absences had been postponed.
- Devon and Cornwall were also experiencing an increase in workload due to a rise in misconduct cases, the department was linked into the Violence against Women and Girls portfolio due to a number of misconduct cases referring to abuse of position and inappropriate behaviour.
- The PDR process was being streamlined with a forcewide message to be published shortly signed off by the ACOs that would highlight the new process.
- The Wellbeing Passport had been approved and was due to be launched the week of the 28 March 2022.

A discussion regarding neurodiversity would be held outside of the Board.

For action by: Carey Owen and Alexis Poole

A briefing on the electronic filing system to be provided to ACO – People outside of the Board.

For action by: Carey Owen

b. Health and Safety

Jon Nickson advised that both forces had signed up to the Mental Health Commitment with a review of the Mental Health Plan being undertaken. It was anticipated that the Board on the 27 April 2022 would receive an update. The Misconduct Peer Support Scheme had been launched in Devon and Cornwall. The Wellbeing Team had seen an increase in the number of requests for wellbeing inputs into Senior Management Teams in Dorset and it was suggested that the increase in requests was as a result of teams across the forces struggling to meet demand.

c. Resourcing and Development

Nicky Anderson advised that the spike in retirements within Devon and Cornwall was mirrored on a national basis. Discussion had been held with the national lead for the uplift and a briefing was provided to the Joint Workforce Planning and Demand Group on the 24 March 2022. Further consideration would need to be given to the additional infrastructure required to deliver the uplift and it was highlighted that the uplift would undergo significant scrutiny and there were financial implications if the uplift delivery plan was not achieved within the timeframe set by the Government. It was recognised that a review of the resource within the People Portfolio would be required in order to support the increase in student officers and the demand placed on Learning and Development. It was confirmed that the uplift review team would ensure liaison with HR Operations as part of the activity being undertaken to support the uplift.

Members were advised that a presentation would be given to the Board on the 27 April 2022 outlining the attrition rate for police officers and police staff.

For action by: Nicky Anderson

An update on the discussions held by Regional HR Directors regarding the uplift and resources to be provided to Alliance Head of People Resourcing and Development.

For action by: Jo Mosley, Alexis Poole and Nicky Anderson

d. People Service Delivery

Claire Mead advised that the HMICFRS Spring data gathering exercise commences on the 14 April 2022. In order to assist the activity a number of individuals would be contacted from the 19 April 2022 to assist with the data gathering for the People Portfolio timeline (20 May), in order to meet the force submission date 27 May 2022. The finalised submission would be provided to the ACOs prior to release to the HMICFRS.

No further updates by exception were raised.

Date, Time and Location of Next Meeting

There being no other business the meeting closed at 3.50pm. The next Strategic People Board meeting will be held on Wednesday, 27 April 2022, commencing at 2pm Via Microsoft Teams.