Joint Executive Board

Tuesday 12 May 2026

Commenced at 9.30am, in the Executive Conference Room, Middlemoor and via Teams

Attendance

James Vaughan (Chief Constable) (Devon and Cornwall) (Chair)
Jim Colwell (Deputy Chief Constable) (Devon and Cornwall)
Steve Lyne (Assistant Chief Constable) (Dorset)
Alexis Poole (Assistant Chief Officer, People) (Devon and Cornwall)
Matt Longman (T/Assistant Chief Constable, Crime, Justice & Vulnerability) (Devon)
David Wilkin (Director of Finance and Resources) (Devon and Cornwall)
Chris Kealey (Head of Corporate Communications and Engagement) (Dorset)
Alex Barclay (Specialist Support Coordinator)
Amanda Pearson (Chief Constable) (Dorset)
Nikki Leaper (Assistant Chief Constable, Contact and Strategic Planning) (Devon and Cornwall)
Mark Callaghan (Assistant Chief Constable) (Dorset) (virtual)
Jo Mosley (Assistant Chief Officer, People and Support Services) (Dorset)
Mike Stamp (Director of Legal, Reputation and Risk) (Devon and Cornwall)
Gavin Dudfield (Chief Superintendent, Force Operating Model) (Dorset)
Zoe Parnell (Staff Officer) (Devon and Cornwall)

Guests

John Wood (Alliance Head of Health and Safety) (virtual) for item 03/26/24
Louise Fenwick (Alliance Head of Information Management) (virtual) for item 03/26/20
Chelsey Garner (Alliance Head of Legal Services) (virtual) for item 03/26/21

Apologies

Rachel Farrell (Deputy Chief Constable) (Dorset)
Neal Butterworth (Chief Financial Officer) (Dorset)
Dinah Cox (Strategic Advisor) (Devon and Cornwall)
Glen Mayhew (Assistant Chief Constable Local Policing) (Devon and Cornwall)
Tanya Croft (Head of Corporate Communications and Engagement) (Devon and Cornwall)

03/26/17 Opening and Declaration of Interests [FOIA Open]

James Vaughan opened the meeting, welcomed members, and noted apologies. No equality, Health and Safety concerns or Declarations of Interest were raised.

03/26/18 Minutes of previous meetings on 26 February 2026 [FOIA Open]

The minutes from the previous meetings held on 26 February 2026 were agreed as a true and accurate record with the following amendment:

- At minute reference 02/26/13, ‘Members were keen to minimise the risk of misconduct charges resulting from misunderstanding and misuse of the product’, would be replaced with, ‘Members were keen to ensure that staff and officers could utilise the product efficiently and maximise its use within the established guidelines.’

03/26/19 Action Log [FOIA Open unless exemptions below]

a. **Action 703 Strategic Alliance Risk Deep Dive: People Portfolio Department (previous minute reference 03/25/28, 04/25/35e, 05/25/44c, 06/25/49b, 07/25/55d and 02/26/06c) [FOIA Closed s.31]**

b. **Action 709 Public and Personal Safety Training (PPST) and First Aid Training (previous minute reference 05/25/47 and 06/25/49e)**
Both forces were running the pilot PPST programme and feedback had been positive.
Action closed.

c. **Action 717 Action 707 (previous minute reference 07/25/58 and 02/26/06j) [FOIA Closed s.36]**

d. **Action 723 Review of Information Communication Technology (ICT) Structure/ Digital, Data and Technology (DDAT) Provision (previous minute reference 02/26/10)**
A presentation on the digital landscape had been given by British Telecom at the Leadership Day in April 2026.
Action closed.

e. **Action 724 Section 22 Charging Arrangements Review re: Alliance Operations (previous minute reference 02/26/12a)**
A discussion was held at minute reference 03/26/23. Members also noted that there could be a requirement to amend the Section 22a Agreement in relation to Operations. A revision would be presented at Joint Executive Board on 14 July 2026.
Action closed.

f. **Action 725 National Police Wellbeing Survey (previous minute reference 02/26/16)**
Identical proposals regarding the National Police Wellbeing Survey had been presented to both Force Executives.
Action closed.

Louise Fenwick joined the meeting virtually.

03/26/20 Risk and Performance Management Review: Information Management [FOIA Open]

Members noted the Strategic Alliance Risk Deep Dive – Information Management paper presented by Mike Stamp and Louise Fenwick which provided details of Alliance Information Management's risk register along with the internal controls and mitigating actions in place. Members discussed the paper and the following key points were highlighted:

a) Subject Access Request (SAR) (Risk 059)

- There had been a significant and sustained increase in SAR demand, with volumes having risen by approximately 160% since the introduction of General Data Protection Regulation (GDPR) in 2018. It was noted that this had been the subject of previous briefings to both Executive teams and it had also been the subject of discussion at Priority Based Budgeting (PBB) panels. It was reported that 519 requests were currently overdue, with the backlog driven by both increased demand, the complexity of the requests and staffing vacancies. Members noted that, although an estimated six months would be required to address the backlog, demand continued to grow and therefore recovery remained challenging.
- The principal risk related to potential enforcement action from the Information Commissioner's Office (ICO). It was confirmed that, to date, no sanctions had been applied and that a transparent and constructive relationship with the ICO was being maintained. It was noted however that there could be no certainty that the ICO would not take enforcement action at some point as other Forces had been subject to sanctions.
- The Board discussed the effectiveness of current mitigations, including a strong focus on performance management, the introduction of a triage approach to manage incoming requests, and ongoing recruitment activity. It was acknowledged that filling vacancies remained a significant pressure, and that difficulties in recruiting suitable candidates were contributing to the backlog. Members noted the decision to utilise agency staff to provide additional flexibility, particularly given recruitment lead times and market challenges, as this would enable the organisation to more easily adjust capacity where required. Members also noted that increasing demand, rather than vacancies alone, was a key driver of the risk.
- There was discussion regarding whether the situation had reached a tipping point requiring escalation. While recognising the seriousness of the position, members agreed that a Gold Group response was not required at this stage. Instead, efforts would continue to focus on increasing capacity by vacancy management and other means and refining processes. The trajectory of the backlog would be continually monitored, and the results of these mitigating actions would determine the next steps.

b) Cyber Security (Risk 019) [FOIA Closed s.31 Law Enforcement]

This section was redacted under the Freedom of Information Act 2000, s.31.

03/26/21 Risk Deep Dive: Joint Legal Services [FOIA Open]

Members noted the Strategic Alliance Risk Deep Dive – Legal Services paper presented by Mike Stamp and Chelsey Garner which provided details of Joint Legal Services risk register along with the internal controls and mitigating actions in place. Members discussed the paper and the following key points were highlighted:

- Joint Legal Services was experiencing sustained pressure arising from a combination of increased demand, workforce capacity constraints, and system inefficiencies. It was noted that this had been briefed in to both Executive teams and JEB previously. Members noted that there had been a significant increase in workload, including high profile litigation, Employment Tribunal (ET) claims and misconduct cases. Data highlighted a rising trend, with 370 new civil claims recorded from 1 January 2026 and a 47% increase in pre-action claims, alongside growing complexity across the caseload.
- Members noted that previous capacity challenges had been exacerbated by the Mazur judgment, which had initially restricted litigation activity to authorised, qualified individuals. However, the subsequent Court of Appeal decision (reported in April 2026) had softened the judgement, meaning that non-authorised staff could undertake litigation activity under appropriate supervision, providing some operational flexibility. It was acknowledged that this would increase supervisory demands on senior lawyers and require robust governance arrangements. Work was underway to formalise a supervision and delegation framework, and to progress the qualification of legal executives to strengthen authorised capacity. It was anticipated that the position would remain unstable for a period of four to six months.
- Members noted ongoing resourcing improvements, including staff returning from sickness absence, active recruitment, and additional roles progressing through vetting. A dedicated misconduct lawyer post had been established, which had provided mitigation, although it was recognised that further paralegal support for that misconduct lawyer could be beneficial to ensure sustainability.
- The Board discussed the impact of the IKEN case management system, noting that system inefficiencies were contributing to reduced productivity and workarounds. Concerns were raised regarding the timely replacement of the system, given its end-of-life date of December 2027, and further clarity on governance and delivery arrangements would be discussed outside of JEB.
- In relation to Employment Tribunals, members discussed the continued use of external support to manage demand. While this had provided short-term capacity, members emphasised the need for an early strategic decision on the future delivery model, including whether activity could be brought back in-house. The adoption of a Star Chamber approach to triage and manage ET claims was noted as a mitigating action, with further evaluation required.
- Members agreed that further mitigating actions would not be created until the effect of the current activity had been assessed.

During discussion the following action was created:

- Mike Stamp and Chelsey Garner would review the effect of the following significant mitigations and bring an update to Joint Executive Board on 14 July 2026: the Star Chamber approach for reviewing Employment Tribunal claims, the role of the dedicated misconduct lawyer, the effect of the Mazur judgement appeal ruling. It was noted that, subject to this review, it might be necessary to submit a business case for additional asset in Legal if the risks were not mitigated. Such a business case would pick up the fact that the outsourcing of ET work (in DCP) was due to come to an end in June 2026 and to take account of the increasing demands around misconduct work.
  For action by: **Mike Stamp and Chelsey Garner**

The Board:

1. Were assured that Joint Legal Services had identified all the relevant current key risks that affected either force and that the appropriate risk assessments, assurance, risk internal controls and mitigating actions were in place to address the risks, as shown in the department risk register.
2. Would identify any additional controls or mitigating actions that were required to reduce the risks.
3. Approved the next deep dive (July 2026) as Administration and Business Support.

03/26/22 Litigation Reports [FOIA Closed s.42 Legal Professional privilege]

This section was redacted under the Freedom of Information Act 2000, s.42.

03/26/23 Annual Review of the Section 22 Agreement [FOIA Open]

Mike Stamp updated members on discussions regarding the detail of the overarching Section 22 Agreement. It was noted that the Agreement had not been reviewed for some time and required amendments in two key areas. These included updates to reflect the dealignment of certain collaborative business areas and revisions to the governance arrangements, to be managed through the Joint Executive Board and Working Together Board. Further work was noted as necessary to refine the position for those areas that remain aligned.

Mike Stamp would update the Section 22 Agreement accordingly, including changes relating to the dealignment of business areas and clarification of the governance approach, and would also revise the associated workplan. A further update will be presented to the Joint Executive Board on 14 July 2026.
For action by: **Mike Stamp**

Jo Mosley rejoined the meeting and John Wood joined virtually.

03/26/24 Health and Safety Update [FOIA Open]

Members noted the Health and Safety Update report presented by John Wood, which provided an overview of strategic health and safety matters across the Alliance. The following key points were highlighted

- The A25 accident and injury reporting system was operating effectively, with no issues reported. The system had been updated to include additional reporting categories for climatic injuries, as well as assaults on both uniformed and non-uniformed personnel.
- The Qliksense application, designed to provide departments with streamlined access to GDPR compliant information, was scheduled for trial in May 2026, with full rollout anticipated in June 2026.
- Training compliance rates continued to improve, with all six current e-learning packages exceeding the minimum required threshold of 75%. A business case for an additional Health and Safety training post had been approved, and recruitment was currently underway.

- Members noted the outcome of a First Aid Needs Assessment conducted across all occupied buildings within the Alliance. A comprehensive report, including recommendations and implementation timelines, had been presented to Strategic People Board on 29 April 2026. It was further noted that the Health and Safety Executive had confirmed that, for lower-risk buildings, individuals trained to College of Policing Level Two First Aid standard were considered an appropriate provision.
- This paragraph was redacted under the Freedom of Information Act 2000, s.31.

Members thanked John Wood for his report and he left the meeting.

03/26/25 Priority Based Budgeting Implementation [FOIA Open]

Members noted the Implementation Update and Dashboard presented by Steve Lyne which provided members with an update on the progress of the implementation of Phase One Priority Based Budgeting (PBB) activities. A discussion was held with the following key points highlighted:

- The PBB Implementation Group had been successfully established, with its primary functions including managing alliance PBB work at an executive level, providing a single and consistent framework for reports and updates, ensuring delivery against the Police and Crime Commissioners' (PCCs) Police and Crime Plans and co-ordinating and sequencing work priorities. A decision governance structure had been established with Joint Strategic Change Board (JSCB), Joint Executive Board and Working Together Board (WTB), providing active oversight.
- A clear framework was in place to track delivery and demonstrate progress against financial objectives. Phase One comprised 12 business areas and 92 deliverable items, targeting £6.85m in savings.
- To date six deliverables had been discharged and 25 were complete which had achieved £668,028 in net savings. Funding had been allocated with delegated authority to spend, enabling activity to begin. It had been recognised that the delivery model would naturally create tension where activity progressed more slowly than planned; however, this was viewed positively as a driver for problem-solving rather than programme drift. Members noted that as of May 12, 2026, there were no escalations requiring WTB intervention, and clear governance routes existed to manage any required changes to delivery plans.
- Members noted that delivery would potentially become more complex due to increased interdependencies and the inclusion of higher-value savings initiatives.
- A discussion was held regarding risk escalation and delivery narratives, particularly relating to Information Management and Legal Services. Opportunities were identified to accelerate delivery of a replacement for the IKEN case management system, supported by available funding, to demonstrate tangible progress. It was highlighted that a clear narrative on savings attribution across each force was required.
- Further work to refine risk understanding was ongoing through Joint Strategic Change Board (JSCB). Challenges within digital automation delivery were highlighted, with current capacity insufficient to meet demand. It was noted that using the existing model to resolve this would result in delays, and options were being explored to address this gap.
- It was noted that visible progress of the results of the PBB programme were important in building confidence across the organisation, alongside addressing skills gaps required to deliver transformation.

- It was concluded that while the scale of opportunity within technology and transformation was significant, prioritisation would be critical. A focused 'single front door' approach—agreeing clear priorities and delivering against them sequentially—was endorsed over attempting to progress all initiatives concurrently.

Jim Richardson joined the meeting virtually.

a) HR Ops PBB Delivery

Alexis Poole introduced the item by explaining that the Human Resources Operations (HR Ops) Transformation project had been established to embed the outcomes of PBB outcomes and to align activity across related workstreams.
Members noted the HR Ops Transformation: Project Outline Brief presentation provided by Jim Richardson (available from the Specialist Support Hub) and discussed it with the following highlights:

- PBB Panel Two outcomes had set the first phase of the transformation delivery. Three key changes had been identified: the in-sourcing of Health and Safety training, the planned restructuring of HR Operations (identified as the most complex element), and the release of vacancies.
- Members noted progress on the proposed collaborative HR operating model across DCP and Dorset Police. Members noted that programme governance, project support, and enabling arrangements were largely in place, and that development of the service catalogue and structural design was on track. The service catalogue was recognised as a key component, providing the basis for defining activity, setting service levels, and establishing a performance framework.
- The proposed timeline was presented, with Phase One, the design phase, scheduled for Summer 2026, a business case to be finalised by mid-August 2026, and implementation planned for January 2027. It was further noted that design and stakeholder engagement for Phases Two and Three would run concurrently, with consultation anticipated between April and July 2027 and a provisional implementation target of Autumn 2027. Dependencies between phases, including links to resourcing and development structures, were acknowledged.
- Members discussed the emerging structural "pillars" model, which would align functions to service demand and funding appetite, while enabling flexibility for individual forces to enhance provision where required. The importance of designing the function around service need, rather than existing structures, was emphasised.
- Members expressed support for the direction of travel and the planned approach. They highlighted the need to strengthen the alliance in the context of wider police reform and confirmed a willingness to invest where this would deliver long-term benefits. There was support for a bold approach, including investment to drive efficiencies.
- It was agreed that further engagement would take place with key stakeholders ahead of WTB, and that draft materials would be reviewed to ensure Executive alignment. Members acknowledged the complexity of the programme and expressed their appreciation for the progress made to date.

03/26/26 Alliance Areas for Improvement from the Police Effectiveness, Efficiency, and Legitimacy (PEEL) framework 2025/26 (People and HR) [FOIA Open]

Members noted the Devon and Cornwall Draft Areas for Improvement paper presented by Alexis Poole which outlined anticipated areas for improvement (AFIs) which pertained to both forces and which would best be addressed across the Alliance. It was confirmed that appropriate governance arrangements were already in place, and that the designated executive leads would take forward the actions required to address the identified AFIs.

Members felt that an addition should be made to the JEB Terms of Reference to reflect the Board's role in tracking oversight of joint delivery of the AFIs and wider learning.
Action discharged by: Specialist Support Hub

The Board:

1. Noted and supported the joint delivery against the AFIs outlined at paragraph 3.1 in the paper.
2. Supported future agreement through JEB of priorities for joint delivery in the case of AFIs and wider learning.

Members expressed their thanks to Amanda Pearson as it was her final Joint Executive Board meeting prior to retirement. They reflected on the learning gained from her contribution and extended their best wishes for the next phase of her life.

Date, Time, and Location of Next Meeting

There being no other business the meeting closed at 1.15pm. The next Joint Executive Board meeting would be held on Tuesday 14 July 2026 commencing at 9.30am in the Conegar Board Room, HQ Winfrith.