



Devon & Cornwall
POLICE

WORKING
TOGETHER



**DORSET
POLICE**

Joint Executive Board

Thursday 23 July 2026

Commenced at 9.30am, via MS Teams

Attendance

Rachel Farrell (Chief Constable)
(Dorset) (Chair)

Mike Stamp (Director of Legal, Reputation and
Risk) (Devon and Cornwall)

Mark Callaghan (Assistant Chief Constable)
(Dorset)

Jo Mosley (Assistant Chief Officer, People and
Support Services) (Dorset)

Zoe Parnell (Staff Officer)
(Devon and Cornwall)

James Vaughan (Chief Constable) (Devon and
Cornwall)

Nikki Leaper (Assistant Chief Constable, Contact
and Strategic Planning) (Devon and Cornwall)

Alexis Poole (Assistant Chief Officer, People)
(Devon and Cornwall)

Neal Butterworth (Chief Financial Officer)
(Dorset)

Danielle Pearce (Specialist Support
Coordinator)

Guests

Richard Scott (T/Head of Alliance Information
Management) (for minute extract 04/26/31)

John Wood (Alliance Health and Safety Manager)
(for minute extract 04/26/34)

Hayley Kyei (T/Head of Business Support and
Administration) (for minute extract 04/26/35)

Apologies

Jim Colwell (Deputy Chief Constable) (Devon and
Cornwall)

Steve Lyne (Assistant Chief Constable)
(Dorset)

David Wilkin (Director of Finance and Resources)
(Devon and Cornwall)

Tanya Croft (Head of Corporate Communications
and Engagement) (Devon and Cornwall)

Glen Mayhew (Assistant Chief Constable Local
Policing) (Devon and Cornwall)

Matt Longman (T/Assistant Chief Constable,
Crime, Justice & Vulnerability) (Devon)

Gavin Dudfield (Chief Superintendent, Force
Operating Model) (Dorset)

Chris Kealey (Head of Corporate
Communications and Engagement) (Dorset)

04/26/27 Opening and Declaration of Interests [FOIA Open]

Rachel Farrell opened the meeting, welcomed members, and noted apologies. No health and safety or equality concerns were raised, and the following declarations of interest were raised:

Item	Member	Reason	Action
04/26/38	Alexis Poole	Potentially impacted by decision	Noted

04/26/28 Minutes of previous meetings on 12 May 2026 [FOIA Open]

The minutes from the previous meetings held on 12 May 2026 were agreed as a true and accurate record.

04/26/29 Action Log [FOIA Various]

- 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, 02/26/06c and 03/26/19a) [FOIA Closed s.31]
- b. Action 726 Risk and Performance Management Review: Information Management**
(previous minute reference 03/26/20)
For individuals that had been waiting for more than six months for the provision of Subject Access Requests (SARs), and to establish whether the requested material was still required, that would be the subject of deliberations at the newly formed Gold group. Mike Stamp would submit a paper to the 14 September 2026, Joint Executive Board for further consideration.
Action to remain open.
- c. Action 727 Risk and Performance Management Review: Information Management – Risk Register** (previous minute reference 03/26/20) [FOIA Closed s.31]
- d. Action 728 Risk Deep Dive: Joint Legal Services** (previous minute reference 03/26/21)
The Red risk (the Star Chamber approach for reviewing Employment Tribunal Claims, the role of the dedicated Misconduct lawyer and the effect of the Mazur judgement appeal ruling) remained on both Dorset Police (DP) and Devon and Cornwall Police's (DCPs) Risk Registers, with risk mitigation work continuing. A proposal, setting out a modest bid for growth, relating to the outsourcing of Employment Tribunal work (in DCP), had been in development, and would be presented to a future Joint Executive Board.
Action to remain open.
- e. Action 729 Litigation Reports** (previous minute reference 03/26/22)
A discussion was held at minute reference 04/26/33.
Action closed.
- f. Action 730 Annual Review of the Section 22 Agreement** (previous minute reference 03/26/23)
A discussion was held at minute reference 04/26/32.
Action closed.

04/26/30 Priority Based Budgeting (PBB) Highlight Report Update [FOIA Open]

Members noted the PBB Highlight Report Update (available from the Specialist Support Hub), presented by Nikki Leaper, which provided an update on the status of PBB. May and June 2026, had

seen combined savings within Devon and Cornwall Police (DCP) and Dorset Police (DP) in excess of £1m; £702,286, and £303,946, respectively.

The Board noted that Heads of Departments would be invited to the Joint Executive Board on a rotational basis to present delivery deep dives, to ensure delivery timescales had been met. No escalations had been brought to the 23 July 2026, Joint Executive Board.

The Board noted:

1. The PBB Highlight Report Update paper.

Richard Scott joined the meeting.

04/26/31 Subject Access Requests (SARs) - Risk Management Update [FOIA Open]

Members noted the SARs Risk update paper presented by Mike Stamp and Richard Scott (available from the Specialist Support Hub), which provided members with an overview of the statutory SARs compliance backlog within the Alliance Data Protection Team. Members discussed the paper, and the following key points were highlighted:

- Following the 12 May 2026, Joint Executive Board, the Board approved the creation of the SARs three-year Recovery Plan, which had been anticipated to stabilise the information and management risk, including SARs performance targets.
- The threshold to establish a Gold Group had been met and would be utilised to explore the SARs three-year Recovery Plan.
- There had been approximately 1000 SARs over 12 months old in the backlog.
- Members discussed the threshold to process SARs requests be reduced from 30 hours to 18 hours and the proposal to write to SARs requesters that had been waiting over six months to establish whether they still required the material that had been subject to the request.

The Board noted that the average amount of SARs received each month in 2021 had been 83. A 165% increase to 220 a month had been seen in 2026. Members acknowledged that should numbers continue to increase at the present rate, it had been anticipated that, in five years' time, the Alliance could expect to receive around 583 SARs per month.

The Board noted that those with outstanding SARs requests older than six months would be contacted, to ascertain whether they still wanted their request to be processed. Where there had been no response, the request would be closed on the Force system.

Members discussed whether consideration could be given to the reduction of the working threshold applied to SARs from 30 hours to 18 hours, to align with the commonly adopted approach for Freedom of Information Requests. While that approach had not been formally approved and therefore carried a degree of risk should it be challenged in the future, it could provide pragmatic means of managing demand with current resource constraints.

Given the associated risk of writing to those requesting SARs over six months old, and adopting the 18-hour threshold, it had been proposed that plans should be shared with the Information Commissioners Office (ICO) for comment prior to implementation.

Members recognised the significant increase in SARs had been attributed to the removal of the £10 administration fee per SAR and society becoming more data aware generally.

After considering the recommendations in the paper, the Board:

1. Noted the SARs risk paper.
2. Approved the formation of a Gold Group to address the SARs backlog. Additional resourcing consideration would be given, with a proposal being presented at a future Joint Executive Board, where indicated.
3. Fully supported the Alliance Information Management Team contacting the data subjects that had been waiting over six months for a SARs access request response.
4. Approved the reduction of the SARs workload threshold from 30 hours to 18 hours.

During discussion, the following action was created:

Mike Stamp would discuss the SARs processing threshold with the ICO.

For action by: Mike Stamp

Richard Scott left the meeting.

04/26/32 Section 22 Charging Arrangements Review: Section 22 Agreement Alliance Operations [FOIA Open]

Members noted the Section 22 Charging Arrangements Review: Section 22 Agreement Alliance Operations Update paper presented by Mike Stamp, (available from the Specialist Support Hub), which provided details of the review and amendments of the overarching Section 22A agreement for the Strategic Alliance.

The Board supported the key amendments of Section 11: Chief Constables' Direction and Control within the Section 22 Agreement with the removal of sections 11.3 and 11.5, due to those no longer being applicable:

1. 11.3 – 'police staff not subject to Transfer of Undertakings Protection of Employment (TUPE) transfer but working with the Strategic Alliance in a business area for which their employing Chief Constable is not the Host Force will be subject to the direction and control of the Chief Constable of the Host Force who is responsible for that business area.'
2. 11.5 – 'the Chief Constables have agreed that in the interim period until 2018 when a fully integrated Alliance Professional Standards Department will be in place each will make a wholesale delegation of their Appropriate Authority Powers and responsibilities to the others Professional Standards Department.'

After considering the recommendations in the paper, the Board:

1. Approved the amendments to the Overarching S22A Agreement (Appendix A) and the Chief Constables' for DCP and DP agreed to the signing of the Section 22A agreement in anticipation of the Police and Crime Commissioners similarly signing.
2. Noted the ongoing financial agreements work which may necessitate further amendments.

3. Noted the requirement to amend the various S22A Agreements in the Operations business area.

During discussion the following action was created:

The Overarching Section S22 Agreement would be brought to the 6 August 2026, Working Together Board.

For action by: **Mike Stamp**

04/26/33 Alliance Litigation Oversight Committee [FOIA Open]

Mike Stamp presented the Alliance Litigation Oversight Committee paper, (available from the Specialist Support Hub), which provided members with details around the proposed Alliance Litigation Oversight Committee that was proposed to develop preventative strategies, and avoid litigation experienced by DCP and DP forces, including civil claims and employment tribunals.

Members noted the requirement for effective strategies for organisational learning, arising from litigation, and the necessity to provide a forum in which the methodology for reserve settings for claims and financial provisioning reconciliation could take place.

The Board acknowledged, as detailed in Appendix A – Alliance Litigation Oversight Committee, Terms of Reference (ToR), the strategic oversight of litigation across DCP and DP, which would review, challenge and make recommendations regarding litigation strategy, financial provisions, governance and organisational learning to reduce risk and protect organisational reputation.

After considering the recommendations in the paper, the Board:

1. Approved the Alliance Litigation Oversight Committee ToR.
2. Agreed the Alliance Litigation Oversight Committee would commence in September 2026 and would be held quarterly thereafter.

During discussion, the following action was created:

Mike Stamp would liaise with the Chief Executive, Office of Police and Crime Commissioner (OPCC), Dorset, to identify any observations or feedback relating to the Alliance Litigation Oversight Committee, ToR.

For action by: **Mike Stamp**

04/26/34 Health and Safety Update [FOIA Open unless exemptions specified below]

Members noted the Health and Safety Update report presented by John Wood (available from the Specialist Support Hub), which provided an overview of strategic health and safety matters across the Alliance. The following key points were highlighted:

- The Board noted that capacity challenges remained within the Health and Safety Team, however, strategic direction had been sought.

- Training compliance rates continued to improve, with all six current e-learning packages exceeding the minimum required threshold of 75%. Figures for Display Screen equipment e-learning for DP training had not been available.
- The Board noted that the new Health and Safety Trainer, due to commence their role early to Mid-August 2026, would work through the backlog of Principal Officer and Line Manager Health and Safety training courses within the Alliance.
- It was noted that there had been a small number of non-compliant buildings in regard to their First Aid provision, that had been high risk and would be treated as a matter of priority.
- Human Resources had been provided with a role profile list to be amended to include First Aid training
- **The following sentence has been redacted under the Freedom of Information Act 2000 s.22.**
- A generic urgent safety briefing template would be produced and incorporated into J-P-214 Policy and Procedure Accident, Injury, Dangerous Occurrence or Near Miss Investigation.
- Members noted that the Meteorological (Met) Office had issued a Yellow and Amber Heat Weather Warning for the week commencing 22 June 2026. Operational Officers and Staff posed a particular risk, and therefore John Wood had published advice for individuals and Line Managers on how to mitigate risk via Corporate Messaging.
- Personal and Public Safety Training (PPST) had been affected by the hot weather, particular DCP, with heat related injuries being recorded by the accident reporting digital form (A25). Work had continued within the Force to minimise hot weather injuries.

Members thanked John Wood for his report and he left the meeting. The Board paused at 10.50am, reconvening at 10.55am. Hayley Kyei joined the meeting.

04/26/35 Risk and Performance Management Review: Administration and Business Support [FOIA Open unless exemptions specified below]

Members noted the Administration and Business Support Risk and Performance Management Deep Dive presented by Hayley Kyei (available from the Specialist Support Hub), which provided an overview of the independent Risk Register, which included the Risk Review Reporting Process. The following key points were highlighted:

- The Administration and Business Services' department's risk register had been reviewed in May 2026, and contained 12 open risks, which had been managed locally.
- The risks had been recorded according to the necessary format requirements: risk, cause and consequence.
- The review of the risk register had identified that had not been in the expected format, however, when the Strategic Risk Manager, DCP was in post, that would be resolved.
- The implementation of Priority Based Budgeting (PBB) had been introduced across the Alliance, including opportunities for individuals to adopt new technologies, therefore allowing individuals to learn additional skills, which had been encouraged Forcewide.

The Board were asked to consider the following Administration and Business Services department key risks:

1. Had members felt that any additional controls or actions had been required to reduce the risks within the department.
2. Had there been risks that required escalation to the Force Management Risk Register or Customer Risk Rating.

After considering the recommendations in the paper, the Board:

1. **The following sentence has been redacted under the Freedom of Information Act 2000 s.31.**
2. Agreed that to reduce the risks, the JEB would identify any additional controls or mitigating actions required.
3. Approved the Information Communication Technology deep dive, that had been scheduled to be presented to the 14 September 2026, JEB.

Hayley Kyei left the meeting, and Greg Tansill joined the meeting.

04/26/36 Police Officer End to End Review (2025/26): Findings, Learning, Response and Improvement Plan [FOIA Open unless exemptions specified below]

Members noted the Police Officer End to End Review (2025/26): Findings, Learning, Response and Improvement Plan presented by Jo Mosley and Greg Tansill (available from the Specialist Support Hub), which advised members that in 2025/26, DP had not achieved the Police Officer headcount required to secure full maintenance funding, which had resulted in missing the September 2025 checkpoint by 28 officers, resulting in an estimated loss of £1.12m.

It was noted that DCP had a shortfall of 42 officers, resulting in a grant loss of £1.68m. Of the 43 forces, DCP and DP had been two of three that had not achieved the mid-year maintenance target, which had prompted the requirement to understand causation, hence the commissioning an end to end review, which attempted to comprehend the contributing factors to the forces' outlier position as an Alliance, and identify improvements that would support sustainable performance and delivery against future targets.

The following key points were noted:

Recruitment Pipeline Analysis

- During the recruitment drive there had been a strong applicant attraction.
- Healthy progression had been demonstrated through the early stages of the recruitment process.
- Process related deferrals had been a significant factor.
- Candidate shortfalls had been experienced post interview.

What We Thought versus What We Learned

- Previous assumptions had included: DP demographics had limited recruitment, communications activity had been ineffective, apathy among candidates had increased and the primary challenge had been delays in vetting.

- Evidence from the review had shown that applications had remained strong, with candidate demand being positive, from a national perspective, and vetting had compared favourably. It was noted that most of the late-stage losses had been process driven.
- From an organisational learning perspective, assumptions should be challenged sooner for testing against the recruitment data.

Why We Missed The Target

- There had been limited recruitment resilience.
- Reliance had been on a small number of larger intakes succeeding at full capacity.
- It had been noted that of the seven to eight recruitment processes, each process included 26 separate stages.
- Candidates had experienced limited communications with the Alliance post interview, making it difficult for people to join the Force.

Escalation, Challenge and Early Warning

- The review established that warning signs had existed early in the recruitment process, however, different departments within the organisation had alternative interpretations of the challenges. Escalation routes required further clarity and identified issues had been managed locally through effective workarounds.
- The Board welcomed the recommendation for more positive ways of working in the future, and the review acknowledged that staff had been committed and knowledgeable.

Leadership, Culture and Collaboration

- Positive findings: committed workforce with strong operational knowledge, and resilience during challenging periods.
- Learning: staff insight had not always been translated into action, with feedback not always escalated early in the process. Cross department relationships required strengthening, and improved focus had been required on root causes and organisational learning.

Wider Consequences

- The review highlighted wider impacts: lost training places, recruitment and onboarding costs, workforce planning instability, and individuals leaving the Force during the training period due to health, wellbeing or suitability challenges becoming apparent after joining.
- It was noted that success should be measured by joining, completing training, becoming operational and remaining in service.

Action Already Taken

- Immediate improvements had included: Gold/Silver actions, advanced reporting and governance, an enhanced communications campaign, with the benefit of shared ownership of candidate progression and earlier intervention.

Immediate Priorities

- The Board acknowledged the requirement to establish revised governance and oversight regarding recruitment.
- To complete a recruitment data cleanse.
- To develop a Recruitment Performance Pack and Recruitment Dashboard.
- **The following sentence has been redacted under the Freedom of Information Act 2000 s.43.**

- To cease reductions in recruitment staffing.

Medium Term Priorities

- Implement a single recruitment pipeline.
- Establish candidate service standards.
- Workforce Planning redesign.
- The implementation of candidate complaints and feedback framework.
- The development of clear staff concerns, escalations and feedback process.
- Within the recruitment team, strengthen welfare, wellbeing and culture.
- Establish a Recruitment Benchmarking and Best Practice Programme.

After considering the recommendations in the paper, the Board:

1. Noted the findings, conclusions and organisational learning that arose from the review.
2. Agreed to endorse the transition from Gold governance into business-as-usual governance arrangements through the Strategic People Board, Resource Control Board and departmental governance structure.
3. Agreed the implementation plan outlined within the paper.
4. Agreed the establishment of a time limited Recruitment End to End Improvement Task and Finish Group which would report to the Strategic People Board.
5. **The following sentence has been redacted under the Freedom of Information Act 2000 s.43.**
6. Approved the adoption of a single Alliance recruitment performance framework and dashboard.
7. Agreed that recruitment resourcing should be maintained until system redesign and process improvements had been delivered and benefits understood.
8. Agreed the development of a Recruitment and Culture, Wellbeing and Engagement Plan.
9. Agreed that a six-month progress and benefits realisation update would be brought to a future Strategic People Board.

Greg Tansill left the meeting.

04/26/37 Dog School [FOIA Open]

Members noted the DCP and DP Dog Training Unit – Future Funding Arrangements paper (available from the Specialist Support Hub), presented by Alexis Poole, which provided an overview of the existing funding arrangements for the Alliance Dog Training School, which serviced the dog training requirements both for DCP and DP forces.

The following options were presented to the Board:

1. Option one: DP to fully fund a Dog Training Unit in Dorset. The delivery of initial and refresher courses could be managed by a total of three Full Time Equivalent Trainers, ensuring a self-sufficient model for delivery, but would require a supervisor post or to be managed by an alternative unit to avoid requiring a dedicated supervisor post.
2. Option two: Implement a standardised 69% and 31% arrangement for DCP and DP respectively across the total team costs.

3. Option three: Implement a Hybrid Model – includes a ‘pay as you go’ element. This option would maintain the one FTE in DP, and any additional requirements would be purchased on a ‘pay as you go’ basis from DCP.

After considering the options in the paper, the Board agreed Option two:

1. The implementation of the Alliance Dog Training School with standardised 69% and 31% funding arrangements for DCP and DP respectively across the total team costs.
2. To implement the charging approach from 1 April 2026.
3. To the resolution of associated costs, including the charging for the provision of dogs between DCP and DP.
4. The demand and resource modelling for the Dog Training School would be performed annually as part of the PBB business as usual planning processes. The costs detailed in the paper related to existing capacity and stood for 2025/26.

04/26/38 Leadership Development Cost Increases [FOIA Open]

Members noted the Leadership Development Cost Increases presented by Jo Mosley (available from the Specialist Support Hub), which provided members with an update on the College of Policing (CoP) uplifted leadership development programme costs, announced in early 2026. The cost increases had been above the standard 5% annual increases, and could not, for budget planning purposes, have been reasonably foreseen.

The Board considered the following recommendations:

1. To pay the CoP for all licences and agree to existing terms.
2. To pay the CoP for policing licences for one year and review the College Learn platform, user access to reduce future costs for volunteers, police staff and officers.
3. To establish a legal position relating to stepping out of the agreement in two to three years’ time with an Alliance or regional provision.

After considering the recommendations in the paper, the Board:

1. Acknowledged the agreed service provision and post CoP uplift costs.
2. Agreed to allocate an additional ‘external training’ budget of £40,180 for DP and £72,390 for DCP to maintain the agreed service levels following the CoP price increases.
3. Agreed to apply strict eligibility criteria for allocation of development opportunities to reduce costs.
4. Agreed to the adherence of provisions within the agreed service level. Should forces deviate from the service level, funding would need to be identified and provided.
5. Agreed that any unspent funds would be returned to Learning and Development external training budget or be utilised to cover one off identified leadership development needs.

04/26/39 Digital Strategy [FOIA Open]

Neal Butterworth provided members with a verbal update on the digital strategy required with DCP and DP, to align with the Police Effectiveness, Efficiency and Legitimacy (PEEL) recommendations.

Members acknowledged that the draft digital strategy would be taken to the August Technology Board, and then into individual Force governance for approval and subsequent adoption, returning to the Joint Executive Board only if necessary. The Senior Leadership Day, scheduled for October 2026, may also be used to support the understanding and embedding of the strategy.

Date, Time, and Location of Next Meeting

There being no other business the meeting closed at 12.04pm. The next Joint Executive Board meeting would be held on Monday 14 September 2026, commencing at 1.00pm in the Executive Conference Room, HQ Middlemoor.