



WORKING
TOGETHER



**DORSET
POLICE**

Strategic People Board

Wednesday 27 May 2026

Commenced at 2.00pm via Microsoft Teams

Attendance

Jo Mosley (Assistant Chief Officer, People and Support Services) (Dorset) (Chair)
Jo Manley (Head of HR Organisational Support) (Dorset)
Ruth Frett (Head of Learning and Development) (Devon and Cornwall)
Caroline Coles (OPCC HR Corporate Support Officer) (Devon and Cornwall)
Julie Kendall (Strategy and Policy Lead)
Abbie Clarke (Strategy and Policy Lead)
Ellen Jacobs (HR Manager, Corporate Support)
Gavin House (Superintendents' Association) (Dorset)
Debi Potter (Unison) (Dorset)
Danielle Pearce (Specialist Support Coordinator)

Alexis Poole (Assistant Chief Officer, People) (Devon and Cornwall)
Jim Richardson (Head of People, HR Operations)
Yvonne Fenwick (OPCC Governance Manager) (Dorset)
Paul Robertson (Interim Occupational Health and Wellbeing Service Lead)
Claire Mead (Strategy and Policy Lead)
Sarah Birch (Strategy and Policy Lead)
Jo Sharp (Police Federation) (Devon and Cornwall)
Belinda Dunmall (Unison) Devon and Cornwall
Alex Barclay (Specialist Support Coordinator)

Apologies

Nicky Anderson (Head of People) (Dorset)
John Wood (Health and Safety Manager)
Carey Owen (Head of HR Organisational Support) (Devon and Cornwall)
Karen Duke-Glover (Legitimacy Manager) (Dorset)
Tim MacQueen (Management Accountant)

Steve Penford (Head of Employee Relations)
Shyrose Allibhai (Resourcing Manager) (Dorset)
Emma Butler-Jones (Superintendents' Association) (Devon and Cornwall)
Rob Greening (Police Federation) (Dorset)
Chris Wood (Police Federation) (Dorset)

Guests

Gina Jenkins (Police Federation) (Dorset)
(representative for Rob Greening)

05/26/48 Opening and Declaration of Interests [FOIA Open]

Jo Mosley opened the meeting by welcoming members and noting apologies. No declarations of interest were made, and no health and safety or equality concerns were raised.

05/26/49 Minutes of Previous Meeting 29 April 2026 [FOIA Open]

The minutes of the meeting Wednesday 29 April 2026 were agreed as a true and accurate record.

05/26/50 Action Log [FOIA Open unless exemptions specified below]

- a. **Action 238 Alliance Psychological Health Surveillance and Support (previous minute reference 01/25/06, 02/25/14j, 03/25/25, 05/25/44, 06/25/54, 07/25/64, 08/25/75a, 09/25/88a, 10/25/100a, 11/25/107a, 01/26/02a, 02/26/16a, 03/26/25a and 04/26/37a)**
Members noted that a paper on psychological screening was being finalised and would be presented at individual Forces' Governance Boards for agreement prior to approval via the Alliance governance process.
Action to remain open.
- b. **Action 293 Reports from Sub-Groups – PDR (previous minute reference 02/26/17a, 03/26/25c and 04/26/37d)**
Force wide retention objectives for Dorset were under consideration.
Action to remain open.
- c. **Action 299 Reports from Sub-Groups – Enterprise Resources Planning (ERP) Optimisation Programme/Project One (previous minute reference 03/26/28d and 04/26/37h)**
A discussion was held at minute reference 05/26/51d.
Action closed.
- d. **Action 300 Apprenticeship Levy – University of South Wales (USW) (previous minute reference 03/26/32 and 04/26/37i) [FOIA Closed s.43]**
[This sentence has been redacted under the Freedom of Information Act 2000.]
- e. **Action 301 Apprenticeship Levy - succession planning (previous minute reference 03/26/32 and 04/26/37j) [FOIA Closed s.43]**
[This sentence has been redacted under the Freedom of Information Act 2000.]
- f. **Action 302 Apprenticeship Levy – Costs (previous minute reference 03/26/32 and 04/26/37k)**
An update regarding apprenticeship costings would be provided at Strategic People Board on 15 June 2026.
Action to remain open
- g. **Action 304 Policies and Procedures for Approval -Water Related Incidents and Smoking at Work (previous minute reference 04/26/38)**
Members noted that the ownership of the Water Related Incidents Policy (D352) had been transferred to the Operations department and the Smoking at Work policy (J-Pr-186) had been replaced by a new alliance policy (J-P-108)
Action closed.
- h. **Action 305 Quarterly People Portfolio Areas for Improvement (AFIs) / Recommendations Updates (previous minute reference 04/26/43)**
Members noted the update provided on the action log which confirmed that the People department master spreadsheet relating to audit actions had been updated.
Action closed.
- i. **Action 306 Finance Report - PCSO Courses (previous minute reference 04/26/42)**

Members noted the confirmation that no further funding could be released to support Police Community Support Officer courses.

Action closed.

j. Action 307 Quarterly Risk Register Update – Health and Safety (H&S)-R056 (previous minute reference 04/26/45)

An update regarding the grading of risk H&S-R506 would be provided at Strategic People Board on 15 June 2026.

Action to remain open.

k. Action 308 Quarterly Risk Register Update - ER-R031 (previous minute reference 04/26/45)

Members noted that the risk score for risk ER-R031 had been reviewed and changed on the Human Resources (HR) Risk Register.

Action closed.

l. Action 309 Quarterly Risk Register Update – Health and Wellbeing (H&W) -R017 (previous minute reference 04/26/45)

Members noted that the risk score for risk H&W-R017 had been reviewed and changed on the HR Risk Register.

Action closed.

m. Actions 310 - 316 Health and Safety Report (previous minute reference 04/26/46)

Members noted the updates provided on the action log. A full update on actions 310 – 316, including proposed activities to mitigate the challenges raised in the First Aid Needs Assessment, would be provided by the Health and Safety Manager at Strategic People Board on 15 June 2026.

Action to remain open.

05/26/51 Reports from Sub-Groups [FOIA Open]

a. Retention Working Group

Ruth Frett and Julie Kendall provided members with a verbal update on the activities of the Retention Working Group.

Members noted that overall attrition was stable or reducing and the retention rate among both officers and staff was good in both forces.

In Devon and Cornwall Police (DCP) 44 Stay interviews had been requested and 37 completed. In Dorset Police (DP) 12 had been requested and 8 completed. Feedback from these interviews highlighted several recurring themes, including challenges around work/life balance, workload pressures, perceptions of negativity within policing, and a lack of feeling valued. For police staff specifically, concerns were raised regarding career development and progression pathways. Members noted a clear expectation that requests for Stay interviews should be actioned promptly, particularly where trained Stay Ambassadors were available. While delays were thought to be due to scheduling issues, further clarity on the underlying causes was requested, along with reassurance that no blockers were impacting progress.

Both DCP and DP continued to develop their immersive training models. While the overarching approach remained aligned across both forces, each had incorporated some local variation. Ongoing stakeholder engagement, alongside the use of data, evidence, and feedback, was informing the continued refinement of these models.

Members noted ongoing work to enhance the Unit4 system to better capture and utilise data from Stay interviews, Exit interviews, and Leaver forms. This development was intended to strengthen organisational insight and support targeted action to understand and reduce attrition. A confirmed 'go live' date was pending, with implementation currently anticipated in August 2026.

Members noted the Working Group Update presentation provided by Jim Richardson. Key highlights from the discussion were as follows:

b. PDR Working Group

Members noted that PDR refresher training had been well attended; however, 2026 completion rates of 47.93% for DCP and 48.56% for DP were lower than at the same point last year, which was a slight cause for concern. It was acknowledged that completion rates typically improved over the course of the year and that the deadline did not reflect the final position, but there remained a desire to understand the current gap. Analysis indicated variation in completion across departments, with further work underway at business level to identify underlying causes; Commanders would be copied into this work, particularly where completion fell below 50%.

Members noted that updated PDR completion information had been received at a recent DCP workforce planning meeting and requested similar data for Dorset Police to support targeted communications to drive completion. Alexis Poole and Jo Mosley requested visibility of existing PDR-related communications to enable them to align and reinforce messaging.

For action by: Jim Richardson

Members were encouraged by strong Talent Circle completion rates and agreed to continue development, including bringing Talent Circle and PDR data together; calibration data covering May to July would be provided to the Executive at the end of July via QlikSense. It was further noted that a good proportion of PDRs were generating 'good' and 'outstanding' outcomes, and that deeper analysis would be undertaken to assess correlation between PDR completion and Talent Circle activity, ensuring consistent and coherent organisational messaging.

c. Employee Engagement Working Group

Members noted that the Alliance Employee Engagement Group would transition to the Engagement Focus Group, with Terms of Reference expected to be agreed at the inaugural meeting on 16 June 2026. The Group would continue to report through governance to the Strategic People Board and would support key engagement priorities across both forces.

Members were updated on the ResetU application (app), a dedicated wellbeing and recovery tool designed specifically for police and emergency service personnel. The app provided free, evidence-based support for sleep, fatigue, and recovery, alongside anonymised usage

insights for forces to understand uptake and engagement. The rollout was anticipated on 15 June 2026, with the final communication plan currently being completed.

d. Enterprise Resources Planning (ERP) Optimisation Programme/Project One

Members noted that the development of both Leavers and Stay Processing sat within the scope of the Project One programme, with work ongoing. It was highlighted that updates would be shared as progress continues, recognising that delivery of this work was a key enabler in achieving the full benefits of the HR Operations Transformation. Members were encouraged to reinforce to their teams that improvements to the system were underway, with a clear plan in place, and to promote confidence and engagement in the forthcoming changes.

e. Occupational Health Support Unit (OHSU) Update

Members noted that waiting times for referrals into OHSU had reduced; however, an additional factor impacting overall timeliness was the delay between assessment and the report being received by the individual's manager. Members noted that waiting times were not anticipated to increase and that efforts remained focused on continued reduction.

Members acknowledged that a number of staff, including senior staff, had been absent due to sickness or annual leave, which had negatively impacted waiting times, although overall capacity remained sufficient. It was further noted that changes in other business areas were influencing referral volumes into OHSU, including the introduction of new PPST training and a review of individuals working within the custody environment. Members agreed that further anonymised data on reasons for referral would be beneficial, and that development of the dashboard would support clearer identification of where deeper analysis was required. It was suggested that consideration should also be given to implementing a mechanism to track significant organisational events alongside referral data.

Members were assured by the update.

05/26/52 Business Plan 2025/26 Year End Update [FOIA Open]

Members noted the People Portfolio 2025/26 Business Plan Year End Update presented by Claire Mead which provided a high-level overview of the closing position for both Resourcing and Development and HR Operations (Ops). Highlights from the discussion were as follows:

- Overall good progress had been made across the portfolio, with a focus in the latter half of the 2025/26 financial year on identifying which actions could be concluded and which would need to be carried forward into 2026/27.
- Within Resourcing and Development 58 of 63 actions had a progress status as either 'green' (on track/complete) or 'amber' (some risk to delivery), with four actions rated 'red' (not on track) and being carried forward to the following year.
- Within HR Ops, 26 actions had a progress status rated 'green', and a further 12 were assessed as making good progress but requiring continuation into 2026/27 due to their longer-term nature. No actions within HR Ops were rated red.

- Members noted that the 2026/27 Business Plan was being refined, and that it would be shared at a future Strategic People Board.

05/26/53 Priority Based Budgeting (PBB) Update [FOIA Open]

Jo Mosley introduced a verbal update on developments pertaining to PBB and members discussed the following points:

- A multi-phase transformation of HR Operations had begun, involving a comprehensive review of how the function operated. Members acknowledged that this represented a significant programme of work, with the aim of delivering a modern, fit-for-purpose HR service aligned to its allocated budget, building on progress made through continued harmonisation and the PBB project. An overview of the HR Ops Transformation Programme would be presented at Working Together Board on 4 June 2026.
- Members were reminded that DCP's individual PBB programme was in progress. Although the programme covered DCP's functions, any associated changes could have implications for Alliance departments, for example Learning and Development.

05/26/54 Key Issues Arising [FOIA Open]

Members noted the following points raised by Jo Mosley:

- Members noted that executive-level recruitment was ongoing across both forces, including the appointment of a new Chief Constable in Dorset and a new Assistant Chief Constable in DCP.
- Members were reminded to look after themselves and their staff in the hot weather.
- Guidance following the 2025 Supreme Court ruling on the definitions of 'sex' and 'woman' had been issued by the Equality and Human Rights Commission and approved by government ministers. The National Police Chief's Council (NPCC) was expected to respond within the 90-day period. Op Minute had been raised and a Silver group established to coordinate the implementation of any required changes across both forces.

05/26/55 Strategic Assessment of Workforce Themes [FOIA Open]

Members noted the presentation provided by Julie Kendall which provided an overview of the NPCC Strategic Assessment of Workforce 2025/26, a national policing overview to evaluate current and future workforce capacity, capability, and challenges to inform strategic planning, resource allocation, and skills development across UK police forces. A summary was given regarding the following themes – Strategic Content and Priorities, Workforce Capacity and Demand, Recruitment and Retention and Wellbeing, Culture and Equality, Diversity and Inclusion (EDI). Members discussed the summary with the following highlights:

- Members noted that the NPCC Strategic Assessment of Workforce 2025/26 (SAW) did not set out a formal list of specific recommendations, but instead provided strategic priorities and directional guidance for action in the following areas: strengthening strategic workforce planning through consistent, data-driven approaches; improving recruitment, retention and progression across all roles; developing critical skills and capability, particularly in digital and

analytical functions; prioritising workforce wellbeing, resilience and inclusion; and aligning workforce resources more effectively to future demand and complexity.

- Members agreed that it would be beneficial to fully understand the requirements of the SAW and map these against existing Alliance and individual force strategies and plans. This would enable identification of current activity that aligned with SAW priorities, highlight any gaps, and support clear prioritisation. Given the breadth of activity already underway, it was suggested that a structured approach, such as a visual color-coding system, could aid clarity and prioritisation of actions.
- Claire Mead and Julie Kendall would review the SAW priorities and map these against existing Alliance and force strategies to identify alignment, gaps, and areas for prioritisation. The information would be shared with Alexis Poole and Jo Mosley in the first instance.

For action by: Claire Mead and Julie Kendall

- Members discussed the impact of adjusted and restricted duties on workforce capacity and noted that both forces had undertaken work independently to assess and address the issue. Jo Manley agreed to collate relevant materials and group activity from both forces and share these with Alexis Poole to support the development of a coordinated approach and a comprehensive understanding of deployable capability.

For action by: Jo Manley

Date, Time and Location of Next Meeting

There being no other business the meeting closed at 3.49pm. The next Strategic People Board would be held on Monday 15 June 2026 commencing at 3.00pm, via Microsoft Teams.