Strategic People Board

Monday 15 June 2026
Commenced at 3.00pm via Microsoft Teams

Attendance

Alexis Poole (Assistant Chief Officer, People) (Devon and Cornwall) (Chair)
Gavin House (Superintendents' Association) (Dorset)
Jim Richardson (Head of People, HR Operations)
Ruth Frett (Head of Learning and Development) (Devon and Cornwall)
Caroline Coles (OPCC HR Corporate Support Officer) (Devon and Cornwall)
Yvonne Fenwick (OPCC Governance Manager) (Dorset)
John Wood (Health and Safety Manager)
Jon Nickson (Wellbeing Manager)
Sarah Birch (Strategy and Policy Lead)
Tim MacQueen (Management Accountant)
Belinda Dunmall (Unison) (Devon and Cornwall)
Jo Mosley (Assistant Chief Officer, People and Support Services) (Dorset)
Emma Butler-Jones (Superintendents' Association) (Devon and Cornwall)
Nicky Anderson (Head of People) (Dorset)
Jo Manley (Head of HR Organisational Support) (Dorset)
Jo Sharp (Police Federation) (Devon and Cornwall)
Paul Robertson (Interim Occupational Health and Wellbeing Service Lead)
Martin Kane (Force Improvement Manager)
Ellen Jacobs (HR Manager – Corporate Support)
Abbie Clarke (Strategy and Policy Lead)
Charles Jagger (GMB)
Carrie Chapman (Specialist Support Coordinator)

Apologies

Donna Wright (Head of Learning and Development) (Dorset)
Sarah Harvey (OH Welfare Business Manager)
Julie Kendall (Strategy and Policy Lead)
Karen Duke-Glover (Legitimacy Manager) (Dorset)
Claire Mead (Strategy and Policy Lead)
Debi Potter (Unison) (Dorset)

Guests

Claire Wescombe (ICT Training and Digital Transformation Manager) (for minute reference 06/26/65 only)
Kelly Waite (Senior ER Officer) (for minute reference 06/26/59a only)

06/26/56 Opening and Declaration of Interests [FOIA Open]

Alexis Poole opened the meeting by welcoming members and noting apologies. No health and safety or equality concerns were raised. The following declaration of interest was raised:

Item	Member	Reason	Action
Minute reference 06/26/65	Alexis Poole	Professional interest in College of Policing	Noted and Chair passed to Jo Mosley for this item

06/26/57 Minutes of Previous Meeting 27 May 2026 **[FOIA Open]**

The minutes of the meeting Wednesday 27 May 2026 were agreed as a true and accurate record.

Nicky Anderson joined the meeting.

06/26/58 Action Log **[FOIA Open unless exemptions specified below]**

All members were reminded of the importance of providing updates to the action log ahead of paper circulation.

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, 04/26/37a and 05/26/50a)**
Discussion would be held at DCC Operations Board 17 June 2026, and an update would be provided to Strategic People Board 29 July 2026.
Action to remain open.

Jon Nickson joined the meeting.

b. **Action 293 Reports from Sub-Groups – PDR (previous minute reference 02/26/17a, 03/26/25c, 04/26/37d and 05/26/50b)**
Discussion held at minute reference 06/26/61.
Action closed.

c. **Action 300 Apprenticeship Levy – University of South Wales (USW) (previous minute reference 03/26/32, 04/26/37i and 05/26/50d) [FOIA Closed s.43]**
[This update has been redacted under the Freedom of Information Act 2000 s.43]

d. **Action 301 Apprenticeship Levy - succession planning (previous minute reference 03/26/32, 04/26/37j and 05/26/50e) [FOIA Closed s.43]**
[This update has been redacted under the Freedom of Information Act 2000 s.43]

e. **Action 307 Quarterly Risk Register Update – Health and Safety (H&S)-R056 (previous minute reference 04/26/45 and 05/26/50j)**
An update would be provided to the 29 July 2026 Board.
Action to remain open.

f. **Actions 310 Health and Safety Report – non-compliance (previous minute reference 04/26/46 and 05/26/50m)**
Discussion was held at minute reference 06/26/62.
Action closed.

g. **Action 311 Health and Safety Report – qualification dates (previous minute reference 04/26/46 and 05/26/50n)**
Discussion was held at minute reference 06/26/62.
Action closed.

h. **Action 312 Health and Safety Report – training (previous minute reference 04/26/46 and 05/26/50o)**
Discussion was held at minute reference 06/26/62.
Action closed.

i. **Action 313 Health and Safety Report - role profiles (previous minute reference 04/26/46 and 05/26/50p)**
Discussion was held at minute reference 06/26/62.
Action closed.

j. **Action 314 Health and Safety Report - Control Rooms (previous minute reference 04/26/46 and 05/26/50q)**
Discussion was held at minute reference 06/26/62.
Action closed.

k. **Action 315 Health and Safety Report - succession planning (previous minute reference 04/26/46 and 05/26/50r)**
Discussion was held at minute reference 06/26/62.
Action to remain open.

l. **Action 316 Health and Safety Report - Lone Working (previous minute reference 04/26/46 and 05/26/50s)**
Discussion was held at minute reference 06/26/62.
Action closed.

m. **Action 317 Reports from Sub-Groups - PDR completion (previous minute reference 05/26/51b)**
John Wood would provide the relevant information to Jo Mosley.
Action to remain open.

Ellen Jacobs and Jim Richardson joined the meeting.

n. **Action 318 Strategic Assessment of Workforce Themes - SAW priorities mapped (previous minute reference 05/26/55)**
The workforce plan was expected to be delivered by September 2026.
Action closed.

o. **Action 319 Strategic Assessment of Workforce Themes - deployable capability (previous minute reference 05/26/55)**
Work was ongoing, and a deep dive had been completed in Dorset with the aim to compare this to national data and bring it across to Devon and Cornwall. Jo Manley would provide an update regarding the timeline of work.
Action to remain open.

Kelly Waite joined the meeting.

06/26/59 Policy Updates [FOIA Open]

a. **Status update for officer overtime and TOIL (Time off in lieu)**
Abbie Clarke presented the Status update for officer overtime and TOIL procedure for Sergeants and Constables, approved at Strategic People Board on 29 April 2026. The implementation of the procedural guidance had been delayed due to two factors:
1. The historic TOIL balances of over 15,600 hours in Devon and Cornwall needed to be reduced. Four options were proposed, with a recommendation made based on financial cost and abstraction impacts, with the aim to gradually reduce down the TOIL balances for the 303 officers with historic accruals. The proposals and recommendation would be taken to Productivity, Resource and Oversight Board (PROB) 9 July 2026 for approval.
2. Simple TOIL had been piloted in Global Reporting System (GRS) and was available to both forces at no additional cost, and work was ongoing in both forces to implement the system.

Belinda Dunmall joined the meeting.

It was hoped that, once approved, the changes would allow for a more efficient and well-rounded approach to the management of TOIL and overtime. Members noted a South West Audit Partnership (SWAP) audit had been announced with a specific focus on TOIL.

Kelly Waite left the meeting.

b. **Flexible Retirement Policy Position**
Jim Richardson presented the Flexible Retirement Policy Position paper, which was intended to provide guidance on the interpretation of terms within the existing policy to establish a clear approach to how applications for flexible retirement were managed across the Alliance. The paper detailed scenarios which were likely to be approved and scenarios where exemptions could apply. The ultimate decision would require approval of both Directors of Finance, and it was hoped this would provide a consistent approach to applications across the Alliance. It was noted Dorset Unison representatives were not in attendance, and contact would be made regarding the position. Clear communications would be issued to Human Resources (HR) teams to clarify the existing policy position and ensure clear understanding of flexible retirement options.

The Board:
1. Approved the guidance.

06/26/60 Areas for Improvement (AFI) Action Plans [FOIA Open]

a. **Continuous Professional Development (CPD)**
Nicky Anderson presented the AFI Action Plan for CPD, which was developed based on feedback from His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) input from internal surveys. The actions included defining CPD and ensuring greater integration with existing PDR processes, re-branding protected learning days, evaluating the impact of training and a skills gap analysis. Kallidus will provide a learning management system which individuals could update themselves to track their CPD. Further phases of Kallidus implementation would align skills in both forces with the national Mercury system and allow for improved succession planning. A rebranding of the protected learning days was hoped to assist with ensuring focus upon the importance of CPD. It was noted that

due to reporting cycles, the HMICFRS feedback provided may not reflect the most recent improvements made with CPD. Robust quality assurance of training was in place, and would continue.

The Board:

1. Supported the progression of the Action plan to DCC Governance Board.

b. Wellbeing

Jim Richardson presented the AFI Action Plan for Wellbeing, which emphasised engaging with Commands to drive improvement and actions consisted of driving a systematic approach to wellbeing through Commands, establishing check-in approaches and generating meaningful actions from insight gathered. Clarity was required as to why wellbeing initiatives were stopped or continued, and another action describing a review to ensure programmes were delivering as required was needed.

The Board:

1. Supported the progression of the amened Action plan to DCC Governance Board.

c. Professional Development Review (PDR)

Jim Richardson presented the AFI Action Plan for PDR, which aimed to further embed PDRs as a useful and valuable tool within the forces. Actions consisted of embedding ownership of PDRs within operational leadership, ensuring My Check-Ins were utilised year-round and addressing an internal culture of viewing PDRs as a tick-box exercise. The intent was to embed PDRs as Line Manager activity and highlight it's value as a means to promotion or different postings.

Members discussed the benefits of requiring completed PDRs for internal progression, and the necessity to ensure external candidates were not disadvantaged, and additional detail was required to ensure this reasoning was robust.

Emma Butler-Jones left the meeting.

The Board:

1. Supported the progression of the amened Action plan to DCC Governance Board.

06/26/61 Reports from Sub-Groups – PDR Working Group [FOIA Open]

Jim Richardson presented the PDR Working Group Report which provided an overview of PDR performance across the Alliance compared to the previous year. PDR completion rates had improved by almost 10% against the previous year, however completion rates remained below 60%. Heads of Department and Commanders were being engaged to encourage further completion and messaging being strengthened. Quality assurance of gradings was planned, as there was some disparity in the distribution of gradings across the Alliance. Self-identification of talent circle gradings was broadly in line with Line Manager gradings which was encouraging.

Members discussed the potential of force-wide objectives, which could be discussed at the next PDR Working Group, and it was noted the objectives needed to be relevant and clearly owned. Colleagues were encouraged to check the live Qlik data to view relevant PDR data.

Martin Kane left the meeting.

06/26/62 Health and Safety Update [FOIA Open]

John Wood shared the Health and Safety Update presentation (available from Specialist Support Hub), which provided an update on activity to ensure adequate First Aid at Work provision, including updates to mitigation activity for actions 310-316. Concessions were in place for non-compliant buildings, with the exception of high-risk buildings. Moving Devon and Cornwall to a training regime similar to that used by Dorset was expected to allow for better coverage at potentially less cost by insourcing training.

Work was ongoing to bolster succession planning for officers and staff trained in First Aid, and a list of individuals who undertook First Aid training as a requirement of their role was being developed. In order to provide adequate First Aid cover as required by legislation, it was proposed all Control Room Shift Managers were trained to ensure cover, however a proposal of the change was required to be approved by the Board before it could be progressed. Relevant policies had been reviewed and were being updated to the correct templates before re-circulation.

John Wood would provide a further update on First Aid at Work mitigation, particularly regarding insourcing training, to the 29 July 2026 Board and the proposal to train all Control Room Shift Managers in First Aid at Work.
For action by: **John Wood**

Tim MacQueen joined the meeting.

06/26/63 Priority Based Budgeting (PBB) Update [FOIA Open]

Alexis Poole provided members with a verbal update on PBB, noting there were a series of ongoing changes and Jim Richardson was leading HR Transformation. Devon and Cornwall were between the second and third mock panels for PBB Phase Two, and Dorset were progressing the Productivity Efficiency Reviews (PER) process with positive results.

06/26/64 Finance Report [FOIA Open]

Tim MacQueen shared the Finance Report (available from Specialist Support Hub), which provided the an update on the finance position for May 2026, noting HR Operations was showing an underspend and Resourcing and Development was showing an overspend. The figures were impacted by vacancies. Some PBB savings were included in the budget, however not all may be achieved. Members noted it would be beneficial for future reports to show PBB variances.

Charles Jagger left the meeting.

There was a £19,000 carry forward into Occupational Health for the 2026/27 financial year, and an additional HR Administration Officer position had been included in the budget.

Jo Sharp and Tim MacQueen left the meeting and Claire Wescombe joined. Charles Jagger re-joined the meeting. Alexis Poole formally passed the Chair to Jo Mosley.

06/26/65 College Learn Price Increases [FOIA Closed s.22 Information Intended for Future Publication]

[This section has been redacted under the Freedom of Information Act 2000 s.22]

Date, Time and Location of Next Meeting

There being no other business the meeting closed at 5.01pm. The next Strategic People Board would be held on Wednesday 29 July 2026 commencing at 2.00pm, via Microsoft Teams.