



WORKING
TOGETHER



**DORSET
POLICE**

Strategic People Board

Wednesday 29 July 2026

Commenced at 1.00pm via Microsoft Teams

Attendance

Alexis Poole (Assistant Chief Officer, People) (Devon and Cornwall) (Chair)	Emma Butler-Jones (Superintendents' Association) (Devon and Cornwall)
Jim Richardson (Head of People, HR Operations)	Nicky Anderson (Head of People) (Dorset)
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)
Ellen Jacobs (HR Manager – Corporate Support)	Teri Roberts (Strategic Risk Manager)
Abbie Clarke (Strategy and Policy Lead)	Sarah Birch (Strategy and Policy Lead)
Paul Robertson (Interim Occupational Health and Wellbeing Service Lead)	Sarah Gillingham (Unison) (Dorset)
Charles Jagger (GMB)	
	Carrie Chapman (Specialist Support Coordinator)

Apologies

Jo Mosley (Assistant Chief Officer, People and Support Services) (Dorset)	Gavin House (Superintendents' Association) (Dorset)
Jo Manley (Head of HR Organisational Support) (Dorset)	Donna Wright (Head of Learning and Development) (Dorset)
Ruth Frett (Head of Learning and Development) (Devon and Cornwall)	Chris Wood (Police Federation Inspector) (Dorset)
Ollie Abercrombie (Police Federation) (Devon and Cornwall)	Karen Duke-Glover (Legitimacy Manager) (Dorset)
Sarah Harvey (OH Welfare Business Manager)	Claire Mead (Strategy and Policy Lead)
Julie Kendall (Strategy and Policy Lead)	Tim MacQueen (Management Accountant)
Paul O'Dwyer (Unison)	

Guests

Lauren Hunt (COG Support Officer Sergeant) (for Minute reference 07/26/69a)	Kelly Waite (Senior ER Officer) (for minute reference 07/26/69b only)
Belinda Dunmall (Unison) (rep for Paul O'Dwyer)	

07/26/66 Opening and Declaration of Interests [FOIA Open]

Alexis Poole opened the meeting, welcoming members and noting apologies. No health and safety, equality concerns or declarations of interest were raised.

07/26/67 Minutes of Previous Meeting 15 June 2026 [FOIA Open]

The minutes of the meeting Monday 15 June 2026 were agreed as a true and accurate record.

Ellen Jacobs and John Wood joined the meeting.

07/26/68 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, 04/26/37a, 05/26/50a and 06/26/58a)
Final costings were being resolved.
Action to remain open.
- b. **Action 300 Apprenticeship Levy – University of South Wales (USW)** (previous minute reference 03/26/32, 04/26/37i, 05/26/50d and 06/26/58c) [FOIA Closed s.43]
[The following update has been redacted under the Freedom of Information Act 2000 s.43]
- c. **Action 301 Apprenticeship Levy - succession planning** (previous minute reference 03/26/32, 04/26/37j, 05/26/50e and 06/26/58d)
An update would be provided to the 21 September 2026 Board.
Action to remain open.
- d. **Action 302 Apprenticeship Levy – costs** (previous minute reference 03/26/32, 04/26/37k and 05/26/50f)
An update would be provided to the 21 September 2026 Board.
Action to remain open.
- e. **Action 307 Quarterly Risk Register Update – Health and Safety (H&S)-R056** (previous minute reference 04/26/45, 05/26/50j and 06/26/58e)
Discussion was held at minute reference 07/26/72, with members noting the risk would be considered as part of a wider risk register session.
Action closed.
- f. **Action 317 Reports from Sub-Groups - PDR completion** (previous minute reference 05/26/51b and 06/26/58m)
Communications had been provided.
Action closed.
- g. **Action 319 Strategic Assessment of Workforce Themes - deployable capability** (previous minute reference 05/26/55 and 06/26/58o)
An update would be provided to the 21 September 2026 Board.
Action to remain open.
- h. **Action 320 Health and Safety Update** (previous minute reference 06/26/62)
Discussion held at minute reference 07/26/73.
Action closed.

i. **Action 321 College Learn Price Increases – escalation (previous minute reference 06/26/65)**

Discussion was held at Joint Executive Board 23 July 2026.

Action closed.

j. **Action 322 College Learn Price Increases- data (previous minute reference 06/26/65)**

Activity was completed.

Action closed.

Brief discussion was held regarding the lengthening of meetings, which would grow to include an increased focus on performance and would consolidate activity undertaken in other meetings into one overarching meeting.

Emma Butler-Jones joined the meeting.

07/26/69 Policies and Procedures for Approval [FOIA Open]

a. **DCP-P-099 Partially Deployable Officer**

Lauren Hunt presented the DCP-P-099 Partially Deployable Officer policy, which was applicable to Devon and Cornwall only, and had been supported at Force Delivery Board 21 July 2026. Further consideration to rolling the policy out in Dorset would be undertaken in future. Stakeholder engagement had been undertaken, and the policy sought to expand on existing provisions to maximise the deployability of officers who were on limited duties. Members noted the policy had been updated following Force Delivery Board feedback for clarity and to include more robust wording.

The process included Line Managers completing a referral to Occupational Health Support Unit (OHSU) where necessary, a risk assessment and the officer completing a modified Public and Personal Safety Training (PPST) module to allow them to carry their Personal Protective Equipment (PPE) and respond to incidents safely. It was hoped the policy would become a College of Policing (COP) standard to provide increased support to the public and front line policing in a safe and effective manner.

The Board:

1. Approved the implementation of the Partially Deployable Officer Policy DCP-P-099 in Devon and Cornwall.

Kelly Waite joined the meeting.

b. **Bereaved Partner's Paternity Leave Procedure**

Abbie Clarke presented the Bereaved Partner's Paternity Leave Procedure, which was present for approval. The procedure supported new regulations which came into effect on 1 April 2026, which provided 52 weeks of statutory unpaid leave for a father/ partner where the primary carer of a child passed away within one year of the child's birth or adoption. All associated policies would be updated to reference the new procedure and provide appropriate signposting.

Members noted that under the Employment Rights Act 2025 a provision for unpaid bereavement leave was expected to come into effect in 2027, and, where possible, the procedures would be consolidated when applicable. The Bereaved Partner's Paternity Leave Procedure did not prohibit personnel from taking other provisions such as compassionate leave, unpaid leave and career breaks.

The Board:

1. Approved J-Pr-392 Bereaved Partner's Paternity Leave Procedure.

Kelly Waite left the meeting.

07/26/70 Performance Updates [FOIA Open]

Nicky Anderson presented the performance update papers, providing a brief overview of the key areas.

a. Devon and Cornwall Officer Numbers

Devon and Cornwall had closed recruitment due to a stable pipeline of student officers. Transferees remained a risk, with a relocation package agreed until 31 March 2027. Turnover had reduced, and alternative plans were available to support headcount requirements if required.

b. Dorset Officer Numbers

In Dorset, detective recruitment had closed with plans in place to review the pipelines to explore candidates who would consider joining under the standard entry route before a wider review took place. Turnover had reduced, although there had been an increase in July 2026, and there was an agreement to keep projected officer turnover of 132 and review further at the 26 October 2026 Resource Control Board.

Offers of employment were being made four weeks ahead of expected start dates for both forces. There were risks with resourcing levels in Recruitment and planning was underway to mitigate that risk and further improvements through use of technology were hoped to stabilise resourcing further.

c. Devon and Cornwall Neighbourhood Policing Grant

Activity was ongoing to ensure baselines for Neighbourhood officers and Police Community Support Officers (PCSOs) were achieved. PCSOs represented the current risk in Devon and Cornwall due to difficulties in attracting appropriate candidates.

d. Dorset Neighbourhood Policing Grant

Activity was ongoing to ensure baselines for Neighbourhood officers and PCSOs were achieved, although low numbers of PCSOs were required and this was expected to be achieved. Exploration of options with the National Police Chief's Council were taking place for both forces.

Caroline Coles left the meeting.

07/26/71 Reports from Sub-Groups – Professional Development Reviews and Talent Completion [FOIA Open]

Ellen Jacobs shared the Professional Development Reviews (PDRs) and Talent Completion presentation (available from Specialist Support Hub) which detailed PDR and talent completion rates as of 1 July 2026. The majority of departments across the Alliance had progressed well with PDRs, although it was noted one department had less than a 10% completion rate. Members noted that not all personnel required a PDR, and that some PDRs could be showing as unfinished due to administrative errors.

Teri Roberts joined the meeting.

During discussion the following actions were created:

1. Ellen Jacobs would identify anomalies in low PDR completion rates for quality checking if the impacted personnel were required to complete a PDR or not.

For action by: Ellen Jacobs

Action discharged.

2. Ellen Jacobs would provide Alexis Poole with a list of names of Chief Officer Group personnel and Superintendents who were showing incomplete PDRs to ensure the relevant process had been followed.

For action by: Ellen Jacobs

Action discharged.

07/26/72 Quarterly Risk Reporting [FOIA Open]

Brief discussion was held regarding Health and Safety risk 056 regarding the safe transport of lithium-ion batteries, and members noted the risk would be considered as part of a wider risk register session to review risks in the round on 6 August 2026.

Teri Roberts shared the Quarterly Risk Reporting paper (available from Specialist Support Hub), highlighting changes in the top scoring key risks, risk levels and mitigations in place. Members discussed Health and Wellbeing risk R017, which remained the most significant risk. Brief discussion was held regarding H&W-R015, which had significantly reduced in risk due to planned mitigations of the psychological screening programme and was proposed for closure. Following discussion closure of this risk was not supported as this is a perpetual risk that needs to remain open as mitigations are still to be rolled out. Discussion also took place regarding the reviewing of the lithium-ion risk Health and Safety (H&S) and which would form part of the discussion regarding H&S risk on 6 August 2026.

Abbie Clarke left the meeting.

Brief discussion was held regarding Citizens in Policing in Dorset and the possible absorption of cadets by Resourcing and Development. This could be complicated by the absence of a lead Inspector, who had retired.

Abbie Clarke rejoined the meeting.

Members noted the increasing pressures on Workforce Planning work, and the activity ongoing to streamline workloads and reporting schedules. A brief discussion was held regarding Resourcing Delivery (RES) risk 013 and a new action which needed recording, and the elevation of risk RES-R014 to substantial due to increases in leavers and maternity leave within the Resourcing and Development.

Caroline Coles rejoined the meeting.

During discussion the following actions were created:

1. Teri Roberts would liaise with Jon Nickson to articulate the mitigations in place regarding H&W-R015 likelihood of increased psychological trauma that leads to a loss of capability in officers and staff and the process required to assess the mitigations for effectiveness.

For action by: Teri Roberts

Action discharged.

The Board:

1. Were assured that the appropriate risk assessments, assurance, risk internal controls and mitigating actions were in place to address the risks within Human Resources (HR) Operations (Ops), particularly in relation to those risks assessed as 'SUBSTANTIAL' and 'HIGH'.
2. Were assured that the appropriate risk assessments, assurance, risk internal controls and mitigating actions were in place to address the risks within Resourcing and Development, particularly in relation to those risks assessed as 'HIGH'.
3. Considered additional controls or mitigating actions required to reduce the HR Ops and Resourcing and Development risks.

The Board broke at 2.03pm, reconvening at 2.08pm, and Teri Roberts left the meeting.

07/26/73 Health and Safety Update [FOIA Open]

a. First Aid at Work Update

John Wood shared the First Aid at Work (FAaW) presentation (available from Specialist Support Hub) which provided an update on activity to ensure a stable First Aid at Work provision across the estate. Learning and Development would deliver Module Four training in house which was expected to reduce governance complexity and costs. Module Two had been queried, however the Health and Safety Executive (HSE) had agreed the issue was mitigated by the high level of training received by officers.

A small number of non-compliant buildings remained, and work was ongoing to identify solutions to mitigate the risk. It was suggested that one additional person trained per shift would provide sufficient FAaW cover for annual leave and illness. Another option included reviewing role profiles for appropriate roles which could complete FAaW training.

Henry Arnold joined the meeting.

Members discussed the complexities of potentially amending role profiles and how the First Aider allowances could be impacted. Although greater First Aid provision was needed in high

risk buildings and areas, hybrid working arrangements and equality impact assessments needed to be considered. Further brief discussion was held regarding hybrid working and risk assessments in place.

During discussion the following actions were created:

1. John Wood would ensure the 21 September 2026 First Aid update included the numbers of people identified and booked onto internal First Aid Module Four courses.

For action by: John Wood

2. Abbie Clarke would ensure home-working risk assessment requirements were clearly reflected in policies.

For action by: Abbie Clarke

b. Health and Safety Update

John Wood shared the Health and Safety Update presentation (available from Specialist Support Hub) which provided an overview of key events from April 2026 to June 2026. Health and Safety had struggled with long-term absences within the team, but recruitment, including a short-term agency worker, was completed and expected to reduce pressures. Recent significant events included the helicopter crash on 3 June 2026 and ongoing hot weather. Work to develop a long-term Alliance strategy to thermal comfort was ongoing.

07/26/74 Finance Report [FOIA Open]

Henry Arnold shared the Finance Report presentation (available from Specialist Support Hub) which provided an updated review of spends within the People portfolio. A slight overspend was predicted for HR Ops, although this had reduced since the report had been circulated, and was expected to reduce further due to some vacancies within the department. The Dorset Resourcing and Development overspend was expected to reduce as the year progressed. The OHSU budget was on track, although further work was planned to review the detail within the budget. Devon and Cornwall Resourcing and Development had a large overspend predicted due to Priority Based Budgeting (PBB) savings.

Henry Arnold left the meeting.

07/26/75 Key Issues Arising [FOIA Open]

Alexis Poole provided members with a verbal update on key issues arising, noting a session on Police Reform and potential force structures had been held, and it was hoped more details would be available after September 2026. Messaging regarding the Devon and Cornwall Leadership Review had been issues, although no decisions had been finalised.

07/26/76 Future Winter Preparedness Plan for the Alliance [FOIA Open]

Paul Robertson presented the Future Winter Preparedness Plan for the Alliance paper which provided recommendations for issuing flu vouchers to staff and officers within Dorset commands ahead of flu season 2026. Early ordering of the flu vouchers was strongly encouraged, and it was recommended that the administration was managed by local commands instead of through OHSU.

Members were reminded that the flu vaccine would not provide herd immunity unless all employees received the shot, which was unlikely, but the offering would be seen as a supportive measure for officers and staff. A number of companies and their associated costs had been scoped and were available for consideration. It was noted this approach was already undertaken in Devon and Cornwall, and the recommendations would need to be considered by Dorset DCC Operations Board before they could be enacted in Dorset.

The Board:

1. Supported decisions regarding the issuance of flu vouchers being undertaken by individual Commanders.
2. Supported the recommendation for individuals to opt-in and commit to receiving the flu vaccine to ensure vouchers were not excessively ordered.
3. Supported the recommendation for individual commands to order the flu vouchers ahead of time to ensure early distribution.
4. Supported the progression of the recommendations to Dorset DCC Operations Board for consideration.

07/26/77 Mediation Update and Proposal [FOIA Open]

Jon Nickson presented the Mediation Update and Proposal which provided members with a brief background of mediation in the Alliance, noting Devon and Cornwall had to cease mediation due to a lack of qualified cohort to deliver it across the geography. Dorset had continued the provision, with approximately 8 cases per year under the current arrangements. Reintroducing mediation in Devon and Cornwall was accepted as positive, with colloquial feedback demonstrating the benefits. Further consideration was required regarding where the offering would sit in governance and how it would be resourced. Brief discussion was held regarding the governance, and it was accepted mediation should not be hosted by OHSU as it was not a medical provision. Additionally, it would be beneficial for the process to remain separate from HR to represent a more neutral position.

An investment of £5000, funded from the Wellbeing budget, would allow the training of 10 to 15 mediators in Devon and Cornwall. It would be beneficial if these mediators were spread across the geography and varied by age, gender, role and other demographics.

The Board:

1. Agreed for the mediation course to be advertised in order to identify a suitable cohort. Interested personnel would be required to be released for the training and for a set number of mediation days per year.
2. Supported further discussions through transformation work regarding where the provision would be best managed and hosted for both forces.

Belinda Dunmall left the meeting.

During discussion the following actions were created:

1. Jon Nickson would advertise the mediation opportunity and would provide names of interested parties to Alexis Poole for agreement.
For action by: Jon Nickson
2. Jon Nickson would liaise with Head of People regarding where the provision would be managed and coordinated from.

07/26/78 People Portfolio Business Plan Objectives [FOIA Open]

Nicky Anderson shared the People Portfolio Business Plan Objectives presentation (available from Specialist Support Hub) which provided an overview key priorities of work across the People Portfolio, some of which were linked to national strategies or requirements, others organisational risks or objectives set by the Executive or His Majesty's Inspectorate of Constabularies and Fire and Rescue Services Areas for Improvement and thus had set timeframes. Members reviewed the items on the plan, discussing gaps identified and planned strategies, and were asked to provide any feedback to Nicky Anderson and Head of HR Organisational Support Dorset.

Jim Richardson joined the meeting.

07/26/79 Priority Based Budgeting Updates [FOIA Open]**a. HR Ops**

Jim Richardson provided members with an update on change activity within HR Ops, noting the transformation programme was progressing under Project Longcast and was planned to end in October 2027. Phase one, which focused on how best to organise the administrative function within HR Ops with a view to move to a shared team, was coming to an end and was expected to result in minimal change, including some changes in email addresses. A business case was under development and formal consultation regarding the changes was expected to open in September 2026, with a view to implement phase one changes from January 2027. Phases two and three were scheduled to run concurrently and focused on how HR Ops was structured more generally. Existing progress had been focused internally, and continued to move at pace. Discussions with trade union colleagues were planned as changes evolved, and all changes were subject to the standard consultation period.

b. Resourcing and Development

Nicky Anderson provided members with an update on PBB work in Resourcing and Development, noting the work spanned a number of areas including resources and positive action. A decision had been made during PBB in September 2025 to reduce the service level, however these changes had since been delayed at Joint Executive Board 23 July 2026. Savings from Project One were planned, although there was no set timescale for delivery of the savings. Learning and Development demand modelling was ongoing, with the findings to be considered by Alliance Steering Group regarding what could be realistically achieved with options for the Forces.

Date, Time and Location of Next Meeting

There being no other business the meeting closed at 3.35pm. The next Strategic People Board would be held on Monday 21 September 2026 commencing at 1.00pm, via Microsoft Teams.