Strategic People Board

Thursday 17 September 2026

Commenced at 10.00am via Microsoft Teams

Attendance

Jo Mosley (Assistant Chief Officer, People and Support Services) (Dorset) (Chair)
Jo Manley (Head of HR Organisational Support) (Dorset)
Donna Wright (Head of Learning and Development) (Dorset)
Nicky Anderson (Head of People) (Dorset)
Beth Holmes (HR Manager – Corporate Support)
John Wood (Health and Safety Manager)
Paul Robertson (Interim Occupational Health and Wellbeing Service Lead)
Julie Kendall (Strategy and Policy Lead)
Tim MacQueen (Management Accountant)
Carrie Chapman (Specialist Support Coordinator)

Alexis Poole (Assistant Chief Officer, People) (Devon and Cornwall) (Chair)
Emily Owen (Head of Equality, Diversity and Inclusion)
Ruth Frett (Head of Learning and Development) (Devon and Cornwall)
Ellen Jacobs (HR Manager – Corporate Support)
Jon Nickson (Wellbeing Manager)
Claire Mead (Strategy and Policy Lead)
Sarah Birch (Strategy and Policy Lead)

Abbie Clarke (Strategy and Policy Lead)
Sarah Gillingham (Unison) (Dorset)

Apologies

Emma Butler-Jones (Superintendents' Association) (Devon and Cornwall)
Caroline Coles (OPCC HR Corporate Support Officer) (Devon and Cornwall)
Karen Duke-Glover (Legitimacy Manager) (Dorset)
Shyrose Allibhai (Resourcing Manager)
Paul O'Dwyer (Unison)

Gavin House (Superintendents' Association) (Dorset)
Ollie Abercrombie (Police Federation) (Devon and Cornwall)
Yvonne Fenwick (OPCC Governance Manager) (Dorset)
Charles Jagger (GMB)

Guests

Martin Schorah (HMICFRS)
Audrey Gilding-De Kort (Strategy and Policy Lead) (for minute reference 08/26/95 only)
Alice McKinnon (COG Support Officer Sergeant)

Jo Button (Quality Assurance Manager) (Observer)
Stacey Wilkins (Senior ER Officer) (for minute reference 08/26/83f only)
Kate Bendelow (GMB) (rep for Charles Jagger)

08/26/80 Opening and Declaration of Interests [FOIA Open]

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

08/26/81 Minutes of Previous Meeting 29 July 2026 [FOIA Open]

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

08/26/82 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, 06/26/58a and 07/26/68a)**
An update would be provided to the 28 October 2026 Board.
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, 06/26/58c and 07/26/68b) [FOIA Closed s.43]**
Accounts would be brought under Learning and Development (L&D) cost centres for better management of funds.
Action closed.

c. **Action 301 Apprenticeship Levy - succession planning (previous minute reference 03/26/32, 04/26/37j, 05/26/50e, 06/26/58d and 07/26/68c)**
Succession planning work was being finalised, and any issues would be brought to the 28 October 2026 Board.
Action to remain open.

d. **Action 302 Apprenticeship Levy – costs (previous minute reference 03/26/32, 04/26/37k, 05/26/50f and 07/26/68d)**
An update would be provided to the 28 October 2026 Board.
Action to remain open.

e. **Action 319 Strategic Assessment of Workforce Themes - deployable capability (previous minute reference 05/26/55, 06/26/58o and 07/26/68g)**
Work was ongoing to understand the number of adjusted duties in place and potential solutions. An update would be provided to the 28 October 2026 Board.
Action to remain open.

f. **Action 326 Health and Safety Update – cohort**
Discussion held at minute reference 08/26/93.
Action closed.

g. **Action 327 Health and Safety Update – Work from home (WFH) risk assessments**
Risk assessments had been added.
Action closed.

h. **Action 328 Mediation Update and Proposal - advert**
The advert was pending.
Action to remain open.

i. **Action 329 Mediation Update and Proposal - governance**
The ownership of Mediation would be considered as part of the People transformation work.
Action closed.

j. **Action 330 Operational Performance Board Action 1 - Referrals of Suspended Staff & PSD**
Work to consider Welfare Officer provision was ongoing, and an update would be provided to a future meeting.
Action to remain open.

k. **Action 331 Operational Performance Board Action 2 - Referrals SMP**
Work on Occupational Health Support Unit (OHSU) referrals guidance was ongoing.
Action to remain open.

Jo Mosley left the meeting.

l. **Action 332 Operational Performance Board Action 3- Weekly Reporting Figures**
Discussion held at minute reference 08/26/85.
Action closed.

m. **Action 333 Operational Performance Board Action 4 - First QTR2 Sata set of slides**
An update would be provided to the 25 November 2026 Board.
Action to remain open.

Jo Mosley rejoined the meeting.

08/26/83 Policies and Procedures for approval [FOIA Open]

a. **Public and Personal Safety Training (PPST) Policy (Dorset)**
Donna Wright presented the PPST Policy (Dorset) paper which was present for approval. It was noted the policy differed from the one in place in Devon and Cornwall, and consideration of how to align the policies would be undertaken once both forces had PPST policies in place. Further work was required to understand PPST compliance, and a quarterly update would be provided to the Board.

The Board:
1. Approved the PPST Policy (Dorset).

b. **Quarterly People Policy Review**
Abbie Clarke presented the Quarterly People Policy Review which set out the arrangements in place to collate the status of People Policy reviews. There were four policy areas with overdue reports, and work was ongoing to close them. Brief discussion was held regarding ownership of the Tattoo policy and an administrative error which resulted in Resourcing policies due for review in 2027 showing as overdue, and this would be corrected by the Resourcing Policy Lead before the next update.

c. **Police Constable (PC) Starting Salary**

Abbie Clarke presented the PC Starting Salary paper, which provided recommendations for PC starting salaries following a discretion introduced to Chief Constables following the 2024 Police Officer pay award which allowed a higher starting salary. A review was undertaken by Joint Strategic People Board on 25 June 2025, and no change to the pay scale was approved, and following a further review the recommendation was to maintain the existing position.

Members discussed the discretion, noting the costs of the change and the absence of workforce and labour market conditions which would allow the change.

The Board:

1. Approved the proposal that no change would be made to the existing pay arrangements for both Devon and Cornwall and Dorset, and new PCs would commence their service on pay point one.
2. Agreed that this decision would be reviewed annually in July each year in line with National Police Chiefs Council (NPCC) guidance. In exceptional circumstances, and where significant local recruitment need determined necessary, an interim review could be undertaken.

d. NPCC Family Support Guidance Update

Abbie Clarke presented the NPCC Family Support Guidance Update paper, which provided an update on guidance chapters. Four chapters had been released, each focused on a theme, and drawing on lived experience, national research and best practice. Work was ongoing to update guidance and signpost to relevant documents, and communications would be issued once the work was completed. Members discussed the challenges of receiving guidance in individual chapters, noting that receiving the documents together would have been easier to work with.

During discussion the following actions were created:

1. Jo Mosley would provide feedback to NPCC regarding the challenges of receiving guidance in chapters as opposed to one document.
   For action by: Jo Mosley
   Action discharged.
2. Donna Wright would liaise with relevant parties to confirm if the NPCC guidance was included on the First Line Managers course.
   For action by: Donna Wright

e. Management of Legacy Rest Days in Lieu

Abbie Clarke presented the Management of Legacy Rest Days in Lieu paper which provided an update on progress following NPCC guidance issued in June 2026 regarding legacy Rest Days in Lieu. It was anticipated that future change to Police Regulations would come into effect in 2027, and the issue of banked rest days needed to be resolved before the change was in effect. There were 414 banked rest days in Dorset, and 12,073 in Devon and Cornwall. Dorset had an established process to re-roster rest days within three months of it being banked, however there was no process in place in Devon and Cornwall.

Jo Mosley left the meeting.

The intention was to use the Productivity and Resource Oversight Board, with the support of the Chair, to manage the accrued Devon and Cornwall rest days, and the Federation was engaged. Members noted a structural solution was required, and Senior Leaders continued to lead by example.

The Board:
1. Noted the paper.

Jo Mosley rejoined the meeting and Stacey Wilkins joined the meeting.

f. J-P178 Grievance Policy and J-Pr-064 Grievance Step by Step

Abbie Clarke presented the J-P178 Grievance Policy and J-Pr-064 Grievance Step by Step papers, which were presented for approval following a full review and consultation. The policy and step by step streamlined existing processes whilst maintaining balance with formal and informal grievances. In addition, the policy simplified the naming of processes and forms, and the Equality Impact Assessment (EIA) had raised no concerns.

Paul Robertson joined the meeting.

Members noted there was ongoing discussion with the Superintendent's Association regarding if Superintendents should investigate grievances. The changes were in line with Advisory, Conciliation and Arbitration Service (ACAS) guidance and included the appointment of a Single Point of Contact (SPOC) to assist with grievances.

The Board:
1. Approved J-P-178 Grievance Policy and J-Pr-064 Grievance Step by Step, which had been subject to formal consultation in accordance with the agreed consultation process.

The Board broke at 11.14am, reconvening at 11.25am. Stacey Wilkins and Paul Robertson left the meeting. Ruth Frett joined the meeting.

08/26/84 Reports from Sub-Groups [FOIA Open]

a. Professional Development Review (PDR)

Jo Manley provided members with a verbal update on PDR, noting work was ongoing to understand compliance rates and embed the process to the point where completion was not seen as compliance activity. Sessions were scheduled with first line leaders for early 2027 to emphasise the importance of completing PDRs, and members discussed recording a session for use in Working Groups. Culture remained a challenge and further work was required to affect change.

As Chair of the PDR Sub-group, Jo Manley would liaise with Corporate Development regarding timelines to set PDR objectives early for next year.
For action by: Jo Manley

b. Retention

Nicky Anderson provided members with a verbal update on Retention, noting there was a high level of activity. The STAY campaign had transitioned to Human Resources (HR)

Operations (Ops), and all individuals in Dorset who had been contacted had stayed in force, with a fifth of contacted personnel in Devon and Cornwall leaving. Plans were in place to check in with personnel six months after they were engaged for feedback on the process and to identify if there were any outstanding issues. Work was ongoing to review recent students leaving prior to or as a result of Regulation 13 to consider further interventions. A leaver process was in development

Jo Mosley left the meeting.

Retention would be monitored through both Force Performance Boards, and members noted an early issue identified was ongoing retirement numbers given the profile of both forces. Discussions were ongoing regarding how to mitigate preventable turnover, such as resignations. An update on the Retention plan and performance dashboard would be provided to the 28 October 2026 Board.

Jo Mosley rejoined the meeting.

08/26/85 OHSU Update [FOIA Open]

Jo Manley provided members with a verbal update on OHSU, noting the current waiting time for management referrals was 30 days. Work was ongoing to mitigate the issue and reduce waiting times back down. Mental health cases were being triaged, best practice was being gathered from other forces, and recruitment into OHSU was ongoing. Members discussed performance reporting into Strategic People Board, and the need to reinforce that OH referrals for recuperative plans should be requested only when there was a need rather than as a routine part of the return to work.

Jo Mosley left the meeting and Tim MacQueen joined.

08/26/86 Finance Update [FOIA Open unless exemptions specified below]

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

Jo Mosley rejoined the meeting.

Members discussed the variation in budgets in each Force, noting some Priority Based Budgeting (PBB) savings had been paused upon review to allow required work to take place first, which impacted forecasts.

During discussion the following actions were created:

1. Tim MacQueen would provide Jo Mosley and Alexis Poole with details of vacant posts held within the HR Ops budget.
   For action by: Tim MacQueen
2. Tim MacQueen would provide Jo Mosley and Alexis Poole with headlines on which PBB savings were paused, on scheduled or not achieved.
   For action by: Tim MacQueen

Tim MacQueen left the meeting.

08/26/87 Key Issues Arising [FOIA Open]

Jo Mosley provided members with a verbal update on the State of Policing Reports, which reinforced positive work already in progress within Devon and Cornwall and Dorset.

08/26/88 PBB Update [FOIA Open]

Alexis Poole provided members with a verbal update on PBB, noting there was strong governance in place for the People transformation work. HR Ops were engaged with the change work, and an Alliance planning structure would be beneficial.

08/26/89 Police Officer Recruitment [FOIA Open]

Nicky Anderson provided members with a verbal updated on Police Officer Recruitment, noting Dorset intakes were proceeding according to plans, with 16 formal offers made. Work was ongoing to finalise Transferees and OH issues were being worked through in collaboration with other forces. Turnover for September 2026 had increased from 14 to 16.8, and work was ongoing to review recruitment figures and processes.

Devon and Cornwall were in a good position with a work ongoing to recruit Transferees. The aim of 135 Transferees remained ambitious, and the Executive had requested further sight on an alternative 26/27 and 27/28 profile. Leavers had increased, but overall 12-month turnover remained below thresholds.

Kate Bendelow left the meeting.

08/26/90 Neighbourhood Policing Grant (NPG) Updates [FOIA Open]

Nicky Anderson provided members with an update on NPG, noting Dorset was in a good position with a clear plan in place, and escalation to the Dorset Deputy Chief Constable (DCC) Operations Board as required. There were limited current vacancies to recruit Police Community Support Officers (PCSOs), and over-recruitment options would be explored in anticipation of vacancies.

Work to recruit into Neighbourhood in Devon and Cornwall was ongoing. The Executive had given a direction to not realign roles into Neighbourhood, and a plan was being worked through for Officers through the Steering Group. PCSO recruitment remained a focus, with Neighbourhood Inspectors engaging candidates and an improving position.

08/26/91 College of Policing (CoP) Force Engagement Reports [FOIA Open]

Ruth Frett shared the CoP Force Engagement Reports presentations (available from Specialist Support Hub), which provided an update on College Learn price increases. The prices had been confirmed and data cleansing work had taken place to remove inactive accounts to reduce costs.

Devon and Cornwall had 6981 active College Learn accounts, and Dorset had 2932. Members discussed the benefits of comparing the two force's College Learn statistics, and further work was needed to ensure all departments had a good uptake of courses. Consideration was also needed as to if changes in behaviour were measurable after courses were completed.

The Board broke at 12.34pm, reconvening at 12.40pm.

08/26/92 ResetU Summary Paper [FOIA Open]

Jon Nickson presented the ResetU Summary Paper, which provided an overview of usage of the application (app) within Devon and Cornwall and Dorset, and recommended it's continued use in force. Promotion of the app was ongoing, with 459 people installing the app across the two forces. Further communications regarding the app were planned for October 2026, with a review to take place in January 2027. The app was part of Business as Usual (BAU) and was owned by Wellbeing. The forces had committed to payments through their innovation funds, although years two and three of payments were expected to be retuned as a result of government funding.

The app had been expanded to provide additional courses and activities users could complete, including physical retreats, leadership courses and wellbeing walks. The app formed part of the initial offering to Student Officers, and could be further promoted at Roadshows. Although uptake was high, there was no breakdown available of usage within the forces by role or rank.

During discussion the following actions were created:

1. Jon Nickson would confirm that both force innovation funds had been made aware funding for ResetU years two and three was no longer required.
   For action by: Jon Nickson
2. Members discussed the release for programme participation in work time. Jon Nickson would provide Alexis Poole and Jo Mosley with the requirements for attendance and processes in place to secure the release.
   For action by: Jon Nickson

The Board:

1. Noted the current positive data adoption levels across the Alliance.
2. Supported the continued promotion and engagement of ResetU across the Alliance.
3. Endorsed the development of a continued three-year ResetU Engagement licence.
4. Supported integration of ResetU within existing wellbeing delivery arrangements.
5. Noted the significant funding secured through Oscar Kilo and associated financial benefits to the Alliance and its workforce as part of the wellbeing support offered across the Alliance.
6. Supported the ongoing collection of workforce user feedback to share ResetU platform development, alongside other national forces.

Jo Mosley left the meeting.

08/26/93 Health and Safety Update [FOIA Open]

John Wood shared the Health and Safety Update paper and presentation (available from Specialist Support Hub) which provided an update on First Aid at Work compliance levels and mitigation

plans. Volunteers had been procured to cover the majority of shifts in required areas, although some notable shifts were not fully covered.

Jo Mosley rejoined the meeting and Martin Schorah left the meeting.

John Wood would escalate any residual areas of difficulty which were lacking cover to Alexis Poole and Jo Mosley.
For action by: **John Wood**

The Board:
1. Noted the paper.

08/26/94 Areas For Improvement (AFI) and Recommendations [FOIA Open]

Claire Mead presented the AFI and Recommendations presentation (available from Specialist Support Hub) which provided an overview of current progress against AFIs and recommendations. A large amount of activity was ongoing. Over the last quarter nine items had been closed leaving seven open, (four His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) items [three of which were new], 1 South West Audit Partnership (SWAP) audit and 2 Operation based recommendations.) Members reviewed the AFI and recommendation slides, noting benchmarking had been newly incorporated from fortnightly Corporate Development scanning reports. Regular meetings were held with the Audit Team to review progress plus regular update reports continue to be provided to Review and Inspection / Corporate Development Teams. There was one SWAP recommendation open which was expected to close in the coming weeks; a meeting was scheduled to take place with the Audit team to discuss new recommendations from recent audit activity. The AFI & Recommendations spreadsheet will be updated, with Senior Leadership Team (SLT) updates added as usual. An update was given on the Organisational Learning slides (outside of HMICFRS) on behalf of the Dorset Legitimacy Manager; members were encouraged to submit organisational learning using the template provided via the link in the PowerPoint slides. A latest update was provided on SWAP audit activity, noting the OH audit was complete and at report and recommendations stage (nine People recommendations / one Finance), the Employee Records audit was complete now at reporting stage - report was expected in due course. Two further audits were at fieldwork stage.

Audrey Gilding-De Kort joined the meeting.

08/26/95 Strategic Gap Analysis and National Talents Development Overview [FOIA Open]

Audrey Gilding-De Kort shared the National Talent Development presentation and Strategic Gap Analysis paper, noting the published 2026 Leadership Commission recommended more structure, with 27 recommendations based on five key themes. Monitoring of recommendations was ongoing at a local level, with consideration of joining the national test in Autumn 2027. Members reviewed the maturity map and next steps.

The Board:
1. Noted the Strategic Gap Analysis paper.

Audrey Gilding-De Kort let the meeting.

08/26/96 Immersive Model for Initial Training – Similarities and Differences [FOIA Open]

Donna Wright shared the Immersive Model for Initial Training – Similarities and Differences presentation (available from Specialist Support Hub) which provided a comparison of immersive models for Initial Training in both forces. Members reviewed the models, noting the variations, particularly regarding observer shifts.

08/26/97 Neighbourhood Policing Programme (NPP): Assessor Standards Compliance and Internal Quality Assurance Capacity [FOIA Open]

Ruth Frett presented the Neighbourhood Policing Programme (NPP): Assessor Standards Compliance and Internal Quality Assurance Capacity paper, which proposed the development of an internal, Alliance capability to deliver the CoP Training Essentials Programme (TEP) Assessor Module 5 to Neighbourhood Sergeants and Inspectors. Following work done by CoP on professionalising, from April 2027 all Officers who were assessors must be qualified. The short timeline would require abstraction resulting in operational impacts, as all Sergeants and Inspectors in Neighbourhood would require the qualification.

Members considered the risks, costs and benefits of outsourcing. Further discussions were required with Neighbourhood colleagues regarding the options and costs involved. Strategic People Board were unable to approve £35,000 of growth, and the issue would need to be escalated as an area of PBB demand change, although members noted the short timeline involved and the need to raise the issue at the Board at the earliest opportunity.

Date, Time and Location of Next Meeting

There being no other business the meeting closed at 1.47pm. The next Strategic People Board would be held on Wednesday 28 October 2026 commencing at 1.00pm, via Microsoft Teams.