Working Together Board

Meeting held on Thursday 4 June 2026

Conegar Boardroom, HQ Winfrith, commenced at 1.00pm

Attendance

James Vaughan (Chief Constable) (Devon and Cornwall) (Chair) (in person)
Jim Colwell (Deputy Chief Constable) (Devon and Cornwall) (in person)
Rachel Farrell (Deputy Chief Constable) (Dorset) (in person)
Alison Hernandez (Police and Crime Commissioner) (Devon and Cornwall) (in person)
David Sidwick (Police and Crime Commissioner) (Dorset) (in person)
Steve Lyne (Assistant Chief Constable) (Dorset) (in person)
Fran Hughes (Chief Executive, OPCC) (Devon and Cornwall) (in person)
Simon Bullock (Chief Executive, OPCC) (Dorset) (virtual)
Neal Butterworth (Chief Finance Officer) (Dorset) (in person)
David Wilkin (Director of Finance and Resources) (Devon and Cornwall) (in person)
Nikki Leaper (Assistant Chief Constable, Contact and Specialist Operations) (Devon and Cornwall) (virtual)
Zoe Parnell (Staff Officer to the CC) (Devon and Cornwall) (virtual)
Flick Dalladay (Staff Officer, DCC) (Dorset) (in person)
Carrie Chapman (Specialist Support Coordinator) (in person)

Apologies

Amanda Pearson (Chief Constable) (Dorset)
Nicky Allen (Treasurer, OPCC) (Devon and Cornwall)
Julie Strange (Treasurer, OPCC) (Dorset)

Guests

Alexis Poole (Assistant Chief Officer, People) (Devon and Cornwall) (for minute reference 02/26/14 only) (in person)
Jo Mosley (Assistant Chief Officer, People) (Dorset) (for minute reference 02/26/14 only) (in person)
Mark Chivers (Chief Technology Officer) (for minute reference 02/26/15 only) (virtual)
Jim Richardson (Head of People) (for minute reference 02/26/14 only) (in person)

02/26/08 Opening and Declaration of Interests [FOIA Open]

James Vaughan opened the meeting, welcoming members and noting apologies. No declarations of interest, Health and Safety, or equality concerns were raised.

02/26/09 Draft Minutes from previous meeting Tuesday 10 February 2026 [FOIA Open]

The minutes from the previous meeting held on Tuesday 10 February 2026 were agreed as a true and accurate record.

02/26/10 Actions and Decisions Log [FOIA Open]

a. **Action 116 Priority Based Budgeting (PBB) Update - schedule (previous minute reference 07/25/44 and 01/26/03)**
Discussion held at minute reference 02/26/11.
Action closed.

b. **Action 117 Priority Based Budgeting Update - PBB Steering Group ToR (previous minute reference 01/26/05)**
Representatives from the Office of the Police and Crime Commissioner (OPCC) were invited as observers to the PBB Steering Group.
Action closed.

c. **Action 118 Priority Based Budgeting Update - Programme Highlight report and Gantt Chart (previous minute reference 01/26/05)**
Discussion held at minute reference 02/26/16.
Action closed.

d. **Action 119 Priority Based Budgeting Update - Workforce Mix Maintenance Target (previous minute reference 01/26/05)**
Discussions were ongoing regarding Workforce Mix and would be progressed through Joint Leadership Board.
Action to remain open.

e. **Action 120 Workplan 2026/27 (previous minute reference 01/26/06)**
Discussion held at minute reference 02/26/13.
Action closed.

The Board formally congratulated Rachel Farrell on being selected as the preferred candidate for Chief Constable in Dorset.

02/26/11 Review of Alliance Business Areas [FOIA Open]

David Wilkin provided members with a verbal update on the Review of Alliance Business Areas, noting it had been recognised during Phase One of PBB that there was an opportunity to review how cost sharing was allocated and bring the allocation more in line with services received. Work to rebalance costs had commenced using PBB workbooks as the baseline, and a trial would take place within the Finance and Resources portfolio to identify more nuanced ways of splitting the costs than the existing 70/30 split. The outcome of the trial would determine the value of applying the same methodology to other areas.

Simon Bullock joined the meeting virtually.

The Board discussed the need for cost division to be fair to all parties, and it was noted that whilst resourcing levels had been taken into account when the 70/30 split model was introduced 11 years ago, the forces had evolved in that time and further consideration was required.

02/26/12 6 Monthly Report on Alliance Finances [FOIA Open]

Neal Butterworth shared the Alliance Finance Update presentation (available from Specialist Support Hub) which provided a high-level summary of finances at the end of the 2025/26 financial year. The following key points were raised:

- Both forces had a significant variance, with overspend for insurance and liability claims. Work was being done to establish any further steps that could be taken to reduce costs, however it was noted insurance costs were not entirely within the force's control.
- The Force Management Risk Register reflected areas of financial concern.
- Some savings resulting from PBB Phase One had been overdelivered, which allowed for more slack in the system for areas which had not yet delivered savings.
- Members discussed the College of Policing course which had been discontinued, and the timelines involved in its cessation.
- Brief discussion was held regarding ongoing pressures in Legal Services due to increased workloads and internal sickness levels. Outsourcing work had improved the situation, and a resourcing plan was in place, but the department remained under pressure. A Star Chamber was planned to review existing cases for themes, and work was ongoing to review litigation reduction strategies.
- There was a National backlog in Employment Tribunals, and the Director of Legal, Reputation and Risk would be Chairing a meeting to review cases and collate learning for Executive oversight at Joint Executive Board.

02/26/13 Workforce Plan 2026/27 [FOIA Open]

Jim Colwell presented the Workforce Plan 2026/27 which set out the proposed schedule of work for business areas to progress through Performance Management Reviews (PMRs), Joint Executive Board and Working Together Board in sequence. It was noted that the workplan would come into effect after the 4 June 2026 Working Together Board, and Legal Services would be discussed at the August 2026 Working Together Board.

Brief discussion was held regarding Evidential Property, which was an Alliance function, but with differing risks and processes in the forces. Work was ongoing to stabilise the department and address legacy issues, and consideration of long-term governance and working practices would take place once the department was stabilised.

Subject to amendments to the order of items in the workplan, the Board:

1. Agreed to retain the existing dates of Alliance PMRs scheduled due to difficulties in diarising alternatives. Subsequent PMRs for the remainder of 2026/27 would be scheduled according to the original agreement of being around six weeks prior to that department presenting their risk headlines and/ or performance at Joint Executive Board.
2. Agreed Joint Executive Board agenda risk deep divers would be priority based to ensure the timetable reflected the current risk picture.

3. Agreed an Evidential Property Alliance PMR and Joint Executive Board deep dive was not required until further work could be completed on individual force risks within the function.

The Board broke for refreshments at 1.54pm, reconvening at 2.03pm, and Alexis Poole, Jo Mosley and Jim Richardson joined the meeting in person.

02/26/14 Human Resources (HR) Operations PBB Delivery [FOIA Open]

Jim Richardson shared the HR Operations PBB Delivery presentation (available from Specialist Support Hub) which described the transformation work ongoing within the department post-PBB to implement large-scale change in HR. During discussion the following key points were raised:

- Suggested improvements included insourcing training.
- A service catalogue was under development to outline the required services and this would be used to engage stakeholders and increase accountability within the department.
- Current service times had been mapped out, and next steps included describing a gold-standard of service which was aspirational.
- Standardisation of how performance was measured across the forces was required to provide accurate performance figures.
- Efficiencies were expected to reduce reliance on manual processing, and it was noted some improvements were dependent on support from other departments, such as Robotic Process Automations (RPA).
- The HR Operations structure was being reviewed to allow for increased resilience, and it was suggested the retention of a Senior level Client Relationship Lead would be beneficial to lean into force governance processes.
- Discussion was held regarding the merits of running a survey for Line Managers to provide feedback on the existing HR Operations service, and it was felt this would be beneficial. It was noted that some Line Managers could expect a lower satisfaction level with services once the changes were put into effect, as the provision would be more balanced and proportionate across the forces.

Members discussed PBB, noting the work and expected savings were the result of 20 intense weeks of work. It was accepted the language used may be difficult to understand by people not involved in the process. The work to transform HR Operations was complex, and was expected to continue into 2027.

Jim Richardson, Alexis Poole and Jo Mosley left the meeting. Mark Chivers joined the meeting virtually.

02/26/15 Strategic Alliance Performance – Information Communication Technology (ICT) Department [FOIA Open]

Mark Chivers presented the Strategic Alliance Performance – ICT Department paper which provided an overview of the purpose, governance and performance within the department. The importance of efficient, well-run ICT was reinforced, and the rapid changes in available technology were noted. Members noted uptake of Artificial Intelligence (AI) programmes and features throughout the industry, and the increased security measures required to ensure company systems and data remained secure. Significant activity had been progressed within the department, including the Windows 11 rollout and Managed Service Contract (MSC) implementation, however demand challenges remained. It was hoped the implementation of Single Front Door for change activity would aid in managing demand.

The Board discussed the department value for money, and the potential under-investment compared to ICT ambition. The budget had been scrutinized through the PBB process, and savings were planned from the ICT budget. Due to recent changes in internal services, tracking service desk performance was not possible by individual force at the time, however challenges were well understood and appropriate mitigations and support were in place.

Brief discussion was held regarding managing stakeholder relationships following the abolition of Police and Crime Commissioners and the transition. It was noted a Digital Strategy had been developed in line with the National Digital Strategy, and the importance of stakeholder negotiation on strategies was raised.

During discussion the following actions were created:

1. David Wilkin and Neal Butterworth would circulate the Digital Strategy to the OPCC for oversight.
   For action by: **David Wilkin and Neal Butterworth**
2. Specialist Support Hub would work with Jim Colwell and Rachel Farrell to update strategic PowerPoint templates to ensure the key, high-level areas were captured in updates.
   For action by: **Specialist Support Hub, Jim Colwell and Rachel Farrell**

The Board:

1. Noted the report.

Mark Chivers left the meeting.

02/26/16 PBB Update and Highlight Report **[FOIA Open]**

Steve Lyne presented the PBB Update presentation and Highlight Report (available from Specialist Support Hub) which provided an update on implementation activity following PBB Phase One. The following key points were raised:

- Good governance had been established with a clear battle rhythm of activity progressed from PBB Steering Group through Joint Strategic Change Board, Joint Executive Board and Working Together Board in sequence.
- 25 deliverables were completed within year one, which exceeded expectations, and money to be removed from the budget had been ascertained.
- As the work progressed through the years, there were increasing interdependencies for other areas of business which could impact the ability to complete savings in a timely manner.
- Areas were being prioritised based on which initiatives would provide the best service to the public in addition to creating savings.
- Brief discussion was held regarding the rapidly changing technology landscape, and members noted that internal delays could mean a different option may be more appropriate than a decision initially made.

Carrie Chapman provided members with a summary of actions captured.

Date, Time, and Location of Next Meeting

There being no other business the meeting closed at 3.36pm. The next Working Together Board meeting would be held on Thursday 6 August 2026 at 10.00am via MS Teams.