Devon and Cornwall Police

Force Executive Board

Meeting held on Tuesday 7 April 2026

Executive Conference Room and commenced at 9.47am

Attendance

James Vaughan (Chief Constable) (Chair)
Glen Mayhew (Assistant Chief Constable, Local Policing)
David Wilkin (Director of Finance and Resources)
Ashley Frayling (Special Constabulary Chief Officer)
Jane Makewell (Specialist Support Coordinator)
Nikki Leaper (Assistant Chief Constable, Contact and Specialist Operations)
Mike Stamp (Director of Legal, Reputation and Risk) (virtual)
Alexis Poole (Assistant Chief Officer, People)
Dinah Cox (Non-Executive Director)

Guests and Non-Voting Members

Ben Deer (Detective Chief Superintendent, Head of Crime and Criminal Justice)
Jo Arundale (Superintendent) (virtual) (representative for Emma Butler-Jones)
Rob Byers (Chief Inspector, Strategic Alliance Contingency Planning) (virtual) (for item 05/26/60)
Katie Clements (Police Federation Sergeant) (virtual)
Emily Owen (T/Head of Equality, Diversity and Inclusion) (virtual)
Mark Chivers (Chief Technology Officer)
Jo George (Head of Audit and Insurance) (virtual) (for item 05/26/62)
Charles Jagger (GMB Representative) (virtual)
Joe Mathews (Superintendent Specialist Operations) (virtual) (for item 04/26/45)
Denise Alexander (Chief Inspector, Head of Armed Policing) (virtual) (for item 04/26/45)
Seg Zulhayir (Staff Officer)
Fiona Bohan (T/ Head of Performance and Analysis)
Tanya Croft (Head of Corporate Communications and Engagement)
Sarah Baker (Head of Business Accounting) (virtual) (for item 04/26/41)
Belinda Dunmell (Unison representative) (virtual) (representative for Paul O'Dwyer)

Apologies

Jim Colwell (Deputy Chief Constable)
Paul O'Dwyer (Unison representative)
Emma Butler-Jones (Superintendent – Local Policing Commander)

05/26/50 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. It was noted to Dinah Cox had reverted to her previous title of Non-Executive Director.

05/26/51 Minutes of the previous meeting 3 March 2026 [FOIA Open]

The minutes of the Force Executive Board 3 March 2026 were agreed as a true and accurate record, subject to minor technical clarifications.

05/26/52 Action Log [FOIA Open unless exemptions specified below]

a. **Action 1043 Chief Officer/Superintendent Allowances [FOIA Closed s.22 Information Intended for Future Publication] (previous minute reference 01/26/04)**
   The following section has been redacted under the Freedom of Information Act 2000 s.22.

b. **Action 1056 Custody Resilience Update [FOIA Closed s.22 Information Intended for Future Publication] (previous minute reference 04/26/44)**
   The following section has been redacted under the Freedom of Information Act 2000 s.22.

c. **Action 1057 ARV (Armed Response Vehicles) Shift Proposals [FOIA Closed s.22 Information Intended for Future Publication] (previous minute reference 04/26/45)**
   The following section has been redacted under the Freedom of Information Act 2000 s.22.

d. **Action 1058 Angiolini Recommendations (previous minute reference 04/26/47)**
   Activity completed.
   Action closed.

e. **Action 1059 Force Awards and Recognition (A&R) [FOIA Closed s.22 Information Intended for Future Publication] (previous minute reference 04/26/48)**
   The following section has been redacted under the Freedom of Information Act 2000 s.22.

f. **Action 1060 Force Awards and Recognition (A&R) [FOIA Closed s.22 Information Intended for Future Publication] (previous minute reference 04/26/48)**
   The following section has been redacted under the Freedom of Information Act 2000 s.22.

05/26/53 Weekly Hygiene Factors and Performance Update [FOIA Closed s.22 Information Intended for Future Publication]

The following section has been redacted under the Freedom of Information Act 2000 s.22.

Sarah Baker joined the meeting virtually.

05/26/54 Finance – Revenue Monitoring Report [FOIA Closed s.22 Information Intended for Future Publication]

The following section has been redacted under the Freedom of Information Act 2000 s.22.

Sarah Baker left the meeting.

05/26/55 Strategic Legitimacy Board Update [FOIA Open]

The Board noted the agreed minutes from the Strategic Legitimacy Board meeting on 11 December 2025.

05/26/56 Corporate Communications and Engagement Update [FOIA Closed s.22 Information Intended for Future Publication]

The following section has been redacted under the Freedom of Information Act 2000 s.22.

05/26/57 Information Technology (IT) Update [FOIA Closed s.43 Commercial Interests]

The following section has been redacted under the Freedom of Information Act 2000 s.43.

05/26/58 Force Management Risk Register (FMRR) [FOIA Closed s.31 Law Enforcement]

The following section has been redacted under the Freedom of Information Act 2000 s.31.

05/26/59 Strategic Workforce Issues [FOIA Closed s.31 Law Enforcement]

The following section has been redacted under the Freedom of Information Act 2000 s.31.

05/26/60 Business Continuity [FOIA Open]

Rob Byers presented the Business Continuity paper which provided detail regarding the phased approach to the delivery of a fully costed Business Continuity Management System plan. The paper contained the following three recommendations:

1. A Business Continuity Manager position be created within Devon and Cornwall Police with associated dedicated role profile within the current Full Time Equivalent (FTE) of Operations Planning department.
2. The Executive support the current alignment with International Organisation for Standardisation (ISO) Standards and College of Policing Guidance for the establishment of a fully integrated Business Continuity Management System.
3. The Executive approve the proposed implementation phased timescales for delivery of a Business Continuity Management System over the next 2 years, returning with a fully costed paper for phase 3 implementation.

Discussion focused on strengthening business continuity following recent power outages, with reassurance provided that continuity arrangements remained a priority. There was a clear steer towards developing a more cohesive, Force-wide approach rather than maintaining isolate pans across individual business areas. Members supported moving to a Cloud-based, integrated system that enabled plans to align, interact effectively and translate into practical action cards, with appropriate backup arrangements retained.

There was strong support for establishing a dedicated business continuity function, rather than continuing to deliver this as an additional responsibility alongside existing roles. The Board recognised that sustainable delivery would necessitate a defined, full-time role. It was acknowledged that there was no additional funding available, so any new capability would need to be resourced from within existing budgets.

Members agreed on the importance of increasing organisational maturity by aligning to national standards and reducing siloed work. There was broad support for all three recommendations, though concerns were raised about prioritisation, particularly in relation to competing IT demands. The scale of existing IT projects may limit immediate progress, so focus should remain on achievable, high-impact actions in the short term.

The need to align business continuity with IT recovery was emphasised, particularly where reliance on Cloud systems increased dependency on robust external provision. A phased approach was endorsed, with an initial focus on getting the basics right before moving to advanced improvements. Benchmarking against regional practice was also suggested to avoid duplication of effort.

The Board supported the direction of travel, including the creation of a business continuity manager role from within and progression of the recommendations, subject to realistic consideration of resource constraints and delivery capacity.

The Board:

1. Agreed that a Business Continuity Manager position would be created within Devon and Cornwall Police with associated dedicated role profile within the current FTE of Operations Planning department.
2. Supported the current alignment with National ISO Standards and College of Policing Guidance for the establishment of a fully integrated Business Continuity Management System.
3. Approved the proposed implementation phased timescales for delivery of a Business Continuity Management System over the next two years, returning with a fully costed paper for phase 3 implementation.

Rob Byers left the meeting.

05/26/61 Routine Demand [FOIA Open]

Members noted the Routine Demand paper presented by Glen Mayhew which provided the Board with an update and strategic overview of capacity issues for the Force created by non-emergency demand, the potential for reduced quality of service for the public and the wider impact on public trust and confidence. Managing non-emergency demand effectively was a long-standing and complex issue that required clearer strategic direction. A new Incident Attendance Board had been created to oversee this, with an initial plan in development and a request for Executive support to confirm direction.

A move towards greater use of virtual response (VR) as a primary method for handling suitable incidents was noted. VR gave potential to improve efficiency and timeliness; however, remained a tactic rather than an embedded capability. Other forces had progressed in this area, including deeper investigation at first contact and use of technology. There was an ambition to increase the proportion of non-emergency demand handled through VR over the next three years, though performance against that target was unclear.

Operational challenges had held back progress. Teams assigned to VR required supervision beyond expectations, with concerns about capability, resourcing and readiness to scale. Supervision gaps, cultural resistance and unclear ownership were barriers. There was pressure to move faster, test new approaches and avoid lengthy implementation timelines, while ensuring staff were supported and performance expectations were realistic.

Jo George joined the meeting virtually.

Members agreed the need to streamline demand handling, move away from previous models and build an agile, scalable approach with VR as the default where appropriate. Immediate next steps included testing new tactics, forming a dedicated structure around VR and bringing a clearer, actionable plan back to Force Executive Board for review. The Board supported the direction of travel and acknowledged that success depended on stronger execution, clearer accountability and quicker adaptation.

The Board:
1. Noted the implementation of revised governance for incident attendance and the initial draft of an improvement plan.
2. Agreed that appointments would be individually assessed, but that the default would be that they would be managed virtually.

05/26/62 Internal Audit Update [FOIA Open]

Jo George updated members on the progress of the internal audit committee that provided an independent and objective opinion by evaluating the effectiveness of the risk management, governance, and control environment of DCP and the OPCC.

The internal audit plan was 75% completed or in progress and was in a good position overall. However, two audits (Occupational Health and Staff Movement - Vetting) were progressing slowly due to limited available support from operational teams, and two additional audits (HR – Employee Records and Business Continuity) had been deferred. While risks were being mitigated and progress was made, a significant volume of work remained. Members noted the need for stronger engagement from service areas to support the completion of outstanding audit actions.

Joe Mathews and Denise Alexander joined the meeting virtually.

The Board noted that there had been a rotation in the Independent Audit Committee Chair position and there was a period of increased scrutiny and challenge whilst the new Chair became established in the role.

Members raised an issue regarding the Litigation limited assurance audit, as a key mitigation of the risks identified was the proactive management of the software within the team. This was considered a complex issue and was being addressed through an approach via PBB, with the aim of providing assurance.

The Board:
1. Noted the progress against the 2025-26 Internal Audit Plan.
2. Considered the status of implementation of audit recommendations requiring Executive support.

Jo George and Jo Arundale left the meeting.

05/26/63 Armed Response Vehicle (ARV) Armed Policing Strategic Threat and Risk Assessment (APSTRA) Data Update [FOIA Closed s.31 Law Enforcement]

The following section has been redacted under the Freedom of Information Act 2000 s.31.

05/26/64 Custody Resilience Update [FOIA Open unless exemptions specified below]

Glen Mayhew updated the Board as to developments of the Custody Resilience plan and gave a brief presentation to highlight governance routes, policy decisions and potential issues. The following salient points were noted:

- A Custody Gold group had been established to run alongside Operation Resolve. Staff engagement had been positive.
- Postings into Custody were for an initial period of six months. The upcoming Custody course had been filled with newly promoted officers and two substantive Sergeants.
- The shift pattern review had been paused pending a review of the regulations and to enable the alignment of shift patterns within Patrol, Neighbourhood Policing and Custody. Legal were examining how future shift patterns could work.
- Officers that were unable to fulfil their roles were being assessed to support a posting out of Custody.
- Internal communications were being led by the Senior Leadership Team (SLT) and consisted of Let's Talk sessions, videos and weekly briefings.
- Following the Op Resolve principles, officers were not being posted out of Custody until staffing levels were stable, unless exceptional circumstances were present, either personal or operational.
- Duty planning had been moved to RMU for 2026, with the intent of RMU taking on this task moving forward.
- Custody Sergeants will have First Aid Module 2 training, meaning they were suitable to deploy alongside colleagues that had First Aid Module 3 training. This is contrary to Authorised Professional Practice (APP), which required all custody staff to be trained to Module 3. This was not achievable within the time frame, and the risk was mitigated with the presence of other trained Custody staff. The absence of Module 3 training did not prevent officers providing life-saving care.
- Officers would receive mentoring and shadowing until SLT were confident in the officers' capability. Sergeants would not routinely be placed on another Custody course; however, they would receive refresher training.
- The franchise model of devolvement had been paused to focus on summer policing.
- RMU advance planning would highlight gaps, and double shifts would be considered as a last resort. It was preferable to plan duty for a shift and a half to reduce potential gaps in cover.
- The following section has been redacted under the Freedom of Information Act 2000 s.41.

The Board acknowledged the support of the Police Federation in what was a difficult situation and confirmed that they would be updated since their representative had left the meeting for another commitment.

05/26/65 Airwave Emergency Services Comms Network Replacement 9 [FOIA Open]

Glen Mayhew presented the Airwave Emergency Services Comms Network Replacement 9 paper which updated the Board on the project to replace the existing Airwave Emergency Services communications network with the 4/5G based Emergency Services Network (ESN), led by the Home Office.

There had been a significant increase in workload, driven by the national programme, with extensive testing necessary. The need for a full-time operational need had been identified to work alongside existing leadership. This was comparable with other forces. The role did not sit within a formal portfolio, and a temporary Grade 8 position was proposed without a defined end date.

The Board raised concerns about the lack of a clearly defined scope, timeline and financial overview. Questions were raised regarding how the work aligned with Operation Resolve. The Board heard that a displaced Inspector had been identified that could move into the role, with an additional Inspector post being created within the Op Resolve budget.

Sarah Bamford joined the meeting virtually.

Ongoing coordination was planned through future regional meetings, with an emphasis on ensuring consistent communications across the region. Progress was described as still in the early stages, with an expected timeline of three years remaining.

Charles Jagger left the meeting.

05/26/66 Digital Case File (DCF) Project Training Resource [FOIA Open]

Sarah Bamford presented the DCF Project Training Resource paper and the Board noted the following salient points:

- The national programme had split the training for DCF into two phases. File Standards training was planned between September and December 2026. This training would be resourced from the Geographic Training team.
- The second phase was Niche DCF training to upskill staff and officers across the Alliance on the changes to Niche case submission and how data was workflowed through to the Crown

Prosecution Service. Delivery was planned between January and May 2027 and would require resources from the IT training team.
- Dorset police had approved the approach for internal recruitment for the second phase training.
- Geographic trainers could not deliver Phase 2 training due to other mandatory core training such as Joint Emergency Services Interoperability Principles (JESIP) training, Prevent and Safeguarding training scheduled within the same period and using planned training days.
- Three options were presented to the Board with costs that could rise to £168,000, with initial funding to be explore through the 2027/28 capital budget. Option One was to reprioritise DCF training and postpone mandatory training. Option Two was to invest in an additional six full-time training resources to support DCF via internal recruitment or agency recruitment. Option Three was self-led training.

Members noted wider Learning and Development (L&D) pressures and agreed that self-learning alone would not be sufficient. The importance of securing high-quality trainers was emphasised.

During discussions the following actions were created:

1. David Wilkin and Sarah Bamford would liaise to examine the 2027/28 capital budget and ascertain if there was funding available for the DCF training commitment.
   For action by: **Sarah Bamford and David Wilkin**

2. Sarah Bamford would explore the potential of DCP using the same trainers that would be used by DP for their DCF training.
   For action by: **Sarah Bamford**

The Board:
1. Approved Option Two: Phase Two and agreed an additional £67,500 to be allocated to DCF Project budget to enable the addition of six trainers through internal recruitment.

05/26/67 Summary of Actions [FOIA Open]

Jane Makewell summarised and clarified the actions that had been created during the meeting.

Date, Time, and Location of Next Meeting

There being no other business the open meeting closed at 3.09pm. The next Force Executive Board meeting would be held on 5 May 2026 commencing at 9.45am in the Executive Conference Room and via Teams.