Devon and Cornwall Police

Force Executive Board

Meeting held on Tuesday 5 May 2026

Executive Conference Room and via Teams, commencing at 9.45am

Attendance

James Vaughan (Chief Constable) (Chair)
Matt Longman (T/Assistant Chief Constable, Crime, Justice and Vulnerability)
Mike Stamp (Director of Legal, Reputation and Risk)
Alexis Poole (Assistant Chief Officer, People)
Jane Makewell (Specialist Support Coordinator)
Jim Colwell (Deputy Chief Constable)
Glen Mayhew (Assistant Chief Constable, Local Policing)
David Wilkin (Director of Finance and Resources)
Dinah Cox (Non-Executive Director)

Guests and Non-Voting Members

Alex Doughty (Superintendent - Alliance Professional Standards) (for item 06/26/78) (virtual)
Zoe Parnell (Staff Officer)
Mark Chivers (Chief Technology Officer) (virtual)
Sarah Baker (Head of Business Accounting) (virtual) (for item 06/26/72)
Robin Wheeler (Alliance Head of Finance) (for minute reference 06/26/79) (virtual)
Martin Kane (Force Improvement Manager)
Belinda Dunmell (Unison representative)
Emma Butler-Jones (Superintendent's Association) (virtual)
Simeon Bayliss (Chief Inspector, Local Policing)
Emily Owen (T/Head of Equality, Diversity and Inclusion) (virtual)
Tanya Croft (Head of Corporate Communications and Engagement)
Tim Evans (Chief Inspector – Professional Standards) (for minute reference 06/26/78)
Stuart Jose (Director of Procurement) (for minute reference 06/26/80) (virtual)
Charles Jagger (GMB Representative) (virtual)

Apologies

Nikki Leaper (Assistant Chief Constable, Contact and Specialist Operations)

06/26/68 Opening and Declaration of Interests [FOIA Open]

James Vaughan opened the meeting, welcoming members and noting apologies. No health and safety or equality concerns were raised, and the following declarations of interest were raised:

Item	Member	Reason	Action
06/26/79	All Executive members	Personally impacted by decision	Noted
06/26/79	Emma Butler-Jones	Personally impacted by decision	Noted

06/26/69 Minutes of the previous meeting 7 April 2026 [FOIA Open]

The minutes of the Force Executive Board 7 April 2026 were agreed as a true and accurate record.

06/26/70 Action Log [FOIA Open unless exemptions specified below]

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

b. **Action 1059 Force Awards and Recognition (A&R) [FOIA Closed s.22] (previous minute reference 04/26/48 and 05/26/52e)**
The following section has been redacted under the Freedom of Information Act 2000 s.22.

c. **Action 1061 Finance - Revenue Monitoring Report (previous minute reference 05/26/54)**
Activity completed.
Action closed.

Glen Mayhew joined the meeting in person.

d. **Action 1062 Information Technology (IT) Update [FOIA Closed s.43] (previous minute reference 05/26/57)**
The following section has been redacted under the Freedom of Information Act 2000 s.43.

e. **Action 1063 Force Management Risk Register (FMRR) [FOIA Closed s.31] (previous minute reference 05/26/58)**
The following section has been redacted under the Freedom of Information Act 2000 s.31.

f. **Action 1064 Strategic Workforce Issues (previous minute reference 05/26/59)**
The team had met to revisit carpooling and carshares and a reminder for staff would be published on SharePoint.
Action closed.

g. **Action 1065 Digital Case File (DCF) Project Training Resource (previous minute reference 05/26/66)**
Activity completed.

Action closed.

h. **Action 1066 Digital Case File (DCF) Project Training Resource (previous minute reference 05/26/66)**
Activity completed.
Action closed.

06/26/71 Weekly Hygiene Factors and Performance Update [FOIA Open unless exemptions specified below]

Martin Kane presented the Weekly Hygiene Factors and Performance Update paper and provided an overview of recent progress, with the following key points regarding performance in April 2026 noted:

- The following section has been redacted under the Freedom of Information Act 2000 s.22.
- The May Bank Holiday weekend of 2-4 May 2026 had seen an increase in crime, notably anti-social behaviour (ASB).
- The following section has been redacted under the Freedom of Information Act 2000 s.22.
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- Demand analysis showed patterns similar to August 2025, with recent weeks reflecting summer demand levels. Increases were seen in road traffic collisions, domestic incidents, and mental health-related demand.
- The following section has been redacted under the Freedom of Information Act 2000 s.31.
- Priority incident response was identified as an area of strength compared to other forces, though performance on emergency response remained weaker. Significant gaps between emergency and priority response times, particularly in rural areas, had been escalated to FPB.
- The following section has been redacted under the Freedom of Information Act 2000 s.22.
- Comparisons with other forces highlighted the challenges posed by rural geography, with performance impacts driven by distance rather than missed deployment. Mapping and information technology (IT) improvements were ongoing, though some system upgrades were not expected until later in the summer.

Members were concerned about stalking arrest rates. It was noted that many stalking offences remained within response teams and that understanding of performance detail from FPB was limited. A 28-day plan and Priority Based Budgeting (PBB) measures were in place, including tighter and quicker supervisor reviews and earlier triage. Increased volume of reported stalking cases had been identified due to greater local and national focus on stalking

It was noted that emergency response targets were being narrowly missed, raising questions about achievability in rural areas. Martin Kane would provide data on the percentage of rural emergency

incidents attended within 25 minutes to the Force Executive Board on 2 June 2026 to inform discussions with the Home Office.
For action by: Martin Kane

Ambulance service standards were discussed, with National Health Service (NHS) engagement planned to explore alignment and pre-deployment practices. Consideration was given to public expectations around response times, and the potential role of the Office of the Police and Crime Commissioner (OPCC) in public consultation or engagement on acceptable service levels.

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

Communications and leadership engagement were discussed in preparation for roadshows in June, including setting realistic expectations around outcomes and inspection ratings. Alignment between the new Policing Performance System, the National Performance Framework and Equality, Diversity and Inclusion (EDI) considerations was discussed. The need to ensure that the Culture and Inclusion Strategy was overtly referenced in the new framework was noted.

Sarah Baker joined the meeting virtually.

The importance of resetting pace following the Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection was emphasised. Leaders at all levels were expected to have a clear and consistent understanding of performance, individual and collective accountability, and operational constraints. This was intended to support a stronger organisational narrative and to rebuild pride and positivity. Senior leaders also committed to challenging negative rumours proactively, including responding to matters raised on Open Channel on the same day where appropriate.

Matt Longman left the meeting.

06/26/72 Finance – Group Budget 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.

06/26/73 Force Management Statement [FOIA Open unless exemptions specified below]

The following section has been redacted under the Freedom of Information Act 2000 s.31.
Overall progress was positive, with improvements outweighing areas of challenge.

Members noted the length of the Force Management Statement at 404 pages and the fact that it had been received late, meaning that the Board were unable to sign off on the content. The Board advised that the matter would return to the Executive Weekly Catch-Up meeting for approval, with the next discussion scheduled for 11 May 2026.

Zoe Parnell would invite the Temporary Head of Performance and Analysis to attend the Executive catch up on 11 May 2026.
For action by: **Zoe Parnell**

The Board broke at 11.27 and reconvened at 11.40am.

06/26/74 Progress Against Police and Crime Plan [FOIA Closed s.22 Information Intended for Future Publication]

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

06/26/75 Strategic Workforce Issues [FOIA Open unless exemptions specified below]

Alexis Poole provided members with a presentation on Strategic Workforce Issues (available from Specialist Support Hub) and detailed progress of ongoing workforce numbers and recruitment. A student officer course was due to start on 18 May 2026 and was expected to be full. July and August 2026 intakes were progressing well, with recruitment activity likely to reduce later in the year due to strong pipeline volumes. The student recruitment process was reported as well mapped, with good candidate quality. Attrition averaged around 25 officers per month, though figures for April 2026 was lower.

Transferee recruitment was identified as the main area of risk, with arrival timings often influenced by personal circumstances, including house sales. The following section has been redacted under the Freedom of Information Act 2000 s.43. A range of engagement approaches were being used to attract transferees, including buddying, senior officer contact, and offering flexible arrangements. Developing a longer-term transferee pipeline was acknowledged as important for workforce stability and diversity.

The following section has been redacted under the Freedom of Information Act 2000 s.43. Members supported planning over a longer time span aligned to the MTFS. The operational benefit of up to 135 transferees was acknowledged.

A rank review was underway, proposing additional constables and reductions in other ranks, with further refinement expected through PBB. Supervision structures and resilience in essential roles were under review. Recruitment planning was expected to transition to the Deputy Chief Constable's new board.

06/26/76 Areas For Improvement (AFI) Action Plans [FOIA Open]

A verbal summary of AFI Cause for Concern plans was shared by Martin Kane and noted by members. Extensive discussions had taken place over recent weeks, with two comprehensive roadmap documents developed to set out required actions over the summer period. These had been structured in line with approaches that had previously been received positively by HMICFRS and included detailed delivery actions supported by a clear overarching framework. The plans focused entirely on investigations and were aligned to PEEL feedback and HMICFRS expectations. Key actions included strengthened checking and testing processes, enhanced supervisory engagement to assess investigative demand, structured hierarchical investigation reviews and clearer Red-Amber-Green (RAG) rating. Individual and team outcome data would be shared to support understanding of strengths and weaknesses.

Work was underway to develop an algorithm to support secondary risk assessments, with an external practitioner assisting implementation. This was expected to improve consistency and reduce investigative workload significantly. Milestones were set across June, July and August 2026, with an initial product expected by July to support early testing.

It was emphasised that the agreed three-month delivery timetable could not slip, given commitments already provided. Members recognised this timescale as ambitious and noted that it would require sustained focus and pressure over the coming months.

At DCC Governance Board on 21 April 2026, it had been agreed that all 19 AFIs required clear ownership, delivery plans and defined timelines for sign-off, with further updates returning to the Board. It was agreed that individual accountability would be reinforced through Professional Development Reviews (PDR), supported by three-monthly performance reviews of AFI progress. The first review was scheduled for 13 June 2026.

06/26/77 Body Worn Video (BWV) and Taser 10 Alignment [FOIA Open]

Due to absence, there was no update on the BWV and Taser 10 project alignments. The Board noted the need for continued oversight, and it was agreed that this item would be deferred until the Force Executive Board meeting on 2 June 2026

Alex Doughty and Tim Evans joined the meeting virtually.

06/26/78 Public Service Team (PST) Update [FOIA Closed s.31 Information Intended for Future Publication]

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

Alex Doughty and Tim Evans left the meeting.

The Board broke at 12.56pm and reconvened at 1.39pm. Roin Wheeler joined the meeting virtually.

06/26/79 Vehicle Allowance and Provision [FOIA Closed s.22 Information Intended for Future Publication]

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

Robin Wheeler left and Stuart Jose joined the meeting virtually.

06/26/80 Procurement Pipeline [FOIA Closed s.43 Commercial Interests]

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

06/26/81 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 2.48pm. The next Force Executive Board meeting would be held on 2 June 2026 commencing at 9.45am in the Executive Conference Room and via Teams.