Devon and Cornwall Police
Force Executive Board
Meeting held on Tuesday 2 June 2026
Executive Conference Room and via Teams, commencing at 9.45am

Attendance

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

Guests and Non-Voting Members

Andy Hill (Assistant Chief Constable) (Dorset)
Mark Chivers (Chief Technology Officer)
Fiona Bohan (T/Head of Performance and Analysis)
Zoe Parnell (Staff Officer)
Sarah Bamford (Alliance Business Change Programme Manager) (for minute reference 07/26/91) (virtual)
Charles Jagger (GMB Representative) (virtual)
Emma Butler-Jones (Superintendent's Association) (virtual)
Tanya Croft (Head of Corporate Communications and Engagement)
Rob Curtis (Chief Inspector, Head of Firearms Licensing) (for minute reference 07/26/90) (virtual)
Katie Clements (Police Federation) (virtual)
Claire Aggett (Alliance Business Design Manager) (for minute reference 07/26/86) (virtual)
Belinda Dunmell (Unison representative)

Apologies

Emily Owen (Head of Equality, Diversity & Inclusion)

07/26/82 Opening and Declaration of Interests [FOIA Open]

James Vaughan opened the meeting, welcomed members, and noted apologies. No equality, Health and Safety concerns or Declarations of Interest were raised.

07/26/83 Minutes of the previous meeting 5 May 2026 [FOIA Open]

Subject to the amendment of the Joint Executive Board meeting date referenced under minute reference 06/26/70e to 14 July 2026, the minutes of the Force Executive Board meeting held on Tuesday 5 May 2026 were agreed as a true and accurate record.

07/26/84 Action Log [FOIA Open unless exemptions specified below]

a. **Action 1054 Action 262a remitted from JSCB 8 January 2026 - Benefits Management Strategy (previous minute reference JSCB: 01/2606)**
   Heard at minute reference 07/26/86.
   Action closed.

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

c. **Action 1062 Information Technology (IT) Update (previous minute reference 05/26/57)**
   Discussed at minute reference 07/26/91.
   Action closed.

d. **Action 1063 Force Management Risk Register (FMRR) [FOIA Closed s.31] (previous minute reference 05/26/58)**
   Work on defining risk appetite was paused pending the appointment of the new Planning and Performance Manager, who was due to take up post in July 2026. It is intended that this work will resume thereafter, beginning with early discussions and returning to a future Force Executive Board (FEB) meeting to agree a clear, shared Alliance position.
   Action closed.

e. **Action 1067 Weekly Hygiene Factors and Performance Update (previous minute reference 06/26/71)**
   Activity completed.
   Action closed.

f. **Action 1069 Public Service Team (PST) Update (previous minute reference 06/26/78)**
   Activity completed.
   Action closed.

07/26/85 Devon and Cornwall Police (DCP) Priority Based Budgeting (PBB) Update [FOIA Open unless exemptions specified below]

David Wilkin presented the DCP PBB Update paper and clarified the recommendations regarding the proposed productivity and demand changes that had been developed and refined during Phase Two of PBB. The following salient points were noted:

- 98 productivity and demand proposals across 12 workbooks were presented at Panel Two.
- 37 of the proposals were supported, 59 were supported with caveats and two were not supported.
- 17 of those that were supported with caveats had been modified which meant that they could now been considered for approval.
- The establishment of an Implementation Group to oversee and co-ordinate delivery of approved proposals was recommended.
- The Panel was not a decision-making body; decisions rested with the Force Executive Board (FEB). The Panel was Chaired by Jim Colwell, with Alexis Poole, David Wilkin and the Temporary Head of Business Change.
- Panel Two highlighted that more demand proposals should have been brought forward, which provided a learning point on strengthening future demand planning.
- Proposal implementation was phased between April 2026 and October 2028, which allowed time to manage delivery and the associated risks.
- There was a significant requirement for further workforce planning, particularly to support wider modernisation.
- This section has been redacted under the Freedom of Information Act 2000 s.22.
- There was no proposal to reduce overall officer numbers, although this position was subject to review later in the process.
- All workforce changes were to follow established governance processes, including policies, procedures, and consultation with Trade Unions (TUs); there was no intention to circumvent due process.
- The appendix (available from the Specialist Support Hub) provided a detailed breakdown of proposals, including reference numbers, productivity and demand impacts, and caveats.

Glen Mayhew left the meeting.

- Service-level assumptions included no changes to Public Protection Units or Custody, though further productivity opportunities were being explored in these areas.

Equality and governance considerations were queried by members, with confirmation that standard templates, including Equality Impact Assessments (EIAs), would be completed as part of the process. It was noted that if service levels improved or remained unchanged, equality impacts should be minimal; however, automation and role changes could create disproportionate effects, requiring careful management through workforce planning and natural attrition.

Glen Mayhew rejoined the meeting in person.

The Board discussed the implications of workforce transformation and recognised that some lower-skilled roles may reduce, potentially affecting over-represented groups, but also creating opportunities for more technical and higher-skilled roles. Automation proposals required further scrutiny, and members stressed the need to balance ambition with realistic delivery timescales.

Members emphasised the importance of making clear, strategic decisions on reinvesting efficiency savings, with an ambition to deliver “more for less” while addressing performance gaps and building organisational capability.

Emphasis was placed on communications, noting the complexity of the programme and the need for clear, coordinated messaging. It was agreed that dedicated resources would be required, with business leads retaining ownership supported by central coordination, and that implementation plans should include investment in communications capacity. The PBB2 Implementation Group would determine the allocation of resources from PBB savings to fund a dedicated communications resource for effective global and targeted communications.
For action by: **David Wilkin**

The Board:
1. Approved 54 proposals that were supported or supported with caveats by panel with a financial saving of £7.62 million and noted the timelines for delivery.
2. Noted that 35 proposals that were supported with caveats at Panel Two will be resubmitted for approval following Panel Three once the required additional work has been undertaken.
3. Noted that seven proposals that were supported with caveats at panel will be resubmitted for approval following Panel Three when the required Human Resources (HR) review has been undertaken.
4. Agreed that two proposals that had not been supported at Panel Two would require no further work to be undertaken.
5. Approved the establishment of the PBB2 Implementation Group to oversee and co-ordinate delivery of approved proposals.

Claire Aggett joined the meeting virtually.

07/26/86 Benefits Realisation Management [FOIA Open]

Members welcomed Claire Aggett who shared a presentation (available from the Specialist Support Hub) regarding Alliance Benefits Realisation Management (BRM) and Capability and the work that was done by the Business Design team. The following highlights were noted:
- At the Joint Strategic Change Board meeting on Thursday 8 January 2026, an action had been set to provide the Executive with an input into the importance of benefits. This presentation was the result of that action.

- DCP had established benefits management and capability in 2009, with Claire Aggett working as the Lead since 2010. In 2018 the benefits strategy had been extended to Dorset Police (DP). There was a team of eight analysts across the Alliance.
- Work included supporting strategic change, facilitating benefits realisation and evaluating trials, such as Copilot, prior to investment to ensure that public money delivered optimum value through quantifiable benefits.
- Benefits realisation management was highlighted as essential to delivering value, including defining intended benefits, aligning to Force objectives, and providing clear evidence of performance. It supported informed decision-making, ensured investment in the right areas, and linked operational activity to strategic goals.
- Behavioural factors were identified as critical, including accountability, active participation, a focus on outcomes, openness, and shared ownership, with responsibility for benefits resting across the entire organisation.
- Benefits realisation needed to be embedded in everyday practice, driving projects rather than being treated as an end-stage activity, with continuous monitoring and honest evaluation.
- Four asks were made of the Executive: a Strategic Lead as Benefits Lead for each Force, clear accountability for benefit realisation to identified benefit owners, tracking of benefits realisation, and an increased focus on adopting new ways of working.

Feedback on the presentation was positive, with members noting it was clear and concise. There was agreement on the importance of top-down leadership, active participation, and embedding the necessary behavioural factors. Discussion emphasised focusing not just on project delivery, but on achieving and sustaining benefits, including reviewing past programmes to confirm outcomes. The link to PBB was highlighted as key to strengthening outcome-focused thinking.

Members agreed that benefits realisation should remain practical and embedded, supported by consistent tracking, reporting, and a stronger focus on adoption into business-as-usual activity. It was noted that, in time, this approach should apply across all areas of change, not just formal projects within Business Change, to ensure wider organisational discipline.

The four proposed actions were supported, including the appointment of David Wilkin as Chief Officer lead, strengthening project executive focus on benefits, mandating benefits reporting, and increasing emphasis on adoption.

David Wilkin left the meeting.

Members thanked Claire Aggett for her presentation and acknowledged that work would continue to ensure this approach was embedded into business as usual, with clear scope, ownership, and measurable outcomes.

Claire Aggett, Zoe Parnell and Mike Stamp left the meeting.

07/26/87 Weekly Hygiene Factors and Performance Update [FOIA Closed s.22 Information Intended for Future Publication]

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

07/26/88 Strategic Legitimacy Board Quarterly Update [FOIA Open]

James Vaughan confirmed his attendance at the Strategic Legitimacy Board on 3 June 2026 and would bring an update to FEB members at the meeting on Tuesday 7 July 2026.

07/26/89 Strategic Workforce Issues [FOIA Open]

Alexis Poole provided members with a presentation (available from the Specialist Support Hub) on Workforce matters. The following salient points were noted:

- Recruitment was on track to meet the student officer optimum intake numbers for the financial year 2026/27.
- The trend for leavers in April and May 2026 was below forecasted numbers. Annual turnover was projected to sit at approximately 300 officers.
- The organisation planned to recruit 306 officers during the year. This total included 135 transferees. Building a pipeline of transferees was the ongoing focus for July 2026.
- There were multiple student officer intakes scheduled, including courses in July and August 2026. Confidence had increased regarding the quality, calibre, and volume of recruits.
- A communications campaign aimed at transferees was planned for June 2026.
- Transferees were taking up to two years to join DCP, with July and August 2026 intakes being larger because many preferred to join before the new school year began in September.
- 36 Police Now officers were due to join in March 2027.
- The organisation was required to reach 552 officers and Police Community Support Officers (PCSOs) in neighbourhoods by the end of the financial year 2026/27 to meet the Neighbourhood Policing Grant (NPG) conditions.
- There were 570 posts within neighbourhood policing. Adjustments for abstractions such as long-term sickness meant that additional officers may be needed to meet the grant threshold. Contingency options were being explored.
- Police Now officers, PCSOs and neighbourhood officers would all be utilised to achieve the NPG conditions.
- Communications were planned for release in the first week of June 2026 to inform staff and officers that DCP would not participate in the Oscar Kilo Workforce Survey in 2026, with the intention to take part in 2027.

- Food that had been left behind when the canteen closed at Headquarters in Middlemoor had been donated to a foodbank.

The Board briefly discussed how they could incentivise transferees to join DCP earlier. It was confirmed that HR had been looking into this and noted that transferees often deferred their start date. Efforts were being made to bring dates forward where possible.

Members noted the importance of not making projections that were undeliverable because of the risk of disappointing the public. It was acknowledged that it was undesirable to have a workforce plan that was larger than the number of posts available, especially in cases where vacant posts were held on patrol.

The Board discussed draft plans for a new canteen facility, intended to provide space for residential students to prepare and eat meals while also serving as a general staff dining area with a limited external provider area. The proposals included a briefing room, bag storage, and the relocation of laundry facilities away from College House, alongside vending machines. The Board noted that accessible toilets would remain in place and that the development aimed to be delivered quickly to support healthy eating for student officers.

The Board broke at 11.38am and reconvened at 11.51am.

Glen Mayhew, Fiona Bohan and Dinah Cox left the meeting.

07/26/90 Firearms and Explosive Licensing Unit (FELU) – PC Posts Design [FOIA Closed s.31 Law Enforcement]

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

07/26/91 Body Worn Video (BWV) and Taser 10 Alignment [FOIA Open unless exemptions specified below]

Sarah Bamford presented the BWV and Taser 10 Alignment paper, providing the Board with an update on progress in coordinating the two projects. Alignment was essential to ensure that one project did not monopolise space in operational settings and network access sites to the detriment of the other. The following salient points were noted:

- The BWV and Taser programmes were being delivered in parallel due to overlapping infrastructure requirements, with BWV infrastructure due for completion by the end of September 2026.
- Taser training could not commence until the required infrastructure was in place, requiring close coordination across multiple teams.

- Delivery was dependent on sequencing activity correctly across multiple stakeholders, making the programme logistically complex.
- This section has been redacted under the Freedom of Information Act 2000 s.31.
- Governance arrangements included weekly escalation meetings to identify and resolve issues quickly, with involvement from both DCP and DP under a shared managed service approach.
- This section has been redacted under the Freedom of Information Act 2000 s.31.
- Additional unplanned costs relating to buildings and estates had been identified and had been escalated to Chief Finance Officers as part of wider budget reviews.

The Board emphasised the need to maintain service continuity, with a particular focus on minimising the risk of overlapping or conflicting delivery across the two programmes. Discussion took place on the organisation's ability to manage risks proactively at a central level, rather than relying on individual officers, especially in relation to ensuring that no out-of-date Taser devices remained in use. Assurance was provided that robust processes were in place to track device allocation and expiry dates, enabling proactive management and redistribution. It was confirmed that there were sufficient devices available, with clear visibility of where surplus equipment could be reallocated.

The Board noted the operational pressure this placed on the Force Armourer, particularly in managing device rotation and ensuring compliance. This section has been redacted under the Freedom of Information Act 2000 s.31.

The Board:

1. This section has been redacted under the Freedom of Information Act 2000 s.31.
2. Noted that a revised start date for training would be agreed once the infrastructure timelines were clear.
3. This section has been redacted under the Freedom of Information Act 2000 s.31.
4. Noted the project update and governance in place to track progress and manage escalations.

Sarah Bamford and Nikki Leaper left the meeting.

07/26/92 Force Awards and Recognition (A&R) [FOIA Closed s.22 Information Intended for Future Publication]

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

07/26/93 Chief Constable's Police Effectiveness Efficiency and Legitimacy (PEEL) and Media Update [FOIA Closed s.22 Information Intended for Future Publication]

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

07/26/94 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 1.14pm. The next Force Executive Board meeting would be held on 7 July 2026 commencing at 9.45am in the Executive Conference Room and via Teams.