Devon and Cornwall Police

Force Executive Board

Meeting held on Tuesday 7 July 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)
Matt Longman (T/ Assistant Chief Constable Vulnerability & Crime)
Mike Stamp (Director of Legal, Reputation and Risk)
Ashley Frayling (Special Constabulary Chief Officer)
Jane Makewell (Specialist Support Coordinator)
Jim Colwell (Deputy Chief Constable)
Glen Mayhew (Assistant Chief Constable, Local Policing)
David Wilkin (Director of Finance and Resources)
Alexis Poole (Assistant Chief Officer, People)
Dinah Cox (Non-Executive Director)

Guests and Non-Voting Members

Antony Hart (Chief Superintendent, Local Policing) (virtual)
Emily Owen (Head of Equality, Diversity and Inclusion)
Fiona Bohan (T/Head of Performance and Analysis)
Robin Wheeler (Head of Finance) (for minute reference 08/26/105)
Nicky Anderson (Head of People) (Observer)
Katie Clements (Police Federation) (virtual)
Belinda Dunmall (Unison representative) (virtual)
Richard Bullock (Head of Corporate Development)
Tanya Croft (Head of Corporate Communications and Engagement)
Sarah Baker (Head of Business Accounting) (for minute reference 08/26/99) (virtual)
Jo George (Head of Audit and Insurance) (for minute reference 08/26/104) (virtual)
Seg Zulhayir (Staff Officer)
Charles Jagger (GMB Representative) (virtual)

Apologies

Mark Chivers (Chief Technology Officer)
Zoe Parnell (Staff Officer)
Emma Butler-Jones (Superintendent's Association)

08/26/95 Opening and Declaration of Interests [FOIA Open]

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

Item	Member	Reason	Action
08/26/105	All Business Board Discussion Group (BBDG) members, Heads of Departments and Superintendents	Personally impacted by decision	Noted

08/26/96 Minutes of the previous meeting 2 June 2026 [FOIA Open]

The minutes of the Force Executive Board meeting held on Tuesday 2 June 2026 were agreed as a true and accurate record, subject to amendments on minute reference 07/26/90 for accuracy.

08/26/97 Action Log [FOIA Open unless exemptions specified below]

a. **Action 1070 Vehicle Allowance and Provision (previous minute references 01/26/12 and 06/26/79)**
Discussed at minute reference 08/26/105.
Action closed.

b. **Action 1071 Devon and Cornwall Police (DCP) Priority Based Budgeting (PBB) Update (previous minute reference 07/26/85)**
Discussions were ongoing including the potential reallocation of a business-as-usual resource to a dedicated communications role. Meetings had taken place with Business Change to explore additional resource support for this activity.
Action to remain open.

c. **Action 1073 Force Awards and Recognition (A&R) (previous minute reference 07/26/92) [FOIA Closed s.22]**
This section has been redacted under the Freedom of Information Act 2000 s.22.

d. **Action 1074 Force Awards and Recognition (A&R) (previous minute reference 07/26/92) [FOIA Closed s.22]**
This section has been redacted under the Freedom of Information Act 2000 s.22.

08/26/98 Weekly Hygiene Factors and Performance Update [FOIA Open unless exemptions specified below]

The Weekly Hygiene Factors and Performance Update paper was shared by Fiona Bohan for information purposes, and the following highlights were noted:

- It was requested that this item be renamed Performance Update moving forward.
- This section has been redacted under the Freedom of Information Act 2000 s.22.

- High demand in Contact had continued to impact response performance. Significant pressure remained across the system.
- Despite these pressures, improvements had been seen in some geographical areas, with good practice being shared across the organisation.
- This section has been redacted under the Freedom of Information Act 2000 s.22.
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Board members welcomed the improvement in solved outcomes and noted that victim outcomes remained an Area for Improvement identified by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). It was recognised that volume crime, particularly violence and sexual offences, continued to be a challenge and would require further focus to improve overall performance.

Stalking remained an ongoing concern, particularly arrest rates and investigation quality. Members discussed the challenges of victim-led reporting, where victims often did not wish formal action to be taken; however, it was important that they were heard. It was acknowledged that this created a difficult balance between maintaining a victim-centred approach and taking positive action where evidence and risk justified intervention.

Concerns were also raised regarding crime allocation and the growing demand associated with stalking investigations. Members noted that some cases would be more appropriately managed by specialist investigation teams rather than response officers, although increasing volumes continued to create challenges.

An update was provided on emergency incident response. Members noted that the high volume of calls for service, and the proportion of those calls requiring escalation to incidents, remained a significant concern.

Efforts to address these pressures would continue through Force Delivery Board, recognising that sustained improvement would require time and ongoing focus.

Board members discussed the importance of performance management, productivity and individual accountability. It was emphasised that the focus was on ensuring staff understood their own responsibilities and delivered the best possible outcomes, rather than on placing individuals under undue pressure.

Members reaffirmed that improving outcomes for victims, particularly in relation to violence against women and girls, remained a key organisational priority. Appreciation was expressed for the ongoing performance reporting and analytical support provided through Qlik.

Sarah Baker joined the meeting virtually.

08/26/99 Finance – Revenue Monitoring Report [FOIA Closed s.22 Information Intended for Future Publication]

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

08/26/100 Joint Executive Board (JEB) Look Forward [FOIA Open]

James Vaughan reported that the agenda for the JEB meeting on Tuesday 14 July 2026 was yet to be confirmed; however, the forward planner and action log were briefly reviewed, with members noting the key items scheduled for the next JEB meeting. Consideration was given to any additional matters that may require inclusion on the agenda.

It was noted that work to establish an Alliance oversight committee for public liability and employment tribunal claims was already being progressed through the action log and therefore might not require a separate agenda item. Members were advised that the committee formed part of a preventative approach to managing legal risks and that progress would be reported to the Joint Executive Board on 23 July 2026.

Members acknowledged the Section 22 Agreement arrangements, which were referenced in the JEB action log, and were advised that the previously circulated work plan was out of date. An updated version of the work plan was being prepared for submission to a future JEB meeting.

08/26/101 Strategic Workforce Issues [FOIA Open unless exemptions specified below]

Alexis Poole shared a presentation (available from the Specialist Support Hub) with members on Workforce matters, and the following salient points were noted:

- Leaver forecasts had been revised to an average of 25 officers per month.
- A new student officer cohort was due to join on 20 July 2026, with further offers already made for August 2026 and September 2026 intakes.
- A paper would be submitted to the Joint Executive Board to address issues within the recruitment process, with a focus on improving candidate experience and reducing delays. Information Technology (IT) systems that would help automate elements of the recruitment process, improving onboarding and enabling candidates to receive clearer updates on their progress, were being examined.
- Recruitment activity remained strong, with student officer numbers exceeding the previous year by around 30 officers and further increases expected over the summer.
- The approach to student recruitment provided greater resilience by bringing officers into the organisation earlier in the year, enabling them to become operationally competent before peak summer demand.

- 32 Police Now recruits were expected to join, including detectives and neighbourhood officers, with positive feedback having been received regarding detective training.
- Members noted that there was greater flexibility within recruitment and workforce planning than in previous years.
- Work continued to develop a neighbourhood policing plan that would both meet establishment requirements and maximise available grant funding.
- PCSO recruitment remained challenging, with around 30 existing vacancies and plans to recruit approximately 60 officers for contingency purposes. Local recruitment requirements continued to present difficulties in building workforce resilience.
- Interest in PCSO roles remained high, although converting applicants into appointments continued to be a challenge.
- Recruitment into Contact roles was progressing well, with upcoming training courses planned and a healthy pipeline of candidates to address vacancies. Contact staff turnover remained relatively low at 3.81 full time equivalents (FTE) a month, with leaver projections averaging fewer than four staff per month.
- The student officer recruitment pipeline was considered strong, to the extent that wider recruitment activity had been paused to avoid creating unrealistic expectations among applicants.
- Work continued to maintain a dedicated recruitment pipeline for military applicants through the Careers Transition Partnership and Armed Forces Covenant arrangements.
- 425 candidates had successfully completed selection stages and were awaiting Force interviews, although not all were expected to convert into appointments due to normal attrition levels.

Board members discussed transferee recruitment and attraction activity, noting that 158 officers had expressed an interest against a target of 135 recruits. While interest remained strong, concerns were raised about converting expressions of interest into appointments and the challenges associated with vetting and onboarding.

Members heard that dedicated transferee induction courses were in place and that direct engagement by serving officers had proved particularly effective in building relationships and answering practical questions about working arrangements, shift patterns and local policing. Feedback from transferees highlighted the need for better communication and support throughout the recruitment process. Greater use of buddy schemes, mentoring and improved onboarding arrangements were suggested to help new officers settle more quickly and improve their overall experience.

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

Broader recruitment opportunities, including attracting rejoiners and recently retired officers, were also discussed. Members recognised the potential value of experienced officers in helping to address workforce pressures.

It was acknowledged that any relocation incentive would require further consideration through the appropriate governance and financial approval processes before a decision could be made. The proposal would be heard at Resources Board on 8 July 2026.

Sarah Baker left the meeting.

The Board broke at 11.37am and reconvened at 11.53am.

08/26/102 Investigation Academy – Professional Investigation Programme (PIP) 1 Training [FOIA Open]

Members received and noted the Investigation Academy PIP1 Training paper, which was presented by Alexis Poole. The paper sought approval to formalise two temporary posts within the Investigation Academy to support the delivery of training associated with Operation (Op) Tenaci. It was noted that the roles were already being undertaken by suitable officers but required formal establishment to ensure appropriate governance and support the wider programme of work. The proposal supported the delivery of Op Tenaci, which was launched in response to causes of concern identified in the May 2026 Police Effectiveness, Efficiency and Legitimacy (PEEL) assessment.

The proposal was supported as an important element of addressing identified capability gaps and maintaining momentum within the Op Tenaci improvement programme. Members acknowledged that the posts would be funded through the Resolve Reserve and discussed the need to understand the remaining balance of the reserve and ensure appropriate due diligence was undertaken.

It was confirmed that the roles would be established as temporary posts with a defined end date of March 2028, rather than being added to the permanent establishment. Members supported this approach, noting the importance of regular reviews to ensure temporary arrangements remained justified and visible. It was agreed that the posts would be reviewed through established governance processes, with workforce moves and temporary postings aligned where possible to the Force's April and October workforce planning cycles.

08/26/103 Corporate Communications and Engagement Update [FOIA Open]

Tanya Croft shared the Corporate Communications and Engagement update presentation (available from Specialist Support Hub). There had been a strong focus on positive news stories and proactive engagement. Around 60 positive news stories had been promoted by the geographic communications team during the period between 1 April 2026 and 30 June 2026, generating extensive media coverage and reaching approximately 1.8 million social media accounts. Key topics included neighbourhood policing, anti-social behaviour, rural crime, drugs and road safety.

The Board heard that several high-profile campaigns had been delivered by communications officers, including Operation Sceptre and National Stalking Awareness Week. It was noted that stalking awareness activity, developed in partnership with a television broadcaster and incorporating victim experiences, had been associated with a significant increase in reporting. Planning was underway for the summer communications campaign, which would focus on seasonal safety messaging and community engagement.

Members reviewed internal and external communications performance within the organisational communications team, noting strong engagement with executive messages, policy updates and social media content. It was reported that social media reach remained high overall, with Instagram continuing to experience the strongest growth, while Facebook remained the largest and most active platform. An independent external audit of social media activity had demonstrated substantial audience reach and engagement across force channels.

The Board noted that media coverage of the PEEL inspection had been fair and balanced, while attendance at major public events, including county shows, continued to provide valuable opportunities for public engagement. Members also recognised the importance of highlighting positive stories to staff and the public, with initiatives such as Viva Engage and "100 Little Things" helping to promote a more positive organisational narrative.

Jo George joined the meeting virtually.

Discussion also focused on the continued development of Viva Engage, including the introduction of local channels for Plymouth and Cornwall, which had been well received and had helped to create a stronger local identity. Members agreed that the platform was supporting engagement and communication effectively, although it was acknowledged that the DP was not using the system, creating some challenges for Alliance-wide communication. The Board welcomed the progress made and emphasised the importance of continuing to celebrate positive achievements across the organisation.

08/26/104 Internal Audit Priority Update [FOIA Open]

Jo George updated members on the progress of the internal audit plan that provided an independent and objective opinion by evaluating the effectiveness of the risk management, governance, and control environment of DCP and the Office of the Police and Crime Commissioner (OPCC). The paper was taken as read with the following points highlighted:

- The Business Continuity audit had been deferred by six months and was now scheduled to commence in September 2026.

- Two audits had received Limited Assurance in the last financial quarter: Alliance Information and Communications Technology (ICT) Workload and Prioritisation, and the Devon and Cornwall Review of Communications Data.
- Actions arising from these audits were not yet due for completion but would continue to be monitored.
- The number of overdue audit actions had continued to decrease.
- Most remaining overdue actions related to policy updates that had been completed but were awaiting final approval before they could be formally closed.

Members noted that the consultation relating to cryptocurrency fraud offences had closed and that further consideration would follow in due course.

The Board was reminded that the risk appetite framework remained a Priority 2 item within the risk management programme. Members understood that this had been expected to be completed and noted that a revised version was scheduled to be presented at the next Force Executive Board (FEB) meeting on 4 August 2026.

Members welcomed the decision to defer the Business Continuity audit, recognising that additional work had been required to strengthen arrangements before the review commenced.

Robin Wheeler joined the meeting.

Concern was expressed that two audits had received Limited Assurance opinions. Members noted that the Internal Audit Committee (IAC) had recently appointed a new Chair and that there was a renewed focus on the timely implementation of audit recommendations. It was highlighted that managers who failed to deliver actions within agreed timescales could be invited to attend the Audit Committee to explain progress. Board members were encouraged to maintain oversight of recommendations within their respective areas of responsibility.

Members requested sight of the Limited Assurance audit reports and discussed whether greater oversight of such audits should be provided through FEB rather than solely through the Resources Board. Consideration was given to the importance of policy compliance and governance-related matters being subject to appropriate scrutiny.

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 left the meeting.

08/26/105 Vehicle Allowance and Provision [FOIA Closed s.22 Information Intended for Future Publication]

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

08/26/106 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 12.49pm. The next Force Executive Board meeting would be held on 4 August 2026 commencing at 9.45am in the Executive Conference Room and via Teams.