



Devon and Cornwall Police Force Executive Board

Meeting held on Tuesday 4 August 2026

Executive Conference Room and via Teams, commencing at 9.48am

Attendance

Jim Colwell (Deputy Chief Constable)
(Chair)

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

Mike Stamp (Director of Legal, Reputation and
Risk)

Alexis Poole (Assistant Chief Officer, People)

Ashley Frayling (Special Constabulary Chief
Officer) (virtual)

Jane Makewell (Specialist Support Coordinator)

Glen Mayhew (Assistant Chief Constable, Local
Policing)

Matt Longman (T/ Assistant Chief Constable
Vulnerability & Crime)

David Wilkin (Director of Finance and
Resources)

Mark Chivers (Chief Technology Officer) (virtual)

Dinah Cox (Non-Executive
Director)

Guests and Non-Voting Members

Frances Hughes (Chief Executive, Office of the
Police and Crime Commissioner) (for minute
reference 09/26/120)

Ben Beckerleg (Detective Superintendent, Public
Protection Unit) (for minute reference 09/26/119)
(virtual)

Richard Bullock (Head of Corporate
Development)

Emily Owen (Head of Equality, Diversity and
Inclusion) (virtual)

Emma Butler-Jones (Superintendent's
Association) (virtual)

Gemma Hawkins (Category Manager) (for minute
reference 09/26/118)

Ian Reeves (Constable - Force Elected Official
Advisor) (for minute reference 09/26/110)

Katie Clements (Police Federation) (virtual)

Paul O'Dwyer (Unison representative) (virtual)

Antony Hart

(Chief Superintendent, Local Policing)
(virtual)

Rob Bolt (Chief Inspector,
Criminal Justice)

(for minute reference 09/26/120)

Tanya Croft (Head of Corporate Communications
and Engagement)

Laura Wotton (Head of Estates) (for minute
reference 09/26/118)

Zoe Parnell
(Staff Officer)

Archie Smyth (Project Servator Coordinator) (for
minute reference 09/26/110)

Baz Phillips (Constable - Force Elected Official
Advisor) (for minute reference 09/26/110)

Charles Jagger (GMB Representative) (virtual)

Apologies

James Vaughan (Chief Constable)

09/26/107 Opening and Declaration of Interests [FOIA Open]

Jim Colwell opened the meeting, welcomed members and noted apologies. No declarations of interest, Health and Safety, or equality concerns were raised.

09/26/108 Minutes of the previous meeting 7 July 2026 [FOIA Open]

The minutes of the Force Executive Board (FEB) meeting held on Tuesday 7 July 2026 were agreed as a true and accurate record.

Tanya Croft joined the meeting in person.

09/26/109 Action Log [FOIA Open unless exemptions specified below]

- a. **Action 1071 Devon and Cornwall Police (DCP) Priority Based Budgeting (PBB) Update (previous minute reference 07/26/85 and 08/26/96b)**
Activity completed.
Action closed.
- b. **Action 1073 Force Awards and Recognition (A&R) (previous minute reference 07/26/92 and 08/26/96c) [FOIA Closed s.22]**
Redecoration of the Tamar room remained part of Buildings and Estates' wider plan for the redevelopment of the canteen. An update would be brought to the FEB meeting on 3 November 2026.
Action to remain open.
- c. **Action 1074 Force Awards and Recognition (A&R) (previous minute reference 07/26/92 and 08/26/96d) [FOIA Closed s.22]**
This section has been redacted under the Freedom of Information Act 2000 s.22.
Action discharged.
- d. **Action 1075 Finance – Revenue Monitoring Report (previous minute reference 08/26/99)**
Activity completed.
Action closed.
- e. **Action 1076 Vehicle Allowance and Provision (previous minute reference 08/26/105)**
Minor revisions had been approved at Resources Board on 8 July 2026, and internal communications were scheduled to be released in September 2026.
Action discharged.

Katie Clements joined the meeting virtually.

09/26/110 Operational Guest – Operation (Op) Bridger [FOIA Closed s.23 Security matters]

This section has been redacted under the Freedom of Information Act 2000 s.23.

09/26/111 Performance Update [FOIA Open unless exemptions specified below]

The Performance Update was shared by Rich Bullock for information. The timing of the meeting was noted as challenging, with figures within the paper based on end of June 2026 performance data.

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

Detection rates showed continued improvement, with a solved rate of 15% in June, which increased to 16% in July. Audit and compliance activity remained ongoing, supported by a three-week plan to complete outstanding HMICFRS-related work. Additional assurance had been provided through local engagement, including visits to commanders across the Force area.

The inclusion of Gemstone, a Plymouth-specific initiative, within the HMICFRS assessment was discussed. While there was recognition of the positive work taking place in both Plymouth and through Gemstone, concerns were raised that highlighting it within the assessment process could lead to unintended discussions. It was agreed that this would be considered further offline. However, it was suggested that Gemstone could be included as part of a wider HMICFRS tour of the Force to help demonstrate local innovation and good practice at a later date.

Performance challenges remained under close review and would be reviewed regularly at Force Performance Board and the Force Delivery Board meetings. The most significant challenge continued to be incident response and attendance. Demand within the Contact Management environment remained variable and continued to have a direct impact on attendance performance.

Ongoing demand continued to generate high volumes of incident and vehicle-related logs, placing additional pressure on resources. It was acknowledged that August 2026 was likely to present a challenging operational period.

09/26/112 Finance – Capital 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.

09/26/113 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.

Sarah Baker, Glen Mayhew, Alexis Poole and Emma Butler-Jones left the meeting.

Members broke at 11.05am and reconvened at 11.15am.

09/26/114 Progress Against the Police and Crime Plan [FOIA Open unless exemptions specified below]

Rich Bullock shared the Progress Against the Police and Crime Plan paper, which outlined progress against the PCC's Police and Crime Plan 2025-29. Two sets of performance metrics were presented, comprising measures with specific targets set by the PCC and a broader range of indicators showing direction of travel without formal targets. The Commissioner's key performance targets remained: answering 90% of 999 calls within 10 seconds, answering 90% of 101 calls within 10 minutes, maintaining a 101 call abandonment rate below 5%, achieving 95% crime recording accuracy, being removed from HMICFRS enhanced monitoring, and having no areas graded as inadequate by HMICFRS.

Performance against call handling targets remained positive. The 999 call answering target had been achieved, while performance against the 101 answering target and the 101 abandonment rate target remained slightly below the required standard. Police Enquiry Office (PEO) opening times were discussed following reports of offices closing before advertised hours.

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

Alexis Poole and Glen Mayhew rejoined the meeting in person.

Progress against HMICFRS-related measures was discussed. The two specific objectives remained: removal from enhanced performance monitoring and achieving no inadequate grades. It was acknowledged that the Force currently had two areas graded as inadequate and that these may not be reassessed until the next PEEL inspection. As a result, there was recognition that these targets may not be achievable within the PCC's term of office.

Public confidence continued to be monitored through independent surveys and had increased slightly since the previous quarterly reporting period in March 2026. This was viewed as a positive indicator and a valuable measure of public perception.

This sentence has been redacted under the Freedom of Information Act 2000 s.22. Although no formal target existed for this measure, it was noted that repeat victims continued to report significantly lower satisfaction levels than other victims. Recent discussions had focused on violence against women and girls (VAWG) and how the Force could more proactively identify and respond to harm experienced by victims. Work was ongoing with Information Management (IM) colleagues to improve data sharing and analysis in this area. A Victims' Code of Practice performance framework was in development alongside a Repeat Victims Strategic Profile.

Whilst there was no requirement for the paper to be submitted directly to the OPCC, topic-specific updates were shared for oversight and visibility. This included performance information relating to the PCC's four priority areas: anti-social behaviour, drugs and alcohol, serious violence, and theft.

Members heard that the PCC had previously been updated regarding PEO opening arrangements and was content with the position. Similarly, there was no significant concern regarding the 101 abandonment rate, with the view expressed that the Force had a clear understanding of the reasons behind the figures.

Members discussed recent communications activity, including social media messaging encouraging the public not to use 999 for non-emergency matters. The campaign was welcomed and recognised as an effective way to highlight demand pressures. While it was difficult to quantify the direct impact of the messaging, there was broad agreement that it added value and should continue to be promoted. Appreciation was expressed to the Communications team for their work in supporting public awareness and demand management.

09/26/115 Chief Constables' Council Update [FOIA Open unless exemptions specified below]

Jim Colwell provided a verbal update on activity undertaken by the Chief Constables' Council (CCC), including key matters discussed at the meeting held on 8 and 9 July 2026, which was noted by members.

Progress on Op Beaconport's second phase was discussed. Responses had been received from 35 forces, identifying approximately 3,000 victims. There were 429 ongoing cases and around 100 cases had resulted in no further action. The Op was recognised as a significant and resource-intensive piece of work.

An update was provided on Op Cabin, which related to faulty speed cameras affecting 22 forces. DCP was not among the affected forces. Op Wintercross was briefly discussed, and it was reported that there was no longer any associated unprecedented disorder or protest activity.

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

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

For action by: Matt Longman

The Chief Constable of Norfolk provided an update on the national financial position for policing, describing a challenging outlook linked to police reform and the sentencing review. Concerns were raised that increasing numbers of forces were becoming financially unviable, highlighting the importance of securing continued grant funding.

An update on police reform confirmed that the Home Secretary remained committed to progressing the White Paper programme. Discussion focused on the Hogan-Howe review, which was expected to make evidence-based recommendations on restructuring policing in England and Wales into a smaller number of larger forces. It was suggested that policing was increasingly viewed as unsustainable without reform.

Emma Butler-Jones rejoined the meeting virtually.

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

09/26/116 Strategic Workforce Issues [FOIA Open]

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.

The overall recruitment position remained positive, with a full student officer intake planned for August 2026 and 47 offers made for September 2026. Recruitment advertising had been paused due to the strength of the pipeline. Three transferees had joined the Force, with further offers and interviews progressing.

Transferee recruitment remained strong, with around 150 applicants in the pipeline against a requirement for 135 transferees.

Attrition forecasts had been reviewed in detail and, although planning assumptions remained at 25 leavers per month, current projections suggested actual departures would be closer to 23 per month for the remainder of the year to 31 March 2027. A range of mitigations remained available if required.

Neighbourhood Policing recruitment remained a focus, with seven Police Community Support Officers (PCSOs) joining the Force and further recruitment activity continuing.

The forecast number of ill-health retirements had increased from nine to 20. It was noted that confidence in the accuracy of the forecast had improved as more cases had been reviewed, alongside ongoing work to maximise the deployment of both fully deployable and restricted-duty Officers.

Members thanked Alexis for her update.

09/26/117 Priority Based Budgeting (PBB) Update [FOIA Closed s.22 Information Intended for Future Publication]

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

09/26/118 Site Services Contract Procurement Update [FOIA Closed s.22 Information Intended for Future Publication]

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

09/26/119 Additional Prescribed Stations Sign-Off [FOIA Open]

Ben Becklerleg shared proposals to increase the number of prescribed police stations for Registered Sex Offender (RSO) notifications from 21 to 24 by adding Tavistock, Ivybridge and Liskeard. It was noted that, under the Sex Offenders Act 2003, police forces were required to provide suitable locations for RSOs to fulfil their notification requirements, although the legislation did not specify the number or geographical spread of those locations. The proposal aligned the prescribed stations with the existing network of open PEOs and sought to improve accessibility, particularly within rural areas.

The proposal would support both the efficient management of offenders by the Management of Sexual Offenders and Violent Offenders (MOSOVO) team and offenders' ability to comply with their statutory obligations. Increasing the number of prescribed locations would reduce travel difficulties often cited by offenders and strengthen the Force's ability to deal with breaches of notification requirements.

Members were advised that all PEO Police Staff had received training on the RSO notification process as part of their induction and that Staff at Tavistock, Ivybridge and Liskeard were already

trained and prepared to undertake this activity. No estates, staffing or resource implications had been identified following consultation with the relevant Senior Leadership Teams.

Discussion focused on ensuring notifications and associated processes, including photography requirements for ViSOR, could be carried out safely, discreetly and with appropriate regard for offender dignity. Assurance was provided that established protocols remained in place and would apply at the additional locations.

Members sought assurance regarding lone working and front-office safety arrangements. It was confirmed that Police Staff would not be expected to leave designated safe areas when dealing with offenders and that appropriate alarm and communication arrangements were in place. No concerns were identified regarding any impact from proposed changes to PEO opening hours.

Members supported the proposal and requested that the paper be supplied to all members to comply with governance processes.

Alexis Poole left the meeting.

09/26/120 Future of the Victim Care Unit (VCU) [FOIA Open]

Rob Bolt and Fran Hughes presented the Future of the VCU paper and provided information regarding the gap analysis that had been undertaken to ascertain the effectiveness of the victim journey through the Criminal Justice system. The following salient points were highlighted to members:

- Putting victims first remained a core policing value and a statutory obligation. The Victims and Prisoners Act 2024 had placed the Victims' Code on a legislative footing, creating a legal duty for forces to comply with victim rights.
- DCP continued to have an outstanding HMICFRS Area for Improvement relating to standards of investigation and compliance with the Victims' Code, which represented a significant strategic risk if improvements were not delivered.
- A comprehensive gap analysis had been undertaken to map the victim journey from first contact through investigation, referral to support services and post-charge arrangements. This work had identified a number of weaknesses and barriers to service delivery, rather than a single point of failure.
- It was reported that the current Victim Needs Assessment (VNA) process was not fit for purpose and relied on a "one-size-fits-all" approach. Capability gaps had been identified, alongside a lack of governance and strategic oversight for victim care across the organisation.
- The gap analysis had enabled the Force to identify where compliance with the Victims' Code was not being consistently achieved and where opportunities existed to redesign services around victim need.

- A programme of reform had been developed to move the organisation away from a transactional, process-driven approach and towards a more trauma-informed and needs-led model of victim care.
- A specific, measurable, achievable, relevant and time-bound (SMART) action plan had been produced, setting out the issues identified and options for improvement. This included Bronze, Silver and Gold investment models (which were outlined in the appendices, available from the Specialist Support Hub) for the VCU to provide the resilience and capability required for sustainable change.
- It was reported that discussions with the Chief Constable had focused on the Silver option, which proposed an investment equivalent to approximately 3.8 additional posts.
- Members noted that the Force currently lacked a clear strategic direction for victim services. The proposal was therefore viewed as an important stepping stone rather than a complete solution.
- Ministry of Justice grant funding was expected to support a number of additional posts, although the exact allocation remained subject to confirmation.
- Due to funding availability, the proposed uplift had been reduced to two additional posts.
- Members were advised that the additional posts would increase the Force's capacity to complete Victim Needs Assessments, as the current demand could not be fully met.
- It was confirmed that, aside from the proposed staffing uplift, no additional costs were associated with the proposal.

Members welcomed the proposal and agreed that it should be considered within the wider context of the Force's demand review and annual planning cycle. It was recognised that further detailed work would be developed over the coming year.

Questions were raised regarding EIAs, particularly in relation to ensuring vulnerable victims could understand and access services. Emily Owen would liaise with Rob Bolt to examine opportunities for joint working across related workstreams.

There was support for the proposal as a means of stabilising current arrangements, whilst recognising that further transformational work would still be required. It was noted that aspects of the proposal were dependent on Ministry of Justice funding, and members agreed that this should be closely monitored.

Alexis Poole rejoined the meeting in person.

Concern was expressed that the proposal had been presented outside the PBB process, and members noted that it would have been preferable for it to have been considered through the integrated planning cycle. It was stressed that there needed to be absolute clarity about what was being approved, particularly where future funding remained subject to approval, to avoid any misunderstanding about commitments that had or had not yet been agreed. It was confirmed that

Ministry of Justice funding was expected to continue until 2028/29 and that any additional staff recruited would be redeployable should funding arrangements change.

Members discussed the proposed service model and operating hours. The need to balance service provision with value for money was highlighted, whilst recognising the PCC's view that support should be delivered according to victim need rather than being limited to standard office hours. It was agreed that the most appropriate service model should be explored further as part of the next phase of the review.

The Board:

1. Agreed to support the recommended Silver option and the proposed uplift in VCU resources in line with available Ministry of Justice funding, up to a maximum of two additional FTE posts.

09/26/121 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 1.55pm. The next Force Executive Board meeting would be held on 1 September 2026 commencing at 9.45am in the Executive Conference Room and via Teams.