



Devon and Cornwall Police

Force Executive Board

Meeting held on Tuesday 1 September 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)
Mike Stamp (Director of Legal, Reputation and Risk)
Ashley Frayling (Special Constabulary Chief Officer) (virtual)
Carrie Chapman (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

Jenny Bristow (Chief Superintendent, Priority Based Budgeting Implementation) (virtual)
Rich Bullock (Head of Corporate Development)
Emily Owen (Head of Equality, Diversity and Inclusion) (virtual)
Sarah Baker (Head of Business Accounting) (for minute reference 10/26/127 to 10/26/130) (virtual)
Dom Nicholls (Chief Inspector, Hotspot Policing) (for minute reference 10/26/132) (virtual)
Charles Jagger (GMB Representative) (virtual)

Tanya Croft (Head of Corporate Communications and Engagement)
Laura Wotton (Head of Estates) (for minute reference 10/26/134)
Nicky Anderson (Head of People) (for minute reference 10/26/133) (virtual)
Mark Chivers (Chief Technology Officer) (virtual)
Zoe Parnell (Staff Officer)
Paul O'Dwyer (Unison representative) (virtual)

Apologies

Matt Longman (T/ Assistant Chief Constable Vulnerability & Crime)
Emma Butler-Jones (Superintendent's Association)

Alexis Poole (Assistant Chief Officer, People)
Katie Clements (Police Federation)

10/26/122 Opening and Declaration of Interests [FOIA Open]

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

10/26/123 Minutes of the previous meeting 4 August 2026 [FOIA Open]

The minutes of the Force Executive Board (FEB) meeting held on Tuesday 4 August 2026 were agreed as a true and accurate record, subject to amendments to Freedom of Information Act (FOIA) classifications.

10/26/124 Action Log [FOIA Open unless exemptions specified below]

a. Action 1055 Operational Guest – Hotspot Policing (previous minute reference 04/26/39) [FOIA Closed s.31]

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

b. Action 1077 Chief Constables' Council Update (previous minute reference 09/26/155)

Members noted an appointed lead had been identified.

Action closed.

10/26/125 Force Performance Update [FOIA Open]

Rich Bullock presented the Force Performance Update paper (available from Specialist Support Hub) which provided an update of performance to the end of July 2026, and the following key points were highlighted:

- Six issues had been escalated to performance monitoring through Force Delivery Board and Force Performance Board, including use of civil orders.
- 999 performance and abandonment rates continued to improve, although attendance times remained a challenge.
- Brief discussion was held regarding outcome rates, which were improving month on month, and Rich Bullock would provide clarity to Jim Colwell and James Vaughan on how the Force counted outcomes, how the methodology compared to His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) rules, and confidence levels in the counting.

For action by:

Rich Bullock

- Supervisor reviews were continuing to provide good monitoring of Personal Development Review (PDR) objectives.
- Public Protection Notice (PPN) compliance had shown significant improvement in recent months, and historic risks were being reduced through ongoing efforts.
- Workforce absences remained a concern, and activity was ongoing to mitigate the issues and identify long-term solutions.
- The Force had received positive results from both the third party and Devon and Cornwall public confidence surveys, and members discussed the potential impacts of digital contact



and recent events on the results. It was noted the surveys may not capture views from some communities and other methods could be utilised to gather feedback. Members noted that at some times although waiting periods had been longer, feedback had indicated the public were still pleased with the service they received from the Force.

10/26/126 Force Management Statement [FOIA Open]

Rich Bullock provided members with a verbal update on the Force Management Statement (FMS) which was due at the end of May each year. A change to the way the FMS and Force Management Risk Register (FMRR) were planned to ensure the documents were used in business planning as opposed to being used as stand-alone documents. Discussions were ongoing regarding Alliance functions and plans to streamline the document and information gathering process.

Sarah Baker joined the meeting virtually.

10/26/127 Revenue Monitoring Report [FOIA Closed s.22 Information Intended for Future Publication]

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

10/26/128 Police and Crime Panel [FOIA Open]

No critical issues had been raised for further discussion.

10/26/129 Strategic Legitimacy Board Quarterly Update [FOIA Open]

The draft minutes from Strategic Legitimacy Board 20 August 2026 had been circulated to members.

10/26/130 Priority Based Budgeting 2 – Service Level Outcomes [FOIA Open]

David Wilkin presented the Priority Based Budgeting report (available from Specialist Support Hub) which provided an update following the third panel of the second round of PBB in Devon and Cornwall. The panel considered options for service levels, and which areas should be invested or disinvested to achieve targets. Following completion of due diligence, eight posts which were initially planned to be removed from Roads Policing had been returned to the department, which resulted in a savings budget that was nine posts out of balance in total. 104 productivity savings had

been agreed, with further detail to be worked through during PBB implementation, business cases and Op Resolve work.

The report set out key house rules and guardrails as principles to govern implementation. Included within the guardrails was the key point that investments could only be made if savings were first achieved. Forcewide communications were recommended, although it was noted a delay of a week had been requested to allow impacted staff to be contacted. The draft communications would be shared with relevant colleagues, including those from Trade Unions, Human Resources and Equality, Diversity and Inclusion, before they were issued to ensure they were as clear, open and transparent as possible.

Jenny Bristow would lead implementation, and provided the Board with an overview of planned meetings with capability leads and activities to maintain the forward momentum of work. Key decisions, milestones and interdependencies would be provided to Force Delivery Board as part of the standing monthly update. Further circulation of PBB work and plans would also be held at the Executive and Business Board away days on 12 and 13 November 2026.

Brief discussion was held regarding the importance of ensuring PBB was everyone's responsibility, and the Chair expressed his thanks for all involved, in particular business leads, on their work so far.

The Board:

1. Agreed the recommended Scenario 2 (post due diligence) as the package of investments and disinvestments resulting from the PBB 2 process, noting that implementation planning was currently taking place and changes would be phased in over the next two years. This, and previous decisions made at Force Executive Board, aligned with recommendations 1, 2 and 3 in the PwC report.
2. Agreed the approach to implementation and the 'House rules' and 'Key guardrails and principles' to set direction and guidance for how the PBB programme would be implemented and delivered.
3. Agreed to PwC providing ongoing support to assist with the implementation and strategic planning activity. This aligned with recommendations 4, 5 and 6 in the PwC report.

During discussion the following action was created:

1. Specialist Support Hub would amend the FOIA markings on the PBB papers and extracts.
For action by: **Specialist Support Hub**
Action discharged.

The Board broke at 11.05am, reconvening at 11.20am. Sarah Baker left the meeting.

10/26/131 Local Resilience Forum Update and National Resilience Standards
[FOIA Open]



Glen Mayhew presented the Local Resilience Forum (LRF) Strategic Briefing and National Resilience Standards papers (available from Specialist Support Hub) which were present to provide an overview of the current LRF position and to highlight potential pressures. An incoming change to the Civil Contingencies Act 2004 did not introduce further statutory requirements, but would form part of the HMICFRS inspection. New National Resilience Standards supported the change and the LRF was already moving into the new framework.

Members discussed challenges in engaging all partners of the LRF with activities and noted the number of portfolios being managed by Devon and Cornwall Police was placing disproportionate pressure on the service and limiting other work those personnel could complete. Rising global geopolitical pressures were also expected to place increasing pressure on LRFs, and it was noted demand could increase faster than local capabilities or funding could react to. LRF resilience varied across regions, but it was accepted that helping communities to become more resilient would be beneficial and reduce pressures on local services. An annual report would be welcomed, however it was felt six-monthly status updates into Force Executive Board would be beneficial, and resilience updates could be more regular if required.

Brief discussion was held regarding resilience against cyber threats and the benefits of reviewing the FMRR using an LRF lens. Recruitment into the LRF was ongoing, although it was noted the current funding model was not sustainable.

The Board:

1. Noted the briefing provided to the LRF Executive Board and the Force's contribution through its national resilience leadership portfolios.
2. Enforced the development of an annual resilience assurance statement for submission to Force Executive Board, covering;
 - Compliance against the National Resilience Standards.
 - Strategic risks, gaps and mitigation.
 - Investment and resourcing implications.
 - Progress against agreed improvement activity.
 - An assessment of Devon and Cornwall Police capability alongside the wider LRF position.
3. Noted the emerging risk that national expectations could increase at a faster rate than local partner capacity and funding arrangements.

During discussions, the following action was created:

1. Glen Mayhew would provide an annual assurance report to Force Executive Board during the first quarter of the year, and would provide six-monthly LRF updates.

For action by:

Glen Mayhew

Action discharged.

Dom Nicholls joined the meeting virtually.



10/26/132 Hotspot Policing Update [FOIA Open]

Dom Nicholls shared the Hotspot Policing update presentation which provided detail on the background on the initiative, progress so far and planned next steps. The Home Office-funded initiative had been developed based on a robust methodology to target increased Anti-Social Behaviour (ASB) in towns. Using the £2.5 million funding from the Home Office and Office of the Police and Crime Commissioner (OPCC), local knowledge had been combined with the methodology to identify 15 hotspots across the region, which were targeted with short, unpredictable patrols. 135,000 interactions had been reported with the public as a result of hotspot patrols, and ASB had been reduced by approximately 10% in the target areas, amounting to saving approximately £900,000 in police costs.

Hotspot Policing was now Business as Usual (BAU) and there was an increased appetite to carry out patrols across departments. All 27 sectors had identified hotspot areas, although due to the varied geography some were quieter than others. A Performance and Analysis (P&A) scorecard was being developed to allow regular reporting into Basic Command Units (BCUs) and it was hoped an application could be developed for more dynamic reporting on activity to Sector Inspectors. Although the funding in place was temporary, a sustainable model had been developed, and brief discussion was held regarding funding from Local Authorities as part of their responsibilities to reduce ASB. The potential scaling of Hotspot Policing with Live Facial Recognition was queried, and it was suggested further analysis was required to understand potential impacts.

During discussion the following action was created:

1. Rich Bullock would add the Hotspot Policing P&A scorecard to the set of scorecards which reported into performance meetings.

For action by:

Rich Bullock

Members thanked Dom Nicholls for his work in developing Hotspot Policing within Force and for maintaining oversight of the project, and he left the meeting. Nicky Anderson joined the meeting virtually.

10/26/133 Workforce Update [FOIA Open unless exemptions specified below]

Nicky Anderson shared the Workforce Update presentation (available from Specialist Support Hub), which provided an update on recruitment pipelines and activity against recruitment targets. The following key points were highlighted:

- Student Officer intake was proceeding according to plan.



- An issue regarding receiving background information on Ministry of Defence (MOD) applicants from the MOD was noted, and later applicants had been moved forward to the September 2026 intake to mitigate impacts.
- The ambition of 135 transferees remained achievable, and activity was ongoing to contact interested applicants. Members discussed the merits of advertising for transferees more overtly in specific areas across the country, and noted Police Reform could have an impact on recruitment.
- A decision on if the target number of transferees needed to be reevaluated would be made at a future Force Executive Board, and any change would need to be carefully considered. Members noted recruiting to design would ensure target numbers were met, and the transferee aim could be reprofiled across multiple years. Brief discussion was held regarding the potential of over-recruiting towards the end of the 2026/27 financial year as a short-term solution, which could then be offset by expected leavers.
- Turnover increased in August 2026, which caused concerns particularly for the Police Constable Degree Apprenticeship (PCDA) cohort numbers. It was hoped an immersive model would reduce the culture shock of entering operational policing and the option of Student Officers returning to study investigation standards at a later date for increased support with workloads was being examined.
- Work to increase retention was ongoing. Ill-health retirements were not a concern, although voluntary resignations were.
- This sentence has been redacted under the Freedom of Information Act 2000, s.22.

During discussion the following action was created:

1. Nicky Anderson would liaise with Assistant Chief Officer People to deliver options to recruit Officer numbers to design by the end of March 2027, and an update would be provided to the 6 October 2026 Force Executive Board.

For action by: Nicky Anderson

Nicky Anderson left the meeting and Laura Wotton joined in person.

10/26/134 Estates Update [FOIA Closed s.22 Information Intended for Future Publication]

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

10/26/135 Summary of Actions [FOIA Open]

Carrie Chapman 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 1.39pm. The next Force Executive Board meeting would be held on 6 October 2026 commencing at 9.45am in the Executive Conference Room and via Teams.