

Devon and Cornwall Police

Force Executive Board

Meeting held on Tuesday 6 October 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)
Alexis Poole (Assistant Chief Officer, People)
Dinah Cox (Non-Executive Director)
Glen Mayhew (Assistant Chief Constable, Local Policing)
David Wilkin (Director of Finance and Resources)
Ashley Frayling (Special Constabulary Chief Officer) (virtual)
Jane Makewell (Specialist Support Coordinator)

Guests and Non-Voting Members

Andy Hill (Assistant Chief Constable, Dorset) (virtual)
Tanya Croft (Head of Corporate Communications and Engagement)
Mark Chivers (Chief Technology Officer) (virtual)
Sarah Baker (Head of Business Accounting) (for minute reference 11/26/140) (virtual)
Teri Roberts (Strategic Risk Manager) (for minute reference 11/26/141) (virtual)
Emma Butler-Jones (Superintendent's Association) (virtual)
Charles Jagger (GMB Representative) (virtual)
Rich Bullock (Head of Corporate Development)
Emily Owen (Head of Equality, Diversity and Inclusion) (virtual)
Jo George (Head of Audit and Insurance) (for minute reference 11/26/144) (virtual)
Cat Reynolds (Senior Force Legal Advisor) (representative for Mike Stamp) (virtual)
Segil Zulhayir (Staff Officer)
Katie Clements (Police Federation) (virtual)
Paul O'Dwyer (Unison representative) (virtual)

Apologies

James Vaughan (Chief Constable)
Mike Stamp (Director of Legal, Reputation and Risk)
Debs Smith (Assistant Chief Constable, Local Policing)
Zoe Parnell (Staff Officer)

11/26/136 Opening and Declaration of Interests [FOIA Open]

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

Item	Member	Reason	Action
11/26/145	Jim Colwell	Registered Trustee of the Museum	Chair would pass to David Wilkin
11/26/142	Dinah Cox	Ex-Chair of Devon Community Foundation	Noted

11/26/137 Minutes of the previous meeting 1 September 2026 [FOIA Open]

The minutes of the Force Executive Board (FEB) meeting held on Tuesday 1 September 2026 were agreed as a true and accurate record.

11/26/138 Action Log [FOIA Open unless exemptions specified below]

a. **Action 1079 Site Services Contract Procurement Update - Scene Guarding [FOIA Closed s.22 Information Intended for Future Publication] (previous minute reference 09/26/118)**
This section has been redacted under the Freedom of Information Act 2000 s.22.

b. **Action 1080 Site Services Contract Procurement Update [FOIA Closed s.22 Information Intended for Future Publication] (previous minute reference 09/26/118)**
This section has been redacted under the Freedom of Information Act 2000 s.22.

c. **Action 1081 Force Performance Update (previous minute reference 10/26/125)**
Activity completed.
Action closed.

d. **Action 1082 Priority Based Budgeting 2 – Service Level Outcomes (previous minute reference 10/26/130)**
Activity completed.
Action closed.

e. **Action 1084 Hotspot Policing Update (previous minute reference 10/26/132)**
Activity completed.
Action closed.

f. **Action 1085 Workforce Update (previous minute reference 10/26/133)**
Discussed at minute reference 11/26/143.
Action closed.



g. **Action 1086 Estates Update [FOIA Closed s.22 Information Intended for Future Publication] (previous minute reference 10/26/134)**
This section has been redacted under the Freedom of Information Act 2000 s.22.

11/26/139 Force Performance Update [FOIA Open unless exemptions specified below]

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

The Force had been moved to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Tier 3 within the National Performance Monitoring System and had been flagged against three national performance measures: 999 call answering performance, unresolved violence against the person outcomes, and Officer attrition.

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

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Paul O'Dwyer joined the meeting virtually.

Contact and response performance continued to present challenges, although early signs of improvement had been identified. Escalation plans had been discussed to support further progress and performance recovery.

Feedback from the College of Policing had been positive, with confidence expressed in the Force's Performance Improvement Plan and the interventions being implemented. Ongoing review and oversight arrangements remained in place.

Emergency response performance had exceeded expectations within priority response categories, prompting consideration of whether capacity could be rebalanced to further strengthen emergency response performance. A review of incident grading criteria and allocation processes had also commenced to ensure resources were being deployed as effectively as possible.

Nikki Leaper joined the meeting in person.

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

Supervisor review compliance remained a concern, with completion rates over the previous 28 days remaining below target and continuing to decline. Focus remained on strengthening supervisory oversight, improving the quality of investigations, and enhancing demand management processes.

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



The Force continued to receive support in response to its Tier 3 performance status, with a number of reviews underway and a progress report due in January 2027. A forthcoming visit from the College of Policing was expected to provide additional support and expertise in relation to performance improvement, leadership, investigative quality, audit capability, and the identification of national best practice.

Dinah Cox joined the meeting in person.

11/26/140 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.

11/26/141 Force Management Risk Register (FMRR) [FOIA Closed s,31 Law Enforcement]

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

11/26/142 Partnership Proposal to Deliver a Violence Against Girls (VAWG) Fund [FOIA Closed s.22 Information Intended for Future Publication]

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

11/26/143 Strategic Workforce Issues [FOIA Closed s.22 Information intended for future publication]

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

11/26/144 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 OPCC.

45% of the annual audit plan had been completed for 2026/27. During the last quarter, three audits received limited assurance opinions, and follow-up work on these areas would be undertaken within six months. An update was provided on overdue audit recommendations, with detailed progress

reports continuing to be submitted to the Resources Board on 7 October 2026 and the Independent Audit Committee (IAC) on 30 September 2026.

It was noted that this report had been considered by the IAC on 30 September 2026, where particular interest had been shown in the Alliance vetting audit. Concerns were raised regarding perceptions that individuals were moving into roles before vetting had been completed, and members were advised that close oversight would be maintained to ensure delivery of the associated action plan. The IAC were taking a stronger interest in extensions to action deadlines and in the timely delivery of audit recommendations. Members emphasised the importance of meeting agreed timescales and noted that managers responsible for overdue actions could be asked to attend future IAC meetings to explain delays and provide assurance regarding progress.

Paul O'Dwyer rejoined the meeting virtually.

Discussion highlighted the need to broaden the conversation beyond vetting alone to include the movement of individuals into roles without formal recruitment processes. It was recognised that this could create organisational vulnerabilities and workforce management challenges. Members agreed that this issue should be explored further through the Force Delivery Board to ensure appropriate processes and controls were in place.

During discussions the following action was created:

- Jo George would compile and circulate a list of all current and overdue audit actions to relevant colleagues.
  For action by: **Jo George**

The Board:

1. Noted the progress against the 2026-27 Internal Audit Plan.
2. Considered the status of implementation of audit recommendations requiring Executive support.

Jo George left the meeting. Jim Colwell left the meeting and David Wilkin assumed the Chair.

11/26/145 Museum Of Policing In Devon and Cornwall Annual Report [FOIA Open]

Members received the annual report on the Museum of Policing in Devon and Cornwall (MOPIDAC) from Alexis Poole and noted that, following recent governance changes, the Force had assumed responsibility for overseeing the long-term grant and associated activities delivered by the museum. It was proposed that an annual report be presented to provide greater oversight and transparency regarding the use of the funding, and support was expressed for this approach. Clarification was sought regarding the duration of the grant, and it was confirmed that there was no provision within the agreement for inflationary increases.

Discussion focused on the museum's long-term financial sustainability. It was noted that a point of ongoing tension remained around the expectation that the museum should move towards financial independence and become self-sustaining by the end of the grant period in 2029. Members observed that limited progress had been made in this area. Concern was expressed that this presented a risk to the Force, particularly given the absence of funding beyond 2029.

Questions were raised about whether the museum had a strong enough connection to the Force and how that relationship could be strengthened. Suggestions included creating a more visible presence within police buildings, such as displaying heritage items or utilising the dedicated cabinet at the College to help showcase policing history to students. Members felt that the museum's work could be better linked to organisational culture, pride and morale, with opportunities to support events such as Black History Month, and International Women's Day. It was noted that, although the museum sponsored the Excellence in Policing Awards, many staff remained unaware of the museum and greater efforts could be made to strengthen those connections.

Members acknowledged that amending the existing three-year agreement would be challenging and recognised the wider difficulties faced by museums and heritage organisations in securing sustainable funding. It was noted that the current grant supported specific activities or buying specific heritage pieces rather than day-to-day running costs, making the transition to financial independence particularly difficult. Suggestions were made that organisations such as the Devon Community Foundation and services such as GrantFinder could potentially support future funding opportunities.

Discussion considered future governance arrangements. Members noted that the OPCC currently owned the museum collection and that decisions would be required regarding ownership and oversight following the disbandment of the OPCC at the end of 2028, subject to transition legislation. Concerns were raised by wider stakeholders about the potential implications of police reform proposals and the possibility of DCP being absorbed into a larger regional force, creating further uncertainty around the future of policing heritage assets.

It was suggested that future reports to the museum would include a commitment to work more closely together, explore options for increasing the museum's visibility within the organisation and progress the proposal for a heritage display cabinet. It was also agreed that annual reports would be brought to the Board, supported by quarterly updates to the Assistant Chief Officer.

Members noted that Bill Skelly was standing down and recognised the challenges this created during the transition period. Their appreciation and thanks were recorded for his significant contribution and commitment to the museum over many years.

The Board:

1 The grant term was as agreed with OPCC until 31 March 2029.

2 There was no inflationary uplift payable as within the grant terms and this would not be varied.

1. The forward plan and strategy needed a far clearer statement that the intent is they are self-funding by the end of the grant period.
2. Would receive a report from the Museum annually which would include the Annual Accounts.
3. Would receive a quarterly update from MOPIDAC to Assistant Chief Officer People.
4. Would continue to engage with MOPIDAC and the OPCC regarding the ownership of the collection as part of Police Reform and transition planning.
5. Would write formally to thank Bill Skelly for his contribution as Chair of MOPIDAC as he steps down.

11/26/146 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 12.12pm. The next Force Executive Board meeting would be held on 3 November 2026 commencing at 9.45am in the Executive Conference Room and via Teams.