



Devon & Cornwall Police

Joint Negotiating and Joint Consultative Committee

Meeting held on Wednesday 15 July 2026

In the Executive Conference Room and via Teams, commenced at 10.30am

Attendance

James Vaughan (Chief Constable) (Chair)

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

Natalie Booth (Police Federation Equality
Liaison Lead)

Caroline Coles (HR Corporate Support) (OPCC)

Belinda Dunmall (Unison Assistant Branch
Secretary)

Alexis Poole (Assistant Chief Officer People)

Katie Clements
(Police Federation Chair)

Kate Bendelow (GMB Branch President and
Convenor)

Charles Jagger (GMB Branch Secretary)

Tracey Bolt
(Specialist Support Coordinator)

Apologies

Fran Hughes
(Chief Executive, OPCC)

Carey Owen (Head of HR Organisational
Support)

Zoe Parnell
(Staff Officer)

Ollie Abercrombie (Police Federation Branch
Secretary)

Lesley Bulley (Superintendent Professional
Standards Department)

Jim Richardson (Head of People)

Suzanne Berry (Police Federation Conduct and
Performance Lead)

Paul O'Dwyer
(Unison Branch Secretary)

Guests

Nikki Leaper (Assistant Chief Constable, Contact
and Specialist Operations) (virtual)
(for minute reference 03/26/27)

Tim Evans (Chief Inspector, Professional Standards
Department) (virtual) (for minute reference 03/26/30)

Claire Flounders (HR Manager Delivery) (virtual)
(for minute reference 03/26/29)

James Stock (Chief Inspector, Local Policing,
South Devon) (virtual)
(for minute reference 03/26/28)

Beth Holmes (HR Manager, Corporate Support)
(rep for Carey Owen)

03/26/24 Opening and Declaration of Interests [FOIA Open]

James Vaughan opened the meeting, welcomed members and noted apologies. No equality or Health and Safety issues were raised. The following declaration of interest was made:

Item	Member	Reason	Action
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03/26/27	Katie Clements	Impact for Police Federation	Noted
03/26/27	Natalie Booth	Impact for Police Federation	Noted

03/26/25 Minutes from the previous meeting 15 April 2026 [FOIA Open]

The minutes of the previous meeting held on Wednesday 15 April 2026 were agreed as a true and accurate record.

03/26/26 Action Log [FOIA Open unless exemptions specified below]

a. Action 244 HR Operations Briefing JNJCC Q3 2025-26 (previous minute reference 01/26/05)

The Stay Interview process had proved positive in providing those members of staff who were thinking of leaving, the space to discuss their reasons with a Stay Ambassador. A review would be conducted twice a year to identify any emerging issues. There was a level of disillusionment amongst Officers following changes where loss of out of hours payments had occurred, and a lack of consistency in Line Managers. It was accepted that staff want to be in a position where they are proud of the job they are undertaking. The Force's vision was to reinvest into Response, and to introduce the role of an Advanced Practitioner. The PBB work would return more staff to the front line. There were concerns in relation to the Specialist Departments where there had not been a turnover in staff for a significant period of time, and environments had the potential to remain stagnant without new staff. The Committee recognised and thanked the staff working within the Force Control Rooms during demanding periods, particularly where shifts were not up to full compliment.

Action to remain open.

b. Action 245 Review of Meal Allowances (previous minute reference 01/26/09)

The Finance Department had completed the final review of the Mileage and Expenses Policy, and a draft would be circulated at the end of July 2026 for feedback.

Action closed.

c. Action 247 Trade Union Facilities Agreement (previous minute reference 02/26/20)

The Trade Union Facilities Agreement had received final sign off.

Action closed.

Nikki Leaper joined the meeting virtually.

03/26/27 Shift Changes (exigency of duty) [FOIA Open]

Members received and noted the Shift Changes (exigency of duty) paper presented by Nikki Leaper, which detailed the Force's legal position and understanding in regard to the changing of sworn officer shifts both inside and outside of the 90 days agreement. It also included the definition and intent of *exigency*. The paper also proposed a review of the Varied from Shift Arrangements (VSA), as they had not been reviewed for at least 12 years.

The Police Regulations had recognised 'the unexpected' as an exigency of duty, which had been noted in Police Negotiating Bay (PNB) Circular 86/9, but the term had not been fully defined as to what an exigency of duty was. Under regulation 22, Police Regulations and Determinations (2003), officers should know their rest days, free days, public holidays and shift patterns at least three months in advance, and these would only change as a result of an exigency of duty.

Engagement had taken place with Legal Services, and the advice provided had described an exigency of duty, which had resulted in a change to rostered duties without the 90 days' notice as:

- Unforeseen public order situations.
- Court attendances.
- Essential training.
- Covering of short notice absences due to sickness or restrictions.

It was acknowledged that any events that could be planned and foreseen in advance, such as public holidays and high periods of demand, should not be determined as an exigency of duty. An exigency of duty would be classed as a late notice event which could not have been determined, for example a Royal visit to the Force area or a major incident.

The Resource Management Unit (RMU) had significantly improved the processes in regard to setting out operational duty rosters, and had increased visibility of resourcing over the 90 day duty period. This approach included identifying where duty gaps were and moving staff accordingly to cover key demand areas. The RMU would not recognise a late notice court appearance or sickness as a requirement for a shift change, however, the RMU would use exigency of duty for recent bomb finds, major or critical operational matters. These changes would be ratified through a gold policy decision.

Engagement had taken place with the Police Federation, and it was accepted that officers should know their duties at least 12 months in advance, although other forces do operate differently. If there were a gap in a shift pattern due to annual leave, this would not be seen as an exigency of duty. The Police Federation accepted the short notice incidents as an exigency of duty, but the

advance notice issues, for example annual leave, would need to be managed at local level through the Supervisor.

Members accepted that the long term planning would not be referred to as an exigency of duty and would require Supervisors to plan for those situations. It was noted that within reason, annual leave should be guaranteed with at least three months' notice, and if a shift was anticipated to be short staffed with plenty of notice, there may be a requirement to move staff around to cover a different shift for a short period of time.

It was recognised that North Devon had implemented an approach to build in fairness across the Local Policing Area (LPA), and to increase 'buy in' from staff. It was accepted that staff wanted to help and support colleagues, and if they knew the reasons for the request to change shift, they were more than content to cover.

A set of resourcing principles had been produced which outlined changes to shift patterns that fell, outside and inside of the 90 day period. It was recognised that cancelling training was factored too high on the set of principles, and members noted this should be lower within the list, as it reinforced that training was not important and could be cancelled at short notice.

Nikki Leaper would review the order of the hierarchical principles in regard to training, and consider whether training should be split into mandatory and discretionary training.

For action by: Nikki Leaper

It was accepted that the process would not be applied to police staff, but consideration could be given to layering the exigency of duty process across the police staff handbook.

The Board agreed:

1. To confirm the discussions held between Devon and Cornwall Police (DCP) and the DCP Police Federation in regard to exigency of duty, as unforeseen public order situations, court attendances, unplanned or unscheduled training, and covering of short notice absences due to sickness or restrictions.
2. To set up a joint task and finish group to review and update the Varied from Shift Arrangements (VSA) for future consultation and agreement, taking into consideration the definition of exigency of duty.

Nikki Leaper left the meeting, and James Stock joined the meeting virtually.

03/26/28 Officer and Staff Safety Portfolio Update [FOIA Open]

James Stock presented the Officer and Staff Safety Portfolio Update paper, which provided details of officer and staff assaults and activity undertaken and planned. The following key points were noted:

- James Stock had taken over the lead for the Officer and Staff Safety Portfolio from the Geographic Support Inspector in South Devon, who had completed a significant amount of work to get the Portfolio into the positive position it was in.
- A review was being undertaken on the Portfolio, with interim updates being circulated in due course.
- Compliance with the A25 accident reporting, working alongside the implemented officer and staff safety Nine Point Plan continued to increase.
- Work continued on embedding the supportive intervention approach for officers and staff who were subject to repeat assaults.
- The introduction of clear escalation expectations linked to repeat assaults, would improve leadership oversight and accountability.
- The Officer and Staff Safety Advisory Group would be reintroduced as a focus and delivery group.
- The procurement of 1535 personal issue door closure solutions (emergency doorstop devices) for officers would commence. The door retention device was expected to enhance officer safety and improve incident response effectiveness.
- During 2025/26 a total of 715 assaults against officers and staff were recorded. Police Officers accounted for 94.5% of all recorded assaults, with 676 incidents recorded across the financial year.
- 68.7% of assaults involved male officers and staff, and 31.33% of assaults involved female officers and staff. 32.6% of assaults involved officers with two years' service or less, and 12 officers had been assaulted four times or more in the last 12 months.
- Alcohol, drugs and mental health continued to be the top contributing factors for assaults on officers and staff, with the most common locations being in the street, at domestic premises or in a police station or custody suite. Methods of assaults continued to be kicking, spitting and punching. It was acknowledged the timings of assaults aligned with the delivery of night time economy policing (NTE).
- Following analysis of the data, an average of two officers were being assaulted every day within the Force, and it was suggested whether consideration should be given around enhanced communication to members of the public in relation to the issues facing frontline staff on a daily basis. It was acknowledged that the data would be utilised at the next meeting with the Judiciary.
- Concerns were raised in regard to the number of assaults on Detention Officers within Custody Suites, and whether cases were being presented to Court by the Crown Prosecution Service (CPS).

During discussions, the following actions were created:

1. James Vaughan would liaise with the Head of Criminal Justice to discuss the escalation process that had been implemented when assaults took place on Custody staff, and whether a review should be undertaken.

For action by:

James Vaughan

2. James Stock would review the data on assaults on staff to identify the number of cases that were presented to the Courts, and the number of cases that were dealt with outside of the Court for the 14 October 2026 JNJCC meeting.

For action by:

James Stock

The Committee thanked James Stock for the update.

James Stock left the meeting, and Claire Flounders joined the meeting virtually.

03/26/29 Human Resources (HR) Operations Briefing JNJCC Q1 2026-27 [FOIA Open unless exemption specified below]

Beth Holmes and Claire Flounders presented the HR Operations Briefing for Quarter One (Q1) 2026-27 report, which provided an update on core activity within HR Operations and focussed on Performance Management. The following key points were noted:

- **This section has been redacted under the Freedom of Information Act 2000, s.22.**
- HR continued to be committed to resolving grievances at the earliest opportunity. The challenge remained the capacity of resources to deal with the significant amount of grievances that had been recorded.
- During 2025/26 grievances took on average 156 days to resolve. During 2026/27 grievances were taking on average 46 days to resolve. No grievances submitted since the 1 April 2026 had not been resolved to date.
- **This section has been redacted under the Freedom of Information Act 2000, s.22.**

Emma Butler-Jones left the meeting.

- A meeting had been arranged for each ET claim to be reviewed within a Star Chamber approach, to ensure there had been no deviation from Employment Law in regard to reasonable adjustments.

Tim Evans joined the meeting, and Emma Butler-Jones re-joined the meeting virtually.

- Concerns were raised by UNISON as to the increase in ET claims in relation to discrimination. Members were reassured that the Star Chamber approach had been implemented to review each ET claim to understand the themes, as discrimination would not be tolerated within the Force.
- It was acknowledged that any learning would be shared with the Trade Unions, but this could take up to two years due to the length of some processes.
- Work was ongoing in regard to the Disability charter, and the Force remained committed to the approach.
- Members noted that the Force had signed Article 14 of the Angiolini Enquiry:
'Recommendation 14 – Positive culture and elimination of misconduct or criminality often excused as 'banter', with immediate effect, every police force should commit publicly to being an antisexist, anti-misogynistic, anti-racist organisation to address, understand and eradicate sexism, racism and misogyny, contributing to a wider positive culture to remove all forms of discrimination from the profession. This includes properly addressing – and taking steps to root out – so-called 'banter' that often veils or excuses malign or toxic behaviour in police ranks.'
- Professional Development Review (PDR) completion rates remained lower than HR would like, and work had commenced with Senior Management Teams (SMTs) to improve completion rates. There was a longer term performance plan in development to address inconsistent engagement, completion, and perceived value of PDRs across the organisation.
- The Pay Progression Standards (PPS) had been in place since 2022 and remained a key activity within HR Corporate Support, where staff who had not yet completed their PPS assessments were identified, and therefore were not eligible for the increment.
- **This section has been redacted under the Freedom of Information Act 2000, s.22.**
- It was noted that Line Managers had the responsibility of having early conversations with staff when performance had dropped, and normally an improvement would be seen. HR were in contact with Line Managers to provide support in the capability process, and a preference would be for more managers to implement supportive processes at the earliest opportunity.
- **This sentence has been redacted under the Freedom of Information Act 2000, s.22.** Concerns were raised regarding the reduction in the Performance and Inclusion Team within Learning and Development, who would have normally picked up the support for student officers during their initial training. This responsibility now sits with the trainers.
- **This section has been redacted under the Freedom of Information Act 2000, s.22.**
- It was noted that there had also been recent changes to the Employment Rights Act 2025, where the qualifying period for an employee to be protected from unfair dismissal had reduced from two years to six months, therefore probation processes were currently being reviewed by Employee Relations (ER).

The Committee thanked Beth Holmes and Claire Flounders for their update.

Claire Flounders left the meeting. The Committee broke at 12.11pm, reconvening at 12.22pm.

03/26/30 Professional Standards Update [FOIA Open unless exemptions specified below]

Tim Evans shared the Professional Standards update presentation (available from the Specialist Support Hub), which provided an update of recent activity. The following key points were noted:

- **This section has been redacted under the Freedom of Information Act 2000, s.31.**
- It was noted the reduction in suspension and restriction numbers was due to the move of decision making of conduct cases, from Legal Service to the Professional Standards Department (PSD) Senior Leadership Team (SLT).
- There had been a reduction in the determination timeline to less than 15 days since last reporting, with a number of cases being referred back to the business.
- The determination types showed key themes, with data protection cases seeing a notable increase since February 2026.
- Hearings showed eight 'No Case to Answer' outcomes which was high, but a percentage of these cases were with the Independent Office of Police Complaints (IOPC) for investigation.
- Data compared with the national view showed the Force were making proportionate decisions on cases and had used 'Reduction in Rank' as an outcome in one case.
- During 2025/26, PSD had to schedule hearings 14 months in advance due to capacity, but with the increase in resourcing and change of process, cases with no complications were being scheduled for up to four months in advance, with three to four cases being listed per month.
- Work had taken place to retain a Sergeant within the PSD, due to the significant impact they had made to resolving the hearings and meetings challenges.
- **This sentence has been redacted under the Freedom of Information Act 2000, s.31.** As part of staff wellbeing, every opportunity would be made to keep staff in the workplace, but due to the changes, the Force needed to review each case to ascertain whether to leave the cases on the old Regulations or move to the new Regulations. It was recognised there would be an element of public perception that required consideration for each case.
- Any suspensions must now be authorised by the Chief Constable where arrests for specified serious offences had occurred. The cases must be reported to the Office of the Police and Crime Commissioner if an officer or member of staff was not suspended, and the Chief Constable had eight days to report the decision.

The Committee noted the continued improvement within PSD in terms of stabilising the department, and reducing the delays in misconduct cases.

Tim Evans left the meeting.

03/26/31 Critical Matters – Op Resolve Update [FOIA Open]

James Vaughan provided a verbal update on Op Resolve, and it was noted that work continued in regard to moving staff back to the front line to bolster response numbers as part of the process.

03/26/32 Priority Based Budgeting Update [FOIA Open]

Alexis Poole delivered a presentation on Priority Based Budgeting (PBB) (available from the Specialist Support Hub); the following key points were noted:

- A meeting had been scheduled with the Staff Associations for 31 July 2026 to provide an update following the DCP PBB process.
- The outcome of Panel Two would be reported into the 4 August 2026 Force Executive Board for discussion and decision, which included the removal of vacant posts and changes to processes. The 1 September 2026 Force Executive Board would list the Panel Three proposals in relation to service level and implementing improvements.
- The PBB process had provided a long term approach for delivery, and the PBB method provided the organisation with a disciplined approach which had been used across other business areas.

The Chair thanked all staff involved in the PBB process over the last 20 weeks.

02/26/20 Any Other Business [FOIA Open unless exemptions specified below]**a. Consultation with the Trade Unions**

A discussion took place in relation to consultation taking place with the Trade Unions when changes were made, as it was noted some changes had been made recently where RMU had brought in an estate wide threshold for Custody staff duties. This new approach had resulted in issues, where leave thresholds had been set too high, and only three police sergeants and three detention officers were being allowed leave at any one time across the whole of the Forces custody estate.

The move of supervision had resulted in several Custody police staff annual leave requests being declined by RMU. The issue had been escalated to the Custody SMT for discussion and resolution. It was accepted the Police Federation would be kept informed of any decisions.

b. Police Bravery Awards 2026



The Chair thanked Katie Clements for the work undertaken in hosting the Police Bravery Awards 2026, noting it was an exceptional event with members of DCP having been nominated.

c. Operation Hunlen

The Chair thanked all staff for their response to the recent major incident, in particular the Major Crime Investigation Unit Inspector and Team. Several messages had been received within Force from members of parliament and the Police and Crime Commissioner expressing their thanks and praise for the professionalism displayed by members of DCP.

d. Exeter Crown Court Case

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

Date, Time, and Location of Next Meeting

There being no other business, the meeting closed at 12.58pm. The next Joint Negotiating and Joint Consultative Committee meeting would be held on Wednesday 14 October 2026, commencing at 9.30am in the Executive Conference Room.