

Devon and Cornwall Police and Police and Crime Commissioner Resources Board

Wednesday 2 September 2026

Fowey Meeting Room, Middlemoor, commenced at 2.00pm

1. Official – [FOI markings as below]

Attendance

James Vaughan (Chief Constable) (Chair)

David Wilkin (Director of Finance and Resources)
Laura Wotton (Head of Estates)

Fran Hughes (Chief Executive, Office of the Police and Crime Commissioner)

Sarah Baker (Head of Business Accounting)
Alex Barclay (Specialist Support Coordinator)

Apologies

Alison Hernandez (Police and Crime Commissioner)
Jim Colwell (Deputy Chief Constable)
Robin Wheeler (Head of Finance)

Nicky Allen (Treasurer, Office of the Police and Crime Commissioner)
Alexis Poole (Assistant Chief Officer, People)

Guests

Mark Chivers (Chief Technology Officer) for item 07/26/67

07/26/61 Opening and Declaration of Interests [FOIA Open]

James Vaughan opened the meeting, welcoming members and noting apologies. No Declarations of Interest, Health and Safety, or equality concerns were raised. The Board was recognised as quorate.

Members noted that the Head of Finance would no longer attend Resources Board as a regular member.

07/26/62 Minutes from previous meeting 8 July 2026 [FOIA Open]

The minutes of the previous meeting on Wednesday 8 July 2026 were agreed to be a true and accurate record.

07/26/63 Action Log [FOIA Open]

- a. **Action 657 Estates Update Report – Fire safety testing options (previous minute reference 04/26/31)**

A trial was taking place to hold information and capture data regarding fire safety testing by using the Force asset management system. Members discussed the wider issue of the connection between the management of the Health and Safety Policy and building control, noting the current approach may not adequately provide sufficient accountability for the Force or the Office of the Police and Crime Commissioner (OPCC).

The Specialist Support Hub would ask the Assistant Chief Officer, People to convene and lead a Task and Finish Group to consider Health and Safety policy, practice and implications, particularly around the building control function with the aim of achieving better alignment. An update would be presented at Resources Board on 4 November 2026.

Action to remain open.

b. Action 660 Independent Audit Committee (IAC) Chair's Update (previous minute reference 05/26/46 and 06/26/49c)

Confirmation was received that a letter of thanks had been sent to the former chair of the IAC.

Action closed.

c. Action 661 Estates Update Report – Personnel on the Isles of Scilly (previous minute reference 06/25/50)

Legal advice had been sought regarding arrangements for occupation of the officer's residential accommodation on the Isles of Scilly. New tenancy agreements would be created at the conclusion of the refurbishment project.

Action closed.

d. Action 662 Estates Update Report – Pomona House migration (previous minute reference 06/25/50)

Works on Pomona House were almost concluded, and a migration plan had been drawn up.

Action closed.

e. Action 663 Estates Update Report – Victim's journey (previous minute reference 06/25/50)

Members noted the update provided on the action log which was that three models and 11 recommendations in relation to Transforming Victim Services had been shared with the Executive and would be reviewed and discussed by relevant stakeholders prior to being presented at Force Executive Board on 4 August 2026. Members discussed a government announcement regarding a new grant for specialist victim support services. Conditions for the grant were being reviewed but members were keen that any spending was done wisely and would enhance the longer-term strategy on victim care.

Action closed.

f. Action 664 Estates Update Report – Timeline for Andy Hocking House (previous minute reference 06/25/50)

A timeline regarding works on Andy Hocking House had been shared with Assistant Chief Officer, People.

Action closed.

g. Action 665 Estates Update Report – Custody refurbishment overview (previous minute reference 06/25/50)

Members noted that further work was needed to assess future estate options regarding custody provision across the Force. It was noted that a decision on the preferred direction was required as this would inform budget planning in the 2027/28 financial year. Work was underway to develop and assess options for the future estate, and a feasibility study would be presented at Resources Board in October 2026.

Action to remain open.

h. Action 667 Health and Safety Update – Organisational learning (previous minute reference 06/25/55)

Members noted the update on the action log which was that organisational learning resulting from a significant incident in South Devon had been provided to the Head of Health and Safety.

Action closed.

i. Action 668 Health and Safety Update – Reporting requirements (previous minute reference 06/25/55)

A meeting to discuss Health and Safety reporting requirements into future Resources Board meetings had taken place.

Action closed.

j. Action 670 Annual Governance Statements (previous minute reference 06/25/58)

The Strategic Policing Requirement had not been included in previous OPCC Governance Statements. However, it was noted that it should be included in all future Statements. The Specialist Support Hub would pass this information on to the Head of Audit & Insurance.

Action closed.

07/26/64 Estates Update Report [FOIA Closed s.43 Commercial Interests]

[This section has been redacted under Section 43 of the Freedom of Information Act 2000.]

07/26/65 Budget Monitoring Report [FOIA Open]

Members noted the Financial Dashboard Report 2026/27 presented by Sarah Baker which outlined the financial position as at the end of July 2026. The forecasts in the paper were prepared alongside budget holders and considered the latest workforce information. Key points from the discussion were as follows:

- The draft revenue outturn position at the end of May 2026 was a force overspend of £1,140k. Between May and June 2026 the overspend had reduced to £129k. The position at the end of July 2026 was a force underspend of £699k and an OPCC breakeven position. Changes in the forecast were linked to savings realised by phase two of the Priority Based Budgeting (PBB) project, movement from a staffing pay underspend which had been driven by an increase in leavers and a delay in recruitment early in the year. Also included was a forecast pay award of 3.5%, which had been confirmed at 2.5% causing a surplus of £865k, and £800k to fund the agreed transferee incentive scheme.
- Of the £3.8m officer pay budget underspend, £912k was 'people' related changes which partly provided mitigation and offset against overtime spending. It was proposed to set aside the remaining £557k to be managed by the Deputy Chief Constable as a Performance Enabling Fund. Members noted that the fund would provide flexibility to manage in-year financial pressures in the short term, while providing an opportunity to consider whether ongoing funding requirements should be incorporated into the subsequent planning cycle. The proposal was intended to promote a disciplined approach to addressing in-year budget pressures. The fund would be monitored through the Resources Board's established budget monitoring arrangements.
- Members noted the Savings Delivery Programme had achieved £971k of savings at the end of May 2026. As of 31 July 2026, the programme had achieved £2,294k in savings.
- The Capital Budget was £28m with a forecast underspend of £1.0m and £2.3m in slippage. Members discussed slippage, noting that controllable slippage was being closely assessed, rated and monitored through the Capital Strategy Group, with quarterly checkpoints providing

opportunities for intervention where necessary. It was felt that the Single Front Door approach to managing change projects could assist with a more efficient annual planning and spending cycle

The Board:

1. Agreed the revenue financial forecast of a £699k underspend as at 31 July 26.
2. Approved the creation of a Performance Enabling Fund subject to monthly reporting and scrutiny via Resources Board.
3. Approved revenue virements detailed in the table on the dashboard.
4. Agreed capital Quarter One forecast as at 30 June of £1.0m underspend.
5. Noted that controllable capital slippage was £1,434k and appropriate action plans were being developed and implemented. £830k of slippage was outside direct control.

07/26/66 Single Front Door Update [FOIA Open]

Members noted the Single Front Door Update paper presented by David Wilkin which provided members with an update on work undertaken to introduce a single front door process across both DCP and Dorset Police. Members discussed the paper with the following highlights:

- Single Front Door (SFD) was an outcome of the first phase of the PBB project. It was a concept which aimed to address the impact of excessive demand experienced by enabling departments tasked to deliver a multitude of change requests as well as statutory and mandatory change.
- Members noted the agreed governance process, which operated through a tiered structure. Minor changes were considered and resolved at the appropriate lower-level groups, while more complex changes progressed through the governance framework for consideration at the relevant level, with the Joint Strategic Change Board serving as the highest decision-making tier.
- The design of SFD was to establish and maintain a disciplined approach to organisational change, assessing and prioritising activity, ensuring visibility and transparency.
- Members noted that a review of the process would be undertaken towards the end of 2026, with the outcomes to be presented to the Joint Strategic Change Board before being reported to the Resources Board.

The Board:

1. Noted the work undertaken to introduce the Single Front Door process.
2. Recognised the good governance and discipline inherent in the Single Front Door approach and supported the process.

Mark Chivers joined the meeting virtually.

The meeting paused at 3.45pm and reconvened at 3.55pm.

07/26/67 Audit Report on Information Communication Technology (ICT) Workload and Prioritisation [FOIA Open unless exemptions specified below]

Members noted the ICT Workload and Prioritisation Audit paper presented by Mark Chivers which provided an overview of the audit conducted by SWAP Internal Audit Services which had concluded in June 2026. Highlights from the discussion were as follows:

- SWAP Internal Audit Services had been asked to conduct the audit as part of the ICT audit plan following the PBB process which had shone a light on activity in the ICT space. The

audit identified weaknesses in the governance and management of ICT projects and changes. While Force-wide policies existed under the Business Change function, these were not consistently applied, and there was no single, embedded process for capturing and prioritising ICT-related change. A significant volume of statutory and mandatory ICT requests was recurring in nature but not planned in advance of the financial year and there was insufficient grip on the link between prioritisation decision and ICT capability.

- The adoption of the SFD approach and a new annual planning process would assist in addressing these issues however the SFD approach was not yet fully embedded which led to a risk of reduced delivery effectiveness.
- **[This paragraph has been redacted under Section 43 (Commercial Interests) of the Freedom of Information Act 2000.]**
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- Members welcomed the renewed focus on addressing the identified issues and noted that the appointment of a new portfolio holder had strengthened oversight, pace and accountability within the improvement programme.
- It was noted that both DCP and Dorset Offices of the Police and Crime Commissioner (OPCCs) remained concerned by the longstanding nature of the identified issues and expressed disappointment that the expected level of performance had not been achieved. Members emphasised the importance of securing improved delivery from the contractor going forward.

The Board:

1. Noted the overview of the ICT Workload and Prioritisation Audit by SWAP Internal Audit Services.

Members thanked Mark for his report and he left the meeting.

07/26/68 Going Concern Report and Resilience Review [FOIA Open]

Members considered the Going Concern Report and Resilience Review presented by David Wilkin which provided an assessment by the section 151 officers of Devon and Cornwall PCC Group (OPCC and Force) as a 'going concern' for the purposes of producing the 2025/26 Statement of Accounts. The report was for the purposes of external audit and, due to meeting schedules, had already been presented to the Independent Audit Committee who had not made comments or raised concerns to raise with Resources Board.

The Board:

1. Approved the assessment that Devon and Cornwall Group was considered a 'going concern' for the purposes of producing the 2025/26 Statement of Accounts.

07/26/69 Property Act Annual Report [FOIA Open]

Members noted the Police (Property) Regulations Funding – Annual Report 2025/26 presented by Fran Hughes which detailed the distribution of funds which had come into the possession of DCP in connection with criminal charges or handed in by the public. Under the terms of the regulations if monies had not been claimed within one year, the Police and Crime Commissioner could commission the OPCC to distribute the proceeds among charitable organisations.

The Board:

1. Was assured regarding the distribution of the funds during 2025/25 collected under the Police (Property) Regulations 1997.

07/26/70 PCC Budget Timetable and Engagement Process [FOIA Open]

Fran Hughes provided a brief verbal update on budget planning for 2027/28. Members noted that key dates had yet to be confirmed. It was anticipated that the Government's provisional police funding settlement for 2027/28 would be announced in December 2026, with the proposed precept and Medium-Term Financial Strategy to be presented to the Police and Crime Panel in January 2027. Members noted that, in light of the planned transition from the OPCC to new local governance arrangements, and the expected operational demands during 2028, it would be prudent to consider a provisional budget for 2028/29 as part of this process to minimise potential disruption.

Date, Time, and Location of Next Meeting

There being no other business, the meeting closed at 4.34pm. The next Resources Board meeting would be held on Wednesday 7 October 2026, commencing at 2.00pm in the Fowey Room, Middlemoor.