

1. Official – [FOI markings as below]

Devon and Cornwall Police and Police and Crime Commissioner
Resources Board

Wednesday 7 October 2026
Fowey Meeting Room, Middlemoor, commenced at 2.00pm

Attendance

Jim Colwell (Deputy Chief Constable) (Chair)
David Wilkin (Director of Finance and Resources)
Sarah Baker (Head of Business Accounting)
Alison Hernandez (Police and Crime Commissioner)
Alexis Poole (Assistant Chief Officer, People)
Alex Barclay (Specialist Support Coordinator)

Apologies

James Vaughan (Chief Constable)
Nicky Allen (Treasurer, Office of the Police and Crime Commissioner)
Fran Hughes (Chief Executive, Office of the Police and Crime Commissioner)
Laura Wotton (Head of Estates)

Guests

Jo George (Head of Audit and Insurance) for item 08/26/78

08/26/71 Opening and Declaration of Interests [FOIA Open]

James Colwell 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.

08/26/72 Minutes from previous meeting 2 September 2026 [FOIA Open]

The minutes of the previous meeting on Wednesday 2 September 2026 were agreed to be a true and accurate record.

08/26/73 Action Log [FOIA Open]

a. **Action 657 Estates Update Report – Fire safety testing options (previous minute reference 04/26/31 and 07/26/63a)**
The role of the Building Controller would be discussed at Resources Board on 4 November 2026.
Action to remain open.

b. **Action 665 Estates Update Report – Custody refurbishment overview (previous minute reference 06/25/50 and 07/26/63g)**
Custody refurbishment and feasibility would be discussed at Resources Board on 4 November 2026.
Action to remain open.

c. **Action 671 Estates Update Report – Exeter airport portacabins (previous minute reference 07/26/64)**
An update on the impact of granting a portacabin licence on the sale of the Exeter Airport site would be circulated to Members outside the meeting.
Action to remain open.

08/26/74 Estates Update Report [FOIA Open unless exemptions specified below]

Members noted the Estates Update paper presented by Alison Hernandez which provided the Board with an update and strategic overview of key estate activities, associated risks and direction of travel. Highlights from the discussion arising from the paper were as follows:

- Members discussed the ongoing disruption caused by site works at Middlemoor, specifically noting the increased noise levels and the reduced availability of parking spaces. It was noted that Heads of Department would be advised that home working requirements could be temporarily relaxed, at their discretion, to mitigate staff disruption. It was further noted that desks were available in Homer House for staff who required alternative workspace due to noise disruption.
- Members acknowledged that the Building and Estates team was actively working to address the health, safety and communication challenges that had arisen from the works, noting that useful lessons had been learned from the initial disruption and pre-project assumptions, which would be taken forward into future projects. The importance of effective joint working between the Health and Safety and Building and Estates teams was highlighted.
- Members discussed the need to clearly communicate the intention behind the work to both staff and the public, emphasising that the underlying purpose was to place victims at the heart of the organisation. It was agreed that further work was required to strengthen the communication strategy and messaging, ensuring the rationale, purpose and intended benefits of the changes were clearly articulated.
- Members discussed the importance of developing strategic communication plans alongside Estates' proposals and objectives. It was noted that clear and effective communication would help staff and the public to understand the rationale for investment and change, the strategic objectives being pursued, and the options considered, including the reasons why some proposals had not been progressed. Members noted that a similar approach could also be beneficial in supporting technology-related change programmes.
  Alison Hernandez and Jim Colwell would explore options for providing additional resources to support strategic communications relating to the Estates programme from both an OPCC and DCP perspective.
  For action by: Alison Hernandez and Jim Colwell
- **[This paragraph has been redacted under the Freedom of Information Act 2000 Section 43 Commercial Interests]**
- Members discussed the overall scope and volume of work currently taking place across the estate. It was agreed that options to increase capacity within the Buildings and Estates team should be considered with a view to incorporating the proposed resourcing into the 2027/28 budget setting process. It was agreed that the matter would be referred to the Treasurer of the Office of the Police and Crime Commissioner (OPCC) for consideration.
- **For action by: Specialist Support Hub**

The Board:

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4. Noted the other updates outlined in the Estates Update paper.

08/26/75 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 August 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 forecast outturn position at the end of August 2026 was a force underspend of £47k and an OPCC breakeven position. The primary reason for movement in the underspend from the last report was the creation of a Performance Enabling Fund of £557k which had been included in the forecast. Although the dashboard showed £92k had been allocated from the fund, members noted the most up to date allocated figure was £302k.
- Overtime spending was well contained and although a small overspend of £0.1m was noted, members acknowledged the significant improvement from the figure at the same time last year of £3.1m.
- The Savings Delivery Programme had achieved £2,384k of savings at the end of August 2026 as further Priority Based Budgeting (PBB) Phase One activities were completed. Members noted that with a PBB Phase Two milestone in October 2026, further savings would be realised over the coming months.
- Members discussed ongoing work to bring together the various programmes, recommendations and priorities driving organisational change into a coordinated and cohesive approach. Members noted the opportunity to improve efficiency and maximise the benefits delivered through planned investment and improvement activity. A draft summary of the approach was presented by David Wilkin. Work arising from PBB had been themed into eight key areas and used to create a work plan which together with related investments would realise the target saving of £6m by October 2028 as well as address recommendations in the HMICFRS Improvement Programme, improve service to the public and balance the budget.
- Members were keen to understand how specific elements of the plan could act as significant enablers of improved performance and public service as well as address the HMICFRS PEEL Inspection recommendations. Discussion focused on initiatives such as centralised file-building capacity and improvements in crime triage which would reduce bureaucracy and administrative demands on frontline officers, allowing more time to be devoted to operational duties and public-facing activity.
- Members were reminded that savings achieved through PBB enabled investment in priority areas across the Force. Members noted the value of a clear and consistent narrative and supported the inclusion of a clear explanation of the purpose and benefits of the work for both staff and the public.
- Members noted that the development of the proposal was benefiting from support provided by PricewaterhouseCoopers, bringing significant expertise, experience and capacity to the work. The College of Policing was also supporting the work, in particular ensuring that workforce engagement remained a key consideration.

The Board:

1. Agreed revenue a financial forecast of £47k underspend at 31 August 26.
2. Approved revenue virements detailed in the table on the dashboard which related to Hotspot Policing.

08/26/76 Planning for the Medium-Term Financial Strategy 2027/28 to 2030/31 [FOIA Open]

Members noted the Planning for the Medium-Term Financial Strategy (MTFS) 2027/28 to 2030/31 report presented by David Wilkin which included the timeline for the process, key risks and a review of the assumptions used in the MTFS 2026/27 to 2029/30. Key discussion points were as follows:

- The budget planning process would be reflective of circumstances regarding Police Reform, Police Governance Reform and any further information received regarding Local Government Reform. Additionally, the new Prime Minister and Chancellor of the Exchequer may affect the direction of travel previously announced.
- The timetable for the completion of the MTFS was noted as a good structure which could be flexed during the process as necessary.
- Members noted that several of the assumptions underpinning the budget remained subject to uncertainty and would require careful monitoring, for example inflationary pressures and interest rate movements. Members also noted that a range of external factors affecting the final settlement amount, for example Council Tax limits and the Neighbourhood Policing Grant, would have an impact on the final financial position of the MTFS.
- A discussion took place regarding a potential request to increase the precept which Alison Hernandez would present to the Police and Crime Panel in January 2027. It was acknowledged that panel members might scrutinise the impact of previous increases prior to approving additional funding. Alison Hernandez stated she would maintain a flexible approach regarding budget balancing options, including potential adjustments to officer staffing levels, although this would not be her preferred choice.
- Members highlighted key examples where prior investments had successfully improved performance and addressed causes for concern identified by HMICFRS. Specific success across Contact, Firearms Licencing, Crime Data Integrity and the Management of Sexual and Violent Offenders (MOSOVO) were noted as being discharged as causes of concern by the Inspectorate. Alison Hernandez suggested that a comprehensive narrative detailing these and other achievements to present to the Police and Crime panel would ensure positive outcomes were highlighted alongside broader performance results.

The Board:

1. Approved the Budget and Precept Timeline and Milestones 2027/28 attached as Appendix A in the paper.
2. Approved the membership of the subgroup formed to discuss the detailed issues arising during the planning process as outlined in para 4.3. of the paper. Additionally, the Board approved the inclusion of Alexis Poole should the workforce mix become a significant area of discussion.

08/26/77 Workforce Update October 2026 [FOIA Open unless exemptions specified below]

Members noted the Workforce Update dashboard presented by Alexis Poole which provided detailed progress of ongoing workforce recruitment, turnover and planning. Members discussed the presentation with the following highlights:

- The workforce profile for both the current year and for 2027/28 continued to be refined to explore how existing resources could be optimised and to inform potential future workforce configurations.
- Profiling for the remainder of the current financial year prioritised the balance between leavers, transferees and student recruitment.
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Jo George joined the meeting virtually.

08/26/78 Internal Audit Outstanding Actions [FOIA Open]

Members noted the Internal Audit Outstanding Actions Update presented by Jo George which provided members with an update as reviewed by the Independent Audit Committee (IAC) on 30 September 2026. Discussion highlighted the following points:

- All actions overdue for implementation were Priority Two and Priority Three actions.
- Members noted that the IAC had no formal sanction or enforcement powers in respect of outstanding actions. Where actions remained incomplete, the associated risk continued to be carried by the organisation. While the IAC provided scrutiny and oversight, accountability for delivery remained with action owners and relevant Force leads. The IAC reported to those with governance responsibilities and produced an annual report, which informed the assessment of external auditors. Members noted that unresolved actions could contribute to external challenge, including in relation to value for money arrangements.
- Members noted that Executive portfolio holders were aware of outstanding actions within their areas of responsibility and would engage with relevant individuals, where necessary, to review progress, confirm control objectives and agree appropriate timescales for completion. It was also noted that a number of actions were complete, but action owners were required to submit supporting evidence before they were signed off.
- Members welcomed the regular focus on outstanding audit actions through established governance arrangements, including Executive Board oversight and reporting to the OPCC, which supported continued scrutiny and encouraged progress against agreed actions.

Jo George left the meeting.

08/26/79 Health and Safety Update [FOIA Open]

Members noted the Health and Safety paper presented by Alexis Poole which provided an update on ongoing actions relating to the Health and Safety Department. A revised approach to the Health and Safety Annual Report was being developed, to combine a review of the previous planning year with priorities for the year ahead. The Health and Safety Risk Register and Health and Safety Policy were also under review. Further work would be undertaken to assess capacity and capability options within the Health and Safety department, including any associated budget implications for 2027/28. It was noted that a paper would be presented to Force Resources Board on 2 December 2026 for discussion and, where appropriate, approval.

The Board:

1. Agreed the planned activities outlined in the paper and directed on the timeline for return to Resources Board subject to immediate arrangements for providing capacity in the interim.

Date, Time, and Location of Next Meeting

There being no other business, the meeting closed at 4.19pm. The next Resources Board meeting would be held on Wednesday 4 November 2026, commencing at 2.00pm in the Fowey Room, Middlemoor.