



Devon and Cornwall Police Force Delivery Board

Tuesday 21 July 2026

via MS Teams, commenced 10.00am

Attendance

Jim Colwell (Deputy Chief Constable) (Chair)	Nikki Leaper (Assistant Chief Constable, Contact and Specialist Operations)
Glen Mayhew (Assistant Chief Constable, Local Policing)	Mike Stamp (Director of Legal, Reputation and Risk)
Alexis Poole (Assistant Chief Officer, People)	Ashley Frayling (Special Chief Officer)
Scott Bradley (BCU Commander, Cornwall and the Isles of Scilly)	Roy Linden (BCU Commander, South Devon)
Antony Hart (BCU Commander, NEW Devon)	Ben Deer (Commander, Crime and Justice)
Sheon Sturland (Commander, Protecting Vulnerable People)	Lucy Baillie (Police Staff Commander, Contact Resol Centre and Operations)
Lesley Bulley (Head of Professional Standards)	Nicky Anderson (Head of People)
Richard Scott (T/Head of Information Assurance)	Fiona Bohan (Head of Performance and Analysis)
Lloyd Allen (Head of Fleet)	Louise Fenwick (Head of Alliance Business Change)
Sarah Baker (Head of Business Accounting)	Laura Wotton (Head of Estates)
Louise Sawyer (Head of Environmental Management and Sustainability)	Belinda Dunmall (UNISON)
Segil Zulhayir (DCC Staff Officer)	Tracey Bolt (Specialist Support Coordinator)

Guests

Ian Reid (Superintendent, Custody) (for minute reference 01/26/09)	Tara Harrop (Senior Force Legal Advisor) (rep for Chelsey Garner)
Vicky Goodwin (Deputy Head of Corporate Communications and Engagement) (rep for Tanya Croft)	Jo Manley (Head of HR Organisational Support) (rep for Carey Owen)
Lauren Hunt (Sergeant, COG Support) (for minute reference 01/26/10b)	

Apologies

Matt Longman (Assistant Chief Constable, Crime, Justice and Vulnerability)	David Wilkin (Director of Finances and Resources)
Fran Hughes (Chief Executive, OPCC)	Alex Doughty (BCU Commander, Plymouth)
Stuart Jose (Director of Procurement)	Richard Bullock (Head of Corporate Development)
Brendan Downes (Head of Administration and Business Support)	Hayley Kyei (T/Head of Administration and Business Support)
Tanya Croft (Head of Corporate Communications)	Emily Owen (T/Head of Equality, Diversity and

and Engagement)
Robin Wheeler (Head of Finance)
Carey Owen (Head of HR Organisational Support)
Ruth Frett (Head of Learning and Development)
Katie Clements (Sergeant, Police Federation)

Inclusion)
Chelsey Garner (Head of Legal Services)
Jim Richardson (Head of HR People)
Mark Chivers (Chief Technology Officer)
Kate Bendelow (GMB)

01/26/01 Opening and Declaration of Interests [FOIA Open]

Jim Colwell opened the meeting, welcoming members and noting apologies. No declarations of interest, health and safety or equality concerns were raised.

01/26/02 Purpose and Objectives of the Force Delivery Board [FOIA Open]

The purpose and objective of the Force Delivery Board was to bring all Senior Leaders together to discuss performance and cross departmental interdependencies, avoid siloed working and ensure business areas were working collaboratively. The Board provided the opportunity for collaboration and consultation between Senior Leaders, and would assist with driving business forward as a collective.

Mike Stamp joined the meeting.

A Microsoft (MS) Loop voting system had been introduced which provided members with the opportunity to read papers and indicate whether they were supportive, not supportive or neutral in regard to a subject. This approach would avoid lengthy discussions within the meeting and enable clear and timely decision making.

All meeting papers would be submitted two weeks prior to a scheduled meeting for review by a small cohort to assess requirements in terms of funding, resources and risk. Any late papers would be deferred to the next meeting.

01/26/03 Agreement of the Force Delivery Board Terms of Reference [FOIA Open]

Members received and noted the Force Delivery Board Terms of Reference. It was recognised that there was an expectation that all members of the Executive would attend the Board, and all Commanders and Heads of Department would be expected to attend the Board meetings unless there was a specific reason. The following amendments were accepted:

- The title of the Police Staff Commander Operations would be updated to read 'Contact Resolution Centre and Operations.'

- All references to the 'Strategic Roadmap' would be updated to read 'Strategic Plan.'
- Police Federation and Police Staff Associations would be added to the 'Membership.'
- Senior Leadership Team meetings would be added would the 'Receives report from.'
- Strategic Tasking and Accountability Meeting would be added to 'Receives reports from.'
- The expectation for members to read the meeting papers and vote via the MS Loop, prior to the Board meeting would be added to 'Administration.'
- Management of Budgets would be added to 'Standing Agenda Items.'
- Management of Resources would be added to 'Standing Agenda Items.'
- The Scheme of Delegation would be updated in line with the revised Terms of Reference.

The Specialist Support Hub would make the necessary amendments to the Force Delivery Board Terms of Reference and Scheme of Delegation, and a revised paper would be presented to the 18 August 2026 Board meeting.

For action by: Specialist Support Hub

01/26/04 His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) Cause for Concern Progress Update – Investigation Standards [FOIA Open unless exemptions specified below]

Ben Deer presented the Cause of Concern Investigation Standards papers, it was noted due to the work being undertaken on crime standards regular updates would be brought into the Force Delivery Board.

a. Investigation Standards and Outcomes

The implemented Cause of Concern action plan had a resolution date of the 30 September 2026. Delivery had taken place on a monthly basis to improve investigation standards, and work continued at pace through Op Tenaci. The overall summary for the Investigations Standards Plan was graded at Green, due to the majority of actions set out for June 2026 having been completed.

Various levels of training across different areas had commenced to upskill staff, with the Investigation Academy (IA) co-delivering investigation training alongside Initial Training. Attendance on some courses had been lower than anticipated due to the summer period, but course attendance was higher moving into the autumn. A review had taken place of the Outcome Training and Guidance documentation, with revised content being aligned to Force Authorised Professional Practice (APP) and relevant Areas for Improvement (AFIs) to ensure consistency and accuracy in approach. The IA continued to develop and produce Investigation Quality (IQ) Bitesize learning products.

A review had taken place to check and test the capacity of the Sergeant role to understand if investigation reviews and validation of investigation quality could be undertaken. Solutions

had been identified and would be implemented. Hierarchical reviews continued to embed across the organisation, with approximately 2,700 reviews undertaken to date. These reviews were providing valuable assurance and insight into investigation quality. IQ audits and senior officer reviews continued, although there was concern in relation to the data quality and reliability of the IQ audit data. Further work was required to understand the potential impact the audits were having on Inspectors capacity.

It had been identified some business areas were developing their own bespoke training and guidance, which was causing challenges with the investigation standards training due to an inconsistency with approach. It was noted that any training improvements would need to come into the Outcome Silver Group for discussion in the first instance, prior to best practice being shared.

An ongoing crime review activity within the Crime Standards Unit had generated increased demand, and was being managed through overtime arrangements. It was noted further resources were required to enable the crime review activity to continue.

The number of undetected finalisation tasks and detected finalisation tasks had seen a significant increase over the last three months, and there had been a small increase in the number of cancellation tasks generated over the same three months. Performance measures would be fed into the Force Performance Board on 30 July 2026. It was acknowledged significant milestones had been achieved with the investigation standards action plan, albeit there had been a drop in Supervisor reviews in some business areas, and work would be required to understand how non-compliance should be managed moving forwards. Due to a change in templates the data already captured on the Quality Service Review (QSR) template, would not be included on the new Performance Improvement Plan Progress Update template which captured data from 24 June 2026. It was acknowledged that the HMICFRS would not have access to approximately three months' worth of data for review.

Concerns were raised in regard to the available capacity of Inspectors and Chief Inspectors to undertake the reviews. Members accepted the focus needed to remain to maintain a level of sustainability.

The Board agreed:

1. To support and acknowledge the progress made against the Investigation Standards milestones, and the progress with bespoke training and members were confident in the suitability and sustainability of the work being undertaken.

b. Digital Case File (DCF) Operational Lead Extension

Ben Deer presented the DCF Operational Lead Extension paper, which sought authorisation for the extension of the Devon and Cornwall Police (DCP) DCF Operational Lead Inspector until 31 December 2027. The following key points were noted:



- Following a design review of the DCF project, it had been identified that without the experience and skills of the Operational Lead, the project could not be delivered.
- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
- The preferred option was to retain the current DCP Operational Lead due to their knowledge and skills.
- It was noted the post and resource were two separate items, and had to be dealt with as such.

The Board agreed:

1. To the provision of a funded Police Officer post from Resolve reserves until the 31 December 2027 to perform the role of DCP DCF Operational Lead.
2. For an application to be submitted to the Posting Panel with clear rationale for the role of a DCP DCF Operational Lead.

01/26/05 HMICFRS Cause of Concerns Progress Update - Safeguarding [FOIA Open unless exemptions specified below]

Sheon Sturland presented the Safeguarding Cause of Concerns across the three business areas.

a. Safeguarding

A three month Safeguarding action plan had been implemented, which indicated a requirement to increase the number of Secondary Risk Assessments of Domestic Abuse (DA) Public Protection Notices (PPNs). Recruitment had commenced to recruit two permanent and one temporary Robotic Process Automation (RPA) developers, and once resources were in post, work would commence to develop a secondary risk assessment automation tool. The Central Safeguarding Team (CST) had seen an increase in resources to bring their numbers up to 16 full time equivalents (FTE), which would assist with improving performance.

Key milestones had been achieved, which included:

- An increase in secondary risk assessments for 100% of High risk cases.
- A Policy had been completed, which defined prioritisation and thresholds for Domestic Abuse Risk Assessments (DARA) PPNs that required a secondary review.



- All Police Constable and Sergeant Safeguarding posts being filled, although not all currently in post due to absences, with the final posts being filled from the latest recruitment process.
- The development of a Performance Application which was in testing, and all initial target e-mails had been sent out.

It was noted the work that had been achieved provided a certain level of confidence, although it was acknowledged further work was still required on the action plan, which would provide a clear and concise approach on delivery of the HMICFRS recommendations.

b. Civil Orders

It was recognised the Force needed to effectively manage the Civil Orders (COs) that were granted, and in November 2026 the existing Domestic Violence Prevention Orders (DVPOs) would be replaced with the Domestic Abuse Prevention Order (DAPO). It was noted the Multi Agency Public Protection Arrangements (MAPPA) civil orders were managed effectively and required no change.

The work would be undertaken in two phases:

1. Understand and record all COs in one central place.
2. To understand how the COs were managed, to identify a more effective solution.

Concerns were raised in regard to the challenges in delivering the central CO system by November 2026, due to the availability of resources. **The following section has been redacted under the Freedom of Information Act 2000, s.22.** It was noted that DP managed a spreadsheet which recorded all COs issued, and this information was then shared via the Police National Computer (PNC), which could be used as an interim solution until changes could be made to Niche. **The following section has been redacted under the Freedom of Information Act 2000, s.22.** Members recognised this was an opportune time to review the list of Portfolio Leads as owners of the HMICFRS recommendations, which included the COs.

During discussion, the following actions were created:

1. Jim Colwell would liaise with Sheon Sturland to discuss the most appropriate option for the lead for CO's, and an update would be provided at the 18 August 2026 Force Delivery Board.

For action by:

Jim Colwell and Sheon Sturland

2. Glen Mayhew would liaise with Fiona Bohan to produce a list of Portfolio Leads which included leads for HMICFRS recommendations, providing a clear definition for each Portfolio, which would be presented to the 18 August 2026 Force Delivery Board.

For action by:

Glen Mayhew and Fiona Bohan

The Board agreed:

1. To sign off the HMICFRS Performance Improvement Plan against Safeguarding due to the work that had been completed on the AFI's.

c. Stalking

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

Following the Op Hibiscus review, learning had been collated from several high level safeguarding operations, Independent Office of Police Complaints (IOPC) themes and a live South Devon complaint. A tiered approach had been implemented which had resulted in the high risk incidents producing improved outcomes. Updates were provided on the Stalking Performance Improvement Plan, and it was noted:

- A review would be undertaken to identify a solution to increase the use of VR at the earliest opportunity, to improve service delivery for stalking victims.
- A deep dive of the standards within the Check and Test team would be held, to understand why the stalking arrest rate was significantly below the 50% target.
- The introduction of a dedicated stalking perpetrator intervention programme for behavioural change.
- The integration of an Independent Stalking Advocate Caseworker (ISAC) within the Victim Care Unit (VCU). It was noted that funding approval for a second ISAC was still awaited.

Segil Zulhayir would make enquiries to ascertain if the funding approval for a second ISAC post had been discussed and approved through funding protocols.

For action by: Segil Zulhayir

The Board agreed:

1. To sign off the HMICFRS Performance Improvement Plan against Stalking due to the work that had been completed on the AFI's.

The Board broke at 11.36am, reconvening at 11.46am.

01/26/06 HMICFRS Areas for Improvement - Responding [FOIA Open unless exemptions specified below]

a. Routine Demand



Members received and noted the Routine Demand paper presented by Antony Hart, which detailed the work underway to improve the response to routine demand, noting the action plan would be shared with the Deputy Chief Constable as soon as possible. The following key points were noted:

- The AFI had been set for the Force Control Room (FCR) to have oversight, but it was noted the AFI would sit better within the Basic Command Units (BCUs), and this had been fed back to the HMICFRS. This approach would allow the FCR to service high levels of incoming calls for service.
- Performance and Analysis (P&A) had developed a QlikSense app for routine demand, which provided a holistic overview, on a daily basis, of open and deferred logs, ensuring Threat, Risk, Harm, Investigation, Vulnerability and Evidence (THRIVE) compliance. Quality Assurance Testing was underway with the application being implemented by the end of July 2026.
- As of the 15 June 2026, all appointments took place virtually, with the benefit being all appointments could be undertaken from any location and by Officers who were on restricted duties.
- The Crime Management Investigation Team (CMIT) teams in three BCUs were servicing some appointments, with NEW Devon to transition by the end of July 2026.
- The Control Resolution Centre (CRC) reviewed all routine logs prior to sending to the BCUs for allocation. If a log required an in-person appointment, then a routine graded log would be created for the appointment to be made.
- The Video Response (VR) team was being stabilised for the summer. The focus remained on increasing the proportion of DA logs that were serviced by a virtual response. The future objective remained for the VR team to expand their focus to assist patrol.
- A consistent approach to re-Threat Risk Harm Investigation Vulnerability and Evidence (THRIVE) to all routine logs was introduced in January 2026. The compliance of re-THRIVE had varied overtime, and ongoing monitoring remained the responsibility of the BCUs. The new QlikSense app for routine demand would allow for accurate assessment of compliance with re-THRIVE requirements, which would remove the need for manual audits.
- A defined policy had been developed on Victim Contact and Engagement, and an EIA had been completed, a paper would be presented to the 18 August 2026 Force Delivery Board.
- The next steps included reviewing where duplication between logs and occurrences occurred, and further development of the VR team.

It was acknowledged the existing action plan would be transferred to the corporate plan format, for sign off outside of the meeting. Concerns were raised in relation to the resource levels within the VR team, and it was noted this would be focussed on.

b. Responding to the Public (AFI update)



Roy Linden informed members the Performance Improvement Plan was being drafted and would be presented to the 18 August 2026 Force Delivery Board, along with details of the new governance structure and specific recommendations for management. The following key points were noted:

- A Working Group would be set up to include members from Local Policing, CRC, Operations and Corporate Development to develop a clear plan aligned to the HMICFRS actions, and to identify solutions to improve attendance times.
- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
- Work would take place to improve the technology held to automate Code 6 functionality, between patrol and operations.
- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**

It was accepted conversations were required in regard to releasing units from a scene, and this would be picked up within the work of the Working Group.

01/26/07 Op Resolve Update [FOIA Open]

The Op Resolve Update paper was taken as read. and all members noted the update.

01/26/08 100 Days of Summer Update [FOIA Open unless exemptions specified below]

Roy Linden presented the 100 days of summer paper, which provided an update on the work undertaken to address summer 2026 policing. The following key points were noted:

- **The following section has been redacted under the Freedom of Information Act 2000, s.31.**
- By implementing a force leave policy, shifts had been kept to nine hours, rather than increased to 12 hours, and it was suggested this approach was adopted for June 2028. It was noted the Resource Management Unit (RMU) had been a key enabler to deliver summer 2026, and capacity needed to be monitored within the RMU to ensure delivery.
- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**

- A review of hot weather protocols would be commissioned between Operations and Buildings and Estates to ensure business continuity arrangements were fit for purpose moving forwards.

The Board agreed:

1. To implement and trial plans for summer 2027 in readiness for summer 2028.

Glen Mayhew would present a report outlining learning from summer 2026 and plans for summer 2027 to the 17 November 2026 Force Delivery Board.

For action by: **Glen Mayhew**

01/26/09 Custody Summer Resilience Update July 2026 [FOIA Open]

Members received and noted the Custody Summer Resilience Update July 2026 paper presented by Roy Linden, which provided the approach implemented to ensure Custody was as sustainable as possible during the summer period. The following key points were noted:

- Following a promotion process, 18 new Sergeants were posted directly into Custody in May 2026, which provided 85 Sergeants in a design of 72 Sergeants, with previously trained Custody Sergeants also moved into Custody until September 2026.
- Staff did not work any double shifts over the summer period, which had produced a significant reduction in overtime.
- Engagement had taken place with other forces to understand their Custody operating model, where ownership had moved to local policing. Further engagement would continue with other forces, where robust custody schedules had been identified.
- Custody budgets had been integrated into Local Policing Areas (LPAs).
- The resolution of a single shift pattern was with Legal Services, but there had been good engagement to bring in a core enabling pattern for staff.
- P&A were building a QlikSense custody scorecard to measure performance.
- Conversations had taken place with the Head of Estates in relation to working with a six custody station model, and a paper would be presented to the Force Executive Board in due course.
- Improvements would be explored for Niche/PRONTO as an enabler to ascertain if any changes could be made to assist Custody staff.
- Custody Summer Resilience Gold transition would remain with Roy Linden.

Jo Manley and Lucy Baillie left the meeting. The Board thanked Roy Linden and Custody staff for the work completed in regard to providing a sustainable Custody environment over the summer period.

01/26/10 Policy and Procedures [FOIA Open]**a. Policy Update – July 2026**

Members received and noted the Policy and Procedure paper, which detailed all policies that were 12 months over their review date. The following key points were noted:

- D311 Alcohol and Drug Misuse and Testing Policy would be moved into the Deputy Chief Constables portfolio.
- Policies WP8 Force Designated Travel User, WP12 Dual and Alternative Workplace Travel, WP10 Student Officer, Police Community Support Officer (PCSO) and any other Headquarters (HQ) Residential Training Travel and Expenses, and WP13 Mileage and Expense Claims Working Practice, were in the processes of being incorporated into one policy document by Finance, who stated the first draft would be ready by end of July 2026.
- Work continued on D098 Purchasing Policy and Finance stated a first draft would be ready by the end of July 2026.
- There had been a delay in reviewing the Operations Policies due to the Priority Based Budgeting (PBB) commitments, but work continued.
- The Policy Team had received the D366 Decommissioning of Force Buildings Policy 20 July 2026 for finalisation.
- It was acknowledged that as a result of PBB commitments, the number of Policies and Procedures requiring review had started to increase.

b. Partially Deployable Officers

Lauren Hunt presented the Partially Deployable Officer paper, which provided details of a structured, risk based approach to managing police officers who were temporarily unable to complete the full APP accredited Public and Personal Safety Training (PPST) training, ensuring those officers could continue to undertake a proportionate level of operational duties safely. The following key points were noted:

- A paper was presented to the 2 September 2025 Force Executive Board, where approval was given to progress the Partially Deployable Officer project, particularly for CMIT officers across the Force, to assist with the reduction of demand on front line.
- A Working Group had been set up, and through extensive engagement, DCP-P-099 Partially Deployable Officer Policy was drawn up. The Policy had been aligned with existing policies, for example J-Pr-378 Limited Duties Procedure.
- Phase One implementation delivered two modified PPST modules of six hours each to 13 CMIT Officers. The training provided a tailored input to each person's capability. These Officers now hold 'Partially Deployable' status.



- This training approach had been extended to other business areas, and the feedback had been positive, noting the smaller group and tailored approach as benefits for staff with injuries or health conditions.
- It was accepted the process had to be kept simple, with officers on limited duties undertaking a review with their line manager to identify suitable taskings and support required for the officer to enable safe deployments, a referral to Occupational Health Unit (OHU) if required, who would recommend a suitable level of PPST, and if able provide an indication of when that officer would be expected to return to full duty.
- The Policy highlighted the modified PPST was not a preference; it was a supportive interim measure to support officers undertaking operational duties when medically restricted. The approach was not intended for mutual aid deployments, or other specialist roles.
- Further work was required to understand the process for Officers who would not be able to undertake both forms of PPST.
- It was noted that the Risk Assessments did not mention any disabilities of a member of staff. It was accepted this could be picked up through the Joint Strategic People Board via the creation of a set of FAQs.
- From a legal perspective the approach was supported, noting the service the Force was able to deliver would improve.
- Members recognised that the staff that had already undertaken the modified PPST training, the level of confidence had grown, and with the smaller group sessions it was a supportive route for officers who were recovering back to full operational duties and health.

Alexis Poole and Nicky Anderson would review and identify the best reporting mechanism for providing Commanders with overall visibility of those Officers within their business area that were Deployable, Partially Deployable or not Deployable.

For action by: Alexis Poole and Nicky Anderson

The Board agreed:

1. To continue with Partially Deployable Officer training and support a force wide rollout, alongside approving the implementation of the policy and its progression to a future Joint Strategic People Board.

01/26/11 Summary of Actions [FOIA Open]

Tracey Bolt provided a summary of actions created at the meeting.

01/26/12 Agreement of Next Meeting Agenda and Look Forward [FOIA Open]



Members received the draft agenda for 18 August 2026 and agreed the contents, and considered items for the 15 September 2026 Force Delivery Board agenda.

Date, Time, and Location of Next Meeting

There being no other business, the meeting closed at 1.15pm. The next Force Delivery Board meeting would be held on Tuesday 18 August 2026, commencing at 9.45am in the Executive Conference Room and via Teams.