



Devon and Cornwall Police Force Delivery Board

Tuesday 18 August 2026

In the Executive Conference and via MS Teams, commenced 9.45am

Attendance

Jim Colwell (Deputy Chief Constable) (Chair)	Nikki Leaper (Assistant Chief Constable, Contact and Specialist Operations)
Glen Mayhew (Assistant Chief Constable, Local Policing)	Matt Longman (Assistant Chief Constable, Crime, Justice and Vulnerability)
Mike Stamp (Director of Legal, Reputation and Risk)	David Wilkin (Director of Finances and Resources)
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)	Alex Doughty (BCU Commander, Plymouth)
Sheon Sturland (Commander, Protecting Vulnerable People)	Richard Bullock (Head of Corporate Development)
Tanya Croft (Head of Corporate Communications and Engagement)	Ruth Frett (Head of Learning and Development)
Mark Chivers (Chief Technology Officer)	Chelsey Garner (Head of Legal Services)
Laura Wotton (Head of Estates)	Sarah Baker (Head of Business Accounting)
Nicky Anderson (Head of People)	Richard Scott (T/Head of Alliance Information Management)
Hayley Kyei (T/Head of Alliance Administration and Business Support)	Segil Zulhayir (DCC Staff Officer)
Tracey Bolt (Specialist Support Coordinator)	

Guests

Joe Mathews (Superintendent, Specialist Operations) (rep for Lucy Baillie)	Vicky Howell (Superintendent, Command and Control) (rep for Lucy Baillie)
Rachael Bentley (Detective Superintendent, Major Crime) (rep for Ben Deer)	Vicki Richards (Chief Inspector, Learning and Development) (for minute reference 02/26/21)
Andy Hull (T/Alliance Portfolio and Assurance Manager, Alliance Business Change) (for minute reference 02/26/24)	

Apologies

Fran Hughes (Chief Executive, OPCC)	Robin Wheeler (Head of Finance)
Carey Owen (Head of HR Organisational Support)	Jim Richardson (Head of HR People)
Ben Deer	Lucy Baillie (Police Staff Commander,

(Commander, Crime and Justice)
 Lesley Bulley (Head of Professional Standards)
 Brendan Downes (Head of Administration and Business Support)
 Lloyd Allen
 (Head of Fleet)
 Katie Clements (Sergeant, Police Federation)
 Belinda Dunmall (UNISON)

Contact Resolution Centre and Operations)
 Louise Fenwick (Head of Alliance Business Change)
 Emily Owen (T/Head of Equality, Diversity and Inclusion)
 Louise Sawyer (Head of Environmental Management and Sustainability)
 Kate Bendelow (GMB)

02/26/13 Opening and Declaration of Interests [FOIA Open]

Jim Colwell opened the meeting, welcoming members and noting apologies. No health and safety or equality concerns were raised. The following declaration of interest was made:

Item	Member	Reason	Action
02/26/24	DCC Jim Colwell	Project Executive for the Redaction Project.	Remain impartial

02/26/14 Minutes of the Previous Meeting [FOIA Open]

a. DCC Governance Board 21 July 2026

The minutes of the previous DCC Governance Board meeting held on Tuesday 21 July 2026 were agreed as a true and accurate record.

b. Force Delivery Board 21 July 2026

With the following amendments, the minutes of the previous meeting held on Tuesday 21 July 2026 were agreed.

Page 6 - 01/26/05b HMICFRS Cause of Concerns Progress Update – Safeguarding – Civil Orders.

First paragraph, second line, would read ‘...Civil Orders (COs) that were granted, ...’

Second paragraph, eighth line, would read ‘... Lawyers were trying to influence the process...’

02/26/15 Action Log [FOIA Open]

a. Action 1 Agreement of the Force Delivery Board Terms of Reference (previous minute reference 01/26/03)

Item listed for the 15 September 2026 Force Delivery Board.

Action to remain open.

b. Action 2 His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) Cause of Concerns Progress Update – Safeguarding – Lead for Civil Orders (previous minute reference 01/26/05b)

A meeting took place on 10 August 2026 where it was accepted that a two tier approach would be implemented to address the high harm offenders. A review would be undertaken to understand the volume approach within the high harm arena, and Glen Mayhew would nominate a member of Local Policing to lead on the Civil Orders.

Action closed.

c. Action 3 HMICFRS Cause of Concerns Progress Update – Safeguarding – Portfolio Leads (previous minute reference 01/26/05b)

Activity continued to clarify the Portfolio and Area for Improvement (AFIs) leads and how the information was tracked. Further detail would be brought back to a future Force Delivery Board meeting if required.

Action closed.

d. Action 4 HMICFRS Cause of Concerns Progress Update – Stalking – Independent Stalking Advocacy Caseworker (ISAC) (previous minute reference 01/26/05c)

Research identified that there was no ongoing work within the Office of the Police and Crime Commissioner (OPCC) that would impact the funding for a second accredited ISAC post.

Action closed.

e. Action 6 Policy and Procedure – Partially Deployable Officers (previous minute reference 01/26/10b)

Activity completed.

Action closed.

Rachael Bentley joined the meeting virtually.

02/26/16 HMICFRS Cause for Concern Progress Update – Investigation Standards [FOIA Open unless exemptions specified below]

Members received and noted the HMICFRS Cause for Concern Progress Investigation Standards Update paper presented by Rachael Bentley. The following key points were noted:

- The investigation standards overall outcome rate for July 2026 was 16.2%, and to date was 14.9% for August 2026.
- This section has been redacted under the Freedom of Information Act 2000, s.22.
- This section has been redacted under the Freedom of Information Act 2000, s.22.

- Members discussed the option of making the Professionalising Investigation Procedures One (PIP1) Supervisors Course mandatory, but concerns were raised in regard to what the consequences would be if there was non-attendance. It was noted that once Kallidus was implemented, attendance on courses would be more effectively managed across all training.

Alex Doughty joined the meeting virtually.

- CSU had seen an initial growth in resource of 1.5 full time equivalent (FTE), however, the increase in demand continued to rise. It was recognised that the CSU backlog should be included on the Force Management Risk Register (FMRR).
- **This section has been redacted under the Freedom of Information Act 2000, s.22.**

During discussions the following actions were created:

1. Rachael Bentley would review the FMRR to identify if the CSU demand, as a result of the crime finalisation backlog, had been added to the risk register. If not, the risk was to be added to the register.

For action by:

Rachael Bentley

2. Matt Longman would initiate a review of the Inspector 70 question audit reviews, to identify a tangible solution to make the reviews more efficient and ensure that the level of quality was maintained.

For action by:

Matt Longman

The Board:

1. Agreed attendance at the PIP1 Supervisors course would be mandatory, and would be tracked for compliance. If higher attendance was required, the matter would be escalated accordingly.
2. Noted the progress made against the Performance Improvement Plan (PIP) for Investigation Standards.

02/26/17 HMICFRS Cause for Concern Progress Update - Safeguarding [FOIA Open]

Sheon Sturland presented the HMICFRS Cause of Concern Progress Safeguarding update, which identified as green apart from the automation element. The following key points were noted:

- The algorithm to assess and prioritise risk within the Domestic Abuse Public Protection Notices (DAPPNs) was implemented on the 3 August 2026. A review had taken place on the

DAPPN, and all secondary risk reviews had been completed. All new DAPPNs were maintained at 100%.

- All recruitment processes had been completed, with new staff joining and commencing training over the next couple of weeks.
- When capacity within the Robotic Automation Process (RPA) team allowed, the first automation of processes to be implemented would be focussed on the DAPPNs.
- A new operating model had been put into place to help understand the current capacity and demand within the team, which would support the Multi Agency Risk Assessment Conference (MARAC). The Strategic Safeguarding Improvement Hub (SSIH) was assisting with this.
- There had been a notable increase in the demand of the Domestic Violence Disclosure Scheme (DVDS).
- A review of the processes would be undertaken in readiness for automation with the aim of increasing MARAC referrals.

Nicky Anderson left the meeting.

- All identified themes that required further work were being fed back into the Investigation Academy (IA), to ensure all learning was captured and any issues resolved where required.

Members noted the HMICFRS visit week which would commence on 24 August 2026, where it was anticipated progress against both the Investigation and Safeguarding Performance Improvement Plans would be reviewed.

The Board noted:

1. The progress that had been made in regard to the Performance Improvement Plan for Safeguarding.

02/26/18 HMICFRS Areas for Improvement (AFI) - Safeguarding [FOIA Open]

Sheon Sturland presented the HMICFRS AFI Safeguarding PIP, and it was noted that an update had been provided at minute reference 02/26/18.

The Board noted:

1. The HMICFRS Safeguarding PIP and the progress that had been achieved in line with the Cause for Concern update.

02/26/19 HMICFRS Areas for Improvement – Responding to the public [FOIA Open unless exemptions specified below]

a. Response – Attendance Times

Members received and noted the HMICFRS AFI for Response Attendance Times presented by Roy Linden, which detailed the plan to improve attendance for calls for service. The following key points were noted:

- Research had been undertaken with other partner agencies to understand how they use what police defined as Code Six (At Scene/Dealing with Incident), to obtain and implement any learning.
- To increase operational resilience and emergency response capacity, relative to the work of Op Resolve, there was a requirement to identify whether vacancies could be held in other roles to ensure the response function was fully supported. It was recognised that with new Student Officers moving through the training process, front line capacity would be increased over the next three to six months.
- To improve operational effectiveness, there would be a requirement to implement innovative technology and data led solutions, which would be challenging due to the existing limited capacity to deliver the relevant solutions. It was accepted that any requests for resource or new pieces of technology would need to go through the new Single Front Door (SFD) process, to be assessed in line with other Force priorities.
- Planning between Local Policing, Contact Resolution Centre (CRC) and Operations in August 2026 focussed on cultural and practical aspects of the PIP. This included ‘task not ask’, to deploy the most appropriate and nearest resource to an incident, with a clear focus on attendance times rather than dispatch times. An operational and tactical group would be formed to further develop aspects of the PIP in September 2026.
- Work had commenced with partner agencies to strengthen collaboration, particularly the Highways Agency to assist with the improvement of joint working across the Forces road network.

The Board approved:

1. The PIP for meeting target attendance times, in line with the activity planned.

b. Responding – Control Room Oversight

Antony Hart presented the HMICFRS PIP for Response and Control Room oversight. The following key points were noted:

- The oversight of routine logs sat with Local Policing, and it was recognised that Supervisors should have sufficient oversight of routine calls to ensure the agreed 48 hour response timeframe had been achieved.
- To provide an overview of the routine incidents, and performance against the 48 hour response target, a Qliksense performance app would be developed. The app would



include any Niche crime reports that were awaiting allocation or finalisation. The app would be tailored to geography and Local Policing teams.

- During the summer period the Video Response (VR) team performance had improved. Last week showed they had dealt with three logs per person per day, which was a significant improvement and comparable to other forces. The challenge being experienced was linked to capacity issues within the VR team, which had a workforce design of 36 FTE, however, in reality the FTE remained much lower than that due to sickness. Work continued to identify and deploy Priority Posting List (PPL) officers into the VR team, which included engagement with Geographical Support Inspectors to ensure any officer on restricted duty was posted there. All routine incident logs within the Contact and Resolution Centre (CRC) were now part of an enhanced supervisory review, prior to allocation into Local Policing teams. This new process had received positive feedback.
- The Crime Management Investigation Team (CMIT) were now assisting with the delivery of virtual appointments, which was removing some of the demand away from patrol.

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

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

The Board approved:

1. The PIP for Response Control Room Oversight, in line with the activity planned.

The Board broke at 11.05am, reconvening at 11.15am. Nicky Anderson re-joined the meeting virtually.

02/26/20 HMICFRS Areas for Improvement – Local Policing [FOIA Open]

a. Prevention/Anti-Social Behaviour – Problem Solving Culture

Members received and noted the HMICFRS AFI for Local Policing Prevention/Anti-Social Behaviour Problem Solving Culture paper, presented by Scott Bradley, which outlined the challenges being experienced, and provided recommendations to strengthen problem solving activity and culture within the organisation. The key points were noted:

- There was a requirement for an organisational approach to ensure a consistent problem solving culture was held, which included an increased use of methodology beyond neighbourhood policing, and application within the wider force activity which was linked to the Priority Based Budgeting (PBB) work.



- Earlier intervention and support from the Specialist Problem Solving (SPS) team was required to provide robust governance and organisational focus within evidence based problem solving.
- To include problem solving continuous performance development (CPD) within the College of Policing (CoP) Neighbourhood Policing Programme (NPP) training to all 1A officers and staff via the Investigation Academy.
- To consider rolling out the CoP NPP training to the wider workforce, albeit once all 1A officers and staff had been trained.
- The requirement of a dedicated QlikSense app to support performance oversight, which should include governance and monitoring.
- All best practice would be shared across the organisation via increased SPS engagement through; the Tactical Tasking and Co-ordinating Group process, and the 2027 Force Problem Solving Conference.
- There were some resource challenges within the PSP team and the current workforce design stood at four PSPs, all with different areas of expertise. These posts had been moved into the Local Policing design, but vacancies were being held.
- Further conversations would take place with HMICFRS to clarify the AFI's around problem solving, to ensure requirements were met.

Scott Bradley would ensure further work was completed on the PIP for Problem Solving Culture, and would present the updated plan at the 15 September 2026 Force Delivery Board.

For action by:

Scott Bradley

b. Prevention/Anti-Social Behaviour – Neighbourhood Team Abstractions

Scott Bradley presented the HMICFRS PIP Prevention/Anti-Social Behaviour for Neighbourhood Team Abstractions, and the following key points were noted:

- It was recognised that neighbourhood officers were regularly abstracted to meet the wider organisational demand, and there was a requirement to understand the consequences of those abstractions.
- A six point improvement framework had been developed, which would ensure governance and oversight of neighbourhood abstractions through the Neighbourhood Steering Group. The Alert and QlikSense products would provide accurate recording of rationale for all abstractions.
- The Abstraction Policy was nearing completion and once completed would outline how abstractions were to be recorded.
- Quarterly neighbourhood drop in sessions were planned, and the workforce planning work continued.
- Work had commenced with Performance and Analysis (P&A) to produce a neighbourhood policing scorecard which would measure the work taking place as part of the Neighbourhood Policing Guarantee (NPG).

Vicki Richards joined the meeting virtually.

The Board approved:

1. The PIP Local Policing Neighbourhood Teams Abstractions, in line with the activity planned.

02/26/21 Devon and Cornwall Police Immersive Training Model [FOIA Open unless exemptions specified below]

Members received and noted the Devon and Cornwall Police (DCP) Immersive Training Model presentation (available from the Specialist Support Hub) presented by Vicki Richards, which noted a reduction in attrition of Student Officers in the first two to five years of service, due to the support being provided by Learning and Development (L&D). The following key points were noted:

- **This section has been redacted under the Freedom of Information Act 2000, s.22.**
- The new training approach would be worked into the existing training structure, and would have minimal impact on L&D, although there would be some impact to the Basic Command Units (BCUs), which would need to be mitigated through consultation.
- As part of the training package, IA would provide 80 hours of investigative PIP1 level training.
- **This section has been redacted under the Freedom of Information Act 2000, s.22.**
- It was acknowledged that the new training approach would be an opportunity to collate any feedback from Student Officers on gaps in the training. Members also noted that the training needed to be focused and organised.

The Board:

1. Noted the addition of 80 hours into the initial training curriculum to drive an investigative mindset across the whole programme. This would ensure the HMICFRS requirements and recommendations were met to deliver more capable future officers.
2. **This section has been redacted under the Freedom of Information Act 2000, s.22.**
3. **This section has been redacted under the Freedom of Information Act 2000, s.22.**
4. Approved the DCP immersive training pilot to commence in September 2026.

Vicki Richards left the meeting.

02/26/22 Budget Monitoring Report 2026/27 – June 2026 [FOIA Open unless exemptions specified below]

Sarah Baker presented the Budget Monitoring Report 2026/27 for June 2026, which detailed the financial position for the revenue and capital budgets for 2026/27 up to the 30 June 2026. The following key points were noted:

- **This section has been redacted under the Freedom of Information Act 2000, s.22.**
- The variances leading to the overspend were the Police Officer pay underspend, Police Officer overtime overspend, Police Community Support Officer (PCSO) pay underspend, police staff and agency costs overspend, non-pay (which included software licences, hotel accommodation and mileage overspend), and increased income.
- The 2026/27 Police Officer pay award had been agreed at 3.5%, and would be paid from September 2026. The Home Office (HO) had announced additional funding to cover the cost of the pay award above 2.5%, which was allocated on the Police Funding Formula Share.
- The police staff pay award was still going through negotiations.
- **This section has been redacted under the Freedom of Information Act 2000, s.43.**
- The Force had to make £6million of savings during the financial year 2026/27, to date £2million had been realised, with further savings to be implemented as part of the PBB work.
- Budget Accountability meetings had been scheduled in with budget holders to review business area budgets, with each meeting structured to understand budget performance, financial position and drivers of any identified variances.
- **This section has been redacted under the Freedom of Information Act 2000, s.22.**

The Board agreed:

1. That to maximise the use of the HO funding, the Chief Financial Officer (CFO) would maintain oversight of the Vulnerability Command to ensure they were on track to deliver the Op Beaconport plan, as submitted to the HO on 3 July 2026.

The Board thanked Sarah Baker for the update. The Board broke at 12.11pm, reconvening at 12.21pm, and Jenny Bristow joined the meeting in person.

02/26/23 Resource Update [FOIA Open unless exemptions specified below]

Members received and noted the Resourcing Update paper presented by Alexis Poole, which provided an overall update on resourcing within the organisation, and sought approval for several changes to ensure resourcing processes continued in relation to workforce planning. The following key points were noted:

- Focus remained on bringing more transferees into the Force, with the overall objective remaining at 135 transferees by 31 March 2027.
- Discussions had taken place regarding the frequency of the Posting and Promotion Panel. The panel currently met once a month, which although effective, caused some challenges

within the administrative space. A proposal was made to hold the panel every two months instead, which would provide further time for workforce planning and assist with the impact of resource moves.

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

Alexis Poole would initiate a review of the TOIL Policy to ascertain whether all TOIL would need to be taken before a resource move could take place.

For action by: Alexis Poole

The Board:

1. Noted the overall resourcing update.
2. Agreed the Posting and Promotion Panel should continue in its current format, but move to a bi-monthly meeting cycle.
3. **This section has been redacted under the Freedom of Information Act 2000, s.22.**
4. **This section has been redacted under the Freedom of Information Act 2000, s.22.**
5. Acknowledged the work that would follow in regard to recommendation points two to four, recognising the need to fully understand the implications of the combined changes and ensure effective working across the different areas.
6. Agreed to set an overall intent to improve the quality and accuracy of the Police Officer posting data and organisational resource design, which was supported by the agreed changes for setting a vacancy threshold.

Andy Hull joined the meeting virtually.

02/26/24 Policy and Procedures [FOIA Open]

Richard Bullock presented the Policy and Procedure paper, which outlined the number of policies that were past their 12 month review date. It was noted that the majority of overdue policies related to Finance, and members were reassured that three of the five policies had been amalgamated into one overall Finance policy which had been completed. The one Financial Policy was currently out for consultation within the finance environment. Work was also in progress on Policy D098 Purchasing Policy.

Some minor changes were required to policy J-P-011 Joint Records Management Policy before publishing.

Richard Bullock would ensure an update on the progress of all outstanding policies was obtained and provided to the 15 September 2026 Force Delivery Board.

For action by: Richard Bullock

02/26/25 Secure Redact – Digital Evidence Redaction Training – Audio Visual Multi Media (AVMM) [FOIA Closed s.43 Commercial Interests]

This section has been redacted under the Freedom of Information Act 2000, s.43.

Joe Mathews and Scott Bradley left the meeting.

02/26/26 Op Soteria Self-Assessment Report – Update and next steps [FOIA Open]

Members received and noted the Op Soteria Self-Assessment Report presented by Sheon Sturland, which provided an update on the challenges experienced by the project. The following key points were noted:

- Op Soteria was the national transformation plan to investigate rape and serious sexual offences, with all staff working under the direction of a dedicated Detective Superintendent.
- Concerns had been raised in relation to the work demands and the welfare for a future dedicated Rape and Serious Sexual Offences (RASSO) team.
- The Soteria Transformation Plan was made up of six pillars, although only one of the pillars had a named lead. There was a requirement to identify further operational pillar leads to progress the work outlined in the plan.
- DCP had originally signed up to be one of the first forces to implement a combined Soteria and specialist rape and sexual offence team. Work had commenced with a project team in place, however, work had slowed, partly due to the project manager moving roles.
- Following several self-assessments with the National Centre for Violence Against Women and Girls and Public Protection (NCVPP), feedback received on 31 July 2026 confirmed the DCP requirement of a project manager, individual pillar leads, interconnectivity with Soteria, and the development of specialist rape and sexual offence teams.
- It was accepted that if the recommendations were not approved, the work could still be completed, but at the risk of other work being paused.
- The need for four further pillar leads had been identified, although it was recognised that one lead could cover more than one pillar.
- Engagement had taken place with Dorset Police (DP), who were keen to collaborate in the delivery of the work.

Mark Chivers left the meeting, and Joe Mathews re-joined the meeting virtually.

- Members agreed the proposal for resources should be put through the Single Front Door (SFD) process.

Mark Chivers re-joined the meeting virtually.

The Board:

1. Agreed to acknowledge and align Soteria Transformation with the work to fulfil the HO requirement, that all forces implement specialist rape and sexual offence teams, by December 2027.
2. Agreed with the support of L&D, P&A and PBB to identify pillar leads with the relevant expertise, knowledge, and responsibility to progress the work specific to the pillar as detailed in the Transformation Plan.
3. Agreed that in order to support the progression of work for Soteria and the implementation of specialist rape and sexual offence teams in unison, a proposal was to be drawn up and submitted through the SFD process with the support of the Force Delivery Board.

Sheon Sturland would draw up a proposal for Op Soteria and the implementation of a specialist rape and sexual offence team for submission through the SFD process.

For action by: **Sheon Sturland**

02/26/27 Domestic Abuse Charging Pathfinder [FOIA Open]

Sheon Sturland presented the Domestic Abuse (DA) Charging Pathfinder paper, which proposed the implementation of the DA Charging Pathfinder pilot process, with a commencement date of 1 September 2026.

The aim of the pilot was to improve the timeliness of cases through the criminal justice system, which would enable expedited charging. Under the pilot, the Police would have 60 days to complete the investigation for high and medium DA non-custody cases, and the Crown Prosecution Service (CPS) would have a following 14 days charging review period. The CPS had drafted a Memorandum of Understanding (MoU) which required agreement for the new expedited charging timelines. It was acknowledged if the 60 day target deadline was not achieved, the current criminal justice process would remain with the usual service level agreement of the 28 day charging review period for the CPS.

The Board agreed:

1. To support the implementation of the DA Charging Pathfinder, with a proposed start date effective from 1 September 2026.

02/26/28 Agreement of Next Meeting Agenda and Look Forward [FOIA Open]

Members received the draft agenda for 15 September 2026 and agreed the contents. It also considered items for the 20 October 2026 Force Delivery Board agenda.

02/26/29 Review of the Meeting [FOIA Open]

Nikki Leaper provided a verbal review of the meeting, noting the Force Delivery Board was more collaborative, to enable the organisation to provide the best service to the community with a compassionate, common sense and competent approach. The Board was completing complex business and the chair's role was to keep members true to the set governance.

It was acknowledged that the loop system was beneficial to the business being discussed, however, submitted papers that were fully supported by members via the loop system were still being presented, rather than just addressing questions or recommendations, which was negatively impacting on time.

Members agreed that having access to the meeting papers earlier provided the ability to engage with authors of the paper to ask questions prior to the meeting.

Members agreed with the challenge of moving between the meeting papers and the loop page, and it was agreed that the loop page would be displayed on the screen during each meeting to assist.

Date, Time, and Location of Next Meeting

There being no other business, the meeting closed at 1.23pm. The next Force Delivery Board meeting would be held on Tuesday 15 September 2026, commencing at 9.45am in the Executive Conference Room and via Teams.