

## Devon and Cornwall Police Force Performance Board

Meeting held on Thursday 30 April 2026

Okehampton Station Conference Room and via Teams and commenced at 9.00am

### Attendance

Jim Colwell (Deputy Chief Constable)  
(Chair)

Scott Bradley (BCU Commander, CIOS)

Roy Linden (BCU Commander, South Devon)

Antony Hart (BCU Commander, NEW Devon)

Ruth Frett (Head of Learning and Development)  
(virtual)

Fiona Bohan (T/Head of Performance and  
Analysis)

Natalie Rowley (Force Performance Analyst,  
Performance and Analysis)

Segil Zulhayir (COG Support)

Alex Barclay (Specialist Support Coordinator)

Alexis Poole (Assistant Chief Officer, People)  
(virtual)

Sheon Sturland (Commander, PVP)

Ben Deer (Commander, Head of Crime)

Rich Bullock (Head of Business Change) (virtual)

Alex Doughty (Superintendent, Alliance  
Professional Standards) (virtual)

Claire Aspray  
(Force Insight Manager)

Jonathan Back (Accountability and Standards  
Manager, OPCC) (virtual)

Belinda Dunmall (Unison)

### Apologies

Glen Mayhew (Assistant Chief Constable,  
Local Policing)

David Wilkin (Director of Finance and Resources)

Lucy Baillie (Police Staff Commander, CRC/Ops)

Ben Aspray (Superintendent, Local Policing)

Phil Williams (Superintendent, Plymouth  
Partnerships)

Tanya Croft (Head of Corporate Communications  
and Engagement)

Carey Owen (Head of HR Organisational Support)

Katie Clements (Police Federation Sergeant)

Nikki Leaper (Assistant Chief Constable, Contact  
and Specialist Operations)

Mike Stamp (Director of Legal Services)

Matt Longman (Commander, Plymouth)

Ryan Doyle (Superintendent, Criminal Justice)

Emma Butler-Jones ((Superintendent, North and  
West Devon)

Jim Richardson  
(Alliance Head of People)

Martin Schorah (HMICFRS)

Charles Jagger (GMB Branch Secretary)

### Guests

Jenny Bristow (Superintendent, Plymouth  
Partnerships)

Chris Chamings (Chief Inspector CRC)) (as  
representative for Lucy Baillie) (virtual)

Jo Shields (Chief Inspector Alliance Operations) (as  
representative for Lucy Baillie) (virtual)

Vicky Church (Accountably and Standards Officer)  
(virtual)



### **03/26/16 Opening and Declaration of Interests [FOIA Open]**

Jim Colwell opened the meeting and welcomed members. Apologies were noted particularly those which were due to a major incident in Plymouth. No declarations of interest, health and safety or equality concerns were raised.

### **03/26/17 Minutes of the Meeting 26 March 2026 [FOIA Open]**

The minutes of the previous meeting held on Thursday 26 March 2026 were agreed as a true and accurate record.

### **03/26/18 Action Log [FOIA Open]**

- a. **Action 182 Investigating and Solving Crime – Possession of Drugs – Escalation Plan Review Revision (previous minute reference 01/26/05b and 02/26/10b)**  
An update would be brought back to Force Performance Board on 25 June 2026.  
**Action closed.**
  
- b. **Action 185 Investigating and Solving Crime – Productivity Diagnostic Insight Tool (PDIT) Overview of Findings (previous minute reference 01/26/05d and 02/26/10e)**  
The action to examine the data and codes used in PDIT was ongoing and an update would be brought to Force Performance Board on 30 July 2026.  
**Action to remain open.**
  
- c. **Action 188 Force Performance Dashboard – Possession of Drugs (previous minute reference 03/26/12)**  
An update would be brought back to Force Performance Board on 25 June 2026.  
**Action closed.**

### **03/26/19 Force Performance Dashboard [FOIA Open]**

Members noted the Force Performance Board Dashboard presentation provided by Fiona Bohan and discussed the following key points:

- The National Performance Framework was 'soft-launched' in April 2026.
- While performance in 999 and 101 call response times for April 2026 was reported as exceeding the 90% target, members noted that more recent performance had declined to 87%, alongside a slight increase in 101 call abandonment rates. These pressures within the Contact Centre were acknowledged as being linked to ongoing resourcing challenges, for which there was no immediate resolution. A range of mitigating interventions remained in



place, with department leads undertaking daily governance and scrutiny to manage call demand. A recruitment campaign was ongoing, with a planned intake of 22 new recruits.

- The Domestic Abuse arrest rate for the 12-month period to February 2026 stood at 51.8%. The focus was now shifting towards translating this level of performance into improved positive court outcomes.
- Members noted that due to Sergeant capacity constraints, the proportion of Domestic Violence Disclosure Scheme (DVDS) disclosures completed outside the 28-day timeframe had risen to 50.8%. Additional Sergeants had now been posted, which was expected to support improvement in this area.
- Members noted the Positive Outcomes performance. With an overall positive outcome rate of 12.3%, Devon and Cornwall Police (DCP) was positioned 38th out of 42 forces nationally. While DCP ranked within the top ten for homicide and burglary (business and commercial), members acknowledged that performance overall required sustained and focused improvement.
- Members discussed the issue of positive outcomes and agreed that a root-cause analysis of DCP's performance was essential in identifying the key barriers to improvement. It was noted that developing a clear understanding of these issues would be critical to driving improved outcomes.
- While the DCP's existing processes were considered robust and broadly consistent with those of other forces, it was recognised that inconsistent compliance at an individual level was adversely impacting performance and that a number of immediate 'housekeeping' type interventions could be implemented. Members suggested that the introduction of an outcome scrutiny panel could support improved compliance.

Sheon Sturland joined the meeting.

- Members further noted that data accuracy remained an issue, particularly in relation to the correct application of outcome codes, with a lack of understanding of their wider significance potentially affecting performance reporting. It was agreed that strengthened team-level accountability, alongside clear messaging regarding expectations and consequences, would support improvement in this area.

#### **a) The New Police Performance Framework [FOIA Open]**

Members discussed the new Police Performance Framework, launched in April 2026 which replaced the His Majesties Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) current system. The following key points were noted:

- The new framework, launched as part of policing reforms, introduced a four-level performance system to identify and support improvement within underperforming forces. Levels would be determined on current Police Effectiveness, Efficiency, and Legitimacy (PEEL) continuous monitoring along with data from the current National Performance Framework. It was anticipated that DCP would be graded at level three and if this is the



case then, as part of the new national performance monitoring meeting structure, the Chief Constable would be invited to present the DCP Force Performance Improvement Plan to the Police Performance Management Group.

- The new framework included over 150 monitoring figures which would be used to determine force performance. It was noted that details regarding the methodology used to measure performance had not been determined.
- It was noted that the new framework placed a larger focus on community perception, using the Crime Survey of England and Wales to see how forces compared. It was noted that DCP's public confidence was good but that this should not cause complacency.
- Members discussed the new Force Performance Management Scorecard and noted that the inclusion of national comparisons may affect public trust and confidence as well as the morale of the workforce. Messaging around this would need to be considered.
- Members supported the use of the new framework as a structure for future Force Performance Board meetings.

#### **b) The Sector Scorecard [FOIA Open]**

A discussion was held regarding the introduction of a Sector Scorecard which was a new element to the Performance Dashboard providing a consistent view of sector performance and to support learning across the system. Members agreed that the scorecard should be used as a diagnostic and improvement tool rather than a punitive mechanism, recognising the influence of geographic and contextual factors on performance and the need to avoid negative impacts on staff morale. Commanders recognised that the information provided by the scorecard would enable them to open conversations with their teams and engage constructively with the data, articulate constraints and opportunities, and identify improvement actions. The normalised methodology was supported as a means of understanding consistency and relative disparity between sectors, with emphasis placed on using the scorecard to enable informed performance conversations, collective learning, and system-wide improvement.

#### **03/26/20 Responding to Incidents and Emergencies – Emergency Attendance [FOIA Open]**

Members noted the Emergency Attendance Performance data presented by Scott Bradley which provided a summary of the proposed new national targets for emergency response times and DCP's performance against those targets. Members discussed the data and raised the following key points:

- The new national targets were a 90% rate of achievement of 15 minutes response times for urban areas and 20 minutes for rural areas.
- In discussion, members noted that analysis of response times over the previous 12 months indicated that DCP would be unlikely to meet the proposed targets across both urban and



rural areas. Members acknowledged that the size and geography of the force area had a material impact on response performance and the targets could be unachievable in the medium term; however, they emphasised the need to fully exploit all available opportunities to improve response times. Dispatch delay analysis showed that late attendance was primarily driven by lack of available units, and if the proposed national targets were to be achieved, 999 units would need to be dispatched within five minutes.

- Members discussed the importance of creating sufficient operational capacity to ensure units were available for immediate dispatch. A number of potential actions were identified, including:
  - a) Reducing demand for emergency response, through initiatives such as the use of drones to enhance situational awareness on the strategic road network, protecting resources at specific locations for deployment to 999 calls, and ensuring accurate grading of incidents at first point of contact, which could reduce the volume of incidents classified as emergencies.
  - b) Improving tasking and deployment arrangements, including enhanced use of mapping, use of geofencing and exploiting all ICT capabilities, along with practical measures such as automatic Code 6 deployment and reinforcing expectations that dispatchers actively task officers rather than seek availability.
  - c) Process changes to increase capacity, including removing the availability of appointments for late-turn officers, making greater use of video appointments and using investigators rather than patrol officers to deliver appointments.
- Members expressed concern about the potential risks of prioritising response time performance at the expense of other areas of policing and stressed the importance of avoiding unintended or adverse consequences arising from a shift in performance focus.
- There was a need for a stronger and more consistent evidence base to explain why incidents were not attended within target times, including clearer insight into the impact of geography, concurrent demand, abstractions and competing priorities. Members emphasised the value of overlaying additional datasets to better understand performance gaps.

Alex Doughty left the meeting

- Members felt there was a need to drive a whole force response to improving response times and therefore a refreshed escalation plan would be presented at the 16 June 2026, Deputy Chief Constable's (DCC) Governance Board.

The meeting paused at 10.57am and reconvened at 11.08am

**03/26/21 Investigating and Solving Crime – Investigation Audit Compliance**  
[FOIA Open]



Members noted the Investigation Audit Reviewer Compliance rates presented by Ben Deer. During discussion the following key points were raised:

- It was noted that the investigation audit work was intended to translate quantitative compliance data into qualitative insight.
- Members reviewed audit completion rates. The Alliance Operations Department demonstrated strong performance, with compliance at 121%, indicating sustained improvement. Alliance People was identified as a clear outlier, with only 32% of audits completed. A firm expectation was recorded that Alliance People would significantly improve performance and achieve completion of 28 investigation audits by May 2026. Commanders provided assurance that Inspector audit performance was being closely monitored within their respective sectors.
- Members discussed emerging themes from audit outcomes across offence groups. Public Order, Stalking and Harassment, and Robbery recorded the lowest overall investigation quality scores, whilst Rape investigations achieved the highest overall score. Members discussed the grading framework and expressed concern that the binary distinction between “poor” and “good” may not sufficiently reflect investigative quality. It was suggested that an intermediate grading could provide more accurate assurance.
- Members discussed specific thematic findings, particularly a potential lack of officer understanding of Restorative Justice (RJ). Audit data showed that RJ information was not provided to the victim in 66.5% of investigations. Members agreed that further education and guidance for officers on RJ options would be beneficial and noted that this work was already aligned to the “Call to Concern” plan.
- Supervision Quality was identified as the lowest scoring theme. In over 20% of audits there was no evidence of supervisory oversight, and in 39.7% there was no indication that supervisors had actively supported the Officer in Charge. Members noted a disconnect between performance data and audit findings, raising concerns as to whether supervisors fully understood what constituted “good” investigative practice. It was also suggested that current activity may be overly focused on compliance rather than investigative quality.
- Members supported the proposed next steps, including:
  - a) Reinforcing a culture of personal responsibility and accountability.
  - b) Improving supervision quality by modelling the desired investigative culture.
  - c) Utilising the Check and Test Team to provide independent quality assurance of audit activity.
  - d) Agreeing a clear process for addressing repeated poor performance.

It was agreed that these matters would not be escalated at this stage but would be reviewed once the audit compliance improvement work had concluded.

**03/26/22 Prevention and Safeguarding - Domestic Abuse risk assessment (PPNs) secondary reviews [FOIA Open]**

Members noted the information on Domestic Abuse Risk Assessment (PPNs) Secondary Reviews presented by Sheon Sturland. During discussion the following key points were raised:

- Members noted that the primary purpose of PPN secondary reviews was to provide assurance that domestic abuse officers (DAOs) clearly understood the risks identified within Public Protection Notices (PPNs), and that the overall quality of PPNs provided sufficient information for officers to review the risk effectively.
- Members discussed the data provided in the Dashboard. Despite the introduction of additional temporary resources in late 2025, members noted that the volume of secondary reviews for standard and medium-risk PPNs remained inconsistent, with an ongoing backlog of referrals which required a secondary review.
- The variation in the quality of completed PPNs was noted. Members agreed that further work was required to reinforce to officers the importance of completing PPNs thoroughly at the point of contact with victims, to ensure effective safeguarding and to reduce risk. Completing PPNs away from the victim was identified as the greatest impediment to producing quality risk assessments.
- Technology was identified as a contributing barrier to completion of PPNs at scene with systems reported as too slow to use remotely which discouraged proper engagement and questioning. Members supported exploring opportunities to improve technology to streamline processes and reduce the administrative burden, with planned discussions with NICHE to optimise system functionality. It was felt that medium risk markers should be built into the algorithm so secondary reviews were triggered automatically.
- It was noted that an escalation plan was in place with an expectation that progress would be delivered at pace to improve outcomes for victims.
- Significant work had gone into reshaping the referral model for Multi-Agency Risk Assessment Conferences (MARAC). Pre-meeting work would be done centrally, and DAOs would focus on the MARAC meeting and the response. The new approach had been consulted upon and agreed and subject to further engagement with partner agencies, implementation of the new model was anticipated by Autumn 2026.
- Action was agreed for members to reinforce expectations within their respective teams regarding completion of PPNs alongside victims. Supporting communications would be issued via weekly sergeant briefings and the Executive message.

## **Date, Time, and Location of Next Meeting**

There being no other business the meeting closed at 11.59am. The next Force Performance Board meeting will be held on Thursday 28 May 2026, commencing at 9:00am, Bodmin Conference Room.