



Devon and Cornwall Police Force Performance Board

Meeting held on Thursday 30 July 2026
Tamar Room, HQ at 10.00am

Attendance

Jim Colwell (Deputy Chief Constable) (Chair)
Glen Mayhew (Assistant Chief Constable,
Local Policing)
David Wilkin
(Director of Finance and Resources)
Antony Hart (BCU Commander, NEW Devon)
Scott Bradley (BCU Commander, Cornwall and
Isles of Scilly) (virtual)
Tanya Croft (Head of Corporate Communications
and Engagement)
Lesley Bulley (Superintendent, Alliance
Professional Standards)
Ruth Frett (Head of Learning and Development)
(virtual)
Segil Zulhayir (COG Support)
Mark Chivers (Chief Technology Officer)
(virtual)
Alex Barclay (Specialist Support Coordinator)

Alexis Poole (Assistant Chief Officer, People)
Mike Stamp (Director of Legal, Reputation and
Risk) (virtual)
Ashley Frayling (Special Chief Officer, Citizens in
Policing) (virtual)
Alex Doughty (Commander, Plymouth)
Jenny Bristow (Chief Superintendent,
Commander)
Fiona Bohan (T/Head of Performance and
Analysis)
Emma Butler - Jones (LPA Commander, NEW
Devon) (virtual)
Katie Clements (Sergeant, Police Federation)
(virtual)
Claire Aspray (Force Insight Manager)
Belinda Dunmall (Unison Assistant Branch
Secretary) (virtual)

Apologies

Nikki Leaper (Assistant Chief Constable, Contact
and Specialist Operations)
Ben Deer (Commander, Crime and Criminal
Justice)
Lucy Baillie (Police Staff Commander, CRC/Ops)
Vicky Howell (Superintendent, Command and
Control)
Jim Richardson (Head of People)
Jonathan Back (Head of Performance and
Scrutiny, OPCC)
Martin Schorah (HMICFRS)

Matt Longman (T/Assistant Chief Constable, Crime,
Justice and Vulnerability)
Sheon Sturland (Commander, PVP)

Roy Linden (BCU Commander, South Devon)
Natalie Rowley (Force Performance Analyst,
Performance and Analysis)
Jo Manley (Head of HR Organisational Support)
Charles Jagger (GMB Branch Secretary)

Mark Evans (Force Liaison Lead, HMICFRS)

Guests

Ben Asprey (Superintendent, Local Policing) (rep
for Roy Linden)

Rachael Bentley (Detective Superintendent, Major
Crime)

Ben Beckerleg (Detective Superintendent, Public Protection Unit) for agenda item 06/26/44
Dan Thorogood (Head of Contact Services and CMCU) (rep for Lucy Baillie, CRC)
Vicky Church (Accountability and Standards Officer, OPCC) (rep for Jonathan Back)

Joe Mathews (Superintendent, Specialist Operations) (rep for Lucy Baillie, Ops)
Zoe Holifield (HR Change Project Manager) for agenda item 06/26/40
Bea Stapleford (News Team and Media Relations Officer) (observer)

06/26/36 Opening and Declaration of Interests [FOIA Open]

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

06/26/37 Minutes of the Meeting 25 June 2026 [FOIA Open]

The minutes of the previous meeting held on Thursday 25 June 2026 were agreed as a true and accurate record.

06/26/38 Action Log [FOIA Open]

- a. **Action 173 Victim Focus – Victim Satisfaction** (previous minute reference 10/25/84d, 11/25/87j, 12/25/91g, 01/26/03e, 04/26/25a and 05/26/32a)
A substantive analysis into victim survey satisfaction, including those with a repeat victim profile would be presented at Force Performance Board on 24 September 2026.
Action closed.
- b. **Action 185 Investigating and Solving Crime – Productivity Diagnostic Insight Tool (PDIT) Overview of Findings** (previous minute reference 01/26/05d, 04/26/25b and 05/26/32b)
The action to examine the data and codes used in PDIT was complete. After consulting with the Finance Department, Performance and Analysis confirmed that the Police Objective Analysis codes were accurate at force reporting level for use in the PDIT tool. Any issues at unit or cost centre level were being resolved and would not affect overall data quality.
Action closed.
- c. **Action 191 Force Performance Dashboard – Central Safeguarding Team (CST) Staff** (previous minute reference 04/26/26 and 05/26/34b)
An update on the impact of additional staff into CST would be sought by the Chair outside of the Board meeting and recorded on the action log.
Action to remain open.
- d. **Action 198 Investigating and Supporting Victims – Safeguarding Management Plans (SMPs) Escalation Plan** (previous minute reference 05/26/34b)

An update would be provided at Force Performance Board on 24 September 2026.

Action to remain open.

e. Action 199 Investigating and Support Victims – Safeguarding Management Plans (SMPs) Escalation Plan Review (previous minute reference 05/26/34b)

The increased completion of SMPs was attributed to the early and consistent implementation of the process across Moonstone, together with their completion for domestic abuse incidents at all risk levels, which had become established practice within NEW Devon Basic Command Unit (BCU). Members also noted a suggestion that SMP data should be incorporated into the Strategic Supervisor application to improve scrutiny and compliance.

Action closed.

f. Action 200 Investigating and Support Victims – Consideration and Use of Civil Orders Escalation Plan (previous minute reference 05/26/34c)

An update on the Civil Orders Escalation Plan would be added to the agenda for the Force Performance Board in October 2026

Action closed.

g. Action 201 Investigating and Support Victims – Consideration and Use of Civil Orders Escalation Plan (previous minute reference 05/26/34c)

Members noted that capturing accurate numbers of Civil Orders applied for and granted within the Force area would be captured within the escalation plan.

Action closed.

h. Action 203 Investigating and Support Victims – Professional Standards Department Scorecard (previous minute reference 05/26/34c)

Members were content that the action to reduce the number of complaints held within Professional Standards Department was complete. A standardised process to streamline the ownership of complaints and to ensure a robust closure process had been adopted as business as usual.

Action closed.

06/26/39 Force Performance Dashboard [FOIA Open]

Members noted the Force Performance Dashboard presented by Fiona Bohan and the following key highlights were noted:

- Two key themes had emerged across all performance data and outcomes. Firstly, demand was increasing across all channels, with further growth forecast while capacity remained constrained. Secondly, increasing pressures on supervisory resources were identified. However, members noted that improvements had been observed in areas where there had been a clear organisational focus, therefore prioritising the interventions and areas of focus most likely to deliver the greatest impact on performance would be critical.

- It was noted that the percentage of Domestic Violence Disclosure Scheme (DVDS) disclosures made outside of the target of 28 days had risen to approximately 80% in June 2026. Members acknowledged that the impact of additional staff in the Central Safeguarding Team was being monitored and agreed that, if no improvement was evident by October 2026, the issue would be escalated.
- It was noted that although the percentage of attendance within target times for both urban and rural emergency incidents were lower than the previous month, the 'priority attendance within 60 minutes' figures continued to be over the target of 80% despite heavy demand. Members were advised that the South Devon pilot of a Neighbourhood Incident Response Vehicle had provided an opportunity to deploy resources in a targeted, controlled and evidence-based manner to address antisocial behaviour demand during peak periods. The pilot concluded at the end of July 2026, and related feedback and performance data would be presented in due course. Interest in adopting the approach had been expressed by other BCUs; however, it was recognised that the model might require adaptation to reflect the differing demands and geography of more rural areas. Members discussed the Home Office target of achieving 90% compliance with response times in both rural and urban areas. It was noted that further analysis of Devon and Cornwall Police's response time data and supporting evidence could provide valuable context in assessing the achievability of the target.
- It was acknowledged that work throughout the organisation to improve solved crime outcome rates was producing positive results evidenced by a rising trend and a figure of 14% for June 2026. Conversely, the percentage of unresolved outcomes was decreasing. Members noted that it would take time for efforts to be evident in the national figures.
- Improvements in Police Protection Notice (PPN) compliance continued, and data showed figures of 80.6% for domestic abuse PPN compliance and 72.9% for stalking PPN compliance.
- Members noted that Devon and Cornwall Police (DCP) had been assessed at Level Two under the Policing Performance System introduced in April 2026. This was due to ongoing concerns with investigation standards and safeguarding. The assessment was based on His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection findings rather than National Framework performance data. Members noted that grading levels for all forces would be revisited in November 2026, by which time DCP would have undergone a further HMICFRS inspection. Members acknowledged that DCP was in a good position, engaging with the College of Policing Turnaround Team and utilising its toolkit and guidance to refine the Force Action Plan. Given the positive trajectory demonstrated to date, it was noted that continued progress could have a favourable impact on the future grading.

Zoe Holifield joined the meeting virtually.

06/26/40 Workforce and Professional Standards – Professional Development Review (PDR) Compliance [FOIA Open]

Members noted that the embedding of high-quality PDRs as a core business principle was a collective endeavour and represented an important opportunity to promote workforce engagement, recognise and value staff contributions, and support continued development and performance. Zoe Holifield updated members on the latest PDR completion figures with the following key points noted:

- The DCP completion figure as of 15 July 2026 was 70.01% with five business portfolios having completed 100% of their PDRs.
- Members acknowledged the high compliance rate of Contact and Resolution Command despite the large number of people in the department. It was noted that robust monitoring, continuous driving forward in team meetings and an efficient abstraction system contributed to the successful completion of PDRs.
- Members noted that the PDR system was not optimal and, at times, presented challenges for users in completing the process efficiently. However, it was acknowledged that several system improvements, deliverable within the existing budget, were being implemented and were expected to address some of the issues and frustrations experienced by users.
- The PDR Development Group continued to implement improvements based on feedback received. It was agreed that improving PDR compliance rates was important; however, the primary objective was to ensure that PDRs were of a high quality and delivered meaningful developmental benefits for individuals.

Zoe Holifield left the meeting.

06/26/41 Workforce and Professional Standards – Professional Standards Scorecard [FOIA Open]

Lesley Bulley updated members on the Professional Standards Scorecard which provided data on performance objectives relating to complaints, misconduct assessments and vetting. The following highlights from the discussion were noted:

- Work was ongoing to actively reduce the open complaints held within the Professional Standards Department (PSD). Over the previous 12 months work had been implemented to reduce the 'legacy queue' complaints, with 273 out of 358 remaining open. It was anticipated that this number would quickly reduce to 128, as all other complainants had indicated that they did not wish to pursue their complaints further. Commanders in all areas were reminded to put relevant energy into finalising complaints, particularly the oldest complaints that remained within their teams. Members noted the interdependency with victim satisfaction and recognised this as an important consideration in efforts to improve performance and reduce the backlog in this area.
- Figures relating to conduct matters were noted. DCP misconduct hearing outcomes were proportionally reflective of the national picture.

- Changes to vetting regulations had been implemented in 2026 but guidance had yet to be received from the Home Office. DCP were experiencing a spike in vetting appeals which was reflective of the nation position and linked to the PDR cycle. Planning for 2027 would take this regular anticipated demand into account. It had been identified that there was no automated process for reminding managers to complete vetting when individuals dynamically moved roles within level one as the agreement was often local and bypassed Human Resources. Members were reminded that vetting was mandated for any change of role and that in these circumstances they should request vetting via email into the department. It was noted that the Geographic Support Inspectors were key to monitoring these types of moves and ensuring the process was completed satisfactorily.

The meeting paused and 11.12am and reconvened at 11.22am.
Alex Doughty left the meeting.

06/26/42 Contact and Response – Contact Resolution Command (CRC), Demand versus Performance [FOIA Open unless exemptions specified below]

Dan Thorogood presented the CRC Demand versus Performance data which provided members with context on the demand, information regarding conversion of calls into incident and crime responses, and outcome rates for CRC. Members discussed the presentation with the following highlights:

- Demand had risen across all Contact service streams, including emergency, non-emergency, and digital calls for service, and remained on an upward trajectory. Demand levels exceeded Quarter One (Q1) 2026 forecasts and, when coupled with workforce capacity challenges that impacted departmental resilience, had contributed to a deterioration in performance.

Alex Doughty rejoined the meeting.

- **[This discussion point has been redacted under the Freedom of Information Act 2000 under Section 31 Law Enforcement.]**
- Members discussed the potential benefits of undertaking an independent workforce planning review of Contact to assess whether current resources were appropriately aligned to demand and sufficient to maintain performance standards across all contact types. During the discussion, members expressed a preference for utilising internal expertise to conduct the review initially. It was noted that Performance and Analysis (P&A) could provide demand modelling capability and would bring an appropriate level of independence, avoiding any perception of the team reviewing its own performance. It was agreed that Dan Thorogood would meet with the Head of Corporate Development to define the scope and requirements of the review. P&A would then assess the extent to which

it could support these requirements and identify any capability gaps that may need to be addressed at a later date.

For action by:

Dan Thorogood

- Members acknowledged that a workforce review was a substantial undertaking, given the complexity of Contact's work, the range of contact types and service levels, the size of the workforce, and the continuing growth in demand. It was noted that, in the longer term, increasing demand should be incorporated into the departmental annual planning cycle and reflected within a rolling business-as-usual workforce and capability planning process. Members recognised the importance of developing technology-enabled solutions to support service delivery, improve efficiency, and help manage future demand growth. A communication strategy to educate members of the public in the correct use of the 999 line was ongoing
- Conversion rates of all contact types, while remaining proportionally stable, had increased in volume in comparison to Q1 2025 creating more urgent incidents and complex crime related demand, increasing pressure within the department but also on frontline resources and general investigative capacity. The use of standardised Airwave codes to improve resource visibility and deployment decisions would be discussed more fully at Force Performance Board in September 2026. Data regarding outcomes was discussed and it was felt that it was too early to assess accurately the impact of the increased demand on outcomes. However, it was noted that an increased solved outcome rate, and a corresponding decline in unresolved outcomes, had been recorded for digital reporting methods over the previous two months; P&A planned to conduct some dip-sampling to better understand the factors contributing to the improvement.
- Members discussed the increase in crimes recorded in June 2026 which had impacted the average volume of investigations on patrol officers' workloads, as well as increasing investigation files which were pending prior to being finalised following a filing review. It was noted that the increase was beginning to have a negative impact on supervisor review performance. It was further noted that communication regarding the investigation files workflow may not be widely understood leading to disappointment as pending files returned to an officer's workload to be finalised. The issue would be discussed at the Silver Outcomes Group where all BCUs as well as Corporate Communications were represented.

The Board:

1. Agreed to repeat the analysis of increased contact demand on solved investigative outcomes in three months' time.

06/26/43 Investigating and Supporting Victims – Investigations [FOIA Open]

a) Cause of Concern – Performance Progress Update

Members noted the Investigation Cause of Concern – Performance Improvement Dashboard which provided an update on all key performance improvement measurables including direction of travel. Although the overall trajectory remained positive, particularly of note was a reduction in the number of investigative audits completed in July 2026 in comparison to June 2026. Causes for this reduction was thought to be a combination of summer demand and files pending, awaiting finalisation.

Domestic Abuse (DA) and Stalking Police Protection Notice (PPN) compliance had also decreased against baseline data.

b) Deep Dive

Rachael Bentley presented the Investigations Deep Dive data with the following key points noted:

- The key findings from the deep dive showed that although investigative audits reported stable or improving outcomes, the reality suggested by performance data was that the audits potentially overstated the consistency and quality of investigative practice across the force. The deep dive had highlighted compliance focused, rather than quality-focused behaviour within the organisation and members were keen that this issue was resolved as it could undermine the demonstrable value of effective supervisor audit activity.
- Data from the deep dive showed that supervisory support during the investigation positively affected every aspect of investigative outcomes, with solved rates doubling from 10% to over 20% and the unresolved outcome reducing by almost 1.5%.
- Supervisory capacity was a key driver of improved performance in every investigation audit pillar, however due to increased demand requiring supervisors to prioritise live incidents, prisoners and allocations, availability for meaningful oversight and direction had been reduced.
- Members reflected on the work life of an operational sergeant, noting that cohesive oversight into the impact of demands made upon them from multiple interdependencies was missing, contributing to possible 'organisational friction' and increasing lack of capacity. Jim Colwell would consider the analysis that had been presented and would implement a dedicated piece of work in response.

For action by: Jim Colwell

- Members noted the DCP investigation outcome performance figures, which detailed the percentage of solved and unsolved crime outcome rates in all offence groups along with the force's national position.

Ben Beckerleg joined the meeting virtually.

06/26/44 Investigating and Supporting Victims – Cause of Concern Update: Domestic Abuse Risk Assessment Reviews (DARAs) [FOIA Open]

Ben Beckerleg presented the Safeguarding Cause of Concern Performance Improvement Dashboard which provided an update on all key performance improvement measurables including direction of travel. Of particular interest for members was the data relating to high and medium risk DARAs as well as the Multi Agency Risk Assessment Conference (MARAC) referrals. Members discussed the dashboard with the following highlights:

- The percentage of secondary reviews for high-risk domestic abuse (DA) assessments had been consistently at 100% since January 2026. The figure for medium risk DA assessments was improving and had risen to 7.5% in June 2026. A risk-based prioritisation approach had been adopted and feedback received from HMICFRS in July 2026 was positive in terms of the pace and nature of improvement regarding PPN reviews.
- Members noted that an algorithm to assess and prioritise risk within DA PPNs was now being used. The algorithm was improving prioritisation, particularly in high risk DARAs, and had been impactful in making progress to assess the 'legacy pot' of DARAs, identifying which had needed further review to ensure the correct response was made and referral pathway was instigated. The legacy pot had recently been cleared by the Central Safeguarding Team (CST) meaning that the algorithm would be used to work on the indicative high-risk assessments being made daily. Members noted that the algorithm was being developed to support a more effective approach to safeguarding, which was viewed positively as a significant step forward and an opportunity to build on existing success.
- The number of high-risk assessments requiring regrading had reduced which suggested that assessment accuracy was improving. Performance would be tracked by using P&A data as well as CST feedback to officers and dip sampling. It was noted that Vulnerability training was a key opportunity to reinforce the correct completion of PPNs, and this would remain a focus over the next three months.
- Since the baseline was established, MARAC referrals had increased to 34.7 per 10,000 women in June 2026. Although below the target of 40 per 10,000 women, performance was improving and progressing in a positive direction. Members discussed the pressure on partner agencies as MARAC referrals increased. The situation was being monitored, and the development of a centrally coordinated process would increase efficiency. MARAC roles in administration and research were being reviewed to understand capacity.
- Members were pleased to note that work was ongoing to embed a feedback process that provided officers with constructive guidance to support performance improvement and enhance their understanding of the standards expected within a good safeguarding assessment.
- Members noted the importance of ensuring that processes existed to ensure risks were managed promptly once identified, in order to avoid any gap between risk identification and risk mitigation but recognised that the officer in charge should always be cognisant of the risks inherent in their cases.

Ben Beckerleg left the meeting.

06/26/45 Public Confidence – Public Confidence Survey Findings to June 2026 [FOIA Open]

Fiona Bohan presented the Public Confidence Survey which was administered by Social and Market Research (SMSR) Ltd. on DCP's behalf. Key highlights were as follows:

- Overall public confidence in DCP increased by 2.2 percentage points in the June 2026 survey, reaching 72.2%. In addition, 57.4% of respondents felt that DCP was doing a good job. These results highlighted DCP's strong standing within the community, with performance in both measures ranking above the national average.
- Responses to a question exploring public perceptions of DCP's reliability across a range of areas remained broadly positive and consistent. It was noted that the wording of this question in the September 2026 survey would align with that used in the national survey, enabling more meaningful comparisons to be made.
- Members also discussed DCP's visibility and felt that greater promotion of excellent work which related to the issues that matter most to the public (for example, antisocial behaviour) would help strengthen confidence and trust.
- Overall, members agreed that survey responses had remained broadly unchanged since April 2026, with the findings continuing to reflect a generally positive public perception of DCP.

Date, Time, and Location of Next Meeting

There being no other business the meeting closed at 1.18pm. The next Force Performance Board meeting will be held on Thursday 27 August 2026, commencing at 10.00am via Teams.