

Devon and Cornwall Police

Force Performance Board

Meeting held on Thursday 24 September 2026
Conference Room, Okehampton Police Station at 9.30am

Attendance

Jim Colwell (Deputy Chief Constable) (Chair)
Glen Mayhew (Assistant Chief Constable, Local Policing)
Deb Smith (Assistant Chief Constable Vulnerability & Crime)
Lucy Baillie (Police Staff Commander, CRC/Ops)
Sheon Sturland (Commander, PVP)
Antony Hart (BCU Commander, NEW Devon) (virtual)
Scott Bradley (BCU Commander, Cornwall and Isles of Scilly)
Tanya Croft (Head of Corporate Communications and Engagement) (virtual)
Richard Bullock (Head of Corporate Development)
Claire Aspray (Force Insight Manager)
Mark Chivers (Chief Technology Officer) (virtual)
Katie Clements (Sergeant, Police Federation) (virtual)
Charles Jagger (GMB Branch Secretary)
Alexis Poole (Assistant Chief Officer, People)
Mike Stamp (Director of Legal, Reputation and Risk) (virtual)
Ashley Frayling (Special Chief Officer, Citizens in Policing) (virtual)
Ben Deer (Commander, Crime & Criminal Justice)
Alex Doughty (Commander, Plymouth)
Emma Butler - Jones (LPA Commander, NEW Devon) (virtual)
Jenny Bristow (Chief Superintendent, Commander)
Fiona Bohan (T/Head of Performance and Analysis)
Emily Owen (Head of Equality, Diversity & Inclusion) (virtual)
Segil Zulhayir (COG Support)
Jonathan Back (Head of Performance and Scrutiny, OPCC)
Paul O'Dwyer (Unison Branch Secretary) (virtual)
Alex Barclay (Specialist Support Coordinator)

Apologies

Nikki Leaper (Assistant Chief Constable, Contact and Specialist Operations)
Roy Linden (BCU Commander, South Devon)
Vicky Howell (Superintendent, Command & Control)
Jim Richardson (Head of People)
David Wilkin (Director of Finance and Resources)
Jo Manley (Head of HR Organisational Support)
Lesley Bulley (Superintendent, Alliance Professional Standards)
Martin Schorah (HMICFRS)

Guests

Alex Cooper (Chief Inspector, Local Policing) (rep for Roy Linden)
Katie Grant (Performance & Scrutiny Officer, OPCC)
Tim Evans (Chief Inspector) (rep for Lesley Bulley)

07/26/46 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.

07/26/47 Minutes of the Meeting 30 July 2026 [FOIA Open]

The minutes of the previous meeting held on Thursday 30 July 2026 were agreed as a true and accurate record.

07/26/48 Action Log [FOIA Open]

a. **Action 191 Force Performance Dashboard – Central Safeguarding Team (CST) Staff (previous minute reference 04/26/26, 05/26/34b and 06/26/38c)**
Discussion was held at minute reference 07/26/50b.
Action closed.

b. **Action 198 Investigating and Supporting Victims – Safeguarding Management Plans (SMPs) Escalation Plan (previous minute reference 05/26/34b and 06/26/38d)**
Discussion was held at minute reference 07/26/51b.
Action closed.

c. **Action 205 Contact and Response – Contact Resolution Command (CRC), Demand versus Performance (previous minute reference 06/26/42)**
Members noted the update provided on the action log which was that planning for a review in Contact and Resolution Command had begun and further updates would be provided to Force Performance Board when appropriate.
Action closed.

d. **Action 206 Investigating and Supporting Victims – Investigations (previous minute reference 06/26/43)**
Discussion was held at minute reference 07/26/52.
Action closed.

07/26/49 Force Performance Dashboard [FOIA Open]

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

- Three areas of concern (out of a possible 49) against the National Performance Dashboard had been flagged by the Home Office for the Force. The areas were:

    1. The Percentage Of 999 Calls Answered Within 10 Seconds
    2. Unresolved Outcomes – Violence Against the Person
    3. Workforce And Integrity – Percentage of Officers Who Left the Force.

- The Home Office had issued a series of questions in relation to these areas and members noted that further action would be determined based on the adequacy of the responses received.
- Members noted that due to Devon and Cornwall Police's (DCP's) internal performance management process, it would be unusual for an area of concern to be flagged by the Home Office without prior awareness within the organisation. Members discussed how the flagging process could be managed effectively through Force Performance Board and agreed that, when a concern was formally flagged, it would be acknowledged at the following meeting, discussed at the next meeting and a full report presented at the subsequent meeting, including proposed actions, improvement activity and progress updates.
- Performance and Analysis (P&A) would review the Force's performance dashboard against the national dashboard to ensure that the most significant performance measures were appropriately reflected.
- Members discussed the Force performance dashboard and noted that although improvements had been seen in response times across all measurable areas, challenges remained to reach both national and Force targets. The 101 Call Abandonment figure would need monitoring as the percentage had increased in the three months to August 2026.
- It was noted that that the proportion of Domestic Violence Disclosure Scheme (DVDS) completed outside the 28-day target had reduced from the 80% reported in June 2026. However, performance remained significantly below the target of less than 5%. Members noted that a number of interventions had been implemented to improve performance, but these had not yet fully embedded to deliver the anticipated benefits. It was acknowledged that further time was required for the impact of these measures to be realised. Members noted that a measurable improvement in performance was expected to be evident at Force Performance Board on 29 October 2026.
- Members discussed the remainder of the dashboard, noting common themes relating to resources, the victim journey, and operational priorities. It was felt that the focus should be on translating improved performance into better outcomes, with a greater emphasis on impact rather than compliance alone.

Members noted the remainder of the meeting would be focused solely on the Investigating and Supporting Victims pillar.

07/26/50 Cause of Concern Updates [FOIA Open]

a. Investigations

Members noted the Improvement Dashboard for the Investigations Cause of Concern presented by Ben Deer. It was noted that the September audit completion figure remained below the required level; however, the latest available data showed 394 audits completed, representing a higher position than that reflected on the dashboard.

b. Safeguarding

Members noted the Improvement Dashboard for the Safeguarding Cause of Concern presented by Sheon Sturland. Performance continued to improve, supported by ongoing refinements to the algorithm to ensure prioritisation remained appropriate. Two recommendations had been discharged by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The Central Safeguarding Team (CST) was now fully staffed and, once officers new to the team had completed their training, performance should improve further. Each day the team focussed on reducing the backlog of domestic abuse police protection notices (DAPPNs) before progressing to DVDs work. Improvements in officer understanding and capability in Pronto (a police mobile working platform) were also noted, alongside the reinforcement of feedback mechanisms between the CST and frontline officers. Work remained ongoing to identify a sustainable resourcing solution for the increased Multi Agency Risk Assessment Conference (MARAC) referrals.

07/26/51 Review of Escalation Plans [FOIA Open]

a. Possession of Drugs

Members discussed the Possession of Drugs Escalation Plan Review presented by Ben Deer which provided a summary of activities undertaken as well as outcomes and next steps. The impact of the escalation plan was noted as follows:

- A significant increase in positive outcomes which had been consistently above 80% for the preceding four months.
- A reduction in resolved and unresolved outcomes.
- A decrease in recorded drug possession volumes, reflecting greater recording accuracy.
- A shift towards diversion and public health interventions, reducing entry into the Criminal Justice System
- A more consistent performance across local policing areas.

Of particular note was the impact of the implementation of the Drugs Focus Desk which precipitated a rise in resolved outcomes to 88% exceeding the target of 80%.

DCP was expected to improve by four places for Solved Possession of Drugs outcomes in the annual national police performance rankings following the publication of the October 2026 data. However, if the current three-month performance levels were maintained, DCP would place within the top ten forces nationally.
Members noted the breakdown of Outcomes data by geographic area and agreed that it would be beneficial for the contribution of the Operations Department to be reflected within the analysis.
Members felt that the escalation plan had delivered meaningful and sustainable results for Possession of Drugs outcomes and that a similar approach could be utilised in improving performance across further crime types.

The Board:

1. Discharged the Possession of Drugs Escalation Plan

b. Safeguarding Management

Members discussed the Safeguarding Management Escalation Plan Review presented by Sheon Sturland which was created to address a performance issue whereby in 60% of crimes audited, a safeguarding management plan (SMP) had not been created where one was required. Highlights from the discussion were as follows:

- Since the action plan had been implemented compliance had improved with a reduction in the number of partially created SMPs and an increase in the completed figure. However, cases without an SMP had plateaued at an average of approximately 33% across all geographic areas except South Devon where the figure had trended upwards over the previous four months and in August 2026 stood at 41%.
  Alex Cooper would ensure that South Devon presented their understanding and response to this performance issue at Force Performance Board on 29 October 2026.
  For action by: Alex Cooper
- Members noted that certain crime types did not require an SMP for the victim and these had been clarified to officers in a variety of ways including via briefings and published guidance. However, it was felt that a figure of 33% of crimes with no SMP exceeded the expected level and some escalation plan activities, such as streamlining templates and redesigned training for investigation standards, would require more time to embed in order to impact performance positively. Additionally, further reality testing was required to assess whether system-related recording factors were contributing to anomalies or ambiguity regarding SMP data.
  The Check and Test team would conduct some sampling of Niche occurrences to provide greater clarity in the detail of crimes without SMPs, and the results would be presented to Force Performance Board on 29 October 2026.
  For action by: Fi Bohan

The meeting paused at 10.36am and reconvened at 10.45am.

Jonathan Back, Glen Mayhew and Richard Bullock left the meeting.

07/26/52 Outcomes Deep Dive Update [FOIA Open]

Ben Deer presented the Outcomes Deep Dive update which included national performance review and Productivity Diagnostic Insight Tool (PDIT) insights. Members discussed the update with the following highlights:

- DCP's Crime Outcome performance in comparison to both national figures and most similar forces were noted.
- Of significance was a high use of Outcome 15 (Suspect Identified – Evidential Difficulties) which reflected a shift from the reduced use of Outcome 16 (Victim no Support) due to guidance from HMICFRS that this outcome could not be used without an auditable record. However, a review had demonstrated that, under some circumstances, crime recorders were incorrectly identifying named individuals as suspects resulting in a potentially falsely high number of fugitives. It was noted that work was required to fully understand the picture and obtain an accurate figure. Additionally, members felt that given the impact in multiple departments across the whole process when a suspect was designated, criteria should be clear and careful rigour should be applied when using it.
- Members noted the national position in relation to unresolved outcomes, noting that in Violence Against the Person crimes DCPs rate at 88.1% exceeded the threshold set for England and Wales at 87.4%.

Glen Mayhew rejoined the meeting.

- DCP's Violence With Injury solved outcome rates of 10.3% were significantly lower than the England and Wales average of 16.4%. Members noted that the issue continued to be addressed through the Outcomes Silver Group.
- Use of Outcome 21 (Action Against Suspect Not in Public Interest) had improved but remained high at 1.4% in comparison to the England and Wales average of 0.5%. An audit had identified a compliance concern and members recognised that this put the Force at risk of not achieving HMICFRS PEEL Recommendation Four. Members noted that training and communication alone had not driven the required level of compliance. Work was therefore underway to analyse performance at team level, understand current working practices, and identify opportunities for improvement.

Glen Mayhew left the meeting.

- Members noted the audit's findings that timely completion of investigations and attendance within target timescales were associated with improved solved outcomes. It was felt that strengthened supervisory oversight of investigation progression would support further improvement. Members discussed supervisory workload and noted that work was underway,

led by Jenny Bristow, to identify points of friction, particularly for operational sergeants, and develop proposals to address these. Members also noted that engagement with different cohorts of sergeants would help to identify key challenges and inform potential solutions.

- Members noted the recommendations created as a result of the deep dive into Outcomes:

    1. Strengthen investigative quality and supervisory oversight
    2. Improve conversion from suspect identification to solved outcomes
    3. Strengthen assurance and impact of outcome governance
    4. Target resources where evidence shows the greatest opportunity

- Members were content that the recommendations were being progressed through the Outcomes Silver Group, which would apply appropriate scrutiny to both immediate actions addressing identified issues and longer-term improvements aimed at delivering sustainable solutions. The Group would also consider relevant practice and learning from other forces.

The meeting paused at 11.39am and reconvened at 11.50am.

07/26/53 Victims Analytical Deep Dive [FOIA Open]

Fi Bohan presented the Victims Analytical Deep Dive Overview. The purpose of the analysis was to:

- gain greater understanding of the journey of a victim through the investigative process
- identify key drivers of victim satisfaction and confidence
- examine why some victim groups experienced poorer outcomes
- Highlight opportunities to improve victim outcomes and engagement
- Support service improvement and organisational performance

Members discussed the deep dive, and the following key points were highlighted:

a) Key Findings from Repeat Victims Profile

- Members noted that as repeat victimisation drove disproportionate demand and harm, targeting this cohort would provide opportunity for harm reduction and demand management. Repeat victimisation was concentrated in identifiable high-risk cohorts, in particular within domestic abuse, and therefore success in reducing repeat domestic abuse incidents would significantly impact repeat victim data.
- Members discussed a range of future work opportunities relating to victims and considered the internal capacity available to progress this work. The value of a dedicated lead to coordinate and drive this activity was recognised. There was support for prioritising a small number of key opportunities to enable a more detailed understanding of the issues and the development of effective solutions, rather than adopting a broad approach that would provide only a high-level overview across

multiple areas. The potential for significant returns through improved prevention activity, together with wider social and organisational benefits, was noted.

b) Victim's Code of Practice (VCOP) Compliance Audit

- Members discussed VCOP compliance data from the Investigation Audits noting the figures suggested that the Force did not consistently meet the requirements of VCOP. Overall, compliance was lower in areas designed to support, safeguard and empower victims, suggesting that a cultural focus change was required from simply completing the Victim Needs Assessment (VNA) to considering the impact of the VNA.
- Members noted the Victim-Centred Grading results and felt that they were more favourable than VCOP compliance metrics indicated. It was felt that due to the audit grading framework victim service performance may be overstated. A discussion was held regarding the most accurate way to audit VNAs in order to provide understanding which would lead to improvement.
- It was noted that cases with supervisory support were almost 50% more likely to achieve VCOP compliance than those without.

Rich Bullock rejoined the meeting.

c) Priority Victim Survey

- Members discussed the analysis of the 1,171 Priority Victim Surveys which had been completed in the 12 months to July 2026. It was noted that repeat victims were under-represented (at 17.6%) in the survey sample relative to their proportion in the victim population (at 37.8%) and this should be considered when interpreting findings and drawing conclusions.
- Overall satisfaction levels remained largely unchanged from the analysis in 2025 however, members noted that the total satisfaction with actions taken by the police was significantly lower for repeat victims and their dissatisfaction significantly higher, suggesting that previous victimisation was associated with lower confidence with a police response after the initial report. It was suggested that repeat victims may benefit from enhanced communication and engagement.
- Members noted that the contact enhancements available through Operation Talos would support officer contact with victims but would not remove the obligation for officers to maintain appropriate direct engagement.
- Members discussed the importance of effective communication with victims and noted its significant contribution to overall satisfaction with the policing response. It was recognised that victims did not expect every interaction to result in an outcome or resolution; rather, feeling listened to, understood and supported were key factors influencing satisfaction. The discussion highlighted that the absence of a desired outcome was not, in itself, the primary driver of negative feedback.

- Members noted that across all data sources used in the deep dive, consistent themes had emerged:

    1. Victim needs were identified but not consistently met.
    2. Communication and expectation management were the strongest drivers of victim experience.
    3. Repeat victims experienced the greatest harm but the poorest service.
    4. Active supervision was key to translating process into delivery.

- Members supported a coordinated approach to improving the victim experience, recognising that responsibility was shared across the organisation, but that dedicated leadership was required to provide oversight and drive progress. It was proposed that a strategic lead for victim service delivery be established to oversee the end-to-end victim journey, hold business areas to account for delivery, and report on victim experience outcomes through existing governance structures. Should additional resources be required, funding bids could be presented to the Force Executive Board.
- Deb Smith would work with the other Assistant Chief Constables to identify who would be suitable in term of seniority, leadership and passion to lead the Force through the programme of work to deliver a sustainable shift in delivering a consistent service to victims.
  For action by: **Deb Smith**

07/26/54 Next Steps and Reflection [FOIA Open]

The Chair confirmed that Force Performance Board on 29 October 2026 would focus on the following areas:

- A deep dive into Rape and Serious Sexual Offences (RaSSO)
- Stalking Arrest Escalation Plan
- Civil Order Escalation Plan
- Telematics
- Post summer policing debrief.
- An update on the three areas flagged by the Home Office.

Deb Smith provided her reflection of the meeting from the perspective of a senior leader relatively new to the organisation. She noted the clear structure and governance in addressing key issues, the effective integration of strategic performance and data analysis, and the clarity of direction and collaborative approach demonstrated throughout the meeting.

Date, Time, and Location of Next Meeting

There being no other business the meeting closed at 12.52pm. The next Force Performance Board meeting will be held on Thursday 29 October 2026, commencing at 10.00am in Bodmin Police Station.