

Devon and Cornwall Police

Force Delivery Board

Tuesday 15 September 2026

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

Attendance

Jim Colwell (Deputy Chief Constable) (Chair)
Glen Mayhew (Assistant Chief Constable, Local Policing)
Debbie Smith (Assistant Chief Constable, Crime, Justice and Vulnerability)
Alexis Poole (Assistant Chief Officer, People)
Alex Doughty (BCU Commander, Plymouth) (virtual)
Scott Bradley (BCU Commander, Cornwall and the Isles of Scilly)
Sheon Sturland (Commander, Protecting Vulnerable People)
Tanya Croft (Head of Corporate Communications and Engagement)
Louise Fenwick (Head of Alliance Business Change)
Jo Manley (Head of HR Organisational Support) (virtual)
Hayley Kyei (T/Head of Alliance Administration and Business Support) (virtual)
Kate Bendelow (GMB) (virtual)
Tracey Bolt (Specialist Support Coordinator)
Nikki Leaper (Assistant Chief Constable, Contact and Specialist Operations) (virtual)
Matt Longman (Assistant Chief Constable)
Mike Stamp (Director of Legal, Reputation and Risk) (virtual)
David Wilkin (Director of Finances and Resources)
Roy Linden (BCU Commander, South Devon) (virtual)
Ben Deer (Commander, Crime and Justice)
Lucy Baillie (Police Staff Commander, Contact Resolution Centre and Operations) (virtual)
Richard Bullock (Head of Corporate Development)
Chelsey Garner (Head of Legal Services) (virtual)
Richard Scott (T/Head of Alliance Information Management) (virtual)
Segil Zulhayir (DCC Staff Officer)
Belinda Dunmall (UNISON) (virtual)

Guests

Ilona Rosson (Detective Chief Inspector, Alliance Professional Standards) (virtual) (for minute reference 03/26/42)
Brendan Downes (Head of Administration and Business Support) (virtual) (for minute reference 03/26/46)
Angela Galasso (COG Support) (Observer)
Tim Evans (Detective Chief Inspector, Alliance Professional Standards) (virtual) (for minute reference 03/26/43)
Lou Price (Alliance Evidential Property Manager) (virtual) (for minute reference 03/26/46)
Audrey Gilding De Kort (Strategy and Policy Lead) (virtual) (rep for Nicky Anderson and Ruth Frett)



Apologies

Fran Hughes (Chief Executive, OPCC)
Antony Hart (BCU Commander, NEW Devon)
Carey Owen (Head of HR Organisational Support)
Robin Wheeler (Head of Finance)
Mark Chivers (Chief Technology Officer)
Lesley Bulley (Head of Professional Standards)
Sarah Baker (Head of Business Accounting)
Louise Sawyer (Head of Environmental Management and Sustainability)
Katie Clements (Sergeant, Police Federation)
Jenny Bristow (Chief Superintendent, Priority Based Budgeting (PBB) Implementation)
Ashley Frayling (Special Chief Officer)
Lloyd Allen (Head of Fleet)
Jim Richardson (Head of HR People)
Nicky Anderson (Head of People)
Laura Wotton (Head of Estates)
Ruth Frett (Head of Learning and Development)
Emily Owen (Head of Equality, Diversity and Inclusion)

03/26/30 Opening and Declaration of Interests [FOIA Open]

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

Members thanked Matt Longman for his leadership and dedication and acknowledged that this was his last Force Delivery Board, before leaving the Force to join Gloucestershire Police, and welcomed Debbie Smith to Devon and Cornwall Police (DCP) as Assistant Chief Constable, Crime, Justice and Vulnerability. Angela Galasso was welcomed as a new Staff Officer and observer to the meeting.

The Board were reminded that one of the members would be identified to provide a précis of the Force Delivery Board at the end of the meeting, ensuring the Board had considered the Forces values in line with competence, compassion and common sense in making decisions that had the potential to impact the community.

03/26/31 Minutes of the Previous Meeting – 18 August 2026 [FOIA Open]

The minutes of the previous meeting held on Tuesday 18 August 2026 were agreed as a true and accurate record.

03/26/32 Action Log [FOIA Open unless exemptions specified below]

a. **Action 1 Agreement of the Force Delivery Board Terms of Reference (previous minute reference 01/26/03)**
   Discussion held at minute reference 03/26/33.
   Action closed.

b. **Action 7 His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) Cause for Concern Progress Update – Investigation Standards Crime Standards Unit and Force Management Risk Register (previous minute reference 02/26/16)**
Activity completed.
Action closed.

c. **Action 8 HMICFRS Cause for Concern Progress Update – Investigation Standards Audit Questions (previous minute reference 02/26/16)**
Activity completed.
Action closed.

d. **Action 9 HMICFRS Areas for Improvement (AFIs) – Responding to the public Control Room Oversight and Video Response (VR) Team (previous minute reference 02/26/19b) [FOIA Closed s.22]**
This section has been redacted under the Freedom of Information Act 2000, s.22.

e. **Action 11 Resource Update (previous minute reference 02/26/22)**
It had been confirmed that an officer would be required to take all of their accumulated Time Off In Lieu (TOIL) before moving to a new post. It was noted that this would be achievable, with the change from 28 days' notice to 60 days' notice period for moves to a new post.
Action closed.

f. **Action 12 Policy and Procedures (previous minute reference 02/26/23)**
Discussion held at minute reference 03/26/40.
Action closed.

g. **Action 13 Secure Redact – Digital Evidence Redaction Training – Audio Visual Multi Media (AVMM) nominations (previous minute reference 02/26/24)**
Activity completed.
Action closed.

h. **Action 14 Secure Redact – Digital Evidence Redaction Training – AVMM – Home Office (HO) grant (previous minute reference 02/26/24)**
Activity completed.
Action closed.

03/26/33 Approval of the Force Delivery Board Terms of Reference [FOIA Open]

Members received and noted the amended Force Delivery Board Terms of Reference (ToR), and with the following addition the ToR were approved.

- Receives report from: Senior Leadership Team meetings (by exception).

Mike Stamp would update the Scheme of Delegation nomenclature following the approval of the Force Delivery Board ToR.
For action by: **Mike Stamp**

The Board:

1. Agreed the Force Delivery Board Terms of Reference.

03/26/34 HMICFRS Cause for Concern Progress Update – Investigation Standards [FOIA Open unless exemptions specified below]

Ben Deer presented the HMICFRS Cause for Concern Progress Update for Investigation Standards, which outlined the activity that had been undertaken to date. The following key points were noted:

- **This section has been redacted under the Freedom of Information Act 2000, s.22.**
- The Outcome Silver Group continued to meet weekly, with deep dives being undertaken on improving outcomes.
- A check and test review had been completed of Inspector audits.
- **This section has been redacted under the Freedom of Information Act 2000, s.31.**
- The Police Effectiveness Efficiency and Legitimacy (PEEL) Solutions review had been extended to the end of October 2026 to provide a clearer understanding of the work being undertaken and to identify where improvements could be made.
- The individual and team outcomes app had been released and embedded into business as usual (BaU), and staff that required further support from the Investigation Academy (IA) were being identified.
- **This section has been redacted under the Freedom of Information Act 2000, s.31.**
- The College of Policing (CoP) had reviewed the Investigation Standards Cause for Concern plan, and had offered to assist by providing a copy of the CoP Quality Service Review (QSR) question set.
- **This section has been redacted under the Freedom of Information Act 2000, s.31.**
- Due to the summer challenges, the HMICFRS had provided negative feedback in relation to the take up of the PIP1 and PIP1 Supervisor training, accepting the attendance projections to the end of 2026 were improved.
- **This section has been redacted under the Freedom of Information Act 2000, s.31.**
- **This section has been redacted under the Freedom of Information Act 2000, s.22.**
- There was a request for support to assist with the CSU and CMIT backlog.

Ben Deer would liaise with the Chief Inspector, Learning and Development (L&D) to identify attendance at the PIP1 and PIP1 Supervisor courses, and for the information to be disseminated to all Basic Command Unit (BCU) Commanders.

For action by: **Ben Deer**

The Board:

1. Approved the recruitment into the two CSU vacancies.

2. Noted the progress made against the Performance Improvement Plan.

03/26/35 HMICFRS Cause for Concern Progress Update - Safeguarding [FOIA Open]

Members received and noted the HMICFRS Cause for Concern Progress Update for Safeguarding presented by Sheon Sturland, which outlined the activity that had been undertaken against the Performance Improvement Plan. The following key points were noted:

- There had been a 100% outcome rate on all high, indicative high risk and repeat DA Public Protection Notices (PPN) subject to a secondary review. This resulted in a welcome near doubling of cases referred to the Multi Agency Risk Assessment Conference (MARAC) team. It was noted that over 20% of all DA PPNs had been completed to date for September 2026, with all DA PPNs being cleared within 24 hours of receipt.
- A robust timeline had been implemented for the fully automated PPN triage, which should be in place by the end of December 2026, with the Domestic Violence Disclosure Scheme (DVDS) and MARAC automation processes planned for completion by the end of January 2027.
- Any spare resource capacity was being assigned to the DVDS work.
- Since the implementation of GoodSAM there had been a positive impact on performance, with all referrals managed by the Safeguarding team being delivered within 28 days.

The Board noted:

1. The progress made against the Performance Improvement Plan.

03/26/36 HMICFRS Areas for Improvement (AFI) - Resources [FOIA Open]

a. Workforce Professional Development Review (PDR)

Jo Manley presented the Workforce PDR Performance Improvement Plan, noting the issues were no longer system based, and were around inconsistent engagement, completion and perceived value of the PDR process across the organisation. The HMICFRS review had identified challenges in leadership inconsistency in prioritising and reinforcing the PDR process, the cultural perception of the process as administrative compliance, the lack of



embedded routines in relation to regular check-ins and updates, underutilisation of data to drive accountability and demonstrate value, and a weak linkage in practice between the PDR, talent, promotion, and workforce planning.

The PDR completion rates remained inconsistent across the organisation, and Human Resources (HR) staff had been tasked with contacting Heads of Department and BCU Commanders to understand why PDRs were not being completed. Members recognised the cultural legacy of PDRs, where they were viewed as a compliance exercise rather than a development tool. It was noted that as part of the HR Transformational Programme, the PDR process would be reviewed. Work would take place to strengthen leadership accountability to ensure line managers were holding meaningful conversations with staff, and one to one meetings included continuous development discussions. It was accepted this approach would be a shift from the annual reviews.

In relation to PDR completion rates, DCP were at 82%, and Dorset Police (DP) were at 90%, and the MyPDR database had been updated accordingly to identify where a PDR was not required for staff. Members discussed the DCP set target of 85% completion rate, and if consideration should be given to raising the target to a 100% completion rate. It was noted the PDR process required further work to ensure objectives had a strong link to departmental plans, and regular one to one meetings were being recorded on the MyPDR system.

During discussions the following actions were created:

1. Jo Manley would confirm whether the 85% PDR completion rate target was relevant to all members of the workforce or 85% or to staff that required a PDR.
   For action by: **Jo Manley**

2. Jo Manley would update the PDR Performance Improvement Plan to show the PDR target completion rate as 100%.
   For action by: **Jo Manley**

The Board:

1. Agreed with the amendment to show the PDR target completion rate as 100% and signed off the PDR Performance Improvement Plan.

b. Wellbeing

Jo Manley presented the Wellbeing Performance Improvement Plan, which outlined the findings from the HMICFRS inspection, noting the Force did not consistently demonstrate a comprehensive understanding of the workforce wellbeing requirements.

Work had commenced to review and understand national wellbeing initiatives to complete an organisational Wellbeing Strategy, where work would be reactive as well as proactive. Focus

groups would be set up with staff to collate feedback to identify how this influenced decisions, the psychological screening would be enhanced and opened up to further identified risk groups, and the Health and Wellbeing checks would continue for staff.

The Board:

1. Agreed the Wellbeing Performance Improvement Plan.

c. Continuous Professional Development (CPD)

Audrey Gilding De Kort presented the CPD Performance Improvement Plan, in relation to the improving the Force's understanding of how continuing professional development supported the workforce by developing an effective evaluation process. The issues highlighted by HMICFRS were:

- Only 37% of respondents of the workforce survey agreed that time for training and development was protected and not regularly put to one side when operational demands increased.
- That some of the workforce did not understand what CPD training they had received.
- That the Force could not assure HMICFRS that the CPD training had been evaluated, or quality assured. HMICFRS had recommended the introduction of an evaluation process to quality assure how the organisation provided training and to test whether officers and staff had understood the training and were able to put it into practice.

To address the above issues the CPD Performance Improvement Plan had four actions:

- Develop and implement an Alliance CPD and Talent Development Framework that defined the purpose and definition of CPD aligned to the CoP and future potential license to practice.
- Establish Protected Learning Time governance, map learning days, and embed training demand oversight through Global Rostering System (GRS) and Learning Management System (LMS).
- Introduce the Kirkpatrick Evaluation Model, strengthen governance and use quality assurance mechanisms to demonstrate organisational impact of CPD.
- Complete Training Needs Analysis (TNA) and implement Kallidus to provide organisational skills visibility and gap analysis.

Progress had been made since the plan was established, with members noting:

1. The draft Framework was in the final stages and the Communications Strategy linked in with the Kallidus project.

2. Response Officer learning days had been mapped through to 2028 with additional operational teams having been identified for protected learning plans. Training Demand Group and bi-weekly reviews had been established.

3. The Kirkpatrick methodology had been introduced, and an evaluation of the current practices was ongoing. Investigative Standards Boards were monitoring the impact of training and CPD. There was a general agreement that training evaluation should inform future CPD activity and that annual audits of training effectiveness were required. This approach required making CPD review a supervisory responsibility through PDR and Check-In processes.

4. Skills frameworks were nearly mapped, and Critical-role mapping had commenced. The TNA/ Operational Needs Analysis (ONA) had received a cost section, which allowed visibility of costs for requested CPD/Training delivery.

A key theme highlighted was robust CPD recording being required and a request was made to the Board to engage with Kallidus and encourage CPD recording in their teams.

Audrey Gilding De-Kort would liaise with the investigation academy about the evaluation model on the investigation standards business area to identify the impact of the training.
For action by: **Audrey Gilding De-Kort**

The Board:

1. Agreed the CPD Performance Improvement Plan, noting the inclusion of the metrics for action 2 and recording of the deadline for the Workforce Plan as December 2026.

The Board broke at 11.08am, reconvening at 11.21am.

03/26/37 HMICFRS Areas for Improvement – Investigation [FOIA Open]

a. Fraud – Protect Communities from the risk of fraud

Ben Deer presented the Fraud Performance Improvement Plan for Protecting Communities from the risk of fraud, and it was noted that the integration of fraud would be included in the monthly Force Data Pack, which would include the performance data and would be reported into the Force Delivery Board.

The threat afforded in local neighbourhoods would be measured through the review of the Agency and Partner Management Information System (APMIS) disruptions data. It had been agreed through the PBB process that funding would be made available to establish dedicated fraud protect resources.

The Board:

1. Agreed the Fraud – Protect Communities from the risk of fraud Performance Improvement Plan.

b. Fraud – Effective Training

A review of the design and delivery of fraud training to all relevant call handler staff and supervisors within the Call Management and Communications Unit (CMCU) would be undertaken. It was noted that one of the key performance indicators (KPIs) was improved identification of when contact was a 'Call for Service' and when a victim should be referred to Report Fraud, which would be monitored by the Fraud Triage and Support Team through the review of call logs.

An operational needs analysis (ONA) had been undertaken to review the fraud training for all PIP1 staff, and improved crime recording would be monitored through the Fraud Qlik app. The Communications Strategy had been completed, although there was no capacity within Corporate Communications and Engagement team to deliver at this time.

The Board:

1. Agreed the Fraud – Effective Training Performance Improvement Plan.

c. Fraud – Record fraud in line with national guidance to prevent unnecessary demand

Work had commenced with CMCU and the Business Systems Improvement Team to review fraud triage to ensure the recording was as simple as possible at first input. Further conversations would be undertaken through check and test to understand if any other work was required.

Discussions took place in regard to the National Centre for Alternative Learning Technologies (NCALT) training in relation to measuring compliance, and members were reassured that implementation of Kallidus would resolve the tracking of training issue.

The Board:

1. Agreed the Fraud – Record fraud in line with national guidance to prevent unnecessary demand Performance Improvement Plan, ensuring the training was included within the training plan.

03/26/38 Finance Update – September 2026 [FOIA Open unless exemptions specified below]

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

The Board noted that the Force Delivery Board would hold a small amount of money to be used on improving operational performance. It was accepted that the DCC would be able to approve individual bids of up to £100,000 under the Scheme of Delegation.

The Board noted:

1. **This section has been redacted under the Freedom of Information Act 2000, s.22.**
2. The proposal to create a DCC Performance Enabling Fund.
3. The budget accountability meeting structure.
4. The latest workforce position including numbers as each rank within the organisation.
5. The current savings status by programme.

03/26/39 Resource Update [FOIA Open unless exemptions specified below]

Alexis Poole provided a verbal update on resourcing, and it was noted work had commenced in reprofiling joiners for the student intakes in 2027. It was acknowledged the overall ambition was to recruit 135 Transferees into DCP over the next three years, however there were significant numbers of student officers waiting for intake dates. The reprofiling work would include forward planning to ascertain how far in advance the Force could bring student officers in to commence training, particularly with the potential abstractions the Force would commit to in 2028 for national events.

This sentence has been redacted under the Freedom of Information Act 2000, s.22. The modified Public and Personal Safety Training (PPST) had been in place for several months, and it was suggested a review of the numbers attending the training would be required to understand any potential issues.

Alexis Poole would arrange for the numbers of staff attending the modified PPST training to be made available to BCU Commanders, to identify any potential issues in relation to moving officers to different posts.
For action by: **Alexis Poole**

Robin Wheeler joined the meeting virtually.

03/26/40 Policy and Procedures [FOIA Open]

Richard Bullock presented the Policy and Procedure paper, which provided an update on the policies that were over 12 months past their review date. It was noted five of the policies sat within the Finance business area.

Members acknowledged that the five finance policies required full re-writes, with three of the documents being merged into one overall Finance Policy, which had been completed and would be circulated for consultation week commencing 21 September 2026. Advice had to be obtained from a third party on policy WP13 Mileage and Expense Claims Working Practice, work had commenced in updating the policy accordingly, and policy D098 Purchasing Policy would be circulated for formal consultation at the end of September 2026.

Work had been delayed on J-P-011 Joint Records Management Policy, due to procedure J-OPr-037 Management information in Microsoft 365 having only just been circulated for consultation and was a key procedural document that supported Policy J-P-011. Consultation continued on the procedure, and therefore the policy would be delayed further.

A response was awaited from the Occupational Support Unit (OSU) in relation to Policy D311 Alcohol and Drug Misuse and Testing as part of due diligence work.

The Board noted there had been an increase in the number of policies that were currently out of date.

Robin Wheeler left the meeting.

03/26/41 Additional Initial Firearms Courses Prerequisites [FOIA Open]

Members received and noted the Third Initial Firearms Course (IFC) Prerequisites paper presented by Lucy Baillie, which sought approval to hold a third initial firearms course over the next two years over the summer period, to ensure stability for the Authorised Firearms Officers (AFOs) numbers against the risk threat assessment. The requirements to create the capacity to allow the course to proceed, would be to run firearms training over the whole year (including throughout the summer period). There would need to be some level of leniency in the ability of those to complete their summer shifts (trainers and potentially trainees). An increase in AFO numbers would reduce overtime and would add to the savings as part of the PBB costing. A review of the IFC training schedule would take place after one year, although further work would need to be undertaken to ascertain AFO commitments for 2028 against the running of any courses due to operational pressures, with the potential of saving targets being met in 2029.

Members noted the Shots Courses scheduled for July and August in 2027 and 2028 were a different order of IFC weapons training. It was recognised that the Force had set a training embargo for the summer period, but due to the level of demand of various training requirements within firearms, it was accepted that these additional courses would need to take place.

Lucy Baillie would initiate a review through Operations Planning of operational commitments during 2027 and 2028 to ascertain the level of staffing required to fulfil requirements.
For action by: **Lucy Baillie**

The Board agreed:

1. To an exemption for summer training restrictions for firearms related courses.

2. The authority to deliver two IFC weapons training courses, known as Shots Courses during July and August in 2027 and 2028.

3. To a greater flexibility for Tactical Firearms Unit colleagues regarding summer abstractions.

4. To revisit the current reposting processes for extra IFCs, but not just limited to this course.

Ilona Rosson joined the meeting virtually.

03/26/42 Police Perpetrator Domestic Abuse (PPDA) and Rape and Serious Sexual Offences (RaSSO) Investigations [FOIA Open unless exemptions specified below]

Ilona Rosson presented the PPDA and RaSSO Investigations paper, which provided a proposal to bring all off-duty PPDA and RaSSO investigations into the Professional Standards Department (PSD). The current investigations for PPDA and RaSSO which involved serving police officers and police staff were conducted within BCUs and Criminal Investigation Departments (CID), with PSD holding responsibility for misconduct and organisational oversight.

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

Members recognised the current challenges with the process and supported the proposal of bringing all off-duty PPDA and RaSSO investigations into PSD. It was accepted that when the RaSSO Team was established in 2027, the two detective constables would become part of that team.

The Board acknowledged that the proposal was for DCP only, and as PSD was an Alliance function it would trigger a s.22 agreement review. Members were reassured that the PSD s.22 agreement review had been listed for the 21 September 2026 Joint Executive Board.

Ilona Rosson would liaise with HR to ensure all processes were followed to create a Domestic and Sexual Abuse Advocate role from the vacant Police Support Investigator (PSI) post.
For action by: **Ilona Rosson**

The Board agreed:

1. That PSD would investigate all future off-duty PPDA and RaSSO incidents from the outset.

2. PSD would receive two Detective Constable growth posts, which had been assessed to meet the current demand faced by BCUs and CID that currently undertook the off-duty PPDA and RaSSO investigations. The two posts would be funded from the DCC's Op Resolve reserve posts and would be created immediately.

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.**

Ilona Rosson left the meeting, and Tim Evans joined the meeting virtually.

03/26/43 Public Service Team (PST) Delegated Authority Risks Briefing [FOIA Open unless exemptions specified below]

Tim Evans presented the PST Delegated Authority Risks Briefing paper, which outlined the risks associated with the current scheme of delegation for the role of Appropriate Authority (AA), when complaints were assessed within the PST under the current PSDs operating model.

It was noted that any AA function within PSD should sit with an Inspector or Police Staff equivalent, and the decision making currently sat with two Police Staff Grade F Team Leaders. Research from 14 forces had shown from that Sergeants and Police Staff equivalents regularly made AA decisions.

The Alliance PSD were receiving approximately 230 referrals for decision each month by the Case Workers, and logged outside of Schedule 3 Police Reform Act (PRA) 2002. A Team Leader would then review the complaint and would decide if the referral should be recorded inside of Schedule 3 PRA 2002. It was recognised that this would require a full time Inspector to undertake the work if the process was changed.

This section has been redacted under the Freedom of Information Act 2000, s.31.

Members discussed the potential opportunity of looking at the skills required for the role through the Job Evaluation (JE) process with a cost based decision being made. It was suggested that further work should be completed, and the paper would be re-submitted to the 17 November 2026 Force Delivery Board with a range of options to consider, including a copy of the paper that went to the previous Board as an appendix for referral.

Tim Evans would ensure further work was completed on the PST Delegated Authority Risk paper, outlining a range of options for submission to the 17 November 2026 Force Delivery Board,

including a copy of the April 2025 PSD Delegated Authority Risks paper as an appendix for consideration.

For action by: **Tim Evans**

Tim Evans left the meeting, and the Board broke at 12.34pm, reconvening at 12.45pm.

03/26/44 MARAC Resources [FOIA Closed s.31 Law Enforcement]

This section has been redacted under the Freedom of Information Act 2000, s.31.

03/26/45 Priority Based Budgeting Implementation Progress Update [FOIA Open]

David Wilkin provided a verbal update on the PBB implementation, noting a significant update would be presented to the 6 October 2026 Force Executive Board. An update had been presented to the Commissioners Accountability Board on the 9 September 2026, where support was provided, albeit it had been made clear that there would be no reduction in police officer numbers, and if reductions in police enquiry officer numbers were being considered, engagement would need to be undertaken, and a pragmatic approach identified.

Brendan Downes and Lou Price joined the meeting virtually.

03/26/46 Evidential Property Management [FOIA Open unless exemptions specified below]

Members received and noted the Evidential Property Management paper presented by Lou Price, which provided a progress update on Op Edgehill. The following key points were noted:

- Op Edgehill had been in place since the 8 June 2026, with the primary aim of reducing the Niche evidential backlog.
- **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 team were averaging the disposal of 1,400 exhibits per week.
- The proposal was to extend the project to the end of March 2027, as there was an identified backlog of approximately 6,300 Niche exhibits remaining, although expected to increase on a daily basis.
- The extension activity would include three key areas: complete and consolidate disposal gains; to undertake an inventory audit and assurance, and rationalise storage space and recover capacity.

- The Board noted the positive impact the Evidential Property team had made, and the importance of investing in the staff was important.

The Board:

1. Noted the progress made against the improvement Programme and Op Edgehill.

2. Supported the continuation of Op Edgehill Phase 1a to complete the outstanding audit and backlog reduction activity.

3. Supported the development of an Op Edgehill Phase 2 proposal informed by the learning from Phases 1 and 1a.

4. Noted the PBB update and ongoing work to review the future operating model and resource requirements of the service.

Brendan Downes and Lou Price left the meeting.

03/26/47 Agreement of Next Meeting Agenda and Look Forward [FOIA Open]

Members received the draft agenda for 20 October 2026 and agreed the contents, noting any additional requests for papers would not be accepted. The Board also considered items for the 17 November 2026 Force Delivery Board agenda.

03/26/48 Review of the Meeting [FOIA Open]

David Wilkin provided a verbal review of the Force Delivery Board meeting, noting that a sleek process had been implemented, where meeting papers were submitted early and went through the Corporate Development Review Group. It was recognised that further work would be required to understand what papers were considered as 'critical' in line with quality and content. It was acknowledged that development was required in developing report writing skills, particularly in relation to outlining specific issues, risks and requirements. It was suggested the length of the papers could be shortened, but not limited to a certain number of pages.

The Loop system was a positive addition, as it provided authors sight of queries in advance of the meeting with time to prepare responses.

Members were reminded to ensure embedded papers were saved as separate documents when submitting papers, and that all non-critical embedded papers were deleted from papers.

Date, Time, and Location of Next Meeting

There being no other business, the meeting closed at 1.32pm. The next Force Delivery Board meeting would be held on Tuesday 20 October 2026, commencing at 9.45am in the Executive Conference Room and via Teams.