Joint Strategic Change Board

Thursday 8 January 2026

Commenced at 9.00am, in the Executive Conference Room and via Microsoft Teams

Attendance

Jim Colwell (Deputy Chief Constable) (Devon and Cornwall) (Chair) (Executive Conference Room)
Steve Lyne (Assistant Chief Constable) (Dorset) (Chair) (virtual)
Nikki Leaper (Assistant Chief Constable, Contact and Specialist Operations) (Devon and Cornwall) (virtual)
Neal Butterworth (Chief Financial Officer) (Dorset) (virtual)
David Wilkin (Director of Finance and Resources) (Devon and Cornwall) (Executive Conference Room)
Rich Bullock (Head of Alliance Business Change) (Executive Conference Room)
Fiona Bohan (T/Head of Performance and Analysis) (Devon and Cornwall) (Executive Conference Room)
Richard Fryer (Management Accountant) (Devon and Cornwall) (virtual)
Leanne Moorhouse (Staff Officer) (DCC) (Devon and Cornwall) (virtual)
Tracey Bolt (Specialist Support Coordinator) (Executive Conference Room)
Rachel Farrell (Deputy Chief Constable) (Dorset) (virtual)
Dave Thorne (Assistant Chief Constable) (Devon and Cornwall) (virtual)
Alexis Poole (Assistant Chief Officer, People) (Devon and Cornwall) (Executive Conference Room)
Jo Mosley (Assistant Chief Officer) (Dorset) (virtual)
Simon Bullock (Chief Executive, OPCC) (Dorset) (virtual)
Louise Fenwick (Head of Alliance Information Management) (Executive Conference Room)
Sam Bishop (Alliance Portfolio and Assurance Manager) (Executive Conference Room)
Jon Back (Accountability and Standards Manager) (OPCC) (virtual)
Sarah Gillingham (Assistant Unison Branch Secretary) (Dorset) (virtual)

Apologies

Mike Stamp (Director of Legal, Risk and Reputation)
Sarah Bamford (T/Head of Alliance Business Change)
Katie Clements (Police Federation)
Paul O'Dwyer (UNISON Representative) (Devon and Cornwall)
Mark Chivers (Chief Technology Officer)
Katie Grant (Performance and Scrutiny Officer) (Devon and Cornwall) (OPCC)
Mark Evans (HMICFRS)
Debi Potter (UNISON Branch Secretary) (Dorset)

Guests

Lucy Baillie (Police Staff Commander, Contact Resolution Centre) (Devon and Cornwall) (for minute reference 01/26/08)
Maice Sanders (Alliance Business Change Programme Manager) (for minute reference 01/26/15)
Gary Gillard (ICT Digital Innovation Manager) (rep for Mark Chivers)
Claire Aggett (Alliance Business Design Manager) (for minute reference 01/26/06)
Anna Bridgman (Alliance Business Change Project Manager) (for minute reference 01/26/14)
Robin Wheeler (Head of Finance) (for minute reference 01/26/15)

Andy Hull (Alliance Business Change Programme Manager) (for minute reference 01/26/07) and (01/26/13)
David Scott (ICT Applications Area Lead) (for minute reference 01/26/12)
Neil Rowntree (ICT Project Manager) (for minute reference 01/26/12)

01/26/01 Opening and Declaration of Interests [FOIA Open]

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

01/26/02 Draft Minutes from previous meeting 20 November 2025 [FOIA Open]

The minutes of the previous meeting held on Thursday 20 November 2025 were agreed as a true and accurate record.

01/26/03 Action Log [FOIA Open unless exemptions specified below]

a. **Action 252 Joint Strategic Change Portfolio and Risk Register Update September 2025 – Change Portfolio Risk Register (previous minute reference 04/25/34b and 05/25/44c) [FOIA Closed s.31]**
The following section has been redacted under the Freedom of Information Act 2000, s.31.
Action closed.

b. **Action 255 Automation/Artificial Intelligence (AI) Strategy (previous minute reference 04/25/39) [FOIA Closed s.31 and s.43]**
The following section has been redacted under the Freedom of Information Act 2000, s.31 and s.43.
Action to remain open.

c. **Action 256 Joint Strategic Change Portfolio and Risk Register Update November 2025 – National Law Enforcement Driver Scheme (NLEDS) (previous minute reference 05/25/45a) [FOIA Closed s.43]**
The following section has been redacted under the Freedom of Information Act 2000, s.43.
Action closed.

d. **Action 257 Priority Based Budgeting (PBB) Update (previous minute reference 05/25/46)**

Alliance Business Change (ABC) had collated the Alliance PBB projected timelines from each Alliance business area, and these had been included in the PBB Collation of Queries Report. Further work was required to understand any identified dependencies and sequencing of delivery for the PBB work, and work would be continually monitored through the Joint Strategic Change Board meetings.
Action closed.

e. **Action 258 Position Statement and Proposal for Alliance Co-Pilot Trial (November 2025) (previous minute reference 05/25/49)**
The Co-Pilot Chat policy had been circulated for consultation with stakeholders, with the intention of launching Co-Pilot Chat in early 2026.
Action closed.

f. **Action 259 Op Talos – Dual Approach (previous minute reference 05/25/50)**
Meetings had taken place between Devon and Cornwall Police (DCP) and Dorset Police (DP) to ensure that there would be a dual approach in relation to Op Talos. ABC would collate all the data which would be included in the Op Talos final documentation.
Action closed.

g. **Action 260 Op Talos – Business Case (previous minute reference 05/25/50)**
The Op Talos Business Case had been updated to reflect the joint governance approach across both forces and would be presented to a future Joint Strategic Change Board once the procurement route had been identified.
Action closed.

h. **Action 261 Op Talos – Benefits (previous minute reference 05/25/50)**
A Business Analyst had commenced work with DP on the Op Talos benefits, and the outcomes would be included within the Op Talos Business Case.
Action closed.

i. **Action 262 Data Management within Devon and Cornwall and Dorset (previous minute reference 05/25/51)**
An update would be presented to the 5 March 2026 Joint Strategic Change Board meeting.
Action to remain open.

01/26/04 Annual Review of the Joint Strategic Change Board Terms of Reference [FOIA Open]

Richard Bullock presented the revised Joint Strategic Change Board Terms of Reference (ToR) which were presented for annual review. The following changes to the ToR's were noted:

- Purpose updated to include: Monitor and deliver the agreed Portfolio Objectives.
- Strategic intent had been updated to align with the PBB direction of travel.
- The standing agenda items had been updated to include oversight of the PBB Implementation activity across the three counties.
- The standing agenda items had been updated to demonstrate the three distinct sections of the meeting:
  - Assurance,

  - Decision and Key Updates Papers
  - PBB Implementation oversight.
- The meeting would have a whole day allocated to allow sufficient time for PBB Implementation oversight and increased level of change.
- The membership had been reviewed and updated to include all the PBB Implementation Executive Leads to allow reporting, accountability and resolution of escalation.
- Quoracy had been updated to include an Executive Officer representative from each Force.
- Delegation had been reviewed and updated to reflect the alternating Chair of the Joint Strategic Change Board between the two Deputy Chief Constables.

Members acknowledged the amendments to the Joint Strategic Change Board ToR's, and it was noted Executive Officers would be informed about attendance to ensure quoracy.

The Board agreed:

1. To approve the changes outlined within the updated Joint Strategic Change Board ToR's.

01/26/05 Joint Strategic Change Board Finance Update [FOIA Open unless exemptions specified below]

Members received and noted the Joint Strategic Change Board Finance Update paper presented by Richard Fryer, which provided an update on the costs for Capital and Revenue funded projects, co-ordinated under the portfolio for 2025/26 fiscal year. The following key points were noted, acknowledging that there had been a small number of projects funded through the Capital funds:

Capital

- All capital projects predicted a financial carry forward into the 2026/27 financial year.
- All capital projects had experienced a slip in timeline, due to technical issues, resource availability and supplier performance issues.
- Further work would take place with the Capital Strategy Group towards the end of January 2026 to ensure that any slipped funding was reprofiled into 2026/27 financial year.
- The Emergency Services Network (ESN) project had no allocated budget for the 2025/26 financial year, and any financial requirements had been delivered by ABC Business as Usual (BaU) funds. An assessment for ESN resource requirements would take place on 9 January 2026.

Revenue

- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
- DCP had shown an underspend in the DEMS project, and funds would be carried forward into 2026/27 financial year.

Claire Aggett joined the meeting virtually.

A discussion took place in regard to the demand for change against the capacity to deliver the work within the forces, accepting activity was being delivered and was on track. There was a requirement for sight of the full totality of change across both forces, to understand and identify the impact on capacity. It was acknowledged once the single front door approach had been implemented, prioritisation of change would become more evident. The single front door proposal would be presented to the 5 March 2026 Joint Strategic Change Board for assessment and to provide reassurance to the Board, noting there would be a requirement to re-prioritise change that had already been agreed.

01/26/06 Benefits Management Strategy [FOIA Open]

Richard Bullock presented the Benefits Management Strategy paper, which provided an overarching picture of the projects within the change environment, detailing what the objectives were for each piece of work. It was noted guidance had been received from the College of Policing – Centre of Policing Productivity and had been reviewed to ensure there were no differences which needed to be considered within the annual Benefits Management Strategy review. As a result of the review, changes were required to the benefits classification categories and the use of the Chartered Institute of Public Finance and Accountancy (CIPFA) Police Objective Analysis (POA) codes:

Current Benefits Classifications	Revised Benefits Classifications
Economic benefits	Monetisable, cash releasing benefits
Efficiency benefits	Monetisable non-cash releasing benefits
Effectiveness benefits	Quantifiable but not monetisable benefits
	Qualitative unquantifiable benefits

The CIPFA POA required any force, where monetisable (cash releasing or non-cash releasing) efficiency savings had been made, to detail how much money or how many Police Officer or staff hours had been re-invested into specific business areas. Members discussed the requirement for accountability in relation to tracking and measuring benefits, particularly when a project transitioned into BaU, as benefits were measured for a period of five years following closure of a project. It was suggested a ‘Responsible, Accountable, Consulted, Informed (RACI)’ matrix would be useful to include in the Benefits Management Strategy, which would then provide a visible picture as to who owned the benefits once in the BaU environment.

The Board acknowledged, that Claire Aggett and the Benefits Team should be consulted at the first opportunity when reviewing a piece of change work, to identify all of the benefits at the earliest opportunity. The Benefits Team should be regularly consulted throughout the project lifecycle, as it was noted it was just as important to recognise where the benefits would not be delivered as well as delivered.

Andy Hull joined the meeting virtually.

Members suggested it would be beneficial for Claire Aggett and the Benefits Team to attend one of the Force Executive Boards to provide the Executive with an input into the importance of benefits. The Specialist Support Hub would identify a suitable date at the Force Executive Board for the Benefits input.
For action by: **Specialist Support Hub**
Action remitted to the Force Executive Board

Claire Aggett would review and revise the Benefits Management Strategy to include the connection with the joint organisation’s objectives and priorities, and the accountability of

benefits realisation once a project had transitioned into BaU. The revised Benefits Management Strategy to be presented to the 5 March 2026 Joint Strategic Change Board for discussion and approval.
For action by: **Claire Aggett**

Claire Aggett left the meeting.

01/26/07 Enterprise Resource Planning (ERP) Update [FOIA Open unless exemptions specified below]

Members received and noted the ERP Update paper presented by Alexis Poole and Andy Hull, which outlined eight recommendations agreed at the ERP Project Board held on 8 December 2025. It was acknowledged the Alliance PBB process had identified a lot of recommendations in regard to ERP, and these would be taken into consideration when the project was reviewed. The review would also allow for a better understanding of how the organisation's data and processes operated as an end to end process across the forces, with the objective of strengthening efficiency, integration and governance. The work would be undertaken in close liaison with business areas and bring in key Subject Matter Experts (SME's) as part of the ERP project. The review would take an 'adopt not adapt' approach.

Concerns were raised that the review would be an enormous piece of work to undertake within the suggested 29-week period. It was recognised the Human Resource (HR) systems had a lot of dependencies linked to the delivery of the Alliance PBB recommendations, and the review would report back to the Joint Strategic Change Board with proposals on how the organisation could best use the established technology in a more efficient way, thereby avoiding additional costings on a new system.

It was accepted if the review was not undertaken, the organisation would not be able to deliver the recommendations from the PBB process, and the benefits would not be realised. It was also accepted that by abstracting resources to assist the review, the impacts that would cause to the relevant business areas.

It was acknowledged both forces had a golden thread approach in relation to the crime data where all data linked back to a single source of truth, data quality and nominal data, and the same was required for the people data, particularly to understand where staff were located.

The Board agreed recommendations one to eight:

1. To commission a full end to end data, process, and systems review, which would include those elements outside of the ERP remit (GRS, Oleeo, Kallidus etc) for both forces.

2. The end to end review would take place alongside the remaining eight Vision ERP work packages in scope, as agreed at the ERP Project Board held on 8 December 2025.

3. Timely delivery of the review required SME's to be abstracted from the business at necessary stages of the work. This would create a collaborative project team approach from across the business areas thereby ensuring a sprint style agile approach.

4. All project resources would be backfilled, where required, with project funds.

5. There would be a firm ‘adopt not adapt’ methodology applied to the review work.

6. To support the preferred timescale of 29 weeks for full end to end systems review.

7. **The following section has been redacted under the Freedom of Information Act 2000, s.22.**

8. To rebrand the ERPOP project, which included the expansion of the Project Board representation, project title and update of ToR’s in line with the scope of the full review proposal. As part of the approval, the Board would supplement the systems and business experts with operational users.

9. Noted further discussions were required in relation to the timeline and required resources.

Andy Hull left the meeting, and Lucy Baillie joined the meeting virtually.

01/26/08 Op Talos Governance **[FOIA Open unless exemptions specified below]**

Lucy Baillie provided a verbal update on the current position of Op Talos, which was the project tasked with exploring options to support the future redesign of the infrastructure to support the Contact Resolution Centre (CRC), and it was noted forces were to be informed about the national framework by Christmas 2025, but the timeline had slipped and an update was now expected from the Home Office at the beginning of February 2026. Once the national framework had been received, a request for funding would be submitted through the appropriate governance channels. A decision would also need to be made about whether both forces proceeded with the national approach or decided to proceed separately from the national framework.

The Op Talos Business Lead and Project Manager were meeting with key stakeholders within DP on 16 January 2026, to discuss the option of Talos being implemented into Dorset.

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

Lucy Baillie left the meeting.

01/26/09 Co-Pilot Trial Update **[FOIA Closed s.22 Information Intended for Future Publication]**

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

Alexis Poole left the meeting. The Board broke at 10.52am, reconvening at 11.05am, and Nikki Leaper joined the meeting virtually.

01/26/10 Artificial Intelligence (AI) Strategy [FOIA Open]

Richard Bullock provided a verbal update in regard to the AI Strategy, outlining that further work would be required to bring the AI Strategy to a finalised position. Stakeholder engagement would take place with ICT.

Members noted that the lack of an AI Strategy would not cause a pause in other change work being undertaken. A revised and updated AI Strategy would be presented to the 5 March 2026 Joint Strategic Change Board meeting.

01/26/11 Strategic Change Portfolio and Objectives [FOIA Open]

Richard Bullock presented the Strategic Change Portfolio and Objectives paper and presentation (available from the Specialist Support Hub), which outlined the proposed changes to provide clear objectives to meet the overarching portfolio of change. The previous challenge that had been experienced by the business, was whether the direction of a piece of change delivery was correct or not.

A lot of discussions had been related to the resilience or efficiency of a piece of change, but the proposal was to focus on Business Operations, Information, Workforce Resilience, Enabling and Service Maintenance and Efficiencies and Productivity. This approach would link in with the increased focus on benefits and would also provide clarity on prioritisation. The Portfolio, Programme and Project Management (P3M) approach was the appropriate way forward, which also linked into the single front door approach, but further work would be required to ensure sustainability moving forward.

Richard Bullock would liaise with the Business Design Manager to ensure an amendment was made to the P3M approach in relation to expanding the Information approach to include digital and data elements.
For action by: **Richard Bullock**

The Board agreed:

1. To approve the objectives for the portfolio and acknowledged the alignment to the forces draft Strategies.

Dave Thorne, Neil Rowntree and David Scott joined the meeting virtually.

01/26/12 SmartSTORM Data Volume Project [FOIA Closed s.22 Information Intended for Future Publication]

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

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

Nikki Leaper left the meeting.

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

Neil Rowntree and David Scott left the meeting, and Andy Hull re-joined the meeting virtually.

01/26/13 Digital Evidence Management System (DEMS) Project – post April 2026 [FOIA Closed s.22 Information Intended for Future Publication]

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

Andy Hull left the meeting. Nikki Leaper re-joined the meeting virtually and Anna Bridgman joined the meeting virtually.

01/26/14 Redaction Update [FOIA Open unless exemptions specified below]

Anna Bridgman provided a verbal update, and it was noted the redaction pilot had been in place since the middle of November 2025. Some initial technical issues had been experienced at the beginning of the pilot; and were resolved very quickly. There were active users in both organisations, and the project were looking at increasing the number of users.

The pilot had produced positive results, and good anecdotal data had been provided by the users. The users were able to set up the redaction software and go and complete other work. Challenges had been experienced with the Text / Documentation redaction, due to contractual issues, which had been resolved.

Alexis Poole re-joined the meeting in person.

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

The following section has been redacted under the Freedom of Information Act 2000, s.22 and s.43.

Members acknowledged if the redaction work was delivered, it would make a positive difference for front line staff. It was noted that whatever decision was made at the 5 March 202 Joint Strategic Change Board, there would be a requirement to implement a structured roll out.

Anna Bridgman, Sam Bishop and Fiona Bohan left the meeting. The Board broke at 12.08pm, reconvening at 12.40pm. Maice Sanders and Robin Wheeler joined the meeting virtually.

01/26/15 Priority Based Budgeting (PBB) Collation of Queries Report [FOIA Open]

Jim Colwell provided a verbal update on PBB conversations that had taken place within DCP and DP, and the following key points were noted:

- The Alliance PBB process work had now transitioned into delivery, and a decision had been made at an Executive meeting on the 5 January 2026 for Nikki Leaper and Steve Lyne, to be appointed as joint Chairs of a newly constituted PBB Steering Group to lead the work on implementation.
- As a line of governance, the Joint Strategic Change Board would be the reporting repository, and any issues would be escalated to the Joint Executive Board for decision.
- The PBB Steering Group would be set up, and it would be their responsibility to review any identified conflicts, priorities and sequencing of Alliance work, to ensure pace was kept on the delivery of the PBB recommendations with assistance from ABC.
- Steve Lyne had picked up the lead for Alliance Vetting from both Deputy Chief Constables.
- Recommendations from the PBB panels had identified automation as a form of making efficiencies and savings, but that would not be available until 2027, although other options were being researched.
- There were some key areas within the HR space where change activity required review and work had commenced to understand what would be involved in moving forward.
- It was anticipated several dependencies and interdependencies would be identified through the Alliance PBB delivery, which would need to be put through a deconfliction piece of work to avoid any potential issues.
- It was acknowledged that any financial discussions would require escalation into the Joint Executive Board and then Working Together Board as part of governance.
- It was noted an additional stage would be required within the DCP PBB Panels, to understand the learning that would come out of the Panels and to avoid any unnecessary duplication moving into the next Panel.

Maice Sanders left the meeting.

01/26/16 Priority Based Budgeting (PBB) Executive Lead Updates [FOIA Open

a. Reporting on Finance, ICT, Fleet, Admin and Business Services and Evidential Property

David Wilkin and Neal Butterworth provided a verbal update on the progress of the PBB work, and the following was noted:

- A working group structure had been set up, and monthly meetings were scheduled.
- Individual discussions had taken place with Business Leads, where any issues could be raised, and all feedback had been sent back to the SROs for the Alliance PBB work.
- One of the main challenges would be identifying a dedicated member of staff to assist with the change, and a meeting had been scheduled for the afternoon of 8 January 2026 to discuss resource capacity.
- The timescales for delivery for the specific business areas would need to be identified.
- It was noted a separate discussion would take place in regard implementing the PBB recommendations in Evidential Property at a future date.

Robin Wheeler left the meeting.

b. Reporting on Legal Services and Information Management (IM)
Louise Fenwick provided a verbal update on the progress of the PBB work for IA, and the following was noted:

- IA were looking at an investment of resources, and the Job Evaluation Questionnaires (JEQs) had been submitted to the Grading Panel for review and assessment.
- A review had commenced on areas of business within IM, looking from a granular level to identify performance areas that required improvement.

There was no update available for Legal Services.

c. Reporting on HR Operations, HR Resource & Development (R&D) and HR Learning & Development (L&D)
Alexis Poole and Jo Mosley provided a verbal update on the progress of the PBB work within all elements of HR, and the following key points were noted:

- Due to the challenges within the HR environment, there was a requirement for an independent resource to be brought in on a short-term basis to lead the PBB work.
- One of the recommendations that came out of PBB recommendations was the restructure of HR Operations, and it had also been identified that other areas of HR would benefit from improvements.
- A draft timetable for delivery had been drawn up and was being reviewed.
- The Head of People (Alliance People) was involved in looking at the demand on HR functions. This approach would also require a significant amount of stakeholder engagement to identify what was expected and what was not expected in regard to HR delivery.
- One of the challenges was identifying a viable approach for both forces, as the business requirements were constantly changing which produced further demand on the HR functions. There was a need for a design that was sustainable for both organisations.
- It was acknowledged that this was a unique challenge to reshape HR functionality, but assistance from the business would be required to enable delivery.

d. Reporting on Alliance Business Change
Richard Bullock provided a verbal update on the progress of the PPB work for ABC, noting that a team had been set up and work had commenced on reviewing the recommendations from the PBB process.

e. Reporting on Vetting
Steve Lyne provided a verbal update on the progress of the Vetting Team, and the following key points were noted:

- Work had commenced to review the recommendations that came out of the PBB Panel Three meeting, where the main issue identified was in regard to productivity.

- To increase the performance within the Vetting Team, a level of automation would need to be implemented. The main challenges to enable automation was the lack of capability and capacity, and the work would not be scheduled until 2027.
- The high demand within the Vetting Team was recognised, particularly with the increased recruiting process, and agency staff had been brought in to assist.

The Board noted that future iterations of the Joint Strategic Change Board would have a more structured approach, with formal updates being presented so that any deconflictions could be made easily. It was noted Steve Lyne and Nikki Leaper, as the joint SROs for the Alliance PBB work, would hold a central repository for all documentation and the Head of Finance would ensure progress was taking place across all of the four working groups, thereby meeting project timelines. The Board thanked Alliance Business Change for the collation of all of the Alliance PBB work to get both organisations to the point of delivering the recommendations that came out of the PBB Panels in 2025.

Date, Time, and Location of Next Meeting

There being no other business, the meeting closed at 1.30pm. The next Joint Strategic Change Board meeting will be held on Thursday 5 March 2026, commencing at 9.00am via Microsoft Teams.