Joint Strategic Change Board
Meeting held on Thursday 7 May 2026
Commenced at 9.00am, via Microsoft Teams and in Room G29 and the Executive Conference Room

Attendance

Jim Colwell (Deputy Chief Constable) (Devon and Cornwall) (Chair)
Matt Longman (T/Assistant Chief Constable, Vulnerability and Crime) (Devon and Cornwall)
David Wilkin (Director of Finance and Resources) (Devon and Cornwall)
Neal Butterworth (Chief Financial Officer) (Dorset)
Gavin Dudfield (Chief Superintendent) (Dorset)
Louise Fenwick (Head of Alliance Information Management)
Fiona Bohan (T/Head of Performance and Analysis) (Devon and Cornwall)
Belinda Dunmall (UNISON Branch Secretary) (Devon and Cornwall)
Rachel Farrell (Deputy Chief Constable) (Dorset)
Steve Lyne (Assistant Chief Constable) (Dorset)
Alexis Poole (Assistant Chief Officer, People) (Devon and Cornwall)
Simon Bullock (Chief Executive, OPCC) (Dorset)
Rich Bullock (Head of Alliance Business Change)
Mark Chivers (Chief Technology Officer)
Debi Potter (UNISON Branch Secretary) (Dorset)
Tracey Bolt (Specialist Support Coordinator)

Apologies

Nikki Leaper (Assistant Chief Constable, Contact and Specialist Operations) (Devon and Cornwall)
Mark Callaghan (Assistant Chief Constable) (Dorset)
Jo Mosley (Assistant Chief Officer) (Dorset)
Jon Back (Accountability and Standards Manager) (OPCC) (Devon and Cornwall)
Katie Grant (Performance and Scrutiny Officer) (OPCC) (Devon and Cornwall)
Paul O'Dwyer (UNISON Representative) (Devon and Cornwall)
Mark Evans (HMICFRS)
Glen Mayhew (Assistant Chief Constable, Local Policing) (Devon and Cornwall)
Mike Stamp (Director of Legal, Risk and Reputation)
Sam Bishop (Alliance Portfolio and Assurance Manager)
Richard Fryer (Management Accountant) (Devon and Cornwall)
Katie Clements (Police Federation)
Sarah Gillingham (Assistant UNISON Branch Secretary) (Dorset)

Guests

Jim Richardson (Head of People) (for minute reference 03/26/25a)
Sarah Harrington (Programme Manager, Alliance Business Change) (rep for Sam Bishop)
Maice Sanders (Programme Manager, Alliance Business Change) (for minute reference 03/26/225a)
Andy Dyer (Robotic Process Automation Manager) (for minute reference 03/26/25a)

Shelley Gove (Project Manager, Alliance Business Change) (for minute reference 03/26/25a)

03/26/19 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.

03/26/20 DRAFT Joint Strategic Change Board Minutes [FOIA Open]

a. **DRAFT Joint Strategic Change Board Minutes – 8 January 2026**

   The minutes of the previous meeting held on Thursday 8 January 2026 were agreed as a true and accurate record.

b. **DRAFT Extra-Ordinary Joint Strategic Change Board Minutes – 11 February 2026**

   The minutes of the previous meeting held on Wednesday 11 February 2026 were agreed as a true and accurate record.

03/26/21 Action Log [FOIA Open unless exemptions specified below]

a. **Action 255 Automation/Artificial Intelligence (AI) Strategy (previous minute reference 04/25/39 and 01/26/03b) [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.

Belinda Dunmall joined the meeting virtually.

   The following section has been redacted under the Freedom of Information Act 2000, s.31 and s.43.
   Action to remain open.

b. **Action 263 Benefits Management Strategy (previous minute reference 01/26/06)**
   Discussion held at minute reference 03/26/27.
   Action closed.

c. **Action 264 Co-Pilot Trial (previous minute reference 01/26/09)**
   Mark Chivers was now part of the Joint Partnership Group to enable engagement to take place with all Staff Associations and Trade Unions.
   Action closed.

d. **Action 265 Strategic Change Portfolio and Objectives (previous minute reference 01/26/11)**
   Activity completed and the relevant amendment had been made to the P3M approach.
   Action closed.

e. **Action 266 SmartSTORM Data Volume Project (previous minute reference 01/26/12)**

Activity completed and the updated unstructured data document had been shared with relevant parties.
Action closed.

f. **Action 267 Op Talos Procurement Position (previous minute reference 02/26/18)**
Activity completed.
Action closed.

03/26/22 Strategic Change Dashboard May 2026 [FOIA Open unless exemptions specified below]

Members received and noted the Strategic Change Dashboard May 2026 report, presented by Richard Bullock, which provided a high level overview of the current projects within the Change Portfolio, and outlined projects that had identified impacts on resourcing and dependencies from other pieces of work within the organisation. The following key points were highlighted:

- The Dashboard had been updated since the last report in January 2026, and projects were now measured on Time, Cost, Quality, Risk and Benefits.
- The overall status of the Programme was reported as Amber, and a level of uncertainty continued as several projects were reporting Red due to delayed timelines in delivery. It was recognised that any delays to time would impact the progress of the efficiencies work.
- Resource availability remained an issue and was causing delays in project delivery.
- Co-Pilot Chat went live across both forces on 24 April 2026, and trials had commenced within Fleet and Administration and Business Support to understand if any efficiencies could be made within those Departments in line with the Priority Based Budgeting (PBB) process.

Alexis Poole joined the meeting virtually.

- Delays were noted in several projects; Kallidus Co-Pilot Premium, Taser 10 and Body Worn Video (BWV). Work had commenced to bring these projects back on track.
- **The following section has been redacted under the Freedom of Information Act 2000, s.43.**
- Weekly meetings had been implemented between Neal Butterworth, David Wilkin, Information and Communications Technology (ICT), British Telecom (BT) and Alliance Business Change (ABC) to monitor delivery, interdependencies and risks. It was accepted that work may need to be reprioritised to enable delivery of Taser 10 and BWV.
- Members discussed whether the other regional forces were in the same position as DCP and DP in regard to BWV, and it was noted that only one regional force was not on the same digital platform for BWV as the others.
- **The following section has been redacted under the Freedom of Information Act 2000, s.43.**
- There had been a change in scope for Enterprise Resourcing Planning (ERP) and Project One due to the PBB work.
- A couple of re-occurring themes had been identified which was impacting change delivery;
    - Resourcing and the availability of resources to deal with immediate issues.
    - **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
- A meeting had been arranged for 8 May 2026 to discuss the issues and scope the data quality work, and to identify a potential timeline for completion in regard to risk verses reward. It was

recognised that the tools were available to weed data within the forces current databases, but as further technology was deployed there would be a bigger risk to data quality issues.
- The data quality issues linked in with the DDaT Strategy and the DTS were acknowledged, and it was suggested bringing the two Strategies together to enable a collaborative approach across both forces.

David Wilkin would provide an update to the 9 July 2026 Joint Strategic Change Board meeting in relation to the work required to resolve the data quality issues.
For action by: David Wilkin

03/26/23 Change Portfolio Risk Report May 2026 [FOIA Open unless exemptions specified below]

Richard Bullock presented the Change Portfolio Risk Report for May 2026, the following key points were noted:

- The Portfolio Risk profile was consistent with the previous reporting period, with no significant changes.
- There were two significant risks to report on this period:
  - *PR002 Failure to deliver Change to time, cost, quality, benefits and scope due to multiple governance arrangements and commissioning routes.* The risk remained as previously reported, pending the implementation of the Single Front Door approach and the development of a map of strategic meetings, roles and responsibilities and governance processes.
  - *PR004 Insufficient specialist skills and knowledge available to deliver the Change ambition in relation to Subject Matter Experts (SMEs).* Challenges had been identified due to the demand of change, and work was being commissioned outside of ABC, which had also caused a demand on specialist resources. It was noted these demands had caused gaps in project resources due to SMEs being moved to immediate issues. There were also gaps for key specialist roles particularly in the Artificial Intelligence (AI) space.

Neal Butterworth left the meeting.

- It was noted that solutions were being put into place at the front end of a project to assist decision making, but this approach had added to the backlog. Due to the demand on ICT, resources were not able to be released to assist with the backlog work.
- Members recognised that when the Single Front Door process had been implemented, this would assist with mapping the demand for resources.

Neal Butterworth re-joined the meeting virtually.

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

03/26/24 Joint Strategic Change Board Portfolio Finance Update [FOIA Open unless exemptions specified below]

Richard Bullock presented the Joint Strategic Change Board Portfolio Finance Update paper, which provided details of the financial performance from the 2025/26 financial year, and a forward look for the 2026/27 project financial year. The following key points were noted:

Capital

- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
- Funds for the delivery of the National Law Enforcement Data Services (NLEDS) would be provided back to the forces.
- **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.**

Revenue

- **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.**
- The Niche/PRONTO funds covered annual improvements, and there was no submitted request for a carry forward into the 2026/27 financial year and any remaining costs would be covered in PBB savings.

2026/27 Capital Forward Look

- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
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- The majority of Capital projects had to be delivered during the 2026/27 financial year.
- The data quality work had not been taken into consideration in the 2026/27 finances.
- Members noted work had commenced on the Emergency Support Network (ESN) project, and funds would be shared across both forces.
- An update on BWV funds would be brought to a future Joint Strategic Change Board, when the project was due to complete in Quarter Three (Q3) of 2026/27, when the contract with the existing supplier expired.
- There were no concerns raised in relation to slippage for ERP and Kallidus, although the Kallidus project was struggling to get momentum.

During discussions, the following actions were created:

1. Richard Bullock would review the Capital Joint Strategic Change Board finances to ascertain if funds for Redaction had been allocated for DP.
   For action by: **Richard Bullock**

2. Richard Bullock would review the Capital Joint Strategic Change Board finances to ascertain if funds for ESN had been allocated for DCP.
   For action by: **Richard Bullock**

Maice Sanders and Shelley Gove joined the meeting virtually.

03/26/25 Alliance Priority Based Budgeting (PBB) Implementation Update [FOIA Open unless exemptions specified below]

Steve Lyne presented the Alliance PBB Implementation Update paper, which detailed several recommendations for discussion and decision. **The following section has been redacted under the Freedom of Information Act 2000, s.22.**

Significant stakeholder engagement had taken place with the Office of the Police and Crime Commissioner (OPCC) in both forces, and with the Head of Finance.

Jim Richardson and Simon Bullock joined the meeting virtually.

a. **Alliance PBB Implementation Dashboard**

Shelley Gove presented the Alliance PBB Implementation Dashboard (available from the Specialist Support Hub). The following key points were noted:

- The Executive Summary outlined that the focus on the deep dives undertaken, on each business area within the PBB process was on 'Time; Change Activity and Budget adjustment.'
- Several elements from each business area had been graded as 'Red', which indicated delivery could not be undertaken due to dependencies with another piece of work or business area, or the area savings could not be delivered in its entirety.
- Any vacant posts removed as part of the PBB process were removed from all organisational systems to ensure all potential links had been closed in line with governance.
- Further work was required on all PBB areas identified as 'Red', and discussions would take place with Heads of Departments/Executive Leads to identify realistic timeframes, noting any slippage would not result in a loss of savings. Any operational impacts would be identified through the deep dive exercise, and any inherent risks would be escalated accordingly.
- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**

David Wilkin left the meeting.

- It was recognised that several PBB areas had been duplicated on the Change Control, and a request would be made to merge those that were relevant.

David Wilkin re-joined the meeting in person.

- A dependency map had been developed which outlined the relevant dependencies in line with the PBB work, noting mitigations had been identified to resolve potential issues.
- There were 35 automations on the prioritisation list as of 3 March 2026; 11 had been resourced either through four automations by external resources, and seven automations by internal resources. One automation was no longer required which left 23 to be allocated; 13 related to the PBB process and ten were Business as Usual work (BaU).
- It was recognised that if internal resources were allocated to the automations, this would take until 2030 to implement, whereas there were external resource opportunities which would accelerate delivery.
- The next five automations had been identified for delivery; Linking Children to Domestic Abuse, Stalking and Harassment (DASH) Public Protection Notices (PPNs), Taps Auto

Tasking, Action Fraud, Information Requests – Criminal Injuries Compensation Authorities (CICA) and Requests – Court Orders.
- Members acknowledged an Extra-Ordinary Joint Strategic Change Board would be required to ensure priority automations and the principles were agreed, and for clear timelines to be identified.
- An overview of the PBB discussions would be submitted to the 12 May 2026 Joint Executive Board and 4 June 2026 Working Together Board.

During discussions, the following actions were created:

1. Shelley Gove would produce a table outlining the changes being proposed, including the relevant reference numbers.
   For action by: **Shelley Gove**

2. Steve Lyne would draft a set of principles which outlined how identified savings would be managed if a particular piece of PBB work had to be paused.
   For action by: **Steve Lyne**

3. Specialist Support Hub would organise an Extra-Ordinary Joint Strategic Change Board meeting for automation decisions and the principles to be agreed.
   For action by: **Specialist Support Hub**

The Board agreed:

1. To remove all previously discharged areas from the live PBB tracker and these items would be added to the closed tab. Total cashable savings for those deliverables was £0. However, it was recognised some areas would contribute to broader efficiencies as part of delivery outside of the PBB process.

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

3. For the 'Red' items, which should had delivered by 1 April 2026, were subject to a further deep dive exercise. The deep dive would be discussed with Heads of Departments to identify realistic delivery timeframes and whether this was within the financial year. A revised 'Red, Amber, Green (RAG)' would be applied. Forecast against delivery would be tracked by Finance as part of financial monitoring.

4. To approve the change of ownership for FS4 (Human Resources (HR) Ops) Upper and Middle management savings to sit across both HR (Ops) and Resource and Development (R&D).

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

6. To merge P02 (Evidential Property) Digital Shredder with OoS3 (Admin Services) Digital Shredder due to duplication. Total impact savings would not be affected by the merge.

7. To merge P03 (Evidential Property) Route Rationalisation with OoS1 (Admin Services) Logistics due to duplication. Total impact savings would not be affected by the merge.

8. To change the ownership of OoS4 (IM) 'Consolidation of IM delivery model across DP Corporate Development and P13 Alliance Alignment Efficiencies' to Corporate Development and to be discharged from the PBB process. Members noted if the decision was made to consolidate the IM delivery model and realign with IM, early discussions would be required to understand the impact on the Alliance. Total impact savings would be reduced by £103,000.

9. Admin Services Change required P03 Kallidus and FS2 (savings) to be adjusted as these were duplicated across deliverables. Adjusted savings agreed as P03 Kallidus £151,857, and FS2 Agentic AI reoriented FTE (ABS) (£64,854.00). Total impact savings would be reduced by £86,758.

10. To change the ownership of OoS6 (L&D) Alliance Operations dog training from L&D to the Operations Department as part of DCP PBB process. Total impact savings would be reduced by £31,259.

11. To recognise P02 (HR R&D) Artificial Intelligence (AI) and Process Efficiencies and FS1 (HR R&D) Agentic AI and technology (R&D) as duplicates. Realised saving for P02 agreed to be adjusted to £45,787. Total impact savings would be reduced by £40,649.69.

The Board broke at 11.07am due to technical issues and reconvened at 11.20am in the Executive Conference Room.

12. Further savings and out of scope savings were tracked centrally and reported upon separately as part of future dashboard reports, this was due to many elements being cross cutting across Commands.

13. Partial savings against revised service levels would be reported on as and when changes were made, rather than according to implementation dates. For example ABC had already cashed in some posts to move towards INT2, although implementation would be October 2026.

14. To confirm the Alliance PBB Change in Design, which would be used for audit purposes for investment and vacant posts.

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

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

17. To fund a Grade Seven Analyst resource to assist the Fleet Department for 12 months (£50,358) from the implementation fund. The resource must be tasked through the PBB Steering Group and used more widely across PBB if there was capacity. Line management discussions to take place with Performance and Analysis.

18. To fund the enabling resources required to deliver HR Ops Transformation over the next 12 months (£149,706) from the implementation fund. This included deferring the 'cashing in' of the P02 Procedure and Project manager post to assist. It was agreed six months of the post was to be offset against overall resourcing costs and six months for a post to deliver refined process and procedures to support any new operating model.

The Board thanked Steve Lyne, Maice Sanders and Shelley Gove for the PBB input, acknowledging the governance and transparency provided.

Maice Sanders, Shelley Gove, Jim Richardson and Andy Dyer left the meeting.

03/26/26 Regional Body Worn Video (BWV) [FOIA Open unless exemptions specified below]

Steve Lyne presented the Regional Body Worn Video (BWV) update, which provided an update on the regional procurement process. The following key points were noted:

- A regional meeting took place on 6 May 2026.
- The training dates were in place, and the arrival of the new BWV stock had been confirmed.
- There were identified concerns in regard to the infrastructure.

Fiona Bohan left the meeting, and Martin Kane joined the meeting virtually.

- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
- It was acknowledged the change in practice would need to be captured in the training delivery, and a review would need to take place to understand how the technical issue was not picked up during the procurement process.

The Board noted:

1. The procurement process had been completed and the contracts across the region had commenced on 2 April 2026.

2. The timescales were challenging, which required a level of high efficiency to meet the deadlines and would require focus to manage the issues without delay to meet the timescales of the plan. Any issues would be required to be escalated immediately to remain on track and meet the constraints of the November 2026 deadline.

3. The BT risk which related to resources to enable the site infrastructure delivery would be unable to meet the project timescales which would delay go live. BT were currently reviewing an option to sub-contract to a third party supplier to complete all relevant site installations as a 'one stop solution' to complete all works, negating the need for multiple site visits from BT networks, BT installers, Force staff and Force contractors. There was the likelihood that the proposed mitigation to the risk would incur additional costs not previously forecast.

Alexis Poole left the meeting.

03/26/27 Joint Strategic Change Board – Objectives, Benefits, Lessons Learnt, Capacity and Front Door [FOIA Open unless exemptions specified below]

Richard Bullock presented the Joint Strategic Change Board Objectives, Benefits, Lessons Learnt, Capacity and Front Door presentation (available from the Specialist Support Hub), which provided an update on the work undertaken to obtain a full view of change activity that was taking place across both forces and business areas. The following key points were noted:

Steve Lyne left the meeting.

- Five organisational change objectives had been agreed to grade change activity to ascertain the level of priority required; Business Operations, Information and Data, Workforce Resilience, Enabling and Service Maintenance and Efficiency and Productivity.
- The current portfolio of 21 pieces of change was put through the new grading process and only two projects met all of the five objectives.
- The approach would identify whether the change activity would provide a long term solution for the organisations.
- The Benefits Strategy had been updated in line with the new benefits classifications, and the Responsible, Accountable, Consulted and Informed (RACI) model had been added to the strategy to outline roles and responsibilities within specific projects.
- Several discussions had taken place in regard to who was responsible for realising the benefits once a project had transitioned to BaU. It was confirmed the Project Executive was responsible for ensuring the project met the objectives and the Business Lead was accountable for realising the benefits.
- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**

Alexis Poole re-joined the meeting virtually.

- The organisational capacity to support change activity was being assessed to understand availability, what activity was non-discretionary and what was optional, and timelines for delivery of projects.
- Engagement had taken place with key enabling departments to collaborate on re-designing the change process and governance to produce a single way of prioritising activity to allow clarity and transparency.
- As part of the new governance process, all pieces of change activity would be submitted through the Single Front Door process and then assessed by the Design Authority Group (DAG) or a similar body. This Group would be chaired by a member of the Executive and would be responsible for deciding whether the change activity met all the required elements for delivery.
- ICT had developed a new system which would track change, resource availability, and map future change. This new system allowed full change portfolio reporting from a strategic perspective. A decision would be required as to what data should be held within the new database.
- The next steps involved several briefings to Executives and Business Leads on the new process, it was noted there would be a requirement for cultural change across both organisations to enable the Single Front Door process, recognising that data quality was fundamental as part of the approach.
- Discussions were required as to whether mandatory and statutory work, and buildings and estates work should be included in the Single Front Door process.
- Concerns were raised in regard to whether the process should be more complex to enable robust discipline, and would the prioritisation process allow change activity to be completed once across both organisations.

During discussions, the following actions were created:

1. Richard Bullock would review the Single Front Door process to ensure data quality work could be run in parallel with change activity.
   For action by: Richard Bullock

2. Richard Bullock would review the Single Front Door process to ascertain whether mandatory or statutory work, and buildings and estates work should be included in the new database.
   For action by: Richard Bullock

The Board:

1. Approved the Benefits Management Strategy.

The Board thanked the Alliance Business Design Manager for the work completed on the Benefits Management Strategy.

03/26/28 Op Talos – Earlier Adoption of Agentic Artificial Intelligence (AI) (Bobbi) in Phase 1 [FOIA Open]

Richard Bullock presented the Op Talos Earlier Adoption of Agentic AI (Bobbi) in Phase One paper, noting the Business Case for Op Talos had already been signed off, with delivery over three phases.

The proposal was to bring Agentic AI (Bobbi) into phase one, noting there were no cost implications, and with bringing the technology forward into phase one there would be a realisation of savings. No additional resources would be required if the proposal was approved. Concerns were raised by ICT, due to the work involved in regard to the technical work involved in implementing Op Talos, for example ensuring the required firewalls were in place.

An Op Talos Project Board had been set up and was co-chaired by Gavin Dudfield, and DCP Police Staff Commander, Operations. ICT sat as a member of the Board and would be party to all discussions, timelines and the governance process.

Stakeholder engagement had taken place with Hampshire Police, who used the Bobbi AI functionality. There had been a 90% satisfaction rate from members of the public that used the service within Hampshire, with 31% moving to live chat and 17% utilising Single Online Home (SoH). Hampshire had identified that Agentic AI (Bobbi) made good use of their resources, and it was acknowledged this was the best use of AI for communications, and if the Alliance implemented the technology at the earliest opportunity, there would be a good return on investment.

Significant due diligence had been undertaken to identify and understand the benefits Bobbi would bring into both forces. Total costings had been accounted for across five years, and it was recognised the overall costings were split 50/50, and similar benefits would be realised, but there was a distinct disparity across the two forces in regard to return on investment.

The Board agreed:

1. For Agentic AI (Bobbi) to be brought forward from Phase three into Phase one of the planned Op Talos implementation.

03/26/29 Electric Vehicle Charging Infrastructure (EVCI) Cover Paper and Business Case [FOIA Open]

Richard Bullock presented the Electric Vehicle Charging Infrastructure (EVCI) Cover Paper and Business Case, and it was noted discussions had taken place with Jim Colwell, Rachel Farrell, David Wilkin and Neal Butterworth outside of the Joint Strategic Change Board meeting and the EVCI Business Case had been agreed. The paper was presented to the Joint Strategic Change Board in line with governance processes.

The Board:

1. Noted and supported the proposed EVCI phases as described in the Business Case (available from the Specialist Support Hub). Phase One was anticipated to be delivered by September 2026. There were no additional budgetary requests.

Date, Time, and Location of Next Meeting

There being no other business, the meeting closed at 1.08pm. The next Joint Strategic Change Board meeting will be held on Thursday 9 July 2026, commencing at 9.00am via Microsoft Teams.