Joint Strategic Change Board
Meeting held on Thursday 9 July 2026
Commenced at 9.00am, via Microsoft Teams and in 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)
Neal Butterworth (Chief Financial Officer) (Dorset)
Simon Bullock (Chief Executive, OPCC) (Dorset)
Gavin Dudfield (Chief Superintendent) (Dorset)
Mark Chivers (Chief Technology Officer)
Richard Fryer (Management Accountant) (Devon and Cornwall)
Paul O'Dwyer (UNISON Representative) (Devon and Cornwall)
Sarah Gillingham (Assistant UNISON Branch Secretary) (Dorset)
Steve Lyne (Deputy Chief Constable) (Dorset)
Nikki Leaper (Assistant Chief Constable, Contact and Specialist Operations) (Devon and Cornwall)
Alexis Poole (Assistant Chief Officer, People) (Devon and Cornwall)
Rich Bullock (Head of Corporate Development) (Devon and Cornwall)
Louise Fenwick (T/Head of Alliance Business Change)
Richard Scott (T/Head of Alliance Information Management)
Jon Back (Accountability and Standards Manager) (OPCC) (Devon and Cornwall)
Belinda Dunmall (UNISON Branch Secretary) (Devon and Cornwall)
Tracey Bolt (Specialist Support Coordinator)

Apologies

Glen Mayhew (Assistant Chief Constable, Local Policing) (Devon and Cornwall)
Lindsay Dudfield (T/Assistant Chief Constable) (Dorset)
Jo Mosley (Assistant Chief Officer) (Dorset)
Sam Bishop (Alliance Portfolio and Assurance Manager)
Segil Zulhayir (Inspector, DCC Staff Officer) (Devon and Cornwall)
Debi Potter (UNISON Branch Secretary) (Dorset)
Mark Callaghan (Assistant Chief Constable) (Dorset)
David Wilkin (Director of Finance and Resources) (Devon and Cornwall)
Sarah Harrington (Alliance Business Change Programme Manager)
Katie Grant (Performance and Scrutiny Officer) (OPCC) (Devon and Cornwall)
Katie Clements (Police Federation) (Devon and Cornwall)

Guests

Stuart Pitman (Superintendent) (Force Command Centre) (Dorset) (for minute reference 04/26/36)
Gary Gillard (ICT Digital Innovation Manager) (for minute reference 04/26/40)
Andy Dyer (Robotic Process Automation Manager) (for minute reference 04/26/41)
Cat Reynolds (Senior Alliance Force Legal Advisor) (for minute reference 04/26/44a)
Sam Heavens (Alliance Business Change Project Manager) (for minute reference 04/26/45)
David Scott (Alliance ICT Applications Area Lead) (for minute reference 04/26/39)
Greg Hine (Chief Inspector) (Contact Resolution Centre) (Devon and Cornwall) (for minute reference 04/26/45)
Sarah Bamford (Alliance Business Change Programme Manager) (rep for Sarah Harrington)
Oliver Marks (Alliance Information Assurance Manager and Accreditor) (for minute reference 04/26/43)
Shelley Gove (Alliance Business Change Project Manager) (for minute reference 04/26/42 and 04/26/44)
Neil Rowntree (Alliance ICT Project Manager) (for minute reference 04/26/39)
Sam Tubb (Alliance ICT Applications Area Lead) (for minute reference 04/26/43)

04/26/30 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.

04/26/31 DRAFT Joint Strategic Change Board Minutes – 7 May 2026 [FOIA Open]

The minutes of the previous meeting held on Thursday 7 May 2026 were agreed as a true and accurate record.

04/26/32 Action Log [FOIA Open unless exemptions specified below]

a. **Action 255 Automation/Artificial Intelligence (AI) Strategy (previous minute reference 04/25/39, 01/26/03b and 03/26/21a) [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.

b. **Action 268 Strategic Change Dashboard May 2026 (previous minute reference 03/26/22)**
   Discussion held at minute reference 04/26/42)
   Action closed.

c. **Action 269 Joint Strategic Change Board Portfolio Finance Update – Redaction (previous minute reference 03/26/24)**
   Allocated funds of £167,000 within Dorset Police for the delivery of Redaction.
   Action closed.

d. **Action 270 Joint Strategic Change Board Portfolio Finance Update – Emergency Services Network (previous minute reference 03/26/24)**
   Forecasted spend of £200,000 for the Emergency Services Network project had been moved into 2027/28 financial year.
   Action closed.

e. **Action 271 Alliance Priority Based Budgeting (PBB) Implementation Update – Table (previous minute reference 03/26/25a)**
Activity completed.
Action closed.

Belinda Dunmall joined the meeting virtually.

f. **Action 272 Alliance Priority Based Budgeting (PBB) Implementation Update – Principles (previous minute reference 03/26/25a)**
All PBB discussions would take place through the Joint Strategic Change Board and escalated to Joint Executive Board. Principles were in place.
Action closed.

g. **Action 273 Alliance Priority Based Budgeting (PBB) Implementation Update – Extra Ordinary Joint Strategic Change Board (previous minute reference 03/26/25a)**
Extra Ordinary Joint Strategic Change Board meeting not required.
Action closed.

h. **Action 274 Joint Strategic Change Board – Objectives, Benefits Lessons Learnt, Capacity and Front Door (previous minute reference 03/26/27)**
Discussion held at minute reference 04/26/40.
Action closed.

i. **Action 275 Joint Strategic Change Board – Objectives, Benefits, Lessons Learnt, Capacity and Front Door (previous minute reference 03/26/27)**
Estates would retain their issue raising system and any dependent change that required change enabler support would go through the Single Front Door process for visibility of resource commitment.
Action closed.

04/26/33 Strategic Change Dashboard July 2026 [FOIA Open]

Members received and noted the Strategic Change Dashboard July 2026 report, presented by Louise Fenwick, 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 overall status of the Programme was reported as Amber, and a level of uncertainty continued due to delayed timelines on national projects, data quality challenges, dependencies between several projects and the availability of resources. It was recognised that any delays to time would impact the progress of the efficiencies work.

Simon Bullock joined the meeting virtually.

- Several projects reported as Red due to resource capacity and impacts on timelines, and delivery continued at risk without confirmed project timelines.

- The Taser 10 project was being delivered across both forces, and progress continued. A review would take place to reassess the grading levels against the project due to the progress made.
- Enterprise Resource Planning (ERP) Optimisation had been graded at Red due to scoping and delivery, and was now overseen by the Project One Board, with appropriate funds transferred between projects accordingly.
- The Kallidus project was being delivered outside of the Portfolio, and testing had commenced on the various training templates. Concerns were raised in relation to the challenges experienced in the delivery of Kallidus within DCP, as the system had already been deployed within Dorset Police (DP). It was acknowledged there was a requirement for additional resources to assist with the progression of the project.

Richard Bullock joined the meeting virtually.

- Progress had been made on the Digital Case Files (DCF) project and the National Law Enforcement Database (NLEDS) project.

Nikki Leaper joined the meeting virtually.

- The Devon and Cornwall Police (DCP) Priority Based Budgeting (PBB) project had reported as Green, but concerns were raised as to the progress being made. It was suggested a review be undertaken to map out the dependencies to better understand the impact on the delivery of projects within the Portfolio against the PBB work.
- Members noted the main focus for the Portfolio would be reviewing the national project timelines, the improvement of data quality across the force data systems, and the managing of the capacity of resources.
- It was acknowledged the Single Front Door (SFD) process would have an impact on how the delivery of change was undertaken, although it was recognised a level of discipline and culture change would be required to implement the process.
- A Benefits presentation was provided to the 2 June 2026 DCP Force Executive Board, and a presentation would be delivered to DP on a date to be confirmed.
- A South West Audit Programme (SWAP) had taken place on the Benefits Realisation Management which had resulted in a Reasonable Assurance rating. An action plan had been implemented to address any identified improvements.

During discussions, the following actions were created:

1. Louise Fenwick would arrange for the DCP PBB project dependencies to be mapped out to provide a better understanding of the impact on the delivery of projects.
   For action by: **Louise Fenwick**

2. Alexis Poole would provide an update on the Kallidus project at the 3 September 2026 Joint Strategic Change Board meeting.
   For action by: **Alexis Poole**

04/26/34 Change Portfolio Risk Report July 2026 [FOIA Open unless exemptions specified below]

Louise Fenwick presented the Change Portfolio Risk Report for July 2026, the following key points were noted:

- Challenges continued in regard to the delivery of projects, due to the capacity within enabling teams as a result of limited resources. There was a high reliance on Subject Matter Experts (SMEs), and an increase in organisational demand. The challenges identified presented a risk to delivery timelines and costings, albeit mitigation had been put into place.
- The Alliance Business Change (ABC) PBB process had recommended a reduction in the number of projects that should be delivered concurrently, which had impacted delivery capacity. This new approach would limit the organisation’s ability to deliver the full change ambition within the set timeframes.
- It was recognised there would be a requirement to understand what change activity could be delivered moving forward, so that appropriate mitigation could be put into place against any identified risks.
- It was accepted the SFD process would have an overall impact on change activity which would increase the level of delivery effectiveness.
- PR002 *Failure to deliver Change to time, cost, quality, benefit and scope due to multiple governance arrangements and commissioning routes* and PR004 *Insufficient specialist skills and knowledge available to deliver the Change ambition (in relation to SMEs)*, remained the two high risks within the Portfolio. Work continued to identify solutions to mitigate both risks.
- A discussion took place in relation to the Portfolio totality of change activity timeline to identify the overall change ambition; it was noted this would be presented to the 3 September 2026 Joint Strategic Change Board. It was reiterated that once the totality of change had been agreed, there would be a requirement to remain robust and not accept any further work until capacity allowed.
- Members noted the challenges in delivering change, not just across both forces, but also across the region, due to the lack of harmonisation of the database systems and the way in which each force conducted business in a different way.
- **The following section has been redacted under the Freedom of Information Act 2000, s.43.**
- **The following section has been redacted under the Freedom of Information Act 2000, s.43.**
- Members recognised the two emerging new risks being proposed; Organisational Data Readiness and Data Quality, and Concurrent Change Delivery Risk. The next steps would involve the approach to resolve the data quality, and a review would be undertaken of all project level risk registers to identify and assess the risks relating to quality, cost, time and scope that had occurred as a result of concurrent delivery pressures and dependencies or interdependencies.

Louise Fenwick would present the Portfolio Totality of Change activity to the 3 September 2026 Joint Strategic Change Board meeting.
For action by: **Louise Fenwick**

The Board:

1. Noted the new risk which related to the BT capacity constraints and approved the addition of the risk to the Portfolio Risk Register. Members acknowledged the potential impact on delivery and the requirement for continued monitoring and mitigation activity.

2. Noted the two emerging risks which related to Organisational Data Readiness and Data Quality and Concurrent Change Delivery, and the associated next steps proposed to manage and mitigate the risks impacts.

3. Endorsed the continued scrutiny of project profiling, financial forecasting and delivery plans, supported by regular peer reviews and portfolio level oversight.

4. Supported that the ownership of change sat with the Portfolio Executives and Heads of Departments, with ABC acting as an enabler, which would set clear expectations for ownership and delivery.

04/26/35 Joint Strategic Change Board Portfolio Finance Update [FOIA Open unless exemptions specified below]

Richard Fryer presented the Joint Strategic Change Board Portfolio Finance Update paper, which provided details of the financial performance 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.**
- It was accepted that any funding slip would be reprofiled into the 2027/28 financial year, and an assessment would be made for future funding requirements as part of the capital Medium Term Financial Strategy (MTFS) work.
- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
- Required funds were available to deliver Redaction within DCP, and a response was awaited from the Home Office (HO) following a grant bid application.
- **The following section has been redacted under the Freedom of Information Act 2000, s.43.**
- A response was awaited from the HO in relation to whether further funding would be allocated to forces for the delivery of the National Law Enforcement Data Services (NLEDS), therefore any capital funds would be reallocated.
- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**

A discussion took place in regard to the funding for BWV, and it was suggested splitting the costs for BWV and Taser 10.

Richard Fryer would arrange for the budget streams of BWV and Taser 10 to be split for finance reporting moving forward.
For action by: **Richard Fryer**

Any predicted underspend on projects would be presented to the Capital Strategy Group (CSG), where discussions and due diligence would take place as to whether funds would be carried forward into the next financial year or funds reduced.

Revenue

- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
- There were two projects under the Revenue budget, Digital Evidence Management System (DEMS) and Niche/PRONO Improvements.

Stuart Pitman joined the meeting virtually.

- DEMS was reporting on budget, and the funds allocated to Niche/PRONTO were for PRONTO improvements delivered via Motorola.
- **The following section has been redacted under the Freedom of Information Act 2000, s.43.**

04/26/36 National Law Enforcement Data Services (NLEDS) Situation Report
[FOIA Open unless exemptions specified below]

Stuart Pitman presented the NLEDS Situation Report, which provided an update on the rollout of NLEDS. The following key points were noted:

- There had been several delays over the last 18 month period on the NLEDS project, but the project was now moving into the Final Endpoint Switchover (FES) period, which would result in the removal of the Police National Computer (PNC) service.
- The FES period would result in no updates being possible to the national Person database for up to a 48 hour period, which produced a high level of organisational risk where operational decision making relied on PNC/NLEDS. Planning had commenced prior to the switchover to mitigate the lack of integrity of the Person data during the FES 48 hour period through directed Task and Finish operational groups.
- The FES period had been broken into three phases and would commence in May 2027, thereby ensuring all work had been completed in readiness for the implementation of NLEDS.
- **The following section has been redacted under the Freedom of Information Act 2000, s.22.**
- A full operational command structure would be stood up locally and would link in with the national structure. Nikki Leaper and Steve Lyne would stand as Gold and would maintain oversight and the Silver and Bronze structures would deliver the FES plan.
- ICT and ABC would ensure no further change would take place at the same time as the FES.
- The required training had taken place in readiness for the transition from PNC to NLEDS.

Mark Chivers and Louise Fenwick would ensure no further change would take place at the same time as the FES period to avoid any impacts.
For action by: **Mark Chivers and Louise Fenwick**

The Board noted:

1. The project was actively working with the affected departments to put into place cogent interim mitigation practices for all affected departments.

2. A further update on the FES situation would be forthcoming once national funding, timescales and operational risk assessments had been completed.

The Board thanked Stuart Pitman for the update and for driving the project forward across both forces.

04/26/37 Alliance Body Worn Video (BWV) and Taser 10 Update and Alignment [FOIA Open]

The Alliance BWV and Taser 10 Update and Alignment paper was presented by Steve Lyne, which provided an update on the progress of the projects and the alignment of activity. The following key points were noted:

- The activity for BWV and Taser 10 had been brought together under the same governance structure.
- The work on the BWV was progressing. Sites had been identified to install the necessary BWV equipment, and training had commenced. Installations were on track for completion by September 2026.
- The implementation of Taser 10 had presented some challenges due to the complexities with obtaining accreditation in line with the training package, but this was now in place.
- DP were on track to commence Taser 10 training in September 2026, and Taser 10 DCP training had to commence by October 2026 to ensure rollout to the Specially Trained Officers (STOs).
- Authorised Firearms Officers (AFOs) had dedicated Taser 10 training arranged on 16 September 2026. Once the AFOs had received the training, the X2 devices would be redistributed to users where devices had expired.
- Engagement continued to take place with BT to ensure the availability of the systems as planned, and any identified issues were being resolved.
- Both forces were in a strong position to move forward with the training for both projects.
- Members were reassured communications were in place and would be circulated at the appropriate time.

The Board noted:

1. The progress made in regard to the infrastructure delivery to enable the rollout of devices for BWV and Taser 10.

2. The X2 Taser devices were due to expire from August 2026. This would be risk managed through the redistribution of devices via the Force Armourer.

3. The project update and governance in place to track progress and manage escalations.

The Board broke at 10.25am, and reconvened at 10.37am.

04/26/38 DCF Project DCP Financial Year 2027/28 Budget Request [FOIA Open]

Matt Longman presented the DCF Project DCP Financial Year 2027/28 Budget Request paper, which sought approval for funds to be brought forward from the 2027/28 budget to support the delivery of DCF in 2026/27. The following key points were noted:

- Additional funding was required for further resources within the Resource Management Unit (RMU) and Learning and Development (L&D), to assist with managing the booking and administration of training required for staff.
- A review of DCP Priority Post List (PPL) staff would be undertaken to look at the potential of staff delivering the training within DCP.
- The resourcing of the DP training would be delivered through the PPL staff.

The Board agreed to remit the decision to the Capital Strategic Group scheduled for 20 July 2026 chaired by the DCP Office of the Police and Crime Commissioner Treasurer.

Louise Fenwick would arrange for the DCF Project DCP Financial Year 2027/28 Budget Request paper to be listed at the 20 July 2026 Capital Strategy Group for discussion and decision.
For action by: **Louise Fenwick**

Neil Rowntree and David Scott joined the meeting virtually.

04/26/39 STORM Volume Data Management [FOIA Open]

Members received and noted the STORM Data Volume Management paper presented by Neil Rowntree, which sought approval for the remaining budget of £131,700 in the SmartSTORM budget to be reallocated to the STORM Data Volume Management project. The following key points were noted:

- The STORM Data Volume Management project had commenced, and it was identified that e design and technical solution to weed the data in the STORM database down to two years had changed.
- There was a requirement to purchase the Corvus software, to undertake the weeding work. It had been identified that Corvus could not be licensed to a multi-agency organisation, which meant that each force would need to purchase their own license to enable the work. It was noted DP already held the Corvus license.
- It was understood there was a significant underspend within the SmartSTORM project, and the proposal was to utilise the funds to assist with the data weeding work. It was noted that the SmartSTORM project needed to be completed in the first instance.

Matt Longman left the meeting.

- Members were reassured that funding was available to undertake the data weeding work, but there was a requirement to split the two databases before the weeding could take place, and dates had already been arranged to split the two databases between 19 to 21 July 2026.
- Members recognised that once the databases were split, any improvement work, Robotic Process Automations (RPA) or Emergency Services Network (ESN) work would need to be undertaken twice. It was confirmed that once the data weeding had taken place, the two systems could be realigned.

During discussions, the following actions were created.

1. Louise Fenwick would clarify the costings within the SmartSTORM budget, and a paper would be presented to the Capital Strategy Group for discussion and decision.
   For action by: **Louise Fenwick**

2. Neil Rowntree would produce a list of dependencies between SmartSTORM and all other projects within the Portfolio to understand any impacts.
   For action by: Neil Rowntree

The Board agreed:

1. Clarification would be required on the costings within the SmartSTORM budget and once the SmartSTORM project work had been completed, approval was given for the residual funds to be utilised for the STORM Data Volume Management project.

2. A paper would be submitted to the Capital Strategy Group for discussion and decision for the SmartSTORM residual funds to be utilised for the STORM Data Volume Management project work.

Neil Rowntree and David Scott left the meeting.

04/26/40 Single Front Door Progress Update [FOIA Open]

Members received and noted the Single Front Door (SFD) Progress Update paper presented by Louise Fenwick, which detailed the activity undertaken following the Joint Strategic Change Board held on 7 May 2026. The following key points were noted:

- The proposal to implement a SFD process was a recommendation that came out of the Alliance PBB process, to enable high volume change activity to be graded against key criteria to identify priority status across both organisations in a controlled environment.

Paul O'Dwyer joined the meeting virtually.

- A three month pilot would commence on 23 July 2026 to test the approach, feedback and implement any amendments prior to launching the process into the live environment, with a review to be undertaken at six months.
- The six key grading criteria would link in with the Police Effectiveness Efficiency and Legitimacy (PEEL) process, and the force priorities which would include identified cashable savings through realised benefits.
- The proposed governance process would be via the Design Authority Group (DAG) chaired by both Heads of Corporate Development. The Change Review Group (CRG) chaired by the Chief Financial Officer and Director of Finance and Resources would act as the gateway into the Joint Strategic Change Board, which would remain as the Change Portfolio governance chaired by both Deputy Chief Constables.
- Engagement would take place with Corporate Communications to ensure the timeliness of communication to staff.

Louise Fenwick would commission a review of the governance processes in regard to minor and major strategic change and non-strategic change to understand the accumulative impact of change activity across the two forces.
For action by: Louise Fenwick

The Board agreed:

1. The progress of the SFD process, with the change in the commissioning process to commence on 23 July 2026.

Andy Dyer joined the meeting virtually.

2. The administrative support for the CRG would be undertaken by the Executive Assistants of the Director of Finance and Resources and the Chief Financial Officer.

3. The administrative support for the DAG required further conversations to identify a solution.

4. The CRG would undertake a review of the SFD process after in six months from rollout to proactively capture and action learning. Outcomes would be reported in to a future Joint Strategic Change Board.

5. That with the leadership and direction of the Executive and Senior Leaders, the development of a communications plan would take place to support culture change required to fully embed the SFD process, this would be achieved through tactical and broader communication.

04/26/41 Alliance RPA Demand, Prioritisation and Delivery Options [FOIA Open]

Andy Dyer presented the Alliance RPA Demand, Prioritisation and Delivery Options, which proposed options on how both forces could deal with RPA demand moving forwards. The following key points were noted:

- The RPA team were resourced to deliver approximately six automations per year. To date the team had received 79 automation requests.
- All requests had gone through a rigorous process to ensure automation would deliver the perceived benefits. Work had commenced to understand if any of the automation requests could be delivered across both forces.
- It was noted the RPA team were funded on a 70% for DCP and 30% for DP cost split across both forces, and any automation requests that were previously put through the RPA priority matrix would now adopt the SFD approach.
- Members acknowledged that with the demand being received by the RPA team, investment should be considered to assist with the acceleration of the delivery of the automations.

The Board agreed:

1. A Three lane pipeline model with governance, where all DCP automations would be dealt with via the DCP Force Delivery Board, all DP automations would be dealt with via appropriate governance and all Alliance automations would be dealt with through the Joint Strategic Change Board.

2. Agreed that any automation work that was force specific would be funded by the relevant force; Alliance work would be funded 70% for DCP and 30% for DP.

3. Agreed to adopt Option Three, with the addition of two Lead Developers (one for DCP PBB2 work and one for DP Evolve work), thereby providing the required resources to increase the throughput beyond six automations per year.

Shelley Gove joined the meeting virtually.

4. Agreed the Joint Strategic Change Board would hold visibility and decision making for all Alliance automations; any single force automation activity would be decided through each force's single governance.

5. Agreed the prioritised delivery plan would be reviewed regularly, identifying which automations would be delivered in what sequence.

04/26/42 Public Services Delivered through Dynamic Data [FOIA Open]

Members received and noted the Public Services Delivered through Dynamic Data paper and presentation (available from the Specialist Support Hub) presented by Louise Fenwick, which identified a potential solution to resolving the forces' data challenges. The following key points were noted:

- A review had been undertaken to understand the type of data both forces held and where, which identified that a significant level of data was held across several different systems.
- It was recognised that a lot of data was shared with partner agencies, and forces used several forms of data to provide a service to members of the public, which came with duplication, financial impacts associated with storage, security risks, breaches and compliance.
- Members accepted that how forces deal with data was the responsibility of the whole workforce, and if the right approach was implemented, a number of benefits could be realised.

Belinda Dunmall left the meeting.

- There was a proposal to undertake several Agile super sprints to engage with the Information Asset Owners (IAOs) and staff to discuss the challenges they faced in regard to data, and identify any potential resolutions.
- It was acknowledged that this piece of work would need to link in with the Technology Board and the wider Digital, Data and Technology (DDaT) Strategy work to bring all of the elements together under one governance structure.
- Discussions took place in relation to the retention period of data, where some forces had implemented a one to two year retention with Co-Pilot Chat and Co-Pilot data. It was suggested identifying quick wins in regard to data retention, for example the weeding of e-mails.

The Board agreed:

1. The super sprints would commence post 2026 summer period.

2. The super sprints would be held across different levels of the organisation to understand the challenges faced with data, and to identify potential solutions.

3. The Joint Strategic Change Board would provide the strategic direction on the timing, level of attendance and appropriate governance for the super sprints.

Oliver Marks and Sam Tubbs joined the meeting virtually, and Belinda Dunmall re-joined the meeting virtually.

04/26/43 Co-Pilot Premium 365 [FOIA Open unless exemptions specified below]

Members received and noted the Co-Pilot Premium 365 paper, presented by Oliver Marks and Sam Tubb, which provided an update on the Co-Pilot Premium 365 trial. The following key points were noted:

- The lack of data controls had impacted the trial period due to the significant number of SharePoint sites. For example, if a query was put into Co-Pilot on the composition of a statement, there was the potential the search would identify a site that should not be accessible, thereby causing data protection issues.
- **The following section has been redacted under the Freedom of Information Act 2000, s.31.**
- BT's approach to rolling Co-Pilot 365 out internally across their organisation was to create a separate environment (tenant) and they had implemented robust controls around access.

Mark Chivers would provide an update to the 3 September 2026 Joint Strategic Change Board summarising the level of access to Co-Pilot 365 in other forces.
For action by: Mark Chivers

The Board:

1. Noted the Co-Pilot 365 trial was being delivered within a highly controlled governance framework aligned to the organisations risk appetite, accepting this was an emerging and complex piece of work where policies and practices were being developed in parallel as the project developed.

2. Noted that the data quality and information assurance remained a significant crosscutting dependency and was on the risk register for the project, recognising the impact the data quality had had on the progress on the project.

3. Agreed with Option Three which would mitigate the short to medium term work of the pilot stage of the project by enhancing the ‘as is’ in-house approach, conducting a detailed permissions review across SharePoint sites and introducing stronger security controls, with access managed through groups aligned to users’ Force network accounts.

4. Agreed the longer term Option four; by implementing a role based access model through an Identify and Access Management (IAM) solution (IdentifyNow), which would enable automated and consistent permission mapping based on user roles, to be explored as a separate paper into a future Joint Strategic Change Board.

5. Noted the trial was constrained in scope and focused on native Co-Pilot 365 functionality with a defined set of user cases. This ensured safe delivery but would limit the extent to which the capability could be exploited and potentially limited the transformational benefits that could be demonstrated.

6. Endorsed the recommendation from the project board around the project timeline being necessary and proportionate, which reflected governance requirements, data risks, and the constraints of operating within a live environment.

Oliver Marks and Sam Tubbs left the meeting.

The Board broke at 12.42pm, reconvening at 12.51pm. Cat Reynolds joined the meeting, and Shelley Gove re-joined the meeting virtually.

04/26/44 Alliance PBB Implementation Update [FOIA Open]

Nikki Leaper presented the Alliance PBB Implementation Update paper, which detailed a total realised savings of £1.1 million, broken down as £702,286 for DCP and £303,946 for DP. Six resourcing bids had been agreed at a cost of £173,254.

The Board noted:

1. The progress of the Alliance PBB Implementation as outlined in the Dashboard (available from the Specialist Support Hub).

a. Joint Legal Services Case Management System (CMS)

Cat Reynolds presented the Joint Legal Services CMS paper, which detailed the end of supported life of the Iken Desktop system in December 2027, noting the existing system was no longer fit for purpose, and was not compatible with Windows 11. The server support ended in January 2027, and it was recognised that the Windows 10 licence support ended in October 2026.

A programme of work had commenced under the governance of the Legal Services Practice Management Project Board, to identify and deliver a suitable replacement system. The proposal was for Legal Services to continue to use the Iken Desktop system until the end of December 2027 and extend the Windows 10 licence. This approach would provide sufficient time to identify a suitable replacement. The relevant stakeholder engagement had taken place with key business areas.

It was acknowledged that as part of the research for a replacement CMS system, consideration would be given to creating a secure portal with third party agencies to share papers securely, rather than sharing papers through the post, which presented the risk of being lost.

Cat Reynolds would identify the timeline for completion of the Legal Services CMS Replacement Business Case.
For action by: **Cat Reynolds**

Concerns were raised in regard to the length of time the request to replace the Iken Desktop Legal Services CMS system had taken, due to conversations having taken place in July 2025 as part of the PBB process. It was recognised that it was the business owner’s responsibility to identify when a system was coming to end of life, and the Portfolio needed to get into a place of having an overview of end of life systems to ensure suitable planning was put into place.

Shelley Gove and Cat Reynolds left the meeting, and Gavin Dudfield, Greg Hine and Sam Heavens joined the meeting virtually.

04/26/45 Op Talos National My Police Portal (NMPP) Briefing [FOIA Open unless exemptions specified below]

Members received and noted the Op Talos NMPP Briefing paper presented by Gavin Dudfield, which sought approval to either continue the work with Salesforce or move to the national NMPP database, for the future redesign of the infrastructure that supported the Contact Resolution Centre (CRC).

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

Engagement had taken place with South Yorkshire Police, who had implemented NMPP, and as yet no data on the benefits was available. Other forces had decided to pause the implementation of NMPP for at least 12 months to provide time for the product to be embedded.

Members fully supported moving forward with Salesforce, due to the proven benefits other forces had experienced, and the value the system would provide to members of the public. Concerns were raised with moving to another system after two years, due to the public already having experience in the use of the Salesforce platform.

The Board agreed:

1. To proceed with the existing approved business case and implement the Salesforce Citizen Portal, Victim Journeys and Bobbi.

2. To maintain and monitor the progress of the NMPP platform for consideration in the future.

Gavin Dudfield, Greg Hine and Sam Heavens left the meeting.

Date, Time, and Location of Next Meeting

There being no other business, the meeting closed at 1.22pm. The next Joint Strategic Change Board meeting will be held on Thursday 3 September 2026, commencing at 9.00am via Microsoft Teams.