Joint Strategic Change Board

Meeting held on Thursday 3 September 2026
Commenced at 9.00am, via Microsoft Teams and in the Executive Conference Room

Attendance

Steve Lyne (Deputy Chief Constable) (Dorset) (Chair) (virtual)
Lindsay Dudfield (T/Assistant Chief Constable) (Dorset) (virtual)
Neal Butterworth (Chief Financial Officer) (Dorset) (virtual)
Simon Bullock (Chief Executive, OPCC) (Dorset) (virtual)
Richard Scott (T/Head of Alliance Information Management) (virtual)
Jon Back (Head of Performance and Scrutiny) (OPCC) (Devon and Cornwall) (virtual)
Jim Colwell (Deputy Chief Constable) (Devon and Cornwall)
David Wilkin (Director of Finance and Resources) (Devon and Cornwall)
Jo Mosley (Assistant Chief Officer) (Dorset) (virtual)
Rich Bullock (Head of Corporate Development) (Devon and Cornwall)
Richard Fryer (Management Accountant) (Devon and Cornwall) (virtual)
Tracey Bolt (Specialist Support Coordinator)

Apologies

Glen Mayhew (Assistant Chief Constable, Local Policing) (Devon and Cornwall)
Matt Longman (T/Assistant Chief Constable, Vulnerability and Crime) (Devon and Cornwall)
Gavin Dudfield (Chief Superintendent) (Dorset)
Louise Fenwick (T/Head of Alliance Business Change)
Sam Bishop (Alliance Portfolio and Assurance Manager)
Segil Zulhayir (Inspector, DCC Staff Officer) (Devon and Cornwall)
Katie Clements (Police Federation) (Devon and Cornwall)
Debi Potter (UNISON Branch Secretary) (Dorset)
Belinda Dunmall (UNISON Assistant Branch Secretary) (Devon and Cornwall)
Mark Callaghan (Assistant Chief Constable) (Dorset)
Nikki Leaper (Assistant Chief Constable, Contact and Specialist Operations) (Devon and Cornwall)
Alexis Poole (Assistant Chief Officer, People) (Devon and Cornwall)
Mark Chivers (Chief Technology Officer)
Sarah Harrington (Alliance Business Change Programme Manager)
Katie Grant (Performance and Scrutiny Officer) (OPCC) (Devon and Cornwall)
Sarah Gillingham (Assistant UNISON Branch Secretary) (Dorset)
Paul O'Dwyer (UNISON Branch Secretary) (Devon and Cornwall)

Guests

Sheon Sturland (Chief Superintendent, Protecting Vulnerable People) (for minute reference 05/26/54)
Ruth Frett (Head of Learning and Development) (for minute reference 05/26/52)
Andy Hull (T/Portfolio and Assurance Manager) (rep for Louise Fenwick)
Samual Tubb (Alliance ICT Applications Area Lead) (for minute reference 05/26/53)
Stewart Gates (Chief Superintendent, Dorset County LPA) (for minute reference 05/26/54)
Gary Gillard (ICT Digital Innovation Manager) (rep for Mark Chivers)
Cat Reynolds (Senior Alliance Force Legal Advisor) (for minute reference 05/26/57 and 05/26/58)
Sarah Rolinson (BSIT Manager) (for minute reference 05/26/54)

05/26/46 Opening and Declaration of Interests [FOIA Open]

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

Members noted that the Board was not quorate due to no operational representative, and any decisions would be discussed and approved in principle, and the Specialist Support Hub would circulate the decisions to all members for ratification.

05/26/47 DRAFT Joint Strategic Change Board Minutes – 9 July 2026 [FOIA Open]

The minutes of the previous meeting held on Thursday 9 July 2026 were agreed as a true and accurate record.

05/26/48 Action Log [FOIA Open]

a. **Action 276 Strategic Change Dashboard July 2026 – Devon and Cornwall Police (DCP) Priority Based Budgeting (PBB) dependencies (previous minute reference 04/26/33)**
Work had commenced on identifying the DCP PBB project dependencies, and these along with the Dorset Police (DP) Project Evolve Review (PER) dependencies would be included in a detailed implementation plan and brought to the 22 October 2026 Joint Strategic Change Board.
Action to remain open.

Jon Back joined the meeting virtually.

b. **Action 277 Strategic Change Dashboard July 2026 – Kallidus (previous minute reference 04/26/33)**
Further update on Kallidus to be presented to the 22 October 2026 Joint Strategic Change Board.
Action to remain open.

c. **Action 278 Change Portfolio Risk Report July 2026 (previous minute reference 04/26/34)**
Activity continued and an update would be brought to the 22 October 2026 Joint Strategic Change Board.
Action to remain open.

d. **Action 279 Joint Strategic Change Board Portfolio Finance Update (previous minute reference 04/26/35)**
Taser 10 finances were now included as a separate entity within the Joint Strategic Change Board Finance Report.
Action closed.

e. **Action 281 Digital Case File (DCF) Project DCP Financial Year 2027/28 Budget Request (previous minute reference 04/26/38)**
Activity had been completed and a paper was presented to the Capital Strategy Group on 20 July 2026.
Action closed.

f. **Action 282 STORM Volume Data Management Budget (previous minute reference 04/26/39)**
Activity had been completed and a paper was presented to the Capital Strategy Group on 20 July 2026.
Action closed.

g. **Action 283 STORM Volume Data Management Dependencies (previous minute reference 04/26/39)**
Activity completed.
Action closed.

h. **Action 284 Single Front Door (SFD) Progress Update (previous minute reference 04/26/40)**
A review of the SFD process would be presented to the 22 October 2026 Joint Strategic Change Board.
Action to remain open.

i. **Action 285 Co-Pilot Premium 365 (previous minute reference 04/26/43)**
Discussed at minute reference 05/26/53.
Action closed.

j. **Action 286 Alliance PBB Implementation Update – Joint Legal Services Case Management System (previous minute reference 04/26/44a)**
Discussed at minute reference 05/26/57.
Action closed.

05/26/49 Strategic Change Dashboard September 2026 [FOIA Open unless exemptions specified below]

Members received and noted the Strategic Change Dashboard September 2026 report, presented by Andy Hull, 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:

- Body Worn Video (BWV) work continued to progress with Bude going live with the new Axon equipment on 4 September 2026, with full roll out to be completed by the 24 September 2026.
- **[This point has been redacted under the Freedom of Information Act 2000 s.43 Commercial Interests]**

- South Wales and Gwent Digital Case File (DCF) go live had been scheduled for between January and March 2027. DCP would potentially go live with DCF on 21 September 2027, with the DP potential go live of 7 September 2027. Dates were due to be confirmed on 24 September 2026 for local go live.
- The mapping work for the DCF processes was on track, although concerns had been identified about the delivery of training over the 2027 summer period and the potential risk this would cause.
- The Taser 10 project had commenced the roll out of power and data ports, and the installation of required docking stations, with 77 out of the 78 identified police sites completed. Training would commence in DCP for the Authorised Firearms Officers (AFOs) on 15 and 16 September 2026 and DPs training would commence on 21 September 2026, with general training taking place from mid-October 2026 onwards. There was the potential of introducing flexible training hours to enable the go live dates.
- The scientific review of the Taser 10 cartridges was awaited by both forces, which raised a risk to the roll out of the new devices as the current Taser devices started to expire in September 2026.
- It was noted DP had put a contingency in place if they were not able to go live on the 21 September 2026 with Taser 10.
- The final gateway stage for the DP PER was scheduled for 7 and 9 September 2026, which would identify the productivity savings and assist in the budget build.
- The wider roll out for the Redaction project would take place on 5 October 2026, although there were some identified issues with security, with resolutions currently being tested.

05/26/50 Change Portfolio Risk Report September 2026 **[FOIA Open unless exemptions specified below]**

Andy Hull presented the Change Portfolio Risk Report for September 2026, the following key points were noted:

- There were four active programme risks, which were graded as either Elevated, High or Substantial. Three of the risks had been carried forward from previous reporting with no change, and one new risk added following the 9 July 2026 Joint Strategic Change Board.
- It was recognised that the SFD process had commenced with the third Design Authority Group (DAG) having met on the 2 September 2026. The requests being submitted into the DAG were improving at each meeting although several challenging items had been received for assessment, which had identified further work was required to the portal and quality assurance processes.
- Several requests that had come through the SFD had been turned down due to the right technology not being available. These requests had been added to a holding list to be reviewed again once technology had evolved within the organisation and the benefits had increased.
- PR005 had been added to the programme register *'Managed Service Capacity Constraints affecting delivery of planned Portfolio activities'*, due to the challenges being experienced with the Managed Service Contract (MSC) in line with the delivery of some of the projects within the Portfolio.

Simon Bullock joined the meeting virtually.

- **[This point has been redacted under the Freedom of Information Act 2000 s.43 Commercial Interests]**
- **[This point has been redacted under the Freedom of Information Act 2000 s.43 Commercial Interests]**
- It was accepted that further work was required on supplying clearer specifications to BT on requirements for specific projects, so that the deliverables were detailed.

Andy Hull would collate all information from projects and provide a paper outlining a detailed roadmap and assessment of projects which required managed service support.
For action by: **Andy Hull**

05/26/51 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 budget display had been updated to include variance, slippage, underspend and overspend to provide a full financial outlook for each project.
- Project One indicated a substantial slippage of funds into the 2027/28 financial year.
- Op Talos had made the first payment to Salesforce.
- The Kallidus project was due to complete in 2026/27, where an underspend would be realised within DCP.
- The Redaction project had been successful in receiving a Home Office (HO) grant for delivery and costings would need to be reviewed if the project moved into business as usual (BaU). The budget that had been allocated to the project would be moved into the 2027/28 financial year to cover any costs if both organisations wanted to invest in the product.
- An underspend was not predicted within the SmartSTORM project, due to work being undertaken within the Legal Services team.
- **[This point has been redacted under the Freedom of Information Act 2000 s.22 Information Intended for Future Publication]**
- Both forces showed an overspend in the Taser 10 project due to the work that had to be undertaken on the Axon devices.
- A capital spend within the Emergency Services Network (ESN) project was not forecast for 2026/27 due to the delays experienced in delivery.
- **[This point has been redacted under the Freedom of Information Act 2000 s.22 Information Intended for Future Publication]**
- The National Law Enforcement Database (NLEDS) project had received funding for both quarter one and quarter two for 2026/27, with a reduced quarter three and quarter four funding confirmed by the HO.

Revenue

- **[This point has been redacted under the Freedom of Information Act 2000 s.22 Information Intended for Future Publication]**
- The savings identified within the Niche and PRONTO improvement budget would be used to support a temporary uplift in resources to meet the demand in the Business Support Improvement Team (BSIT).

- As a result of the delay in the delivery of the Taser 10 project, an overspend in both forces was forecast as there was a requirement to continue to purchase the older and more expensive T2 cartridges for training and operational deployment.

Ruth Frett joined the meeting virtually.

05/26/52 Kallidus Project Update [FOIA Closed s.43 Commercial Interests]

[This section has been redacted under the Freedom of Information Act 2000]

Ruth Frett left the meeting, and Samuel Tubb joined the meeting virtually.

05/26/53 Co-Pilot 365 Implementation Benchmarking [FOIA Open]

Members received the Co-Pilot Premium 365 Implementation Benchmarking paper presented by Samuel Tubb, which provided an update following stakeholder engagement with other forces, the HO and the Police Digital Service (PDS), as to their readiness to adopt co-pilot premium 365. The following key points were noted:

- The thematic results showed the majority of forces were still in a trial phase with co-pilot 365 premium.
- The key risk that had been identified was the ability to access data from SharePoint and OneDrive when a co-pilot search was undertaken. It was confirmed the access controls work was included within the project plan delivery.
- The Board acknowledged working to the project plan, with co-pilot 365 premium being implemented in 2027, noting both organisations were in line with other police forces in relation to delivery.
- It was recognised that some of the proposals that had gone through the SFD process had been put on hold due to the co-pilot work, as the requests were reliant on co-pilot for implementation.
- Members discussed how the learning was being communicated to staff, particularly any learning from data breaches, as there was still some nervousness from staff about using co-pilot chat. It was noted that some other forces had not put in the same level of governance for the use of co-pilot chat which had resulted in several data breaches.
- The Information and Communications Technology (ICT) team had commenced delivery of a bespoke training programme utilising Microsoft (MS) Partner for the Co-Pilot Premium trial.
- Members accepted that small cohorts of staff were utilising co-pilot chat really successfully, and it would be useful to identify where the product was being used effectively.

Samuel Tubb would liaise with the ICT Applications Area Lead to arrange for the collation of all data from the use of co-pilot chat to identify the small cohorts of staff and where the product was being used effectively.
For action by: **Samuel Tubb**

- A discussion took place in relation to the MS E3 licence agreement, noting the controls provided less functionality for information governance. A paper would be presented to the 12 October 2026 Technology Board on the MS E5 licence agreement uplift, prior to being sighted at other strategic forums.

The Board thanked Samuel Tubb and his team for the work undertaken on the evaluation of Co-Pilot 365 Premium.

Samuel Tubb left the meeting, and the Board broke at 10.30am,reconvening at 10.40am. Sheon Sturland, Stewart Gates and Sarah Rolinson joined the meeting virtually.

05/26/54 Strategic approach for Records Management System (RMS) and Mobile Policing Resourcing [FOIA Closed s.43 Commercial Interests]

[This section has been redacted under the Freedom of Information Act 2000]

Sheon Sturland, Stewart Gates and Sarah Rolinson left the meeting.

05/26/55 Digital Evidence Management System (DEMS) Extension Proposal [FOIA Open unless exemptions specified below]

Lindsay Dudfield presented the DEMS Extension Proposal paper, which sought approval for the DEMS project to be extended to the end of November 2026, due to several interdependencies. A number of deliverables remained in progress and required completion prior to DEMS project closure:

- BWV – Axon integration was on track and due to be completed during the first week of September 2026.
- Digital Interview Recording (DIR) integration with NICE was on track, although there was a dependency on the DIR to Niche to fully deliver the end to end integration work.
- Pimloc integration work had been scheduled for early September 2026, albeit dependent on the Redaction project delivering the required Application Programming Interface (API) integration and assurance.
- GoodSAM integration would commence in October 2026 with a November 2026 go live. This was due to the availability of the NICE supplier.
- Custody Close Circuit Television (CCTV) upload would take approximate six to 12 months to complete and would be dealt with outside of the DEMS project scope.

[This paragraph has been redacted under the Freedom of Information Act 2000 s.22 Information Intended for Future Publication]

Andy Hull would liaise with the Recruitment and Selection Manager within Alliance Resourcing and Development to provide the details of a resource from the Op Resolve reserve to assist with the DEMS integration work to the end of the calendar year.
For action by: Andy Hull

The Board agreed:

1. To implement option three to extend the project until the 30 November 2026 to deliver BWV Axon, Pimloc, DIR and GoodSAM integrations so that predicted benefits could be realised.

2. The approval of the allocation and extension of resources outlined in the resource requirements section of the paper (available from the Specialist Support Hub), which included an uplift to both Force Operational Subject Matter Expert (SME) assignments.

3. **[This point has been redacted under the Freedom of Information Act 2000 s.22 Information Intended for Future Publication]**

4. **[This point has been redacted under the Freedom of Information Act 2000 s.22 Information Intended for Future Publication]**

05/26/56 ICT Systems Lifecycle – Principles for systems due to go out of support [FOIA Open]

Gary Gillard provided a verbal update on the ICT systems lifecycle, noting that End of Life and End of Support (EOL and EOS) systems were discussed at the Joint Information Board as a standing agenda item. The continued challenge for the Force was the timely identification of when a business critical capability became end of life or when end user requirements were no longer supported by their current solution, for example the Joint Legal Services Case Management System (CMS), and ensuring that the Force had a cohesive resolution and replacement plan in place, and was agreed by all parties.

Cat Reynolds joined the meeting virtually.

The Board accepted the correct governance for end of life systems was through the Joint Information Board, however there was a level of interest from the OPCC about how systems were tracked moving to end of life.

Members discussed whether upgrades to systems were due to end of life as opposed to a general upgrade to the system. It was noted a pro-active approach was required in identifying the differences against maximising a system already functioning within the organisation against the upgrade to a new system.

It was accepted that once the PDS review report was released there would be a better understanding of what the recommendations were in regard to planning for end of life systems, against exploring opportunities to exploit the current systems.

05/26/57 Joint Legal Services Replacement CMS Business Case [FOIA Closed s.43 Commercial Interests]

[This section has been redacted under the Freedom of Information Act 2000]

05/26/58 Joint Legal Services Trial of Legal specific AI Tools [FOIA Open]

Cat Reynolds presented the JLS trial of legal specific AI tools paper, which sought approval to run a pilot to compare AI legal tools already used within Force verses CoCounsel to identify the suitability of the products. The following key points were noted:

- Following the Alliance PBB process, a recommendation was made for JLS to research technology that could be used to increase productivity, which had been scoped to be Lexis Nexis AI. Other forces had trialled Lexis Nexis AI and had reported positive results.
- The specific products being reviewed accessed AI legal databases and were for legal professionals only. Any application identified would be based on the sign off of a Data Protection Risk Assessment (DPIA).
- The request was for a controlled trial to be undertaken, with no financial requirements. If the trial was successful a request would be submitted through appropriate governance.
- Members were in support of the proposal, however there was a requirement for the request to move through the SFD process as part of agreed governance to identify the trial as achievable.

The Board supported the ambition proposed, and requested the proposal was put through the SFD process to ensure the correct level of capability was available to deliver the trial. Cat Reynolds would submit the proposal to undertake a JLS trial of legal specific AI tools through the SFD process.
For action by: **Cat Reynolds**

Cat Reynolds and Simon Bullock left the meeting.

05/26/59 Public Services Delivered through Dynamic Data [FOIA Open]

Members received and noted the Public Services Delivery through dynamic data paper presented by David Wilkin and Richard Scott, which provided an update on the proposed data workshops to be held across the Alliance from September 2026.

Jo Mosley left the meeting.

Members acknowledged that this would be a complex piece of work to be undertaken and the workshops had been set up to engage with operational staff. The Board supported the investment for the future of both forces, accepting more work would be required to ascertain what would be done with the collated information following the workshops alongside other pieces of work and previously submitted reports.

It was recognised the SFD process would hold a significant role in what might be identified from the held sessions, with a paper being presented to a future Joint Strategic Change Board proposing next steps.

It was further acknowledged that discussion would take place in due course on whether to invest in additional Alliance Business Change resource depending on the future task(s) to be agreed.

05/26/60 Alliance PBB Implementation Update [FOIA Open unless exemptions specified below]

Lindsay Dudfield presented the Alliance PBB Implementation Update presentation (available from the Specialist Support Hub). The following key points were noted:

- The PBB deep dive approach had been trialled with focus on Learning and Development (L&D) and Legal Services having been completed. ICT and Administration and Business Support PBB deep dives would be completed on 4 September 2026.
- The PBB process had been challenging for Heads of Department with some recommendations being easier to implement than others, on top of their day job.
- A robust set of principles had been drawn up for implementation if a piece of PBB work was paused or delayed, to ensure the deliverable remained within governance.
- It had been confirmed that any Total Cost Savings (TCS) would remain with the original business area and would not be transferred to a different department.
- Members noted that if the request for a new Joint Legal CMS database was not approved through the SFD process, relevant savings would not be achieved.
- Members were reassured that the PBB savings were on track at this point in the process, with no significant concerns identified.
- **[This point has been redacted under the Freedom of Information Act 2000 s.22 Information Intended for Future Publication]**

Richard Bullock left the meeting.

The Board:

1. Noted the progress of the Alliance PBB implementation as outlined in the dashboard (available from the Specialist Support Hub).

2. Noted the decisions made by the Joint Executive Board on 27 July 2026 to pause the following Human Resources (HR) Resource and Development (R&D) deliverables, *'P02 AI and Process Efficiencies to Reduce Recruitment Admin Overheads'* and *'INT2 Move to Intermediate 2'.*

3. Agreed the five consistent principles as outlined in the paper for all paused and or delayed deliverables.

Date, Time, and Location of Next Meeting

There being no other business, the meeting closed at 12.30pm. The next Joint Strategic Change Board meeting will be held on Thursday 22 October 2026, commencing at 9.00am via Microsoft Teams.