

**Subject: Section 22A Collaboration Agreement for the Joint Transformation Programme**

**Originator:** Head of Portfolio Management Office

**Decision no.** 41/2025

**Reason for submission:** For Decision

**Submitted to:** Mark Stokes – Chief Executive Officer

**Summary:**

This is a new collaboration agreement for Norfolk and Suffolk Constabularies transforming how they collaborate, streamline processes, and modernise with Artificial Intelligence (AI) and automation.

**Recommendation:**

It is recommended that the Chief Executive of the Office of the Police and Crime Commissioner is authorised to execute the Agreements to Collaborate (under Section 22A of the Police Act 1996).

**Outcome/approval by:** Sarah Taylor – Police and Crime Commissioner for Norfolk

The recommendations as outlined above are approved.

**Signature:**



**Date:** 24/10/2025

## Detail of the submission

### 1. Objective:

- 1.1 Signing of the Joint Transformation Programme Section 22A Collaboration Agreement is requested by the Norfolk and Suffolk Chief Constables and Office of the Police and Crime Commissioner's to enable the Joint Transformation Programme to operate within the intended model.

### 2. Background:

- 2.1 Policing continues to face significant challenges and pressures creating a need for Norfolk and Suffolk to operate more efficiently and effectively to deliver high quality services to the public.
- 2.2 The Joint Transformation Programme was established to strengthen the force partnership by improving capabilities in:
  - Collaboration – Norfolk and Suffolk are innovators in police collaboration. The programme will improve decision making, governance, change, and performance of the collaboration over two years to make sure they are fit for their future by enabling their core services to best serve the public.
  - Process management – through adopting business process management and improvement the programme will improve key processes across the collaboration, working closely with users and business owners.
  - Modernisation – creating capability around automation and AI, quickly building up a portfolio to improve the forces' ability to use technology and reduce manual processing, risks and errors.
- 2.3 The Joint Transformation Programme vision will aim to deliver benefits over two years which directly relate to the measurable programme objectives of:
  - Improving capabilities in collaboration, process management, and automation.
  - Measuring and managing pan-organisational performance by both function and process in two years.
  - Investing-to-save, with every £1 invested creating at least £1 in ongoing annual savings by programme end.

### 3. Areas for consideration:

- 3.1 The Joint Transformation Programme Section 22A Collaboration Agreement is a new agreement and has the support of the Norfolk and Suffolk Chief Constables.

#### 4. Other options considered:

4.1 No other options considered.

#### 5. Strategic aims/objective supported:

5.1 The Joint Transformation Programme aligns to Norfolk and Suffolk Constabularies' values of transparency, public service, impartiality and integrity, the delivery of a modern, efficient, effective, and innovative service with the right resources and good stewardship of taxpayers' money.

#### 6. Financial and other resource implications:

6.1 Costs:

Staffing costs based upon full headcount in established posts equate to £611,409 per annum.

6.2 Savings:

The first two years of the Joint Transformation Programme will be focussed on building the capabilities in Norfolk and Suffolk Constabularies to achieve cashable savings through transformational change.

6.3 The following savings targets have been set:

- 2024/2025 - £0
- 2025/2026 - £0
- 2026/2027 - £0.37m
- 2027/2028 - £1.35m
- 2029/2030 - £0.64m
- 2030/2031 – target to be identified

#### 7. Carbon Emissions and Other Environmental Implications:

Carbon Emissions:

7.1 The estimated impact on our carbon emissions that must be reported under current statute from this proposal is:

Emission Categories:	Increase in tCO2	Saving in tCO2
Scope 1 – Fuel – Building Heating	N/A	N/A
Scope 1 – Fuel – Transport	N/A	N/A
Scope 2 – Electricity	N/A	N/A

Environmental Implications:

7.2 No material implications.

**8. Other implications and risks:**

8.1 There are no known implications and risks associated with the Joint Transformation Programme.

<b>Originator checklist (must be completed)</b>	<b>Please state 'yes' or 'no'</b>
Has legal advice been sought on this submission?	Yes
Has the PCC's Chief Finance Officer been consulted?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	No
Has communications advice been sought on areas of likely media interest and how they might be managed?	No
Have sustainability and environmental factors been considered? (e.g. biodiversity, employee commuting, business travel, waste and recycling, water, air quality, food and catering and estates construction)	Yes
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	Yes

**Is this report a Confidential Decision?**

**No**

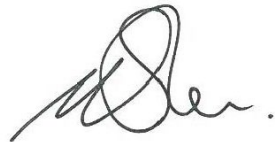
If Yes, please state reasons below having referred to the [PCC Decision Making Policy](#)

**Approval to submit to the decision-maker** (this approval is required only for submissions to the PCC).

**Chief Executive**

I am satisfied that relevant advice has been taken into account in the preparation of the report, that the recommendations have been reviewed and that this is an appropriate request to be submitted to the PCC.

**Signature:**



**Date: 07/10/2025**

**Chief Finance Officer (Section 151 Officer)**

I certify that:

- a) there are no financial consequences as a result of this decision,  
Or
- b) the costs identified in this report can be met from existing revenue or capital budgets,  
Or
- c) the costs identified in this report can be financed from reserves  
And
- d) the decision can be taken on the basis of my assurance that Financial Regulations have been complied with.

**Signature:**



**Date: 14/10/2025**

**Public access to information:** Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential.' Where information contained within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.