



Subject: Renewal of the Section 22A Collaboration Agreement for the Joint Professional Standards Department

Originator: Head of Portfolio Management Office

Decision no. 48/2025

Reason for submission: For Decision

Submitted to: Mark Stokes – Chief Executive Officer

Summary:

1. The current Joint Professional Standards Department (PSD) Section 22A Collaboration Agreement expires on 31 December 2025.
2. Following a review, renewal of the Section 22A Collaboration Agreement is presented for the Police and Crime Commissioner (PCC) for Norfolk's consideration and approval.
3. The Joint PSD continues to operate and deliver in line with strategic objectives, and a further Collaboration Agreement is proposed to continue with the function for a further five years.

Recommendation:

It is recommended that the Chief Executive of the Office of the Police and Crime Commissioner for Norfolk 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:

A handwritten signature in black ink that reads 'Sarah Taylor.'

Date: 16/12/2025

Detail of the submission

1. Objective:

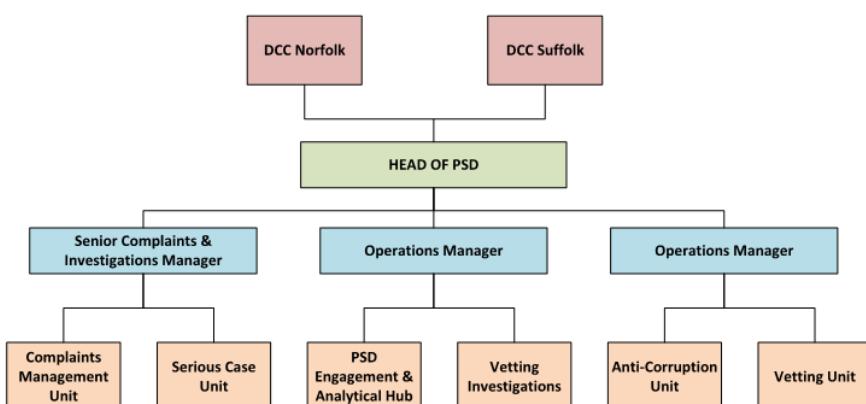
- 1.1 Signing of a new Joint Professional Standards Department (PSD) Section 22A Collaboration Agreement is requested by the Norfolk and Suffolk Chief Constables and Office of the Police and Crime Commissioner's (OPCCs) to enable the function to continue to operate within the current model.

2. Background:

- 2.1 Norfolk and Suffolk Chief Constables and OPCCs agreed to collaborate under a Section 22A agreement with a Joint Professional Standards function in January 2021 in the interests of efficiency and effectiveness.
- 2.2 In accordance with Section 12 of the Collaboration Agreement, the function has been reviewed to ensure it continues to operate effectively and in accordance with organisational objectives. A new Collaboration Agreement for a period of five years is now proposed.

3. Areas for consideration:

- 3.1 A review of the Joint PSD commenced in 2023 in response to increasing resource demands for vetting and investigations, new regulatory requirements, and heightened scrutiny from the public and Inspection bodies (i.e. His Majesty's Inspectorate of Constabulary and Fire & Rescue Services). These factors have gained significant prominence within the Constabularies' risk registers and Force Management Statements. To address these pressures, several business cases for growth and a departmental restructure were approved through the Constabularies' annual Outcome-Based Budgeting process. The department's high-level structure has now been updated to reflect these additional requirements.
- 3.2 The revised structure now comprises of six teams reporting into three unit managers who, in turn, report to the Head of PSD, as illustrated in the chart below:



3.3 Governance and performance monitoring is now undertaken by a 'Deputy Chief Constable Governance and Performance' meeting in accordance with the terms outlined in Appendix B (Joint PSD Performance Board) of the Section 22A.

3.4 The revised Section 22A agreement for the Joint PSD reflects these changes.

4. Other options considered:

4.1 No other options were considered.

5. Strategic aims/objective supported:

5.1 The Joint Professional Standards function 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 Joint Professional Standards functions and good stewardship of taxpayers' money.

6. Financial and other resource implications:

6.1 Investment has been made into the Professional Standards function over recent years to mitigate existing risks and respond to increasing external pressures. Commencing in 2023, each Business Case was subject to the Constabularies' annual budget setting process, Outcome-Based Budgeting, with growth approved accordingly. Additional investment totalling £229,000 has been made available within the PSD budget in 2024/25, 2025/26 and for the upcoming year 2026/27. Additionally, 14 police officers have been brought into PSD to address the demand.

6.2 No additional financial or resource implications are anticipated for the continued collaboration within the Joint Professional Standards function, as outlined in the structure above.

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 The structure changes were implemented in direct response to heightened risks within the professional standards environment. These approved adjustments are intended to mitigate existing risks and alleviate workforce capacity challenges identified in both the 2024 and 2025 Force Management Statements.
- 8.2 There are no known additional implications or risks associated with the ongoing collaboration of the Joint Professional Standards function.

Originator checklist (must be completed)	Please state 'yes' or 'no'
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?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	No
(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

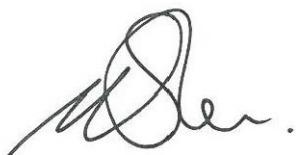
If Yes, please state reasons below having referred to the [PCC Decision Making Policy](#)

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: 15/12/2025

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: 18/12/2025

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.