

Subject: Update of Section 22A Collaboration Agreements for the Joint Operations Command

Originator: Head of Portfolio Management Office

Decision no. 03/2026

Reason for submission: For Decision

Submitted to: Mark Stokes – Chief Executive Officer

Summary:

1. The Joint Operations Portfolio, led by Assistant Chief Constable Dean, currently oversees three Section 22A Agreements: Joint Protective Services, Joint Justice Services and Athena.
2. Following a review in early 2024, to optimise workload distribution and support succession planning for the Chief Superintendent roles, it is proposed that the portfolio will retain two Agreements renamed as Joint Specialist Operations, which will incorporate the Athena Agreement, and Joint Specialist Crime and Capabilities.
3. This restructuring primarily involves the rebalancing and renaming of existing joint functions. The purpose of this report is to update the Office of the Police and Crime Commissioner for Norfolk about the changes. The Agreements will retain their current end dates and will undergo formal reviews prior to renewal in accordance with the respective Agreement terms.

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". The signature is written in a cursive style with a large initial 'S'.**Date: 20/01/2026**

Detail of the submission

1. Objective:

- 1.1 This report informs the Office of the Police and Crime Commissioner for Norfolk of adjustments made to joint functions within the Joint Operations Portfolio, aimed at optimising workload distribution amongst operational teams and supporting effective succession planning across the three functions: Joint Protective Services, Joint Justice Services and Athena.

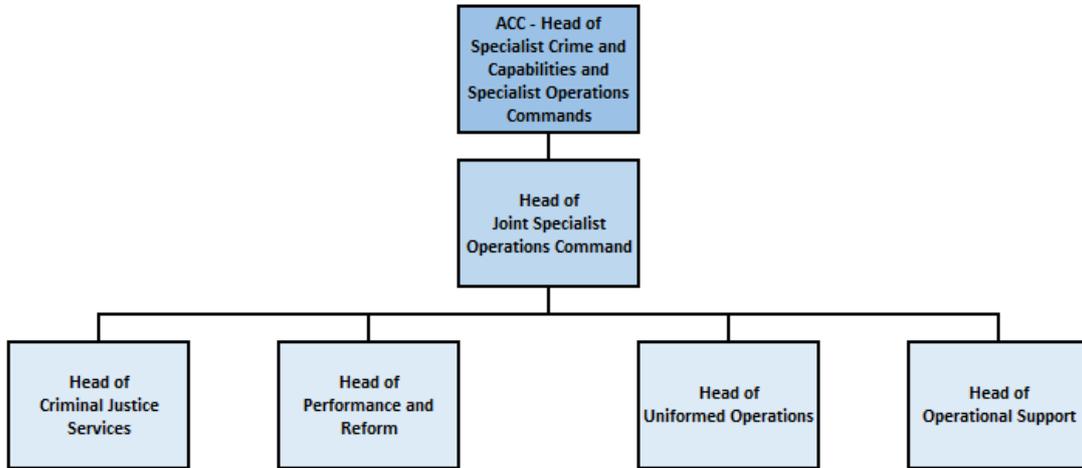
2. Background:

- 2.1 Joint Protective Services and Joint Justice Services were one of the first collaborations between Norfolk and Suffolk Constabularies and have been operating in the joint space since 2013. The Athena function has been operating in the joint space since 2016.
- 2.2 Changes to workload distribution can be summarised as follows:
 - a) The Joint Protective Services Agreement has been renamed to Joint Specialist Crime and Capabilities with most functions remaining unchanged, except for the transfer of the Specialist Operations function, including the Roads and Armed Policing Team (RAPT) and Firearms Licensing.
 - b) The Joint Justice Services Agreement has been renamed to Joint Specialist Operations which, in addition to Criminal Justice and Custody, will also assume responsibility for the Specialist Operations function, as per a) above.
 - c) The Joint Criminal Investigations Unit, previously part of the Joint Justice Services Agreement, has been disbanded and will now operate locally.
 - d) The Athena Agreement, previously managed separately, is now incorporated within the Joint Specialist Operations Agreement, allowing the previous standalone agreement to be withdrawn.

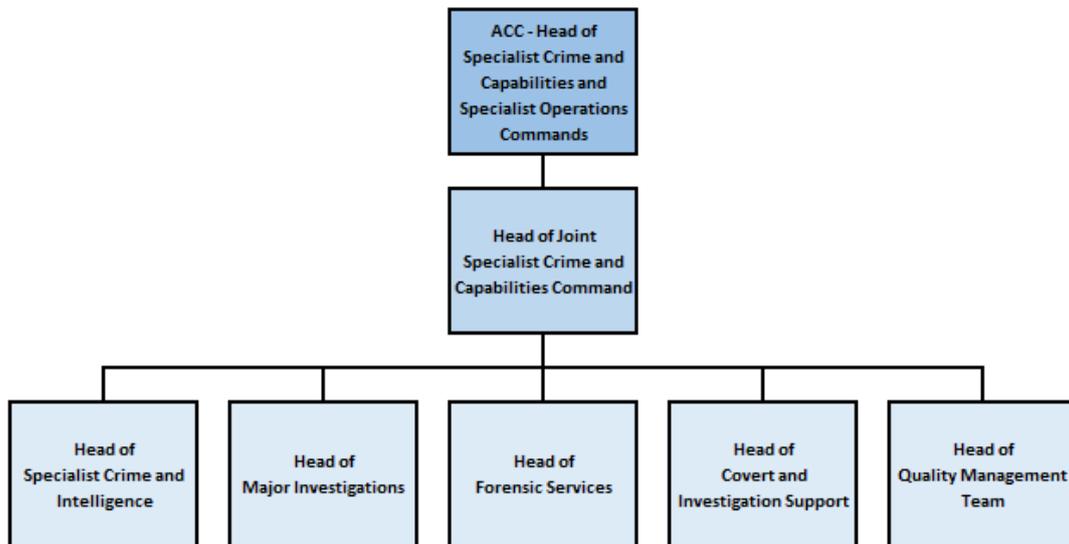
3. Areas for consideration:

3.1 The revised structures are illustrated in the charts below:

Joint Specialist Operations structure chart:



Joint Specialist Crime and Capabilities structure chart:



3.2 Governance and performance monitoring is now undertaken by a Joint Specialist Crime and Capabilities and Joint Specialist Operations Commands Performance Board in accordance with the terms outlined in Appendix B of the Agreements.

3.3 The Section 22A Agreements have been updated to reflect these changes.

4. Other options considered:

4.1 No other options were considered.

5. Strategic aims/objectives supported:

- 5.1 The Joint Operations Portfolio, led by Assistant Chief Constable Dean, 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 There are no new financial and resources considerations regarding the re-naming and realignment of the Joint Operations Portfolio Section 22A Agreements.

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 other implications and risks associated with the Joint Specialist Operations Command collaboration.
- 8.2 The rebalancing of functions within the Joint Operations Portfolio, as expressed in the two Agreements, has negated any risks pertaining to succession planning and workload management.

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
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: 19/01/2026

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: 20/01/2026

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.