



**ORIGINATOR:** HEAD OF PORTFOLIO  
MANAGEMENT OFFICE

**DECISION NUMBER:** 38 – 2025

**REASON FOR SUBMISSION:** FOR DECISION

**SUBMITTED TO:** POLICE AND CRIME COMMISSIONER

**SUBJECT:** RENEWAL OF THE SECTION 22A COLLABORATION AGREEMENT  
FOR THE JOINT PROFESSIONAL STANDARDS DEPARTMENT

**SUMMARY:**

1. The current Joint Professional Standards Department Section 22A Collaboration Agreement expires on 31 December 2025.
2. Following a review, renewal of the Section 22A Collaboration Agreement is presented for PCC consideration and approval.
3. The Joint Professional Standards Department 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 5 years.

**RECOMMENDATION:**

It is recommended that the Chief Executive of the Office of the Police and Crime Commissioner (OPCC) be authorised to execute the collaboration agreement on behalf of the Police and Crime Commissioner.

**APPROVAL BY: PCC**

The recommendation set out above is agreed.

A handwritten signature in black ink, appearing to read "Tim Parmore".

**Signature:**

**Date: 22 December 2025**

## DETAIL OF THE SUBMISSION

### 1. KEY ISSUES FOR CONSIDERATION:

- 1.1 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.
- 1.2 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 5 years is now proposed.
- 1.3 A review of the Joint Professional Standards Department (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. HMICFRS). 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.
- 1.4 The restructure and additional resources support delivery against the OPCCS Police and Crime Plan in the following areas:

#### THEME 1: An efficient and effective police force for Suffolk

**Objective 1:** Improving public confidence through an effective response to the public and a proactive approach to crime prevention:

- *Engage young people in schools to raise awareness of safety, Violence Against Women and Girls (VAWG), education around policing, and prevent exploitation, Anti-Social Behaviour (ASB) and serious violence.*
- *Ensure transparency regarding its use of police powers.*

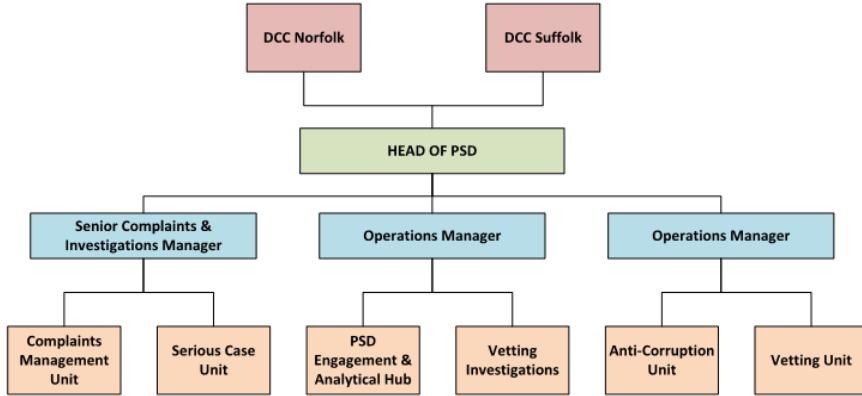
**Objective 3:** Working in partnership:

- *Ensure that the force works pro-actively through the Safer Stronger Communities Board particularly the VAWG, ASB, Criminal Exploitation, Modern Slavery (and Serious Violence) sub-groups.*

**Objective 4:** Ensure the Constabulary's people are developed and supported, and its assets and resources are used to enable an effective and efficient police service:

- *Support a partnership problem-solving approach to preventing ASB and crime (alongside other agencies compelled by the ASB, Crime and Policing Act and through commitment to the Countywide ASB Steering Group).*
- *Ensure ethics and integrity in the way it delivers policing.*
- *Act upon audits, inspections and super1complaints to improve processes and services within agreed time schedules.*

- 1.5 The revised structure now comprises 6 teams reporting into 3 unit managers who, in turn, report to the Head of PSD, as illustrated in the chart below:



- 1.6 Governance and performance monitoring is now undertaken by a ‘Deputy Chief Constable (DCC) Governance and Performance’ meeting in accordance with the terms outlined in Appendix B (Joint PSD Performance Board) of the Section 22A agreement.
- 1.7 The revised Section 22A agreement for the Joint Professional Standards Department reflects these changes.

## 2. FINANCIAL IMPLICATIONS:

- 2.1 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 for the PSD budget in FY 24/25, 25/26 and for the upcoming year 26/27. Additional officers were drawn into PSD from existing established posts within Norfolk and Suffolk and were not an additional cost. The uplift in staffing was in response to the Casey Review (Anti-Corruption & Serious Crime) and the Angelini Review (Vetting reform process). A mixed team utilising both officer and staff skills were put in place to cope with the increased demand and mitigate risks.
- 2.2 No additional financial or resource implications are anticipated for the continued collaboration within the Joint Professional Standards function, as outlined in the structure above.

## 3. OTHER IMPLICATIONS AND RISKS:

- 3.1 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 the May 2025 Force Management Statements.
- 3.2 There are no known additional implications or risks associated with the ongoing collaboration of the Joint Professional Standards function.

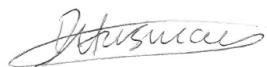
ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	Yes
Has the PCC's Chief Finance Officer been consulted?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have 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
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes

In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

#### APPROVAL TO SUBMIT TO THE DECISION-MAKER

##### Chief Executive

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



Signature:

Date: 17 December 2025