

**ORIGINATOR: HEAD OF PORTFOLIO
MANAGEMENT OFFICE**

DECISION NUMBER: 7-2026

REASON FOR SUBMISSION: FOR DECISION

SUBMITTED TO: POLICE AND CRIME COMMISSIONER

**SUBJECT: UPDATE OF SECTION 22A COLLABORATION AGREEMENTS FOR THE
JOINT OPERATIONS COMMAND**

SUMMARY:

1. The Joint Operations Portfolio, led by ACC 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 OPCC about the changes and seek the PCC's decision on the realignment of the Section 22A Agreements. 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 be authorised to execute the Agreements to Collaborate (under Section 22A of the Police Act 1996) on behalf of the Police and Crime Commissioner.

APPROVAL BY: PCC

The recommendation set out above is agreed.

Signature:



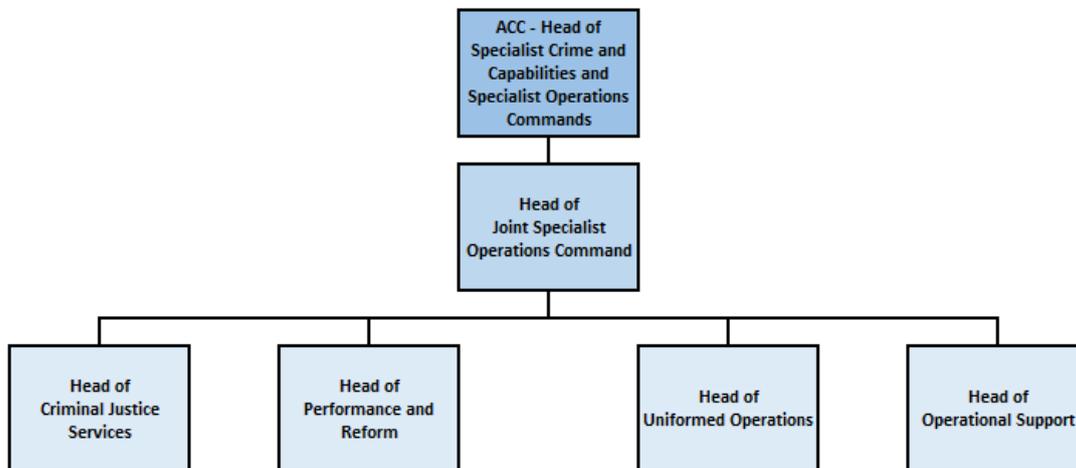
Date: 9 February 2026

DETAIL OF THE SUBMISSION

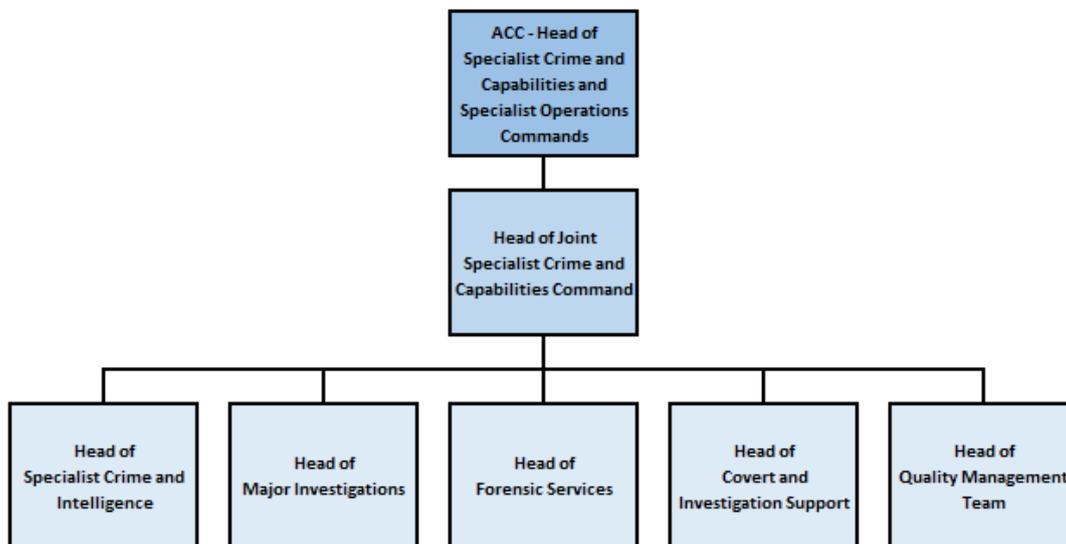
1. KEY ISSUES FOR CONSIDERATION:

- 1.1 This report informs the OPCC 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.
- 1.2 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.
- 1.3 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 a) above).
 - c) The Joint Custody Investigation Unit (CIU), 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.
- 1.4 The revised structures are illustrated in the charts below:

Joint Specialist Operations structure chart:



Joint Specialist Crime and Capabilities structure chart:



1.5 Governance and performance monitoring is now undertaken by a Joint Specialist Crime and Capabilities Command and a Joint Specialist Operations Command Performance Board in accordance with the terms outlined in Appendix B of the Agreements. The Section 22A Agreements have been updated to reflect these changes.

2. FINANCIAL IMPLICATIONS:

2.1 There are no new financial or resource considerations regarding the re-naming and realignment of the Joint Operations Portfolio Section 22A Agreements.

2.2 The Joint Operations Portfolio, led by ACC Dean, aligns to Norfolk and Suffolk Constabularies' values: 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.

3. OTHER IMPLICATIONS AND RISKS:

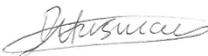
3.1 There are no other known implications and risks associated with the Joint Specialist Operations Command collaboration.

3.2 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. The Section 22A Agreements are not being extended, but they are being realigned to better reflect the new operating structure. Each Section 22A Agreement will undergo a review as they reach the end of the agreement period, to consider their continued operational efficiency and effectiveness.

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

<p>Chief Executive</p> <p>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.</p> <p>Signature:  Date: 19 January 202</p>
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POLICE

NORFOLK & SUFFOLK

working together for you



Subject	Joint Specialist Operations Command
Date	2 December 2025
PREPARED BY	G Oliver
COMMISSIONED BY	Head of Strategic Business and Operational Services
PURPOSE	Realignment of existing Agreement

Police Force and Policing Body Collaborative Service Agreement

For the Provision of a Joint Specialist Operations Command

Collaborating Partners:

- The Chief Constable of the Suffolk Constabulary
- The Chief Constable of the Norfolk Constabulary
- Norfolk OPCC
- Suffolk OPCC

Classification:	OFFICIAL SENSITIVE	Authors: G Oliver
Subject:	Full Collaboration Agreement – Joint Specialist Operations Command	Status: Draft
Date: 01.12.25	1	Version: 4 (22)

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Schedule A Joint Specialist Operations Command Portfolio Lead

- A1 NPCC Portfolio Lead
- A2 Responsibility for day-to-day management of the Joint Specialist Operations Command Portfolio
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Schedule B Management of the Joint Specialist Operations Command

- A1 Head of Joint Specialist Operations Command
- A2 Senior Leadership Team
- A3 Responsibility for day-to-day Management of the Joint Specialist Operations Command
- A4 Resolution of Disputes
- A5 Assets

Schedule C Criminal Justice Services

- B1 Unit Function
- B2 Responsibility for day-to-day Management of Criminal Justice Services
- B3 Resolution of disputes
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Schedule D Performance and Reform

- B1 Unit Function
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Schedule E Uniformed Operations

- B1 Unit Function
- B2 Responsibility for day-to-day Management of Uniformed Operations
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- B1 Unit Function
- B2 Responsibility for day-to-day Management of Operational Support
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Appendices:

- A Terms of Reference – Joint Chief Officer Team**
- B Terms of Reference – Joint Specialist Crime and Capabilities and Joint Operations Commands Performance Board**
- C Operating Terms of Reference – Joint Specialist Operations Command**
- D Terms of Reference – Joint Head of Joint Specialist Operations Command**
- E Structure Chart – Joint Specialist Operations Command**
- F Designated Powers**

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THIS AGREEMENT is made on the date of the last signature in section 40 and will commence on 1 September 2022.

BETWEEN

1. The Chief Constable of the Suffolk Constabulary, Martlesham Heath, Ipswich, Suffolk IP5 3QS
2. The Chief Constable of the Norfolk Constabulary, Jubilee House, Falconers Chase, Wymondham, Norfolk NR18 0WW.
3. The Police and Crime Commissioner for Suffolk, Martlesham Heath, Ipswich, Suffolk IP5 3QS
4. The Police and Crime Commissioner for Norfolk, Jubilee House, Falconers Chase, Wymondham, Norfolk NR18 0WW.

IT IS AGREED

SECTION 1: INTRODUCTION AND LEGAL CONTEXT

1.1 Sections 22A and S23 Police Act 1996 (as amended) (“The Act”) enable the Chief Officers of one or more police forces and two or more policing bodies to make an Agreement relating to:

- the discharge of functions of the members of the Chief Officer’s forces (“**force collaboration provision**”) and for such other provision as shall be referred to in this agreement. “Functions” comprise all and any of the powers and duties of police forces, and/or
- the provision about support by a policing body for the police force which another policing body is responsible for maintaining (“**policing body and force collaboration provision**”). “Support” includes the provision of premises, equipment, staff, services and facilities.

Provided that:

- the Chief Officers think that such an agreement is in the interests of the efficiency or effectiveness of one or more police forces, and
- the policing bodies think that the agreement is in the interests of the efficiency and effectiveness of one of or more policing bodies or police forces.

1.2 For the purposes of the above, this agreement includes both force collaboration provision and policing body and force collaboration provision.

1.3 The terms of this general agreement are to be read in conjunction with the legislation and the Statutory Guidance on Police Collaboration.

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SECTION 2: DEFINITIONS

In this General Agreement the terms below have the following meanings:

- 2.1 **Chief Constables** – The Chief Constables of Norfolk and Suffolk Constabularies.
- 2.2 **Policing Bodies** – Norfolk and Suffolk Police and Crime Commissioners.
- 2.3 **Joint Chief Officer Team (JCOT)** – The senior joint Management Board established to oversee the operational governance of all Norfolk/Suffolk Collaboration Partnerships. The Terms of Reference for JCOT are set out at Appendix A.
- 2.4 **The Function** – The Norfolk and Suffolk Joint Specialist Operations Command (JSOC) comprising the Joint Assistant Chief Constable, Specialist Crime and Capabilities and Specialist Operations Commands, the Joint Operations Command, and the Head of function.
- 2.5 **Joint Performance Monitoring Board (JPMB)** – A group established to monitor the service delivery of the joint unit. This will comprise the Portfolio Lead (PL) and functional Heads from Joint Specialist Crime and Capabilities Command and the Joint Specialist Operations Command. In the case of the Joint Specialist Operations Command this will be known as the Joint Specialist Crime and Capabilities and Joint Specialist Operations Commands Performance Board (JSC&C&JSOCPB). The Terms of Reference for the Board are set out at Appendix B.
- 2.6 **Norfolk & Suffolk Collaboration Panel** – The meeting Forum which, in addition to the governance mechanisms operating within each force area, discharges the governance responsibilities of the Police and Crime Commissioners (PCCs) in relation to collaboration between Norfolk and Suffolk. The Terms of Reference for the Collaboration Panel are set out in the respective Schemes of Governance and Consent for the PCCs.
- 2.7 **The Senior Leadership Team (SLT)** – which leads the Norfolk & Suffolk Collaborated function.
- 2.8 **Collaboration Finance Lead** – The Head of Norfolk and Suffolk Joint Finance Department.
- 2.9 **Agreement** – this Collaboration Agreement entered into in accordance with sections 22A to 23I Police Act 1996 (as amended).
- 2.10 **The Parties** – The parties are the Chief Constables of Norfolk and Suffolk Constabularies and the Norfolk and Suffolk Police and Crime Commissioners.
- 2.11 **Costs** – The costs associated with staff, officers, on-costs and non-pay expenditure, which provide for the operation of the Joint function and management thereof, and which have been agreed as part of the shared budgetary arrangements determined by the Chief Constables.

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2.12 **Portfolio Lead (PL)** – The Portfolio Lead nominated by the Chief Constables to have oversight of the function. The Portfolio Lead for the function is the Norfolk and Suffolk Constabularies Joint Assistant Chief Constable – Specialist Crime and Capabilities and Specialist Operations Commands.

SECTION 3: PURPOSE OF THE AGREEMENT

- 3.1 The Chief Constables of Norfolk and Suffolk Constabularies (the Chief Constables) agree to collaborate in the provision of a Joint Specialist Operations Command (JSOC) ('function') capability to be managed by a Head of Joint Specialist Operations Command (HJSOC). The objective is to provide a more effective and efficient function for the Constabularies.
- 3.2 The main benefit of the function is to provide the most effective means of delivering a key operational/support function.
- 3.3 This Agreement is entered into by the Parties for the purposes of the provision of the function.
- 3.4 This Agreement is entered into by the Policing Bodies for the Counties of Norfolk and Suffolk for the purposes of the provision of joint support to the function.
- 3.5 The Chief Constables think that provision of the joint function for both Constabularies would be in the interests of efficiency and effectiveness of one or more police forces in that the function could be more efficiently and effectively discharged by a joint team. The benefits identified include all or a combination of the following, greater resilience and flexibility in the use of highly skilled specialist staff, reduction in duplication of roles and resources and enhanced capability and capacity.
- 3.6 The Policing Bodies think that the provision of joint support to the joint function is in the interests of efficiency and effectiveness of one or more policing bodies and/or police forces and secures good value for money.
- 3.7 The Chief Constables consider that the provision of the function will secure good value for money in accordance with the duty under s35 Police Reform and Social Responsibility Act 2011, (in particular a joint function will result in a reduction in duplication in roles and resources) and will satisfy the principles set out in HMT's Managing Public Money guidance encapsulated in Annex B of the Financial Management Code of Practice for the Police Service of England and Wales pursuant to section 39A(5) of the Police Act 1996 (as amended) and section 17(6) of the Police Reform and Social Responsibility Act 2011.

SECTION 4: STRUCTURE OF THE AGREEMENT

- 4.1 This Agreement incorporates the following:
 - (i) Terms of the Agreement
 - (ii) Schedules relating to the Department/Command, its Units, functions and the management of it
 - (iii) Appendices referred to in the Agreement and in the Schedules

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SECTION 5: THE COLLABORATED FUNCTION

- 5.1 The function which is the subject of this Agreement is the JSOC.
- 5.2 The purpose of the function is to collaborate in the provision of a JSOC. The objective is to provide a more effective response to Criminal Justice Services, Uniformed Operations and Operational Support across Norfolk and Suffolk Constabularies, and to provide the most efficient approach in accordance with the law and legislative guidance.
- 5.3 The structure of the function is set out at Appendix E.
- 5.4 With effect from the commencement date, the JSOC will operate and will have the Terms of Reference set out in Appendix C.
- 5.5 The joint function will be headed and managed by a HJSOC who will report to the PL for Norfolk and Suffolk Constabularies responsible for oversight of the function. The Terms of Reference for the post is attached at Appendix D.
- 5.6 The joint function is comprised of the following Units:
- Criminal Justice Services
 - Performance and Reform
 - Uniformed Operations
 - Operational Support
- 5.7 The day-to-day operating procedures for the function will be developed and maintained by the HJSOC in conjunction with the PL. The operating procedures may be varied and added to by the HJSOC and the PL from time to time.
- 5.8 The operating model is set out in appendices C, D, and E. The operating model may be varied and added to by agreement of both Chief Constables from time to time without it constituting or being deemed as a termination of this agreement.
- 5.9 Any material variation to the operating model which the Chief Constables reasonably consider causes a significant change to the structure, location or balance in the deployment of Police Officers and Police Staff, will be notified in advance upon reasonable notice to the Policing Bodies.
- 5.10 Upon providing the Policing Bodies with notification in accordance with paragraph 5.9 above, and upon receiving any representations from the Policing Bodies, the Chief Constables will consider and take into account such representations and, subject to the principle of operational independence, will take all reasonable steps to address them before making such a material variation.
- 5.11 Without prejudice to paragraph 5.9 above, changes may be made from time to time to the posts identified in Appendix F, (including adding or deleting roles, changing powers designated etc). Such changes will not be deemed to be a variation of this agreement.

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SECTION 6: LENGTH OF AGREEMENT

- 6.1 This Agreement shall come into force on 1 February 2025 and shall continue in force until 31 August 2027 unless, in advance of that date, the Agreement is renewed in writing with the written agreement of the Parties, or until terminated under the provisions of section 8.
- 6.2 It is hereby agreed that once this agreement is signed, any prior collaboration agreements relating to this function will terminate with effect from the commencement date.

SECTION 7 ADDITIONAL PARTIES

- 7.1 Further UK Police forces, policing bodies and other bodies may be added to this Agreement with the written agreement of the Parties.

SECTION 8: TERMINATION OF THE AGREEMENT

- 8.1 This Agreement will terminate on 31 August 2027, unless, in advance of that date, the Agreement is renewed with the written agreement of the Parties.
- 8.2 This Agreement can be terminated at any time by the agreement of the Parties.
- 8.3 This Agreement may be terminated by any Chief Constable or Policing Body by giving 12 months written notice to all the other relevant Parties, provided that:
 - (i) No such notice shall be given without prior consultation with the other Parties.
 - (ii) No such notice shall be given so as to terminate this Agreement prior to 31 August 2023.
 - (iii) The date specified in the notice must be the last day of a calendar month.
 - (iv) The notice is to be served on the Police & Crime Commissioners and Chief Constables.
- 8.4 The termination of this Agreement will have the effect of terminating the whole Agreement including the Schedules.
- 8.5 Where the Parties agree to terminate this Agreement, the date of termination and the exit strategy will be agreed by the Parties.
- 8.6 On termination of this Agreement, the Parties shall be liable:
 - i) to honour their share of any contractual obligations entered into as part of this agreement prior to the end of the notice period; and
 - ii) for all other contributions due to the other parties in respect of this agreement prior to and during the notice period.
- 8.7 Where this Agreement is terminated, the Parties will be liable for all the costs and liabilities associated with the termination of the Agreement (but not including the

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establishment of any replacement service) and (except as provided for otherwise in the Agreement) for liabilities and costs arising from the operation of the function and shall meet such costs in the proportions set out in Section 16.1.

8.8 This Agreement may be terminated by notice given by the Secretary of State in accordance with S23H of the Act.

8.9 Where the Agreement is terminated in accordance with section 8.8, the date of termination will be the date specified by the Secretary of State in the notice.

SECTION 9: CONSEQUENCES OF TERMINATION

9.1 Legal title to property, vehicles and equipment will remain with the providing force.

9.2 The Parties will be entitled to a share of the assets (or their value) purchased jointly for the function calculated in accordance with the relevant contributions.

9.3 Police Officers and staff within the function will return to their host force.

9.4 The Parties shall act in good faith and provide each other with all reasonable assistance to facilitate a smooth dissolution of the function to ensure continuity of service in both force areas.

SECTION 10: INDEMNITY

10.1 Each Party shall indemnify and keep indemnified the other Parties to this Agreement against all losses, claims, damages, costs, charges, uninsured liabilities, demands or proceedings incurred or brought as a result of its, or its officers, employees', servants', agents' and staff's, negligence, wilful misconduct and/or breach of its obligations under this agreement.

SECTION 11: AUDIT AND INSPECTION

11.1 Without prejudice to the operational independence of the Chief Constables and subject to the disclosure and security of information being managed on a 'need to know' basis:

- i) An internal audit / inspection can be commissioned by any of the Parties and any findings will be shared, with the Chief Constables and the Policing Body.
- ii) Records maintained by all Parties in respect of the function will be accessible to internal audit from the other Parties.
- iii) The function may also be subject to external audit/inspection, for instance by HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The HJSOC will ensure that any findings are shared with the Parties and that appropriate action planning takes place.
- iv) Costs relating to internal audit will be shared in accordance with Section 16.1.

SECTION 12: REVIEW

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- 12.1 The Parties are under a duty to keep under consideration the ways in which the collaboration functions could be exercised to improve efficiency or effectiveness (SS 22B and 22C Police Act 1996 as amended).
- 12.2 This Agreement and the collaboration of the function shall be reviewed by 31 August 2023 (the “initial review”) and every 2 years thereafter, or earlier by agreement of the Parties.
- 12.3 The method and purpose of the review process is to ensure that the function is operating effectively in line with the objectives set by the relevant Parties, providing value for money and a high quality service. This will include an assessment as to whether strategic objectives are being met; the perceived benefits are being realised; or whether there would appear to be a better way of providing the service.
- 12.4 Performance monitoring is in place for the function and is reviewed on a regular basis by JSC&CC&JSOCPB, with any exceptional issues being raised to the JCOT. A full review may also be commissioned if there are felt to be significant failings in the function or service provided or any incident or series of incidents arises which gives the relevant Parties cause for concern. Reviews may be commissioned by the HJSOC, JCOT or following external review of the service, such as by HMICFRS.
- 12.5 Such reviews are without prejudice to any performance monitoring of the function that either Policing Body may wish to undertake from time to time either jointly or individually.

SECTION 13: AMENDMENT TO AGREEMENT

- 13.1 Without prejudice to the power of the Secretary of State to prohibit the variation of an Agreement under S23G (4) of the Act, the terms of the Agreement may be altered by agreement between the Parties.
- 13.2 Save for those sections of this Agreement where it is expressly stated to the contrary, any variation to this Agreement will constitute the termination of the agreement and an agreement of a new one.
- 13.3 Variation to the Agreement will be made where directed by the Secretary of State under S23G(4) of the Act.

SECTION 14: EXTENT OF AGREEMENT

- 14.1 Where the Agreement does not deal with an issue pertinent to the conduct or management of the function, it shall be agreed by the Parties.

SECTION 15: INSURANCE AND LIABILITY

- 15.1 Each party will follow the Norfolk and Suffolk Insurance and Liability Protocol.
- 15.2 Subject to the indemnity set out in paragraph 10 above, each Party will remain liable, in accordance with the law, for the acts and omissions of its own officers and staff. Where the acts or omissions of officers or staff result from actions or operations directed by the HJSOC, liability for those actions will lie with the HJSOC’s appointing Chief Constable.

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15.3 All complaints, grievances or conduct issues raised by or against officers or staff working within the function will be dealt with by their employing/appointing Chief Constables (unless otherwise agreed by the Chief Constables).

SECTION 16: SHARING OF COSTS AND SAVINGS

16.1 Savings and costs associated with staff, officers, on-costs and non-pay expenditure, which provides for the running of the function, and which have been agreed as part of the shared budgetary arrangements determined by the Chief Constables, will be apportioned based upon Net Revenue Expenditure (NRE) in any given year.

16.2 NRE will be calculated to 1 decimal place.

SECTION 17: DISPUTES AND ARBITRATION

17.1 Any disputes arising from the interpretation of the Agreement shall initially and immediately be dealt with by the Parties.

17.2 If the matter cannot be arbitrated and resolved locally by the Parties, it will be referred:

- (i) In cases involving the Chief Constables only, to an Arbitrator appointed by JCOT – anticipated to be HMICFRS.
- (ii) In cases involving the Policing Bodies only, to an Arbitrator appointed by the agreement of the Policing Bodies – anticipated to be the Association of Policing and Crime Chief Executives (APACE).
- (iii) In cases involving the Chief Constables and the Policing Bodies, to an Arbitrator appointed by the Parties – anticipated to be the Home Office.

SECTION 18: FREEDOM OF INFORMATION REQUESTS

18.1 Freedom of Information requests relating to the conduct of the JSOC will be dealt with by the Chief Constables in accordance with the Norfolk and Suffolk Collaboration Information Management Protocol.

SECTION 19: DATA PROTECTION

19.1 Each Party will be responsible for ensuring compliance with the Data Protection legislation in regard to the processing of data and will comply with the Norfolk and Suffolk Collaboration Information Management Protocol. This includes the provision and sharing of data for use by the function and for data which is created by the function.

SECTION 20: LEGAL COMPLIANCE

20.1 The Parties are responsible for ensuring that they comply with their statutory duties in regard to the officers and staff working in the function, in particular in regard to the

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protection afforded by the Public Interest Disclosure Act 1998, discrimination legislation, Health and Safety etc.

SECTION 21: STAFF AND ESTABLISHMENT

- 21.1 The function will be staffed by Officers and Staff from Norfolk and Suffolk Constabularies and will be managed by the HJSOC.
- 21.2 The function will have an agreed establishment, to be filled by officers and/or staff from Norfolk and Suffolk Constabularies in accordance with the specific circumstances of the function. Any established post may be occupied by officers/staff from either Constabulary as it becomes vacant thereafter. The agreed establishment for each Constabulary will be retained, but the strength may vary from time to time depending upon who fills the post.
- 21.3 Existing staff and police officers who work within the function and/or for the HJSOC, from each Constabulary, shall continue as employees and officers of the original employing Policing Body/Constabulary irrespective of their place of work. Their pay, welfare, pensions, terms and conditions and all other respective employment and service matters shall remain the responsibility of the original Policing Body/Chief Constable.
- 21.4 New staff appointed to work within the function or for the HJSOC after its creation, who were already employed or appointed to one party prior to this agreement, shall continue as employees and members of the original employing Policing Body/Constabulary irrespective of their place of work. Their pay, welfare, pensions, terms and conditions and all other respective employment and service matters shall remain the responsibility of the original Policing Body/Chief Constable.
- 21.5 New staff appointed to the function from outside either force will be employed/appointed by one party and will be treated at all times as if they had been transferred into the function in accordance with section 21.3 above. The Chief Constables will agree which force will be the lead force for the recruitment of personnel under this section.
- 21.6 Joint policies are being implemented and will be followed by all staff and officers in both forces. The Chief Constables will continue to explore further, ongoing opportunities for the adoption of common policies and procedures in respect of all working practices in the function including the full implementation of common standards for officers and staff. For areas where joint policies have not yet been agreed, officers and staff will comply with the policies in place within their Home force and instructions from the HJSOC, provided those instructions are not inconsistent with the staff member's or officer's Home Force policy or contract of employment, or the relevant joint Norfolk and Suffolk Policy in place.
- 21.7 Where an Agreement is terminated under section 8, the cost of redundancy resulting from the termination of the Agreement and the redeployment of staff or officers transferred to the function under sections 21.3, 21.4 or 21.5 will be shared between the Chief Constables by agreement on a case by case basis.

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21.8 Police Officers of the rank of Superintendent and above will be appointed into a joint function by a joint panel on the basis of merit alone.

SECTION 22: GOVERNANCE

22.1 The Police & Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies have agreed a governance structure which underpins the partnership.

22.2 Policing Bodies have established a forum called the Norfolk and Suffolk Collaboration Panel for the purpose of considering issues of mutual interest and to discharge the governance responsibilities of the Policing Bodies in relation to collaboration between them. This purpose is without prejudice to the powers of the Policing Bodies to discharge their statutory responsibilities in relation to collaboration in any other way as they see fit. The Panel is not a decision-making body and any decisions that are required and which flow from the business of the Panel will require to be taken through the Policing Bodies own individual decision-making machinery. The Panel arrangement may be varied at any time with the agreement of the Policing Bodies.

SECTION 23: JOINT CHIEF OFFICER TEAM (JCOT)

23.1 The affairs, business and decision making of the Chief Constables shall be managed through JCOT.

23.2 JCOT is established to assist the management of the Norfolk and Suffolk Constabularies' collaboration programme.

23.3 JCOT will resolve any high level strategic service delivery issues which cannot be resolved through line management arrangements.

23.4 JCOT will oversee the development and delivery of the collaboration programme between Norfolk and Suffolk.

23.5 The Terms of Reference for JCOT are attached at Appendix A.

SECTION 24: JSC&CC&JSOC PERFORMANCE BOARD

24.1 A Joint JSOC and JSC&CC Performance Board (JSC&CC&JSOCPB) chaired by the PL will oversee the implementation, delivery and performance of the JSOC.

24.2 The terms of reference for the JSC&CC&JSOCPB are attached at Appendix B.

24.3 The HJSOC will report into the JSC&CC&JSOCPB regarding the performance and delivery of the joint function.

SECTION 25: JOINT HEAD OF JSOC

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- 25.1 The Parties have agreed to appoint a Head of the Joint function who will be responsible and accountable for the delivery of the function on behalf of both forces.
- 25.2 The HJSOC's terms of reference is attached at Appendix D.
- 25.3 The HJSOC will report into the JSC&CC&JSOC regarding the performance and delivery of the joint function.
- 25.4 The HJSOC will report directly to the PL with responsibility for function in regard to the management of the function and its performance and delivery.
- 25.5 The HJSOC will be the line manager for the Heads of the Units that comprise the Function.
- 25.6 The HJSOC will be responsible and accountable for the implementation, delivery, performance, management and proper conduct of the function.

SECTION 26: DIRECTION AND CONTROL and COMMAND AND CONTROL

- 26.1 Chief Constables will retain legal direction and control and thus liability for their respective officers and staff working within the function and for the conduct of the function's business in their area. For the avoidance of doubt, this includes the HJSOC and his/her officers and support staff.
- 26.2 The officers and staff working within the function are hereby required, by their appointing Chief Constable, to work to the instruction of the HJSOC. For the avoidance of doubt, this will include all supervisors and managers working to the instruction of the HJSOC.
- 26.3 Where, as a result of undertaking the functions contained within the Command, Officers and staff within the Function are required to direct, manage or require the support of officers and staff from both forces who work outside of the Command, the directed officers and staff will comply with the lawful instructions of the officers and/or staff from the Function.

SECTION 27: HEALTH AND SAFETY

- 27.1 The Chief Constables are liable in law for the health and safety of their officers and employees.
- 27.2 Each Chief Constable will be responsible for ensuring the health and safety of their officers and staff working in the function.
- 27.3 The HJSOC will be responsible for ensuring that all appropriate risk assessments for the function have been carried out, are up to date and are complied with.
- 27.4 The Chief Constables have adopted a joint Health and Safety (H&S) Policy. Joint H&S Risk assessments are also in place for the majority of activities/business areas across both forces. If a joint H&S Risk assessment is not in place, the single force H&S Risk assessment of the staff/officers employing/appointing force will be applied/followed.

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SECTION 28: VETTING

- 28.1 All staff and officers seeking access to Parties' systems or information will be vetted to the level required by the Party owning the system or information and in accordance with the joint vetting regime. Persons failing vetting will not be permitted to access the systems or information.
- 28.2 The Chief Constables have agreed a joint vetting regime for the vetting of staff and officers.

SECTION 29: INFORMATION MANAGEMENT

- 29.1 Information created by the function will be shared equally by the Chief Constables.
- 29.2 Staff and Officers of both forces will operate in accordance with the Norfolk and Suffolk Collaboration Information Management Protocol and joint policies on Information Management.

SECTION 30: POLICIES AND PROCEDURE

- 30.1 The Chief Constables will work together to ensure that their policies and procedures relevant to the function are reviewed and, over time, they achieve common policies. Where joint policies are not in existence/have yet to be agreed clear guidance will be given to staff as to which force or national policy should be applied. Generally, this will mean officers and staff will follow their own Constabulary policies until joint policies are agreed.

SECTION 31: DISCIPLINE

- 31.1 All complaints, grievances and conduct issues raised against the HJSOC or officers or staff working within the function, will be dealt with by their employing/appointing Chief Constable (unless otherwise agreed) in accordance with their respective Professional Standards policies/procedures and respective force HR policies/procedures or, where in place, the joint Norfolk and Suffolk Professional Standards policies and procedures, and the joint Norfolk and Suffolk HR policies and procedures.
- 31.2 The Chief Constables will continue to progress the programme of creation, alignment and implementation of joint Norfolk and Suffolk policies and procedures across all areas within the joint Professional Standards Department and the joint HR Department relating to the handling of complaints, grievances and conduct issues. The ongoing development of joint Norfolk and Suffolk policies and procedures will continue with the full agreement of both Chief Constables.
- 31.3 For the purposes of police conduct and performance procedures, and to the extent permitted by the respective Regulations, the 'Appropriate Authority's (AA) responsibility is delegated by the chief officer in accordance with the Scheme of Delegation approved by both Chief Officers.

The AA for a person serving with the police is:

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- For a chief officer or an acting chief officer, the local policing body for the area of the police force of which the officer is a member; or
- In any other case, the chief officer with direction and control over the person serving with the police.

SECTION 32: SUPPORT SERVICES

- 32.1 The HJSOC will be given support from a range of supplying and support departments to ensure efficient functioning. Where support departments are joint, the support service will be provided by the joint department. Pending the creation of joint support departments, for routine matters, unless otherwise agreed, support will normally be provided by the support department of the same Constabulary as the person within the function seeking such support.
- 32.2 For more substantive issues, the HJSOC, in conjunction with the support departments, will identify a lead department in either Norfolk or Suffolk and a single point of contact. As a general principle, joint support departments will not 'cross charge' the cost of their services to the function unless otherwise agreed by the PL.
- 32.3 Where it is desirable, a memorandum of understanding (MOU) will be entered into for the provision of support services to the function. Performance against any MOUs will be monitored by the HJSOC or persons nominated by him/her and the Heads of the relevant support/supplying departments.

SECTION 33: BUDGET

- 33.1 Without prejudice to the Policing Bodies' role in budgetary matters, the budget for the HJSOC and for the running of the function will be identified by the Chief Constables.
- 33.2 Without prejudice to the right of the relevant Policing Body from time to time to set their own Financial Regulations and Contract Standing Orders, Norfolk and Suffolk Constabularies currently work to the harmonised Financial Regulations and Contract Standing Orders approved by the relevant Policing Body.
- 33.3 Without prejudice to the right of the relevant Policing Body from time to time to alter their arrangements, It is the intention of the parties to move towards harmonisation of Policing Bodies' and Constabularies' Financial Policies, and other governing instruments of the Norfolk and Suffolk Policing Bodies.
- 33.4 The HJSOC will be the responsible budget holder for the function and will comply with the Financial Regulations, Contract Standing Orders, and Financial Policies of the Parties. The HJSOC may devolve operational management of the budget to Unit Heads within the Department, subject to the direction of the relevant Assistant Chief Officer (ACO) for constabulary purposes and subject to financial management ground rules and guidance issued from time to time. The HJSOC will be responsible for securing value for money in the operation of the collaborative function and shall secure that the staff and officers in the Unit obtain good value for money in exercising their functions. To further this aim, the Parties have implemented a common Enterprise Resource Planning (ERP) system across both Constabularies.

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- 33.5 Norfolk and Suffolk Policing Bodies will require, year on year, to be advised of the resourcing requirements (including any savings and their proposed reinvestment) for the HJSOC role and for the delivery of the service provided by the function in order that the two Bodies are able to consider the resourcing requirement in determining their annual budgets. In this context the word “consider” means to exercise executive decision-making capacity.
- 33.6 Norfolk and Suffolk Constabularies will each account for their costs and these will be aggregated by the Collaboration Finance lead. A joint budget statement for the function will be accessed through the ERP self-service by the HJSOC and monitored by the JSC&CC&JSOCPB.
- 33.7 Finance will, on a monthly basis, apportion the total costs in accordance with the agreed cost share and issue a balancing invoice to the appropriate Constabulary. Invoices will be paid within one month of receipt.

SECTION 34: PROCUREMENT

- 34.1 Norfolk and Suffolk Constabularies have a common Procurement Policy in respect of the procurement of all relevant goods, works and services, including information and communication technology. It is currently consistent with the Financial Regulations, Contract Standing Orders and other governing instruments of the Norfolk and Suffolk Policing Bodies.
- 34.2 The HJSOC will apply the Procurement Policy as adopted by Norfolk and Suffolk as varied from time to time and will ensure this policy is followed by officers and/or staff.
- 34.3 Where contractual arrangements are entered into, on the basis of an allocated budget being made available for and on behalf of the function any liabilities for those arrangements will be shared by the Parties in the proportion set out at section 16.1 above.

SECTION 35: INTELLECTUAL PROPERTY RIGHTS

- 35.1 Intellectual property rights in any designs, works, written material etc. created by staff and officers within the function and as part of the work of the function will vest in the Chief Constables jointly. In the event of termination of this agreement, the rights will remain joint unless and until agreed by the Chief Constables in writing.

SECTION 36: ASSETS

- 36.1 Legal title to all vehicles, equipment and premises operated or used by the function shall remain with the providing Policing Body. Asset registers will be provided by the Chief Constables on the commencement date, as a record to be used in the event that such assets are sold or this agreement is terminated. A joint asset inventory will continue be maintained by the HJSOC.
- 36.2 Unless agreed otherwise by the Policing Bodies, new equipment acquired on or after the commencement date will be purchased by a lead party on behalf of the function.

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Ownership of the asset will remain with the purchasing Policing Body. Revenue costs associated with the asset, where specifically agreed by the parties, will be shared in accordance with section 16.1. Where the cost of the asset is such that it is required by the Financial Regulations of any of the Policing Bodies to be recorded in the Asset Register then it will be so recorded in the Asset Register maintained by the purchasing Policing Body.

- 36.3 Each Policing Body consents to its vehicles, premises and equipment, being used for the effective discharge of the day-to-day functions and responsibilities of the function as considered necessary by HJSOC.
- 36.4 In the event that this Agreement is terminated, the assets provided to the function under section 36.1, will be retained by the owning Policing Body. Where assets are purchased under section 36.2, the joint assets will be valued and the value shared out in accordance with Section 16.1 of the Agreement.
- 36.5 The Chief Constables are responsible for the maintenance of asset registers for property owned by their force/Policing Body. Where Chief Constables/Policing Bodies provide assets, to be used by the function; a joint asset inventory will be maintained by the HJSOC. The inventory will clearly identify the owner of the assets listed in it.

SECTION 37: PREMISES

- 37.1 The function will be based within premises provided by Norfolk and Suffolk Policing Bodies.
- 37.2 Where additional premises are required for the use of the function, the provision, costs and sourcing of those premises will be agreed and provided by the Policing Bodies as guided by the Chief Constables.

SECTION 38: DESIGNATION OF POWERS

- 38.1 In accordance with, and subject to, the terms of S23AA of the Police Act 1996 (as from time to time amended), the Chief Constables agree that staff employed by one Chief Constable who work within the function, and who are designated in accordance with S38 Police Reform Act 2002 by their employing Chief Constable, are hereby permitted to use those designated powers on behalf of the non-employing Chief Constable in either force area provided that the designated staff will not exercise their designated powers on behalf of the non-employing Chief Constable unless and until they have been designated by the non-employing Chief Constable in accordance with the terms of section 38B Police Reform Act 2002 (as amended).
- 38.2 The functions which the designated persons are permitted by this Agreement to discharge for the non-employing Chief Constable and any restrictions or conditions on those permissions are set out in Appendix F.

SECTION 39: RIPA AND THE POLICE ACT 1997

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- 39.1 The Chief Constables and Policing Bodies for the Eastern Region and Kent have entered into a collaboration agreement to enable, subject to the terms of that agreement and applicable statutes, cross border authorisations under RIPA and IPA to be undertaken by and for the member forces ('RIPA / IPA S22A'). The Parties to this agreement are signed up to the RIPA / IPA S22A.
- 39.2 The terms of the RIPA / IPA S22A enable the Parties to this agreement to undertake authorisations for the other subject to compliance with the terms of the S22A and the applicable legislation.

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SECTION 40: SIGNATORIES TO THE AGREEMENT

Police Force	Chief Constable	Signature	Date
Norfolk Constabulary	Paul Sanford		
Suffolk Constabulary	Rachel Kearton		

Office of Police & Crime Commissioner	Chief Executive	Signature	Date
Norfolk	Mark Stokes		
Suffolk	Darren Horsman		

SCHEDULE A

JOINT SPECIALIST OPERATIONS COMMAND PORTFOLIO LEAD

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION A1 NPCC PORTFOLIO LEAD (PL)

A1.1 The function will be overseen by a NPCC Portfolio Lead (PL) nominated by the Chief Constables in consultation with the Policing Bodies. The role will be undertaken by the Joint Assistant Chief Constable – Specialist Crime and Capabilities and Specialist Operations Commands.

SECTION A2 RESPONSIBILITY FOR DAY TO DAY MANAGEMENT OF THE JOINT SPECIALIST OPERATIONS COMMAND PORTFOLIO

A2.1 A structure chart showing the line management structure of the function is set out in Appendix E. This structure can be changed with the agreement of both Chief Constables and without any such change being a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.

A2.2 Officers and staff working within the JSOC are hereby required by their appointing Chief Constable to work to the instruction of the PL and the Head of Joint Specialist Operations Command (HJSOC).

A2.3 The PL has direct line management for the HJSOC.

A2.4 The PL will chair the JSC&CC&JSOCPB and review the performance of the Command.

A2.5 The PL will be responsible for the oversight of the health and safety of the officers and staff working in the JSOC and for ensuring that all appropriate risk assessments for the JSOC have been carried out, are up to date and are complied with.

A2.6 The PL will be provided with administrative support from Executive Services.

SECTION A3: RESOLUTION OF DISPUTES

A3.1 Any disputes arising from the day to day management of the function shall initially and immediately be escalated to the PL.

A3.2 If the matter cannot be resolved by the PL it will be referred:

- (i) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
- (ii) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT

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A3.3 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated this will be HMICFRS.

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SCHEDULE B

JOINT SPECIALIST OPERATIONS COMMAND

MANAGEMENT OF THE JOINT SPECIALIST OPERATIONS COMMAND

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION B1 HEAD OF JOINT SPECIALIST OPERATIONS COMMAND

- B1.1 The function will be headed by a Chief Superintendent known as the HJSOC. The Terms of Reference for the HJSOC are attached at Appendix D.
- B1.2 The HJSOC will report to the PL in regard to the management, performance and delivery of the function.
- B1.3 A JSC&CC&JSOCPB will be chaired by the PL who will also oversee the performance and delivery of the function.
- B1.4 The HJSOC will be responsible and accountable for the management and delivery of the function on behalf of the Chief Constables.
- B1.5 In conjunction with the strategic direction of the Chief Constables, and with the HJSOC's PL to whom they report, the HJSOC is responsible for the development of the standard operating procedures for the function. The standard operating procedures are not part of this Agreement and as such may be varied from time to time by the HJSOC.

SECTION B2 SENIOR LEADERSHIP TEAM (SLT)

- B2.1 The function's SLT will consist of the HJSOC and the heads of the Units which comprise the function.
- B2.3 The SLT will be supported by an administrative function where appropriate and/or available.

SECTION B3 RESPONSIBILITY FOR DAY-TO-DAY MANAGEMENT OF THE JOINT SPECIALIST OPERATIONS COMMAND

- B3.1 A structure chart showing the line management structure of the function is set out in Appendix E. This structure can be changed with the agreement of both Chief Constables and without any such change being a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.
- B3.2 The HJSOC will have day-to-day management responsibility for the function. The HJSOC will be accountable for the delivery of the joint service in accordance with the strategic direction set by the PL and the JSC&CC&JSOCPB.

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- B3.3 Officers and staff working within the function are hereby required by their appointing Chief Constable to work to the instruction of the HJSOC.
- B3.4 The HJSOC has line management responsibility for the Heads of the Units that comprise the Function and for any other post holder within the function as determined by the HJSOC.
- B3.5 A JSC&CC&JSOCPB chaired by the PL will oversee the performance and delivery of that Function.
- B3.6 The HJSOC will be responsible for the health and safety of the officers and staff working in the function and for ensuring that all appropriate risk assessments for the function have been carried out, are up to date and are complied with.

SECTION B4: RESOLUTION OF DISPUTES

- B4.1 Any disputes arising from the day-to-day management of the function shall initially and immediately be dealt with by the HJSOC.
- B4.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL for function.
- B4.3 If the matter cannot be resolved by the PL, it will be referred:
 - (iii) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
 - (iv) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT
- B4.4 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated this will be HMICFRS.

SECTION B5: ASSETS

- B5.1 The HJSOC will be responsible for the maintenance of an assets register for property to be used by the function. The inventory will clearly identify the assets and the owner of the assets listed in it.

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SCHEDULE C

CRIMINAL JUSTICE SERVICES (CJS)

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION C1 CRIMINAL JUSTICE SERVICES FUNCTION

- C1.1 Criminal Justice Services are responsible for providing criminal justice support jointly to Norfolk and Suffolk Constabularies. Working with the Crown Prosecution Service, His Majesty's Courts and Tribunal Service and other key partners across the two counties, the team ensures the continued delivery of timely and proportionate justice outcomes that are valued by victims of crime and provide protection and reassurance to the communities they serve.
- C1.2 Criminal Justice Services is formed of specialised teams comprising Crime, Traffic and Out of Court Diversion.

SECTION C2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF CRIMINAL JUSTICE SERVICES

- C2.1 A structure chart showing the position of CJS within the line management structure of the function is set out in Appendix E. The structure may be changed with the agreement of the PL. Any change will not constitute a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.
- C2.2 A Head of CJS (HCJS) will be appointed. The HCJS will have day-to-day management responsibility for CJS and will report to the HJSOC. The Terms of Reference of the for the HCJS will be determined by the HJSOC in conjunction with the PL provided that, where any term materially alters the nature of the collaboration, a formal variation to this Agreement will be required.
- C2.3 The Terms of Reference for CJS will be determined by the HJSOC and approved by the JSC&CC&JSOCPB. The HCJS will be responsible for the delivery of the joint service in accordance with the strategic direction set by the HJSOC.
- C2.4 The HCJS, in conjunction with the HJSOC, will develop and implement standard operating procedures for the conduct of the Unit.
- C2.5 Officers and staff working within the CJS are hereby required by their appointing Chief Constable to work to the instruction of the HCJS and HJSOC.
- C2.6 The HCJS has direct line management responsibility for staff working in the CJS.
- C2.7 The HCJS will report directly to the HJSOC.

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C2.8 The HCJS will be responsible for the health and safety of officers and staff working in the CJS and for ensuring that all appropriate risk assessments have been carried out, are up to date and are complied with.

SECTION C3: RESOLUTION OF DISPUTES

C3.1 Any disputes arising from the day-to-day management of CJS shall initially and immediately be dealt with by the HCJS and, if not resolved, by HJSOC.

C3.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL.

C3.3 If the matter cannot be resolved by the PL, it will be referred:

- (v) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
- (vi) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT

C3.4 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated that the Arbitrator will be HMICFRS.

SECTION C4: ASSETS

C4.1 The HCJS will be responsible for the maintenance of an assets register for property to be used by the CJS. The inventory will clearly identify the assets and owners of the assets listed in it.

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SCHEDULE D

PERFORMANCE AND REFORM

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION D1 PERFORMANCE AND REFORM FUNCTION

D1.1 Performance and Reform are responsible for managing a complex change portfolio across the JS space, driving transformation projects with a focus on increasing value and efficiency through digitisation. The evolution of the team will see performance added to their remit. In this capacity, the team will enhance and improve reporting and monitoring mechanisms across the JSOC, ensuring that data is used to inform decisions, making this a truly evidence led department.

SECTION D2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF THE PERFORMANCE AND REFORM FUNCTION

D2.1 A structure chart showing the position of P&R within the line management structure of the function is set out in Appendix E. The structure may be changed with the agreement of the PL. Any change will not constitute a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.

D2.2 A Head of P&R (HP&R) will be appointed. The HP&R will have day-to-day management responsibility for P&R and will report to the HP&R. The Terms of Reference of the for the HP&R will be determined by the HJSOC in conjunction with the PL provided that where any term materially alters the nature of the collaboration, a formal variation to this Agreement will be required.

D2.3 The Terms of Reference for P&R will be determined by the HJSOC and approved by the JSC&CC&JSOCPB. The HP&R will be responsible for the delivery of the joint service in accordance with the strategic direction set by the HJSOC.

D2.4 The HP&R, in conjunction with the HJSOC will develop and implement standard operating procedures for the conduct of the Unit.

D2.5 Officers and staff working within the P&R are hereby required by their appointing Chief Constable to work to the instruction of the HP&R and HJSOC.

D2.6 The HP&R has direct line management responsibility for staff working in the P&R.

D2.7 The HP&R will report directly to the HJSOC.

D2.8 The HP&R will be responsible for the health and safety of officers and staff working in the P&R and for ensuring that all appropriate risk assessments have been carried out, are up to date and are complied with.

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SECTION BD: RESOLUTION OF DISPUTES

- D3.1 Any disputes arising from the day-to-day management of P&R shall initially and immediately be dealt with by the HP&R and, if not resolved, by HJSOC.
- D3.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL.
- D3.3 If the matter cannot be resolved by the PL, it will be referred:
- (i) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
 - (ii) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT.
- D3.4 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated that the Arbitrator will be HMICFRS.

SECTION D4: ASSETS

- D4.1 The HP&R will be responsible for the maintenance of an assets register for property to be used by the P&R. The inventory will clearly identify the assets and owners of the assets listed in it.

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SCHEDULE E

UNIFORMED OPERATIONS (UO)

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION E1 UNIFORMED OPERATIONS FUNCTION

E1.1 Uniformed Operations are responsible for Roads and Armed Policing including training, deployments and governance for Firearms and Taser. They are similarly responsible for the Dog Section and Custody across Norfolk & Suffolk.

SECTION E2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF UNIFORMED OPERATIONS

E2.1 A structure chart showing the position of UO within the line management structure of the function is set out in Appendix E. The structure may be changed with the agreement of the PL. Any change will not constitute a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.

E2.2 A Head of UO (HUO) will be appointed. The HUO will have day-to-day management responsibility for UO and will report to the HJSOC. The Terms of Reference of the for the HUO will be determined by the HJSOC in conjunction with the PL provided that, where any term materially alters the nature of the collaboration, a formal variation to this Agreement will be required.

E2.3 The Terms of Reference for UO will be determined by the HJSOC and approved by the JSC&CC&JSOCPB. The HUO will be responsible for the delivery of the joint service in accordance with the strategic direction set by the HJSOC.

E2.4 The HUO, in conjunction with the HJSOC, will develop and implement standard operating procedures for the conduct of the Unit.

E2.5 Officers and staff working within the UO are hereby required by their appointing Chief Constable to work to the instruction of the HUO and HJSOC.

E2.6 The HUO has direct line management responsibility for staff working in the UO.

E2.7 The HUO will report directly to the HJSOC.

E2.8 The HUO will be responsible for the health and safety of officers and staff working in the UO and for ensuring that all appropriate risk assessments have been carried out, are up to date and are complied with.

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SECTION E3: RESOLUTION OF DISPUTES

E3.1 Any disputes arising from the day-to-day management of UO shall initially and immediately be dealt with by the HUO and, if not resolved, by HJSOC.

E3.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL.

E3.3 If the matter cannot be resolved by the PL, it will be referred:

- (i) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
- (ii) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT

E3.4 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated that the Arbitrator will be HMICFRS.

SECTION E4: ASSETS

E4.1 The HUO will be responsible for the maintenance of an assets register for property to be used by the UO. The inventory will clearly identify the assets and owners of the assets listed in it.

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SCHEDULE F

OPERATIONAL SUPPORT (OS)

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION F1 OPERATIONAL SUPPORT FUNCTION

F1.1 Operational Support are responsible for Firearms Licensing, Events, Operational and Emergency Planning, Athena Development, Custody Investigation and Investigation Management across Norfolk and Suffolk.

SECTION F2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF OPERATIONAL SUPPORT

F2.1 A structure chart showing the position of OS within the line management structure of the function is set out in Appendix E. The structure may be changed with the agreement of the PL. Any change will not constitute a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.

F2.2 A Head of OS (HOS) will be appointed. The HOS will have day-to-day management responsibility for OS and will report to the HJSOC. The Terms of Reference of the for the HOS will be determined by the HJSOC in conjunction with the PL provided that, where any term materially alters the nature of the collaboration, a formal variation to this Agreement will be required.

F2.3 The Terms of Reference for OS will be determined by the HJSOC and approved by the JSC&CC&JSOCPB. The HOS will be responsible for the delivery of the joint service in accordance with the strategic direction set by the HJSOC.

F2.4 The HOS, in conjunction with the HJSOC, will develop and implement standard operating procedures for the conduct of the Unit.

F2.5 Officers and staff working within the OS are hereby required by their appointing Chief Constable to work to the instruction of the HOS and HJSOC.

F2.6 The HOS has direct line management responsibility for staff working in OS.

F2.7 The HOS will report directly to the HJSOC.

F2.8 The HOS will be responsible for the health and safety of officers and staff working in the OS and for ensuring that all appropriate risk assessments have been carried out, are up to date and are complied with.

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SECTION F3: RESOLUTION OF DISPUTES

- F3.1 Any disputes arising from the day-to-day management of OS shall initially and immediately be dealt with by the HOS and, if not resolved, by HJSOC.
- F3.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL.
- F3.3 If the matter cannot be resolved by the PL, it will be referred:
- (i) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
 - (ii) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT
- F3.4 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated that the Arbitrator will be HMICFRS.

SECTION F4: ASSETS

- F4.1 The HOS will be responsible for the maintenance of an assets register for property to be used by the OS. The inventory will clearly identify the assets and owners of the assets listed in it.

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APPENDIX A

JOINT CHIEF OFFICER TEAM (JCOT) – TERMS OF REFERENCE

NORFOLK AND SUFFOLK COLLABORATION PROGRAMME GOVERNANCE

1 Purpose

- 1.1 The Joint Chief Officer Team (JCOT) meeting serves as the primary decision-making forum to review strategic policing priorities, assess operational/organisational effectiveness and address emerging challenges across Norfolk, Suffolk and Joint Space.
- 1.2 JCOT will have a greater emphasis on Joint Space strategy and priorities, including how joint functions enable local strategies and delivery plans.
- 1.3 JCOT will be a place for:
- Determining joint space strategy and priorities
 - Discussion and agreement about the future of the collaboration
 - Significant topics that impact on both forces
 - Agreeing any alignment and simplification of activity
 - Expressing challenge, escalating risk and collective problem solving
- 1.4 JCOT provides joint governance with an aim to facilitate assurance that the collaboration is delivering value and improving, providing a mechanism for improving the collaboration approach and outcomes, protecting against divergence in policy and practice (non-value added), whilst retaining sovereignty in agreed circumstances.

2 Membership

- 2.1 Membership comprises the following roles:
- CC Norfolk
 - CC Suffolk
 - DCC Norfolk
 - DCC Suffolk
 - ACC Norfolk
 - ACC Suffolk
 - ACC Joint
 - ACO Norfolk
 - ACO Suffolk
 - Director of ICT
 - Director of People
 - Director of Delivery Unit (Norfolk)
 - Director of Transformation
 - Head of SBOS
 - Head of Portfolio Management Office

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- 2.2 Minimum membership of the meeting to ensure a quorate is 4 Chief Officers and must include at least one Chief Constable and representation of Chief Officers from each force.
- 2.3 Deputies/substitutes are not required to attend unless addressing a specific agenda item and by prior agreement with the Chair.
- 2.4 Other key stakeholders may be invited from time to time – additional invites should be directed through the Portfolio Management Office (PMO) to ensure the relevant paperwork is shared in advance.

3 Frequency

- 3.1 Meetings will be held monthly, with additional sessions convened in response to urgent matters.
- 3.2 The meeting will be chaired by alternating Chief Constables.
- 3.3 Meetings will alternate between use of MS Teams and in person, at alternating HQ sites.

4 Governance

- 4.1 Decisions will be made through strategic discussions and consensus with the Chief Constables holding ultimate accountability. Governance will adhere to national policing policies, regulations, and ethical standards.
- 4.2 A typical agenda is shown at Appendix A1 below.
- 4.3 The meeting will be facilitated by the Portfolio Management Office (PMO). Papers and/or presentations shared at the meeting should utilise the standard templates which can be obtained through the PMO – links in Appendix A2 below
- 4.4 Papers and associated reading material will be shared with attendees no later than three working days before the meeting.
- 4.5 All meetings will be recorded, and an Action and Decision Log maintained to ensure accountability and follow-through on agreed decisions.
- 4.6 These Terms of Reference will be reviewed every 2 years to ensure they remain aligned with evolving policing strategies and organisational needs.

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Appendix A1 – Standard Agenda



Joint Chief Officer Team Meeting (JCOT)

Date xxx
 Time xxx (2.5 hrs)
 Location / MS Teams
 Chair – CC xxx

AGENDA

Item	Section	Owner	Timing	Content
1	Welcome <i>A&D Log</i>	Norfolk/Suffolk CC	10 min	Actions from the previous JCOT
2	Strategy & Planning	Norfolk ACO Finance & Support Services Suffolk ACO Finance & Support Services	45 min	Discuss processes for developing our strategy
3	Performance	Suffolk DCC	10 min	Updates including risk & issues
4	People	Director of People	10 min	Verbal update on plan for section
5	<i>Projects</i> <i>JTP</i>	Norfolk DCC Director of Transformation	20 min	<i>Project update at July meeting.</i> Update on JTP progress
6	Finance & Assets	Norfolk ACO Finance & Support Services	10 min	Review and discuss financial updates
7	AOB	Norfolk/Suffolk CC	5 mins	

Appendix A2 – templates for reports / presentations

Templates should be used for all submissions to JCOT and are available on the SBOS PMO intranet site or by contacting PMO@norfolk.police.uk

[Report Template](#)

[PowerPoint Template](#)

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APPENDIX B:

JOINT SPECIALIST CRIME AND CAPABILITIES AND JOINT SPECIALIST OPERATIONS COMMANDS PERFORMANCE BOARD

Arrangements for ToR and Agenda to be defined by the Board participants but should, as a matter of course, reflect the following:

Meeting Chair: PL for Joint Specialist Operations Command
In attendance: Head of Joint Specialist Operations Command
(+ SLT members as required)

Frequency: To be determined by the Chair

Primary Purpose: To oversee the implementation; delivery and ongoing performance of the collaborated function.

Objectives:

- Provision of a high quality service
- Strategic objectives met
- Benefits are being delivered
- Implementing change when better ways of providing the service are identified

To undertake periodic formal monitoring of the collaborated Joint Specialist Operations Command:

- First year – initial review
- Third year – periodic review
- Fifth year – periodic review and post agreement management report

To work toward the harmonisation of the collaborated function of the two forces ensuring common understanding and execution of activities. Specifically, (as stated within the agreement), to focus initial efforts on arrangements for a common approach to:

- Asset Registers
 - Audit and Inspection
 - Data Protection
 - Discipline
 - Freedom of Information
 - Governance
 - Health & Safety
 - Information Management – including Data Protection, Freedom of Information, Records Management, Information Security and Information Disclosure and Compliance
 - Policies and Procedures
 - Vetting
- (this list is not exhaustive)*

To facilitate and undertake internal and external audit and inspection of collaborated functions thereby improving our understanding and outputs achieved.

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APPENDIX C:

OPERATING TERMS OF REFERENCE:

The HJSOC is responsible for the management of all functions that are connected with the Joint Specialist Operations Command

JOINT SPECIALIST OPERATIONS COMMAND	
Section:	Joint Specialist Operations Command
Head of Joint Specialist Operations Command including Senior Leadership Team	<ul style="list-style-type: none"> • Provide strategic direction in accordance with the requirements of the PL and JSC&CC&JSOCPB • Line manage Unit Heads through SLT • Implement the Joint Specialist Operations Command • Deliver joint strategic objectives • Maintain agreed Performance levels • Resolve internal disputes • Work toward Joint Policy Documentation • Manage the joint Budget • Ensure compliance with legislative requirements
Criminal Justice Services	<ul style="list-style-type: none"> • Provide criminal justice support jointly to Norfolk and Suffolk Constabularies • Work with the Crown Prosecution Service, His Majesty's Courts and Tribunal Service and other key partners across the two counties • Ensure the continued delivery of justice outcomes that are valued by victims of crime and provide protection and reassurance to the communities they serve • Comprised of specialised teams covering Crime, Traffic and Out of Court Diversion
Performance and Reform	<ul style="list-style-type: none"> • Managing a complex change portfolio across the JJS space • Driving transformation projects with a focus on increasing value and efficiency through digitisation • Enhancing performance reporting and monitoring across JJS to support evidence-led decision making.
Uniformed Operations	<ul style="list-style-type: none"> • Roads and Armed Policing including training, deployments and governance for Firearms and Taser • Dog Section • Custody
Operational Support	<ul style="list-style-type: none"> • Firearms Licensing

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	<ul style="list-style-type: none"> • Events • Operational and Emergency Planning • Athena Development • Custody Investigation • Investigation Management
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APPENDIX D:

TERMS OF REFERENCE:

HEAD OF JOINT SPECIALIST OPERATIONS COMMAND

JOINT SPECIALIST OPERATIONS COMMAND

- Provide strategic direction in accordance with the requirements of the PL and **JSC&CC&JSOCPB**
- Line manage Unit Heads through SLT
- Implement the Joint Specialist Operations Command
- Deliver Joint strategic objectives
- Maintain agreed performance levels
- Resolve internal disputes
- Work towards Joint Policy Documentation
- Manage the Joint Budget
- Ensure compliance with legislative requirements

JOB DESCRIPTION:

HEAD OF JOINT SPECIALIST OPERATIONS COMMAND

Principal purpose of the role

The appointed Head of the Joint Specialist Operations Command will be responsible for management of the Joint Specialist Operations Command Department in both forces, comprising Criminal Justice Services, Performance and Reform, Uniformed Operations and Operational Support functions.

The Head of the Joint Specialist Operations Command will be responsible for the planning for, the transition to, and the implementation of a fully integrated Joint Specialist Operations Command in accordance with an approved implementation plan and subject to the direction of the Joint Assistant Chief Constable – Joint Operations Command.

Main activities of the role

The Head of the Joint Specialist Operations Command will:

- Be a single point of reference for delivery of the Joint Specialist Operations Command functions to both Norfolk and Suffolk Constabularies.
- Be responsible for the line management of all Joint Specialist Operations Command officers and police staff in both Forces from the time of their appointment.
- Be accountable for delivering the service requirements of the Joint Specialist Operations Command functions between Norfolk and Suffolk Constabularies.
- Be responsible, through the delegated authority of the relevant Chief Constable for the direction and control of all Joint Specialist Operations Command personnel and, once

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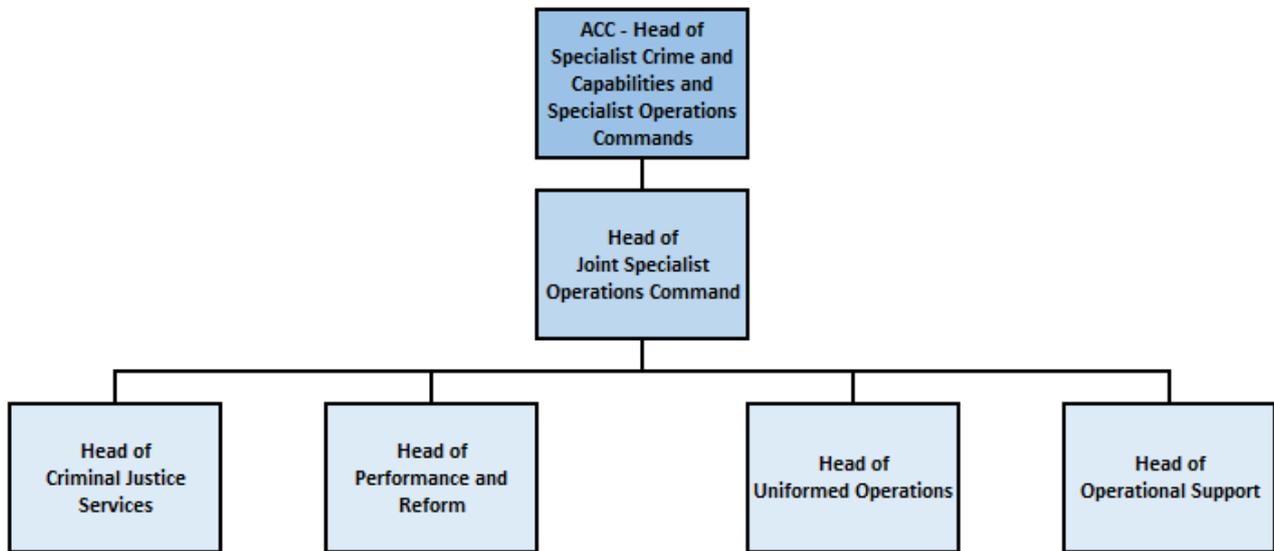
established, the personnel within the Joint Specialist Operations Command. (The Chief Constables agree to direct their staff and officers to comply with the instructions of the Head of the Joint Specialist Operations Command.)

- Be responsible for improving the Joint Specialist Operations Command capacity, resilience and service across the two constabularies.
- Be accountable for the implementation and delivery of the joint service in accordance with the strategic direction set by the Joint Assistant Chief Constable – Joint Operations Command via a joint service delivery board.
- Be responsible for ensuring compliance with relevant employment legislation, Police Regulations, and policies and procedures in place within each Constabulary.
- Be responsible for ensuring compliance with the agreed Norfolk and Suffolk policy for dealing with complaints, grievances and conduct issues which might arise as a result of joint working. All complaints, grievances and conduct issues raised by or against officers or staff working within the Joint Specialist Operations Command will be dealt with in accordance with the agreed policy.

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APPENDIX E:

STRUCTURE CHART: JOINT SPECIALIST OPERATIONS COMMAND



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POLICE

NORFOLK & SUFFOLK

working together for you



Subject	Joint Specialist Crime and Capabilities Command
Date	2 December 2025
PREPARED BY	G Oliver
COMMISSIONED BY	Head of Strategic Business and Operational Services
PURPOSE	Realignment of existing Agreement

Police Force and Policing Body Collaborative Service Agreement

For the Provision of a Joint Specialist Crime and Capabilities Command

Collaborating Partners:

- The Chief Constable of the Suffolk Constabulary
- The Chief Constable of the Norfolk Constabulary
- Norfolk OPCC
- Suffolk OPCC

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Schedule A Joint Specialist Crime and Capabilities Command Portfolio Lead

- A1 NPCC Portfolio Lead
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- B4 Resolution of Disputes
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Schedule C Specialist Crime and Intelligence

- C1 Unit Function
- C2 Responsibility for day-to-day Management of Specialist Crime and Intelligence
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- C4 Assets

Schedule D Major Investigations

- D1 Unit Function
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- D3 Resolution of disputes
- D4 Assets

Schedule E Forensic Services

- E1 Unit Function
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- E3 Resolution of disputes
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Schedule F Covert and Investigation Support

- F1 Unit Function
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- F3 Resolution of disputes
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Schedule G Quality Management

- G1 Unit Function
- G2 Responsibility for day-to-day Management of Quality Management
- G3 Resolution of disputes
- G4 Assets

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Appendices:

- A Terms of Reference – Joint Chief Officer Team**
- B Terms of Reference – Joint Specialist Crime and Capabilities and Joint Specialist Operations Commands Performance Monitoring Board**
- C Operating Terms of Reference – Joint Specialist Crime and Capabilities Command**
- D Terms of Reference – Joint Head of Joint Specialist Crime and Capabilities Command**
- E Structure Chart – Joint Specialist Crime and Capabilities Command**
- F Designated Powers**

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THIS AGREEMENT is made on is made on the date of the last signature in Section 40 of this Agreement and will commence on 1 April 2023.

BETWEEN

1. The Chief Constable of the Suffolk Constabulary, Martlesham Heath, Ipswich, Suffolk IP5 3QS
2. The Chief Constable of the Norfolk Constabulary, Jubilee House, Falconers Chase, Wymondham, Norfolk NR18 0WW.
3. The Police and Crime Commissioner for Suffolk, Martlesham Heath, Ipswich, Suffolk IP5 3QS
4. The Police and Crime Commissioner for Norfolk, Jubilee House, Falconers Chase, Wymondham, Norfolk NR18 0WW.

IT IS AGREED

SECTION 1: INTRODUCTION AND LEGAL CONTEXT

1.1 Sections 22A and S23 Police Act 1996 (as amended) (“The Act”) enable the Chief Officers of one or more police forces and two or more policing bodies to make an Agreement relating to:

- the discharge of functions of the members of the Chief Officer’s forces (“**force collaboration provision**”) and for such other provision as shall be referred to in this agreement. “Functions” comprise all and any of the powers and duties of police forces, and/or
- the provision about support by a policing body for the police force which another policing body is responsible for maintaining (“**policing body and force collaboration provision**”). “Support” includes the provision of premises, equipment, staff, services and facilities.

Provided that:

- the Chief Officers think that such an agreement is in the interests of the efficiency or effectiveness of one or more police forces, and
- the policing bodies think that the agreement is in the interests of the efficiency and effectiveness of one of or more policing bodies or police forces.

1.2 For the purposes of the above, this agreement includes both force collaboration provision and policing body and force collaboration provision.

1.3 The terms of this general agreement are to be read in conjunction with the legislation and the Statutory Guidance on Police Collaboration.

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SECTION 2: DEFINITIONS

In this General Agreement the terms below have the following meanings:

- 2.1 **Chief Constables** – The Chief Constables of Norfolk and Suffolk Constabularies.
- 2.2 **Policing Bodies** – Norfolk and Suffolk Police and Crime Commissioners.
- 2.3 **Joint Chief Officer Team (JCOT)** – The senior joint Management Board established to oversee the operational governance of all Norfolk/Suffolk Collaboration Partnerships. The Terms of Reference for JCOT are set out at Appendix A.
- 2.4 **The Function** – The Norfolk and Suffolk Joint Specialist Crime and Capabilities Command (JSC&CC) comprising the Joint Assistant Chief Constable, the Joint Specialist Crime and Capabilities Command, and the Head of function.
- 2.5 **Joint Performance Monitoring Board (JPMB)** – A group established to monitor the service delivery of the joint unit. This will comprise the Portfolio Lead (PL) and functional Heads from the Joint Specialist Operations Command and the Joint Specialist Crime and Capabilities Command. In the case of the Joint Specialist Crime and Capabilities Command this will be known as the Joint Specialist Crime and Capabilities and Joint Specialist Operations Commands Performance Board (JSC&C&JSOCPB). The Terms of Reference for the Board are set out at Appendix B.
- 2.6 **Norfolk & Suffolk Collaboration Panel** – The meeting Forum which, in addition to the governance mechanisms operating within each force area, discharges the governance responsibilities of the Police and Crime Commissioners (PCCs) in relation to collaboration between Norfolk and Suffolk. The Terms of Reference for the Collaboration Panel are set out in the respective Schemes of Governance and Consent for the PCCs.
- 2.7 **The Senior Leadership Team (SLT)** – which leads the Norfolk & Suffolk Collaborated function.
- 2.8 **Collaboration Finance Lead** – The Head of Norfolk and Suffolk Joint Finance Department.
- 2.9 **Agreement** – this Collaboration Agreement entered into in accordance with sections 22A to 23I Police Act 1996 (as amended).
- 2.10 **The Parties** – The parties are the Chief Constables of Norfolk and Suffolk Constabularies and the Norfolk and Suffolk Police and Crime Commissioners.
- 2.11 **Costs** – The costs associated with staff, officers, on-costs and non-pay expenditure, which provide for the operation of the Joint function and management thereof, and which have been agreed as part of the shared budgetary arrangements determined by the Chief Constables.
- 2.12 **Portfolio Lead (PL)** – The Portfolio Lead nominated by the Chief Constables to have oversight of the function. The Portfolio Lead for the function is the Norfolk and Suffolk

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Constabularies Joint Assistant Chief Constable, Specialist Crime and Capabilities and Specialist Operations Commands.

SECTION 3: PURPOSE OF THE AGREEMENT

- 3.1 The Chief Constables of Norfolk and Suffolk Constabularies (the Chief Constables) agree to collaborate in the provision of a Joint Specialist Crime and Capabilities Command (JSC&CC) ('function') capability to be managed by a Head of Joint Specialist Crime and Capabilities Command (HJSC&CC). The objective is to provide a more effective and efficient function for the Constabularies.
- 3.2 The main benefit of the function is to provide the most effective means of delivering a key operational/support function.
- 3.3 This Agreement is entered into by the Parties for the purposes of the provision of the function.
- 3.4 This Agreement is entered into by the Policing Bodies for the Counties of Norfolk and Suffolk for the purposes of the provision of joint support to the function.
- 3.5 The Chief Constables think that provision of the joint function for both Constabularies would be in the interests of efficiency and effectiveness of one or more police forces in that the function could be more efficiently and effectively discharged by a joint team. The benefits identified include all or a combination of the following, greater resilience and flexibility in the use of highly skilled specialist staff, reduction in duplication of roles and resources and enhanced capability and capacity.
- 3.6 The Policing Bodies think that the provision of joint support to the joint function is in the interests of efficiency and effectiveness of one or more policing bodies and/or police forces and secures good value for money.
- 3.7 The Chief Constables consider that the provision of the function will secure good value for money in accordance with the duty under s35 Police Reform and Social Responsibility Act 2011, (in particular a joint function will result in a reduction in duplication in roles and resources) and will satisfy the principles set out in HMT's Managing Public Money guidance encapsulated in Annex B of the Financial Management Code of Practice for the Police Service of England and Wales pursuant to section 39A(5) of the Police Act 1996 (as amended) and section 17(6) of the Police Reform and Social Responsibility Act 2011.

SECTION 4: STRUCTURE OF THE AGREEMENT

- 4.1 This Agreement incorporates the following:
- (i) Terms of the Agreement
 - (ii) Schedules relating to the Department/Command, its Units, functions and the management of it
 - (iii) Appendices referred to in the Agreement and in the Schedules

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SECTION 5: THE COLLABORATED FUNCTION

- 5.1 The function which is the subject of this Agreement is the JSC&CC.
- 5.2 The purpose of the function is to collaborate in the provision of a JSC&CC. The role of JSC&CC is to provide specialist crime investigations and operations and specialist support to both forces, to reduce crime, and keep Norfolk and Suffolk Safe.
- 5.3 The structure of the function is set out at Appendix E.
- 5.4 With effect from the commencement date, the JSC&CC will operate and will have the Terms of Reference set out in Appendix C.
- 5.5 The joint function will be headed and managed by a HJSC&CC who will report to the PL for Norfolk and Suffolk Constabularies responsible for oversight of the function. The Terms of Reference for the post is attached at Appendix D.
- 5.6 The joint function is comprised of the following Units:
- Specialist Crime and Intelligence
 - Major Investigations
 - Forensic Services
 - Covert and Investigation Support
 - Quality Management
- 5.7 The day-to-day operating procedures for the function will be developed and maintained by the HJSC&CC in conjunction with the PL. The operating procedures may be varied and added to by the HJSC&CC and the PL from time to time.
- 5.8 The operating model is set out in appendices C, D, and E. The operating model may be varied and added to by agreement of both Chief Constables from time to time without it constituting or being deemed as a termination of this agreement.
- 5.9 Any material variation to the operating model which the Chief Constables reasonably consider causes a significant change to the structure, location or balance in the deployment of Police Officers and Police Staff, will be notified in advance upon reasonable notice to the Policing Bodies.
- 5.10 Upon providing the Policing Bodies with notification in accordance with paragraph 5.9 above, and upon receiving any representations from the Policing Bodies, the Chief Constables will consider and take into account such representations and, subject to the principle of operational independence, will take all reasonable steps to address them before making such a material variation.
- 5.11 Without prejudice to paragraph 5.9 above, changes may be made from time to time to the posts identified in Appendix F, (including adding or deleting roles, changing powers designated etc). Such changes will not be deemed to be a variation of this agreement.

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SECTION 6: LENGTH OF AGREEMENT

- 6.1 This Agreement shall come into force on 1 February 2026 and shall continue in force until 31 March 2028 unless, in advance of that date, the Agreement is renewed in writing with the written agreement of the Parties, or until terminated under the provisions of section 8.
- 6.2 It is hereby agreed that once this agreement is signed, any prior collaboration agreements relating to this function will terminate with effect from the commencement date.

SECTION 7 ADDITIONAL PARTIES

- 7.1 Further UK Police forces, policing bodies and other bodies may be added to this Agreement with the written agreement of the Parties.

SECTION 8: TERMINATION OF THE AGREEMENT

- 8.1 This Agreement will terminate on 31 March 2028 unless, in advance of that date, the Agreement is renewed with the written agreement of the Parties.
- 8.2 This Agreement can be terminated at any time by the agreement of the Parties.
- 8.3 This Agreement may be terminated by any Chief Constable or Policing Body by giving 12 months written notice to all the other relevant Parties, provided that:
- (i) No such notice shall be given without prior consultation with the other Parties.
 - (ii) No such notice shall be given so as to terminate this Agreement prior to 31 March 2024.
 - (iii) The date specified in the notice must be the last day of a calendar month.
 - (iv) The notice is to be served on the Police & Crime Commissioners and Chief Constables.
- 8.4 The termination of this Agreement will have the effect of terminating the whole Agreement including the Schedules.
- 8.5 Where the Parties agree to terminate this Agreement, the date of termination and the exit strategy will be agreed by the Parties.
- 8.6 On termination of this Agreement, the Parties shall be liable:
- i) to honour their share of any contractual obligations entered into as part of this agreement prior to the end of the notice period; and
 - ii) for all other contributions due to the other parties in respect of this agreement prior to and during the notice period.
- 8.7 Where this Agreement is terminated, the Parties will be liable for all the costs and liabilities associated with the termination of the Agreement (but not including the

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establishment of any replacement service) and (except as provided for otherwise in the Agreement) for liabilities and costs arising from the operation of the function and shall meet such costs in the proportions set out in Section 16.1.

8.8 This Agreement may be terminated by notice given by the Secretary of State in accordance with S23H of the Act.

8.9 Where the Agreement is terminated in accordance with section 8.8, the date of termination will be the date specified by the Secretary of State in the notice.

SECTION 9: CONSEQUENCES OF TERMINATION

9.1 Legal title to property, vehicles and equipment will remain with the providing force.

9.2 The Parties will be entitled to a share of the assets (or their value) purchased jointly for the function calculated in accordance with the relevant contributions.

9.3 Police Officers and staff within the function will return to their host force.

9.4 The Parties shall act in good faith and provide each other with all reasonable assistance to facilitate a smooth dissolution of the function to ensure continuity of service in both force areas.

SECTION 10: INDEMNITY

10.1 Each Party shall indemnify and keep indemnified the other Parties to this Agreement against all losses, claims, damages, costs, charges, uninsured liabilities, demands or proceedings incurred or brought as a result of its, or its officers, employees', servants', agents' and staff's, negligence, wilful misconduct and/or breach of its obligations under this agreement.

SECTION 11: AUDIT AND INSPECTION

11.1 Without prejudice to the operational independence of the Chief Constables and subject to the disclosure and security of information being managed on a 'need to know' basis:

- i) An internal audit / inspection can be commissioned by any of the Parties and any findings will be shared, with the Chief Constables and the Policing Body.
- ii) Records maintained by all Parties in respect of the function will be accessible to internal audit from the other Parties.
- iii) The function may also be subject to external audit/inspection, for instance by HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The HJSC&CC will ensure that any findings are shared with the Parties and that appropriate action planning takes place.
- iv) Costs relating to internal audit will be shared in accordance with Section 16.1.

SECTION 12: REVIEW

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- 12.1 The Parties are under a duty to keep under consideration the ways in which the collaboration functions could be exercised to improve efficiency or effectiveness (SS 22B and 22C Police Act 1996 as amended).
- 12.2 This Agreement and the collaboration of the function shall be reviewed by 31 March 2024 (the “initial review”) and every 2 years thereafter, or earlier by agreement of the Parties.
- 12.3 The method and purpose of the review process is to ensure that the function is operating effectively in line with the objectives set by the relevant Parties, providing value for money and a high quality service. This will include an assessment as to whether strategic objectives are being met; the perceived benefits are being realised; or whether there would appear to be a better way of providing the service.
- 12.4 Performance monitoring is in place for the function and is reviewed on a regular basis by a JSC&CC Performance Board (JSC&CC&JSOCPB), with any exceptional issues being raised to the JCOT. A full review may also be commissioned if there are felt to be significant failings in the function or service provided or any incident or series of incidents arises which gives the relevant Parties cause for concern. Reviews may be commissioned by the HJSC&CC, JCOT or following external review of the service, such as by HMICFRS.
- 12.5 Such reviews are without prejudice to any performance monitoring of the function that either Policing Body may wish to undertake from time to time either jointly or individually.

SECTION 13: AMENDMENT TO AGREEMENT

- 13.1 Without prejudice to the power of the Secretary of State to prohibit the variation of an Agreement under S23G (4) of the Act, the terms of the Agreement may be altered by agreement between the Parties.
- 13.2 Save for those sections of this Agreement where it is expressly stated to the contrary, any variation to this Agreement will constitute the termination of the agreement and an agreement of a new one.
- 13.3 Variation to the Agreement will be made where directed by the Secretary of State under S23G(4) of the Act.

SECTION 14: EXTENT OF AGREEMENT

- 14.1 Where the Agreement does not deal with an issue pertinent to the conduct or management of the function, it shall be agreed by the Parties.

SECTION 15: INSURANCE AND LIABILITY

- 15.1 Each party will follow the Norfolk and Suffolk Insurance and Liability Protocol.
- 15.2 Subject to the indemnity set out in paragraph 10 above, each Party will remain liable, in accordance with the law, for the acts and omissions of its own officers and staff. Where the acts or omissions of officers or staff result from actions or operations directed by the

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HJSC&CC, liability for those actions will lie with the HJSC&CC's appointing Chief Constable.

- 15.3 All complaints, grievances or conduct issues raised by or against officers or staff working within the function will be dealt with by their employing/appointing Chief Constables (unless otherwise agreed by the Chief Constables).

SECTION 16: SHARING OF COSTS AND SAVINGS

- 16.1 Savings and costs associated with staff, officers, on-costs and non-pay expenditure, which provides for the running of the function, and which have been agreed as part of the shared budgetary arrangements determined by the Chief Constables, will be apportioned based upon Net Revenue Expenditure (NRE) in any given year.
- 16.2 NRE will be calculated to 1 decimal place.

SECTION 17: DISPUTES AND ARBITRATION

- 17.1 Any disputes arising from the interpretation of the Agreement shall initially and immediately be dealt with by the Parties.
- 17.2 If the matter cannot be arbitrated and resolved locally by the Parties, it will be referred:
- (i) In cases involving the Chief Constables only, to an Arbitrator appointed by JCOT – anticipated to be HMICFRS.
 - (ii) In cases involving the Policing Bodies only, to an Arbitrator appointed by the agreement of the Policing Bodies – anticipated to be the Association of Policing and Crime Chief Executives (APACE).
 - (iii) In cases involving the Chief Constables and the Policing Bodies, to an Arbitrator appointed by the Parties – anticipated to be the Home Office.

SECTION 18: FREEDOM OF INFORMATION REQUESTS

- 18.1 Freedom of Information requests relating to the conduct of the JSC&CC will be dealt with by the Chief Constables in accordance with the Norfolk and Suffolk Collaboration Information Management Protocol.

SECTION 19: DATA PROTECTION

- 19.1 Each Party will be responsible for ensuring compliance with the Data Protection legislation in regard to the processing of data and will comply with the Norfolk and Suffolk Collaboration Information Management Protocol. This includes the provision and sharing of data for use by the function and for data which is created by the function.

SECTION 20: LEGAL COMPLIANCE

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20.1 The Parties are responsible for ensuring that they comply with their statutory duties in regard to the officers and staff working in the function, in particular in regard to the protection afforded by the Public Interest Disclosure Act 1998, discrimination legislation, Health and Safety etc.

SECTION 21: STAFF AND ESTABLISHMENT

21.1 The function will be staffed by Officers and Staff from Norfolk and Suffolk Constabularies and will be managed by the HJSC&CC.

21.2 The function will have an agreed establishment, to be filled by officers and/or staff from Norfolk and Suffolk Constabularies in accordance with the specific circumstances of the function. Any established post may be occupied by officers/staff from either Constabulary as it becomes vacant thereafter. The agreed establishment for each Constabulary will be retained, but the strength may vary from time to time depending upon who fills the post.

21.3 Existing staff and police officers who work within the function and/or for the HJSC&CC, from each Constabulary, shall continue as employees and officers of the original employing Policing Body/Constabulary irrespective of their place of work. Their pay, welfare, pensions, terms and conditions and all other respective employment and service matters shall remain the responsibility of the original Policing Body/Chief Constable.

21.4 New staff appointed to work within the function or for the HJSC&CC after its creation, who were already employed or appointed to one party prior to this agreement, shall continue as employees and members of the original employing Policing Body/Constabulary irrespective of their place of work. Their pay, welfare, pensions, terms and conditions and all other respective employment and service matters shall remain the responsibility of the original Policing Body/Chief Constable.

21.5 New staff appointed to the function from outside either force will be employed/appointed by one party and will be treated at all times as if they had been transferred into the function in accordance with section 21.3 above. The Chief Constables will agree which force will be the lead force for the recruitment of personnel under this section.

21.6 Joint policies are being implemented and will be followed by all staff and officers in both forces. The Chief Constables will continue to explore further, ongoing opportunities for the adoption of common policies and procedures in respect of all working practices in the function including the full implementation of common standards for officers and staff. For areas where joint policies have not yet been agreed, officers and staff will comply with the policies in place within their Home force and instructions from the HJSC&CC, provided those instructions are not inconsistent with the staff member's or officer's Home Force policy or contract of employment, or the relevant joint Norfolk and Suffolk Policy in place.

21.7 Where an Agreement is terminated under section 8, the cost of redundancy resulting from the termination of the Agreement and the redeployment of staff or officers transferred to the function under sections 21.3, 21.4 or 21.5 will be shared between the Chief Constables by agreement on a case by case basis.

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21.8 Police Officers of the rank of Superintendent and above will be appointed into a joint function by a joint panel on the basis of merit alone.

SECTION 22: GOVERNANCE

22.1 The Police & Crime Commissioners for Norfolk and Suffolk and the Chief Constables of Norfolk and Suffolk Constabularies have agreed a governance structure which underpins the partnership.

22.2 Policing Bodies have established a forum called the Norfolk and Suffolk Collaboration Panel for the purpose of considering issues of mutual interest and to discharge the governance responsibilities of the Policing Bodies in relation to collaboration between them. This purpose is without prejudice to the powers of the Policing Bodies to discharge their statutory responsibilities in relation to collaboration in any other way as they see fit. The Panel is not a decision-making body and any decisions that are required and which flow from the business of the Panel will require to be taken through the Policing Bodies own individual decision-making machinery. The Panel arrangement may be varied at any time with the agreement of the Policing Bodies.

SECTION 23: JOINT CHIEF OFFICER TEAM (JCOT)

23.1 The affairs, business and decision making of the Chief Constables shall be managed through JCOT.

23.2 JCOT is established to assist the management of the Norfolk and Suffolk Constabularies' collaboration programme.

23.3 JCOT will resolve any high level strategic service delivery issues which cannot be resolved through line management arrangements.

23.4 JCOT will oversee the development and delivery of the collaboration programme between Norfolk and Suffolk.

23.5 The Terms of Reference for JCOT are attached at Appendix A.

SECTION 24: JSC&CC&JSOC PERFORMANCE BOARD

24.1 A Joint JSOC and JSC&CC Performance Board (JSC&CC&JSOCPB) chaired by the PL will oversee the implementation, delivery and performance of the JSC&CC.

24.2 The terms of reference for the JSC&CC&JSOCPB are attached at Appendix B.

24.3 The HJSC&CC will report into the JSC&CC&JSOCPB regarding the performance and delivery of the joint function.

SECTION 25: JOINT HEAD OF JSC&CC

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- 25.1 The Parties have agreed to appoint a Head of the Joint function who will be responsible and accountable for the delivery of the function on behalf of both forces.
- 25.2 The HJSC&CC's terms of reference are attached at Appendix D.
- 25.3 The HJSC&CC will report into the JSC&CC&JSOCPB regarding the performance and delivery of the joint function.
- 25.4 The HJSC&CC will report directly to the PL with responsibility for function in regard to the management of the function and its performance and delivery.
- 25.5 The HJSC&CC will be the line manager for the Heads of the Units that comprise the Function.
- 25.6 The HJSC&CC will be responsible and accountable for the implementation, delivery, performance, management and proper conduct of the function.

SECTION 26: DIRECTION AND CONTROL and COMMAND AND CONTROL

- 26.1 Chief Constables will retain legal direction and control and thus liability for their respective officers and staff working within the function and for the conduct of the function's business in their area. For the avoidance of doubt, this includes the HJSC&CC and his/her officers and support staff.
- 26.2 The officers and staff working within the function are hereby required, by their appointing Chief Constable, to work to the instruction of the HJSC&CC. For the avoidance of doubt, this will include all supervisors and managers working to the instruction of the HJSC&CC.
- 26.3 Where, as a result of undertaking the functions contained within the Command, Officers and staff within the Function are required to direct, manage or require the support of officers and staff from both forces who work outside of the Command, the directed officers and staff will comply with the lawful instructions of the officers and/or staff from the Function.

SECTION 27: HEALTH AND SAFETY

- 27.1 The Chief Constables are liable in law for the health and safety of their officers and employees.
- 27.2 Each Chief Constable will be responsible for ensuring the health and safety of their officers and staff working in the function.
- 27.3 The HJSC&CC will be responsible for ensuring that all appropriate risk assessments for the function have been carried out, are up to date and are complied with.
- 27.4 The Chief Constables have adopted a joint Health and Safety (H&S) Policy. Joint H&S Risk assessments are also in place for the majority of activities/business areas across both forces. If a joint H&S Risk assessment is not in place, the single force H&S Risk assessment of the staff/officers employing/appointing force will be applied/followed.

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SECTION 28: VETTING

- 28.1 All staff and officers seeking access to Parties' systems or information will be vetted to the level required by the Party owning the system or information and in accordance with the joint vetting regime. Persons failing vetting will not be permitted to access the systems or information.
- 28.2 The Chief Constables have agreed a joint vetting regime for the vetting of staff and officers.

SECTION 29: INFORMATION MANAGEMENT

- 29.1 Information created by the function will be shared equally by the Chief Constables.
- 29.2 Staff and Officers of both forces will operate in accordance with the Norfolk and Suffolk Collaboration Information Management Protocol and joint policies on Information Management.

SECTION 30: POLICIES AND PROCEDURE

- 30.1 The Chief Constables will work together to ensure that their policies and procedures relevant to the function are reviewed and, over time, they achieve common policies. Where joint policies are not in existence/have yet to be agreed clear guidance will be given to staff as to which force or national policy should be applied. Generally, this will mean officers and staff will follow their own Constabulary policies until joint policies are agreed.

SECTION 31: DISCIPLINE

- 31.1 All complaints, grievances and conduct issues raised against the HJSC&CC or officers or staff working within the function, will be dealt with by their employing/appointing Chief Constable (unless otherwise agreed) in accordance with their respective Professional Standards policies/procedures and respective force HR policies/procedures or, where in place, the joint Norfolk and Suffolk Professional Standards policies and procedures, and the joint Norfolk and Suffolk HR policies and procedures.
- 31.2 The Chief Constables will continue to progress the programme of creation, alignment and implementation of joint Norfolk and Suffolk policies and procedures across all areas within the joint Professional Standards Department and the joint HR Department relating to the handling of complaints, grievances and conduct issues. The ongoing development of joint Norfolk and Suffolk policies and procedures will continue with the full agreement of both Chief Constables.
- 31.3 For the purposes of police conduct and performance procedures, and to the extent permitted by the respective Regulations, the 'Appropriate Authority's (AA) responsibility is delegated by the chief officer in accordance with the Scheme of Delegation approved by both Chief Officers.

The AA for a person serving with the police is:

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- For a chief officer or an acting chief officer, the local policing body for the area of the police force of which the officer is a member; or
- In any other case, the chief officer with direction and control over the person serving with the police.

SECTION 32: SUPPORT SERVICES

- 32.1 The HJSC&CC will be given support from a range of supplying and support departments to ensure efficient functioning. Where support departments are joint, the support service will be provided by the joint department. Pending the creation of joint support departments, for routine matters, unless otherwise agreed, support will normally be provided by the support department of the same Constabulary as the person within the function seeking such support.
- 32.2 For more substantive issues, the HJSC&CC, in conjunction with the support departments, will identify a lead department in either Norfolk or Suffolk and a single point of contact. As a general principle, joint support departments will not 'cross charge' the cost of their services to the function unless otherwise agreed by the PL.
- 32.3 Where it is desirable, a memorandum of understanding (MOU) will be entered into for the provision of support services to the function. Performance against any MOUs will be monitored by the HJSC&CC or persons nominated by him/her and the Heads of the relevant support/supplying departments.

SECTION 33: BUDGET

- 33.1 Without prejudice to the Policing Bodies' role in budgetary matters, the budget for the HJSC&CC and for the running of the function will be identified by the Chief Constables.
- 33.2 Without prejudice to the right of the relevant Policing Body from time to time to set their own Financial Regulations and Contract Standing Orders, Norfolk and Suffolk Constabularies currently work to the harmonised Financial Regulations and Contract Standing Orders approved by the relevant Policing Body.
- 33.3 Without prejudice to the right of the relevant Policing Body from time to time to alter their arrangements, It is the intention of the parties to move towards harmonisation of Policing Bodies' and Constabularies' Financial Policies, and other governing instruments of the Norfolk and Suffolk Policing Bodies.
- 33.4 The HJSC&CC will be the responsible budget holder for the function and will comply with the Financial Regulations, Contract Standing Orders, and Financial Policies of the Parties. The HJSC&CC may devolve operational management of the budget to Unit Heads within the Department, subject to the direction of the relevant Assistant Chief Officer (ACO) for constabulary purposes and subject to financial management ground rules and guidance issued from time to time. The HJSC&CC will be responsible for securing value for money in the operation of the collaborative function and shall secure that the staff and officers in the Unit obtain good value for money in exercising their functions. To further this aim, the Parties have implemented a common Enterprise Resource Planning (ERP) system across both Constabularies.

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- 33.5 Norfolk and Suffolk Policing Bodies will require, year on year, to be advised of the resourcing requirements (including any savings and their proposed reinvestment) for the HJSC&CC role and for the delivery of the service provided by the function in order that the two Bodies are able to consider the resourcing requirement in determining their annual budgets. In this context the word “consider” means to exercise executive decision-making capacity.
- 33.6 Norfolk and Suffolk Constabularies will each account for their costs and these will be aggregated by the Collaboration Finance lead. A joint budget statement for the function will be accessed through the ERP self-service by the HJSC&CC and monitored by the JSC&CC&JSOCPB.
- 33.7 Finance will, on a monthly basis, apportion the total costs in accordance with the agreed cost share and issue a balancing invoice to the appropriate Constabulary. Invoices will be paid within one month of receipt.

SECTION 34: PROCUREMENT

- 34.1 Norfolk and Suffolk Constabularies have a common Procurement Policy in respect of the procurement of all relevant goods, works and services, including information and communication technology. It is currently consistent with the Financial Regulations, Contract Standing Orders and other governing instruments of the Norfolk and Suffolk Policing Bodies.
- 34.2 The HJSC&CC will apply the Procurement Policy as adopted by Norfolk and Suffolk as varied from time to time and will ensure this policy is followed by officers and/or staff.
- 34.3 Where contractual arrangements are entered into, on the basis of an allocated budget being made available for and on behalf of the function any liabilities for those arrangements will be shared by the Parties in the proportion set out at section 16.1 above.

SECTION 35: INTELLECTUAL PROPERTY RIGHTS

- 35.1 Intellectual property rights in any designs, works, written material etc. created by staff and officers within the function and as part of the work of the function will vest in the Chief Constables jointly. In the event of termination of this agreement, the rights will remain joint unless and until agreed by the Chief Constables in writing.

SECTION 36: ASSETS

- 36.1 Legal title to all vehicles, equipment and premises operated or used by the function shall remain with the providing Policing Body. Asset registers will be provided by the Chief Constables on the commencement date, as a record to be used in the event that such assets are sold or this agreement is terminated. A joint asset inventory will continue be maintained by the HJSC&CC.
- 36.2 Unless agreed otherwise by the Policing Bodies, new equipment acquired on or after the commencement date will be purchased by a lead party on behalf of the function.

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Ownership of the asset will remain with the purchasing Policing Body. Revenue costs associated with the asset, where specifically agreed by the parties, will be shared in accordance with section 16.1. Where the cost of the asset is such that it is required by the Financial Regulations of any of the Policing Bodies to be recorded in the Asset Register then it will be so recorded in the Asset Register maintained by the purchasing Policing Body.

- 36.3 Each Policing Body consents to its vehicles, premises and equipment, being used for the effective discharge of the day-to-day functions and responsibilities of the function as considered necessary by HJSC&CC.
- 36.4 In the event that this Agreement is terminated, the assets provided to the function under section 36.1, will be retained by the owning Policing Body. Where assets are purchased under section 36.2, the joint assets will be valued and the value shared out in accordance with Section 16.1 of the Agreement.
- 36.5 The Chief Constables are responsible for the maintenance of asset registers for property owned by their force/Policing Body. Where Chief Constables/Policing Bodies provide assets, to be used by the function; a joint asset inventory will be maintained by the HJSC&CC. The inventory will clearly identify the owner of the assets listed in it.

SECTION 37: PREMISES

- 37.1 The function will be based within premises provided by Norfolk and Suffolk Policing Bodies.
- 37.2 Where additional premises are required for the use of the function, the provision, costs and sourcing of those premises will be agreed and provided by the Policing Bodies as guided by the Chief Constables.

SECTION 38: DESIGNATION OF POWERS

- 38.1 In accordance with, and subject to, the terms of S23AA of the Police Act 1996 (as from time to time amended), the Chief Constables agree that staff employed by one Chief Constable who work within the function, and who are designated in accordance with S38 Police Reform Act 2002 by their employing Chief Constable, are hereby permitted to use those designated powers on behalf of the non-employing Chief Constable in either force area provided that the designated staff will not exercise their designated powers on behalf of the non-employing Chief Constable unless and until they have been designated by the non-employing Chief Constable in accordance with the terms of section 38B Police Reform Act 2002 (as amended).
- 38.2 The functions which the designated persons are permitted by this Agreement to discharge for the non-employing Chief Constable and any restrictions or conditions on those permissions are set out in Appendix F.

SECTION 39: RIPA AND THE POLICE ACT 1997

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- 39.1 The Chief Constables and Policing Bodies for the Eastern Region and Kent have entered into a collaboration agreement to enable, subject to the terms of that agreement and applicable statutes, cross border authorisations under RIPA and IPA to be undertaken by and for the member forces ('RIPA / IPA S22A'). The Parties to this agreement are signed up to the RIPA / IPA S22A.
- 39.2 The terms of the RIPA / IPA S22A enable the Parties to this agreement to undertake authorisations for the other subject to compliance with the terms of the S22A and the applicable legislation.

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SECTION 40: SIGNATORIES TO THE AGREEMENT

Police Force	Chief Constable	Signature	Date
Norfolk Constabulary	Paul Sanford		
Suffolk Constabulary	Rachel Kearton		

Office of Police & Crime Commissioner	Chief Executive	Signature	Date
Norfolk	Mark Stokes		
Suffolk	Darren Horsman		

SCHEDULE A

JOINT SPECIALIST CRIME AND CAPABILITIES COMMAND PORTFOLIO LEAD

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION A1 NPCC PORTFOLIO LEAD (PL)

A1.1 The function will be overseen by a NPCC Portfolio Lead (PL) nominated by the Chief Constables in consultation with the Policing Bodies. The role will be undertaken by the Joint Assistant Chief Constable – Specialist Crime and Capabilities and Specialist Operations Commands.

SECTION A2 RESPONSIBILITY FOR DAY TO DAY MANAGEMENT OF THE JOINT SPECIALIST CRIME AND CAPABILITIES COMMAND PORTFOLIO

A2.1 A structure chart showing the line management structure of the Function is set out in Appendix E. This structure can be changed with the agreement of both Chief Constables and without any such change being a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.

A2.2 Officers and staff working within the JSC&CC are hereby required by their appointing Chief Constable to work to the instruction of the PL and the Head of Joint Specialist Crime & Capabilities Command (HJSC&CC).

A2.3 The PL has direct line management for the HJSC&CC.

A2.4 The PL will chair the JSC&CC&JSOCPB and review the performance of the Command.

A2.5 The PL will be responsible for the oversight of the health and safety of the officers and staff working in the JSC&CC and for ensuring that all appropriate risk assessments for the JSC&CC have been carried out, are up to date and are complied with.

A2.6 The PL will be provided with administrative support from Executive Services.

SECTION A3: RESOLUTION OF DISPUTES

A3.1 Any disputes arising from the day to day management of the function shall initially and immediately be escalated to the PL.

A3.2 If the matter cannot be resolved by the PL it will be referred:

- (i) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
- (ii) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT

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A3.3 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated this will be HMICFRS.

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SCHEDULE B

JOINT SPECIALIST CRIME AND CAPABILITIES COMMAND

MANAGEMENT OF THE JOINT SPECIALIST CRIME AND CAPABILITIES COMMAND

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION B1 HEAD OF JOINT SPECIALIST CRIME AND CAPABILITIES COMMAND

- B1.1 The function will be headed by a Detective Chief Superintendent known as the HJSC&CC. The Terms of Reference for the HJSC&CC are attached at Appendix D.
- B1.2 The HJSC&CC will report to the PL in regard to the management, performance and delivery of the function.
- B1.3 A JSC&CC&JSOCPB will be chaired by the PL who will also oversee the performance and delivery of the function.
- B1.4 The HJSC&CC will be responsible and accountable for the management and delivery of the function on behalf of the Chief Constables.
- B1.5 In conjunction with the strategic direction of the Chief Constables, and with the HJSC&CC's PL to whom they report, the HJSC&CC is responsible for the development of the standard operating procedures for the function. The standard operating procedures are not part of this Agreement and as such may be varied from time to time by the HJSC&CC.

SECTION B2 SENIOR LEADERSHIP TEAM (SLT)

- B2.1 The function's SLT will consist of the HJSC&CC and the heads of the Units which comprise the function.
- B2.3 The SLT will be supported by an administrative function where appropriate and/or available.

SECTION B3 RESPONSIBILITY FOR DAY-TO-DAY MANAGEMENT OF THE JOINT SPECIALIST CRIME AND CAPABILITIES COMMAND

- B3.1 A structure chart showing the line management structure of the function is set out in Appendix E. This structure can be changed with the agreement of both Chief Constables and without any such change being a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.

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- B3.2 The HJSC&CC will have day-to-day management responsibility for the function. The HJSC&CC will be accountable for the delivery of the joint service in accordance with the strategic direction set by the PL and the JSC&CC&JSOCPB.
- B3.3 Officers and staff working within the function are hereby required by their appointing Chief Constable to work to the instruction of the HJSC&CC.
- B3.4 The HJSC&CC has line management responsibility for the Heads of the Units that comprise the Function and for any other post holder within the function as determined by the HJSC&CC.
- B3.5 A JSC&CC&JSOCPB chaired by the PL will oversee the performance and delivery of that Function.
- B3.6 The HJSC&CC will be responsible for the health and safety of the officers and staff working in the function and for ensuring that all appropriate risk assessments for the function have been carried out, are up to date and are complied with.

SECTION B4: RESOLUTION OF DISPUTES

- B4.1 Any disputes arising from the day-to-day management of the function shall initially and immediately be dealt with by the HJSC&CC.
- B4.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL for function.
- B4.3 If the matter cannot be resolved by the PL, it will be referred:
 - (iii) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
 - (iv) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT
- B4.4 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated this will be HMICFRS.

SECTION B5: ASSETS

- B5.1 The HJSC&CC will be responsible for the maintenance of an assets register for property to be used by the function. The inventory will clearly identify the assets and the owner of the assets listed in it.

Classification:	OFFICIAL SENSITIVE	Authors: G Oliver
Subject:	Full Collaboration Agreement – Joint Specialist Crime and Capabilities Command	Status: Draft
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SCHEDULE C

SPECIALIST CRIME AND INTELLIGENCE (SC&I)

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION C1 SPECIALIST CRIME AND INTELLIGENCE

C1.1 Specialist Crime and Intelligence are responsible for:

- Cyber Crime
- Digital Forensics Unit
- Surveillance and Covert Support
- Serious and Organised Crime
- Central Intelligence Bureau
 - Out of Force Enquiries
 - International Liaison
 - Assist Investigations
 - Folio & Flagging Service
 - Indexing & Inputting of Intelligence
 - Recalls to Prison & ROTL's
- Intelligence Development Units
 - Work with operational units
 - Review and allocate new intelligence
- ANPR
- Joint Force Intelligence Unit
- Intelligence Support Unit
- ANPR Hub
- Technical Support Unit

SECTION C2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF SPECIALIST CRIME AND INTELLIGENCE

C2.1 A structure chart showing the position of SC&I within the line management structure of the function is set out in Appendix E. The structure may be changed with the agreement of the PL. Any change will not constitute a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.

C2.2 A Head of SC&I (HSC&I) will be appointed. The HSC&I will have day-to-day management responsibility for SC&I and will report to the HJSC&CC. The Terms of Reference of the for the HSC&I will be determined by the HJSC&CC in conjunction with the PL provided that, where any term materially alters the nature of the collaboration, a formal variation to this Agreement will be required.

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- C2.3 The Terms of Reference for SC&I will be determined by the HJSC&CC and approved by the JSC&CC&JSOCPB. The HSC&I will be responsible for the delivery of the joint service in accordance with the strategic direction set by the HJSC&CC.
- C2.4 The HSC&I, in conjunction with the HJSC&CC, will develop and implement standard operating procedures for the conduct of the Unit.
- C2.5 Officers and staff working within the SC&I are hereby required by their appointing Chief Constable to work to the instruction of the HSC&I and HJSC&CC.
- C2.6 The HSC&I has direct line management responsibility for staff working in the SC&I.
- C2.7 The HSC&I will report directly to the HJSC&CC.
- C2.8 The HSC&I will be responsible for the health and safety of officers and staff working in the SC&I and for ensuring that all appropriate risk assessments have been carried out, are up to date and are complied with.

SECTION C3: RESOLUTION OF DISPUTES

- C3.1 Any disputes arising from the day-to-day management of SC&I shall initially and immediately be dealt with by the HSC&I and, if not resolved, by HJSC&CC.
- C3.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL.
- C3.3 If the matter cannot be resolved by the PL, it will be referred:
 - (v) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
 - (vi) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT
- C3.4 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated that the Arbitrator will be HMICFRS.

SECTION C4: ASSETS

- C4.1 The HSC&I will be responsible for the maintenance of an assets register for property to be used by the SC&I. The inventory will clearly identify the assets and owners of the assets listed in it.

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SCHEDULE D

MAJOR INVESTIGATIONS (MI)

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION D1 MAJOR INVESTIGATIONS FUNCTION

D1.1 MI are responsible for:

- Major and Serious Crime
- Crimes in Action
- Work Related Death
- Kidnap and Extortion
- Serious Collision Investigation
- Crime / cold case reviews
- HOLMES
- Coronial Liaison

SECTION D2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF THE MAJOR INVESTIGATIONS FUNCTION

D2.1 A structure chart showing the position of MI within the line management structure of the function is set out in Appendix E. The structure may be changed with the agreement of the PL. Any change will not constitute a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.

D2.2 A Head of MI (HMI) will be appointed. The HMI will have day-to-day management responsibility for MI and will report to the HMI. The Terms of Reference of the for the HMI will be determined by the HJSC&CC in conjunction with the PL provided that where any term materially alters the nature of the collaboration, a formal variation to this Agreement will be required.

D2.3 The Terms of Reference for MI will be determined by the HJSC&CC and approved by the JSOP PB. The HMI will be responsible for the delivery of the joint service in accordance with the strategic direction set by the HJSC&CC.

D2.4 The HMI, in conjunction with the HJSC&CC will develop and implement standard operating procedures for the conduct of the Unit.

D2.5 Officers and staff working within the MI are hereby required by their appointing Chief Constable to work to the instruction of the HMI and HJSC&CC.

D2.6 The HMI has direct line management responsibility for staff working in the MI.

D2.7 The HMI will report directly to the HJSC&CC.

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D2.8 The HMI will be responsible for the health and safety of officers and staff working in the MI and for ensuring that all appropriate risk assessments have been carried out, are up to date and are complied with.

SECTION BD: RESOLUTION OF DISPUTES

D3.1 Any disputes arising from the day-to-day management of MI shall initially and immediately be dealt with by the HMI and, if not resolved, by HJSC&CC.

D3.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL.

D3.3 If the matter cannot be resolved by the PL, it will be referred:

- (i) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
- (ii) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT.

D3.4 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated that the Arbitrator will be HMICFRS.

SECTION D4: ASSETS

D4.1 The HMIT will be responsible for the maintenance of an assets register for property to be used by the MI. The inventory will clearly identify the assets and owners of the assets listed in it.

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SCHEDULE E

FORENSIC SERVICES (FS)

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION E1 FORENSIC SERVICES FUNCTION

E1.1 Forensic Services are responsible for:

- Crime Scene Investigation (CSI)
- Fingerprint Development Laboratory
- Fingerprint Identification Bureau
- Forensic Support
- Photographic and Imaging
- Forensic Collision Investigation Unit (FCIU)
- Accreditation, training, and competence

SECTION E2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF FORENSIC SERVICES

E2.1 A structure chart showing the position of FS within the line management structure of the function is set out in Appendix E. The structure may be changed with the agreement of the PL. Any change will not constitute a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.

E2.2 A Head of FS (HFS) will be appointed. The HFS will have day-to-day management responsibility for FS and will report to the HJSC&CC. The Terms of Reference of the for the HFS will be determined by the HJSC&CC in conjunction with the PL provided that, where any term materially alters the nature of the collaboration, a formal variation to this Agreement will be required.

E2.3 The Terms of Reference for FS will be determined by the HJSC&CC and approved by the JSC&CC&JSOCPB. The HFS will be responsible for the delivery of the joint service in accordance with the strategic direction set by the HJSC&CC.

E2.4 The HFS, in conjunction with the HJSC&CC, will develop and implement standard operating procedures for the conduct of the Unit.

E2.5 Officers and staff working within the FS are hereby required by their appointing Chief Constable to work to the instruction of the HFS and HJSC&CC.

E2.6 The HFS has direct line management responsibility for staff working in the FS.

E2.7 The HFS will report directly to the HJSC&CC.

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E2.8 The HFS will be responsible for the health and safety of officers and staff working in the FS and for ensuring that all appropriate risk assessments have been carried out, are up to date and are complied with.

SECTION E3: RESOLUTION OF DISPUTES

E3.1 Any disputes arising from the day-to-day management of FS shall initially and immediately be dealt with by the HFS and, if not resolved, by HJSC&CC.

E3.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL.

E3.3 If the matter cannot be resolved by the PL, it will be referred:

- (i) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
- (ii) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT

E3.4 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated that the Arbitrator will be HMICFRS.

SECTION E4: ASSETS

E4.1 The HFS will be responsible for the maintenance of an assets register for property to be used by the FS. The inventory will clearly identify the assets and owners of the assets listed in it.

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SCHEDULE F

COVERT AND INVESTIGATION SUPPORT (C&IS)

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION F1 COVERT AND INVESTIGATION SUPPORT FUNCTION

F1.1 Covert and Investigation Support are responsible for undertaking activity in respect of:

- Covert Authorities Bureau
 - Ensuring compliance with RIPA related activity, compliance with IPA related activity (including Targeted Equipment Interference), PIII Police Act, OPT material and all matters relating to covert compliance
- Dedicated Source Unit
 - Managing safety of Covert Human Intelligence Sources within RIPA and the Criminal Conduct Act
- Communication Data Investigation Unit (CDIU)
 - Ensuring compliance with IPA related activity with regards to communications data

SECTION F2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF COVERT AND INVESTIGATION SUPPORT

F2.1 A structure chart showing the position of C&IS within the line management structure of the function is set out in Appendix E. The structure may be changed with the agreement of the PL. Any change will not constitute a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.

F2.2 A Head of C&IS (HC&IS) will be appointed. The HC&IS will have day-to-day management responsibility for C&IS and will report to the HJSC&CC. The Terms of Reference of the for the HC&IS will be determined by the HJSC&CC in conjunction with the PL provided that, where any term materially alters the nature of the collaboration, a formal variation to this Agreement will be required.

F2.3 The Terms of Reference for C&IS will be determined by the HJSC&CC and approved by the JSC&CC&JSOCPB. The HC&IS will be responsible for the delivery of the joint service in accordance with the strategic direction set by the HJSC&CC.

F2.4 The HC&IS, in conjunction with the HJSC&CC, will develop and implement standard operating procedures for the conduct of the Unit.

F2.5 Officers and staff working within the C&IS are hereby required by their appointing Chief Constable to work to the instruction of the HC&IS and HJSC&CC.

F2.6 The HC&IS has direct line management responsibility for staff working in C&IS.

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F2.7 The HC&IS will report directly to the HJSC&CC.

F2.8 The HC&IS will be responsible for the health and safety of officers and staff working in the C&IS and for ensuring that all appropriate risk assessments have been carried out, are up to date and are complied with.

SECTION F3: RESOLUTION OF DISPUTES

F3.1 Any disputes arising from the day-to-day management of C&IS shall initially and immediately be dealt with by the HC&IS and, if not resolved, by HJSC&CC.

F3.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL.

F3.3 If the matter cannot be resolved by the PL, it will be referred:

- (i) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
- (ii) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT

F3.4 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated that the Arbitrator will be HMICFRS.

SECTION F4: ASSETS

F4.1 The HC&IS will be responsible for the maintenance of an assets register for property to be used by the C&IS. The inventory will clearly identify the assets and owners of the assets listed in it.

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SCHEDULE G

QUALITY MANAGEMENT TEAM (QMT)

This Agreement is made under S22A and S23 Police Act 1996 (as amended) by the Chief Constables of the Norfolk and Suffolk Constabularies and by the Norfolk and Suffolk Policing Bodies.

SECTION G1 QUALITY MANAGEMENT TEAM FUNCTION

G1.1 The Quality Management Team are responsible for:

- Ensuring compliance with the Forensic Science Regulator's Code of Practice
- Maintaining and developing ISO accreditation

SECTION G2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF QUALITY MANAGEMENT TEAM

G2.1 A structure chart showing the position of QMT within the line management structure of the function is set out in Appendix E. The structure may be changed with the agreement of the PL. Any change will not constitute a variation of this Agreement provided that, where necessary, such changes are notified to the Policing Bodies in accordance with paragraphs 5.8 to 5.10 of the Agreement.

G2.2 A Head of QMT (HQMT) will be appointed. The HQMT will have day-to-day management responsibility for QMT and will report to the HJSC&CC. The Terms of Reference of the for the HQMT will be determined by the HJSC&CC in conjunction with the PL provided that, where any term materially alters the nature of the collaboration, a formal variation to this Agreement will be required.

G2.3 The Terms of Reference for QMT will be determined by the HJSC&CC and approved by the JSC&CC&JSOCPB. The HQMT will be responsible for the delivery of the joint service in accordance with the strategic direction set by the HJSC&CC.

G2.4 The HQMT, in conjunction with the HJSC&CC, will develop and implement standard operating procedures for the conduct of the Unit.

G2.5 Officers and staff working within the QMT are hereby required by their appointing Chief Constable to work to the instruction of the HQMT and HJSC&CC.

G2.6 The HQMT has direct line management responsibility for staff working in QMT.

G2.7 The HQMT will report directly to the HJSC&CC.

G2.8 The HQMT will be responsible for the health and safety of officers and staff working in the QMT and for ensuring that all appropriate risk assessments have been carried out, are up to date and are complied with.

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SECTION G3: RESOLUTION OF DISPUTES

G3.1 Any disputes arising from the day-to-day management of QMT shall initially and immediately be dealt with by the HQMT and, if not resolved, by HJSC&CC.

G3.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL.

G3.3 If the matter cannot be resolved by the PL, it will be referred:

- (iii) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
- (iv) In non-urgent cases, to the next JSC&CC&JSOCPB and/or JCOT

G3.4 If a resolution still cannot be agreed the matter shall be determined by an Arbitrator to be appointed by agreement of the JCOT. The decision of the Arbitrator shall be final and binding. It is anticipated that the Arbitrator will be HMICFRS.

SECTION G4: ASSETS

G4.1 The HQMT will be responsible for the maintenance of an assets register for property to be used by the QMT. The inventory will clearly identify the assets and owners of the assets listed in it.

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APPENDIX A

JOINT CHIEF OFFICER TEAM (JCOT) – TERMS OF REFERENCE

NORFOLK AND SUFFOLK COLLABORATION PROGRAMME GOVERNANCE

1 Purpose

- 1.1 The Joint Chief Officer Team (JCOT) meeting serves as the primary decision-making forum to review strategic policing priorities, assess operational/organisational effectiveness and address emerging challenges across Norfolk, Suffolk and Joint Space.
- 1.2 JCOT will have a greater emphasis on Joint Space strategy and priorities, including how joint functions enable local strategies and delivery plans.
- 1.3 JCOT will be a place for:
- Determining joint space strategy and priorities
 - Discussion and agreement about the future of the collaboration
 - Significant topics that impact on both forces
 - Agreeing any alignment and simplification of activity
 - Expressing challenge, escalating risk and collective problem solving
- 1.4 JCOT provides joint governance with an aim to facilitate assurance that the collaboration is delivering value and improving, providing a mechanism for improving the collaboration approach and outcomes, protecting against divergence in policy and practice (non-value added), whilst retaining sovereignty in agreed circumstances.

2 Membership

- 2.1 Membership comprises the following roles:
- CC Norfolk
 - CC Suffolk
 - DCC Norfolk
 - DCC Suffolk
 - ACC Norfolk
 - ACC Suffolk
 - ACC Joint
 - ACO Norfolk
 - ACO Suffolk
 - Director of ICT
 - Director of People
 - Director of Delivery Unit (Norfolk)
 - Director of Transformation
 - Head of SBOS
 - Head of Portfolio Management Office

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- 2.2 Minimum membership of the meeting to ensure a quorate is 4 Chief Officers and must include at least one Chief Constable and representation of Chief Officers from each force.
- 2.3 Deputies/substitutes are not required to attend unless addressing a specific agenda item and by prior agreement with the Chair.
- 2.4 Other key stakeholders may be invited from time to time – additional invites should be directed through the Portfolio Management Office (PMO) to ensure the relevant paperwork is shared in advance.

3 Frequency

- 3.1 Meetings will be held monthly, with additional sessions convened in response to urgent matters.
- 3.2 The meeting will be chaired by alternating Chief Constables.
- 3.3 Meetings will alternate between use of MS Teams and in person, at alternating HQ sites.

4 Governance

- 4.1 Decisions will be made through strategic discussions and consensus with the Chief Constables holding ultimate accountability. Governance will adhere to national policing policies, regulations, and ethical standards.
- 4.2 A typical agenda is shown at Appendix A1 below.
- 4.3 The meeting will be facilitated by the Portfolio Management Office (PMO). Papers and/or presentations shared at the meeting should utilise the standard templates which can be obtained through the PMO – links in Appendix A2 below
- 4.4 Papers and associated reading material will be shared with attendees no later than three working days before the meeting.
- 4.5 All meetings will be recorded, and an Action and Decision Log maintained to ensure accountability and follow-through on agreed decisions.
- 4.6 These Terms of Reference will be reviewed every 2 years to ensure they remain aligned with evolving policing strategies and organisational needs.

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Appendix A1 – Standard Agenda



Joint Chief Officer Team Meeting (JCOT)

Date xxx
 Time xxx (2.5 hrs)
 Location / MS Teams
 Chair – CC xxx

AGENDA

Item	Section	Owner	Timing	Content
1	Welcome <i>A&D Log</i>	Norfolk/Suffolk CC	10 min	Actions form the previous JCOT
2	Strategy & Planning	Norfolk ACO Finance & Support Services Suffolk ACO Finance & Support Services	45 min	Discuss processes for developing our strategy
3	Performance	Suffolk DCC	10 min	Updates including risk & issues
4	People	Director of People	10 min	Verbal update on plan for section
5	<i>Projects</i> <i>JTP</i>	Norfolk DCC Director of Transformation	20 min	<i>Project update at July meeting.</i> Update on JTP progress
6	Finance & Assets	Norfolk ACO Finance & Support Services	10 min	Review and discuss financial updates
7	AOB	Norfolk/Suffolk CC	5 mins	

Appendix A2 – templates for reports / presentations

Templates should be used for all submissions to JCOT and are available on the SBOS PMO intranet site or by contacting PMO@norfolk.police.uk

[Report Template](#)

[PowerPoint Template](#)

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APPENDIX B:

**JOINT SPECIALIST CRIME AND CAPABILITIES AND JOINT SPECIALIST OPERATIONS
COMMANDS PERFORMANCE BOARD**

Arrangements for ToR and Agenda to be defined by the Board participants but should, as a matter of course, reflect the following:

Meeting Chair: PL for Joint Specialist Crime and Capabilities Command
In attendance: Head of Joint Specialist Crime and Capabilities Command
(+ SLT members as required)

Frequency: To be determined by the Chair

Primary Purpose: To oversee the implementation; delivery and ongoing performance of the collaborated function.

Objectives:

- Provision of a high quality service
- Strategic objectives met
- Benefits are being delivered
- Implementing change when better ways of providing the service are identified

To undertake periodic formal monitoring of the collaborated Joint Specialist Crime and Capabilities Command:

First year – initial review / **Third year** – periodic review / **Fifth year** – periodic review and post agreement management report.

To work toward the harmonisation of the collaborated function of the two forces ensuring common understanding and execution of activities. Specifically, (as stated within the agreement), to focus initial efforts on arrangements for a common approach to:

- Asset Registers
 - Audit and Inspection
 - Data Protection
 - Discipline
 - Freedom of Information
 - Governance
 - Health & Safety
 - Information Management – including Data Protection, Freedom of Information, Records Management, Information Security and Information Disclosure and Compliance
 - Policies and Procedures
 - Vetting
- (this list is not exhaustive)*

To facilitate and undertake internal and external audit and inspection of collaborated functions thereby improving our understanding and outputs achieved.

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APPENDIX C:

OPERATING TERMS OF REFERENCE:

The HJSC&CC is responsible for the management of all functions that are connected with the Joint Specialist Crime and Capabilities Command

JOINT SPECIALIST CRIME AND CAPABILITIES COMMAND	
Section:	Joint Specialist Crime and Capabilities Command
Head of Joint Specialist Crime and Capabilities Command including Senior Leadership Team	<ul style="list-style-type: none"> • Provide strategic direction in accordance with the requirements of the PL and JSC&CC&JSOCPB • Line manage Unit Heads through SLT • Implement the Joint Specialist Crime and Capabilities Command • Deliver joint strategic objectives • Maintain agreed Performance levels • Resolve internal disputes • Work toward Joint Policy Documentation • Manage the joint Budget • Ensure compliance with legislative requirements
Specialist Crime and Intelligence	<ul style="list-style-type: none"> • Cyber Crime • Digital Forensics Unit • Surveillance and Covert Support • Serious and Organised Crime • Central Intelligence Bureau <ul style="list-style-type: none"> ○ Out of Force Enquiries ○ International Liaison ○ Assist Investigations ○ Folio & Flagging Service ○ Indexing & Inputting of Intelligence ○ Recalls to Prison & ROTL's • Intelligence Development Units <ul style="list-style-type: none"> ○ Work with operational units ○ Review and allocate new intelligence ○ ANPR • Joint Force Intelligence Unit • Intelligence Support Unit • ANPR Hub • Technical Support Unit
Major Investigations	<ul style="list-style-type: none"> • Major and Serious Crime • Crimes in Action • Work Related Death • Kidnap and Extortion

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	<ul style="list-style-type: none"> • Serious Collision Investigation • Crime / cold case reviews • HOLMES • Coronial Liaison
Forensic Services	<ul style="list-style-type: none"> • Crime Scene Investigation (CSI) • Fingerprint Development Laboratory • Fingerprint Identification Bureau • Forensic Support • Photographic and Imaging • Forensic Collision Investigation Unit (FCIU) • Accreditation, training, and competence
Covert and Investigation Support	<ul style="list-style-type: none"> • Covert Authorities Bureau <ul style="list-style-type: none"> ○ Ensuring compliance with RIPA related activity, compliance with IPA related activity (including Targeted Equipment Interference), PIII Police Act, OPT material and all matters relating to covert compliance • Dedicated Source Unit <ul style="list-style-type: none"> ○ Managing safety of Covert Human Intelligence Sources within RIPA and the Criminal Conduct Act • Communication Data Investigation Unit (CDIU) <ul style="list-style-type: none"> ○ Ensuring compliance with IPA related activity with regards to communications data
Quality Management Team	<ul style="list-style-type: none"> • Ensuring compliance with the Forensic Science Regulator's Code of Practice • Maintaining and developing ISO accreditation

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APPENDIX D:

TERMS OF REFERENCE:

HEAD OF JOINT SPECIALIST CRIME AND CAPABILITIES COMMAND

JOINT SPECIALIST CRIME AND CAPABILITIES COMMAND

- Provide strategic direction in accordance with the requirements of the PL and JSC&CC&JSOCPB
- Line manage Unit Heads through SLT
- Implement the Joint Specialist Crime and Capabilities Command
- Deliver Joint strategic objectives
- Maintain agreed performance levels
- Resolve internal disputes
- Work towards Joint Policy Documentation
- Manage the Joint Budget
- Ensure compliance with legislative requirements

JOB DESCRIPTION:

HEAD OF JOINT SPECIALIST CRIME AND CAPABILITIES COMMAND

Principal purpose of the role

The appointed Head of the Joint Specialist Crime and Capabilities Command will be responsible for management of the Joint Specialist Crime and Capabilities Command Departments in both forces, comprising Specialist Crime and Intelligence, Major Investigations, Forensic Services, Covert and Investigation Support functions and Quality Management.

The Head of the Joint Specialist Crime and Capabilities Command will be responsible for the planning for, the transition to, and the implementation of a fully integrated Joint Specialist Crime and Capabilities Command in accordance with an approved implementation plan and subject to the direction of the Joint Assistant Chief Constable – Joint Operations Command.

Main activities of the role

The Head of the Joint Specialist Crime and Capabilities Command will:

- Be a single point of reference for delivery of the Joint Specialist Crime and Capabilities Command functions to both Norfolk and Suffolk Constabularies.
- Be responsible for the line management of all Joint Specialist Crime and Capabilities Command officers and police staff in both Forces from the time of their appointment.
- Be accountable for delivering the service requirements of the Joint Specialist Crime and Capabilities Command functions between Norfolk and Suffolk Constabularies.
- Be responsible, through the delegated authority of the relevant Chief Constable for the direction and control of all Joint Specialist Crime and Capabilities Command personnel

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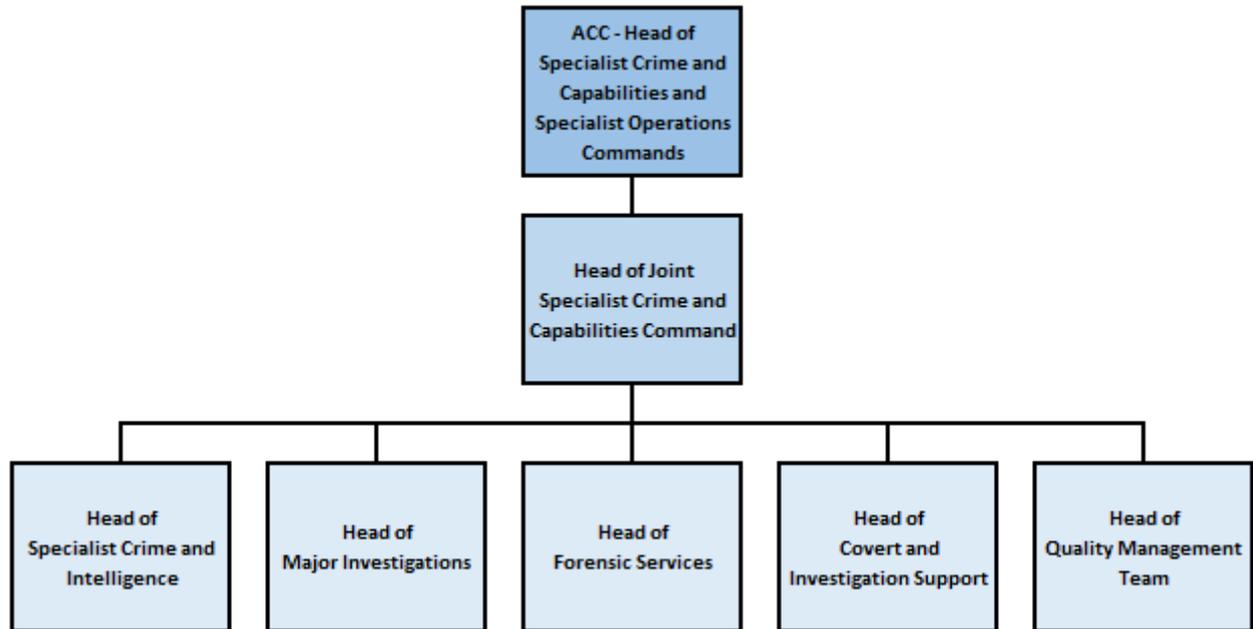
and, once established, the personnel within the Joint Specialist Crime and Capabilities Command. (The Chief Constables agree to direct their staff and officers to comply with the instructions of the Head of the Joint Specialist Crime and Capabilities Command.)

- Be responsible for improving the Joint Specialist Crime and Capabilities Command capacity, resilience and service across the two constabularies.
- Be accountable for the implementation and delivery of the joint service in accordance with the strategic direction set by the Joint Assistant Chief Constable – Joint Operations Command via a joint service delivery board.
- Be responsible for ensuring compliance with relevant employment legislation, Police Regulations, and policies and procedures in place within each Constabulary.
- Be responsible for ensuring compliance with the agreed Norfolk and Suffolk policy for dealing with complaints, grievances and conduct issues which might arise as a result of joint working. All complaints, grievances and conduct issues raised by or against officers or staff working within the Joint Specialist Crime and Capabilities Command will be dealt with in accordance with the agreed policy.

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APPENDIX E:

STRUCTURE CHART: JOINT SPECIALIST CRIME AND CAPABILITIES COMMAND



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**APPENDIX F – PART 1
NORFOLK DESIGNATED STAFF**

UNIT	ROLE	Designated Power	POWER DESIGNATED Police Reform Act 2002 <i>Taken from the Norfolk and Suffolk Master Powers for Policing Support Officers spreadsheet</i>	RESTRICTIONS / CONDITIONS	RESTRICTIONS / IMPOSED ON USE IN SUFFOLK FORCE AREA
Forensic Services	Crime Scene Investigator Trainee CSI Senior CSI CSI	PSO 1,1A,1B PSO 3 PSO 4 PSO 5 PSO 10 PSO 11	Search Warrants Entry and search after arrest Entry and search for evidence of nationality after arrest General power of seizure Extended powers of seizure Persons accompanying investigating Officers	None	None
Forensic Services	Forensic Collison Investigation Unit FCIU Investigator	PSO 1,1A,1B PSO 3 PSO 4 PSO 5 PSO 6 PSO 10 PSO 11	Search Warrants Entry and search after arrest Entry and search for evidence of nationality after arrest General power of seizure Access and copying in the case of things seized by constables Extended powers of seizure Persons accompanying investigating Officers	None	None
MI	Serious Collison Investigation Unit SCIU Supervisor and SCIU Police Staff	PSO 1,1A,1B PSO 2 PSO 3 PSO 4 PSO 5 PSO 6 PSO 7 PSO 8 PSO 9 PSO 10 PSO 11	Search Warrants Access to excluded and special procedure material Entry and search after arrest Entry and search for evidence of nationality after arrest General power of seizure Access and copying in the case of things seized by constables Power to transfer persons into custody of investigating officers Powers in respect of detained persons Power to require arrested person to account for certain matters Extended powers of seizure Persons accompanying investigating Officers	None	None
MI	Enquiry Officer (Live & Cold Case)	PSO 1,1A,1B PSO 2 PSO 3	Search Warrants Access to excluded and special procedure material Entry and search after arrest	None	None

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		PSO 4 PSO 5 PSO 6 PSO 9	Entry and search for evidence of nationality after arrest General power of seizure Access and copying in the case of things seized by constables Power to require arrested person to account for certain matters		
MI	Major Crime Review Manager	PSO 1,1A,1B PSO 2 PSO 3 PSO 4 PSO 5 PSO 6 PSO 10 PSO 11	Search Warrants Access to excluded and special procedure material Entry and search after arrest Entry and search for evidence of nationality after arrest General power of seizure Access and copying in the case of things seized by constables Extended powers of seizure Persons accompanying investigating Officers	None	None
Specialist Crime and Intelligence	Drugs Expert Witness/CDLO/CLO Fraud Investigator Financial Investigator Mobile Device Examiner	PSO 1,1A,1B PSO 2 PSO 3 PSO 4 PSO 5 PSO 6 PSO 7 PSO 8 PSO 9 PSO 10 PSO 11	Search Warrants Access to excluded and special procedure material Entry and search after arrest Entry and search for evidence of nationality after arrest General power of seizure Access and copying in the case of things seized by constables Power to transfer persons into custody of investigating officers Powers in respect of detained persons Power to require arrested person to account for certain matters Extended powers of seizure Persons accompanying investigating Officers	None	None
Specialist Crime and Intelligence	SOCU Investigator	PSO 1,1A,1B PSO 2 PSO 3 PSO 4 PSO 5 PSO 6 PSO 7 PSO 8 PSO 9 PSO 10 PSO 11 PSO 12	Search Warrants Access to excluded and special procedure material Entry and search after arrest Entry and search for evidence of nationality after arrest General power of seizure Access and copying in the case of things seized by constables Power to transfer persons into custody of investigating officers Powers in respect of detained persons Power to require arrested person to account for certain matters Extended powers of seizure Persons accompanying investigating Officers Attendance at police station for fingerprinting	None	None

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		PSO 13 PSO 14 PSO 14A PSO 15 PSO 16 PSO 17 PSO 18 PSO 19 PSO 20 PSO 20A PSO 20B PSO 20C PSO 20D PSO 21 PSO 22 PSO 23 PSO 24 PSO 25	Non-intimate searches of detained persons Searches and examinations to ascertain identity Searches of persons answering to live link bail Intimate searches of detained persons Fingerprinting without consent Warnings about intimate samples Non-intimate samples Attendance at police station for the taking of a sample Photographing persons in police detention Taking of impressions of footwear PSOs in respect of detained persons Use of reasonable force Notice of intimate search PSO to take an arrested person to a police station Escort of persons in police detention Issue of RA1 Speeding offences etc: admissibility of certain evidence Application for Production Orders		
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APPENDIX F– PART 2
SUFFOLK DESIGNATED STAFF

UNIT	ROLE	Designated Power	POWER DESIGNATED Police Reform Act 2002 <i>Taken from the Norfolk and Suffolk Master Powers for Policing Support Officers spreadsheet</i>	RESTRICTIONS / CONDITIONS	RESTRICTIONS / IMPOSED ON USE IN NORFOLK FORCE AREA
Forensic Services	Crime Scene Investigator Trainee CSI Senior CSI CSI	PSO 1,1A,1B PSO 3 PSO 4 PSO 5 PSO 10 PSO 11	Search Warrants Entry and search after arrest Entry and search for evidence of nationality after arrest General power of seizure Extended powers of seizure Persons accompanying investigating Officers	None	None
Forensic Services	Forensic Collision Investigation Unit	PSO 1,1A,1B PSO 3	Search Warrants Entry and search after arrest	None	None

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	FCIU Investigator	PSO 4 PSO 5 PSO 6 PSO 10 PSO 11	Entry and search for evidence of nationality after arrest General power of seizure Access and copying in the case of things seized by constables Extended powers of seizure Persons accompanying investigating Officers		
MI	SCIU SCIU Supervisor and SCIU Police Staff	PSO 1,1A,1B PSO 2 PSO 3 PSO 4 PSO 5 PSO 6 PSO 7 PSO 8 PSO 9 PSO 10 PSO 11	Search Warrants Access to excluded and special procedure material Entry and search after arrest Entry and search for evidence of nationality after arrest General power of seizure Access and copying in the case of things seized by constables Power to transfer persons into custody of investigating officers Powers in respect of detained persons Power to require arrested person to account for certain matters Extended powers of seizure Persons accompanying investigating Officers	None	None
MI	Review Officer	PSO 1,1A,1B PSO 2 PSO 3 PSO 4 PSO 5 PSO 6 PSO 10 PSO 11	Search Warrants Access to excluded and special procedure material Entry and search after arrest Entry and search for evidence of nationality after arrest General power of seizure Access and copying in the case of things seized by constables Extended powers of seizure Persons accompanying investigating Officers	None	None
MI	Enquiry Officer (MI)	PSO 1,1A,1B PSO 2 PSO 3 PSO 4 PSO 5 PSO 6 PSO 9	Search Warrants Access to excluded and special procedure material Entry and search after arrest Entry and search for evidence of nationality after arrest General power of seizure Access and copying in the case of things seized by constables Power to require arrested person to account for certain matters	None	None
MI	Intelligence Development Officer (MI)	PSO 1,1A,1B PSO 2 PSO 3 PSO 4	Search Warrants Access to excluded and special procedure material Entry and search after arrest Entry and search for evidence of nationality after arrest	None	None

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		PSO 5 PSO 6 PSO 9	General power of seizure Access and copying in the case of things seized by constables Power to require arrested person to account for certain matters		
Specialist Crime and Intelligence	Drugs Expert Witness/CDLO/CLO Fraud Investigator Financial Investigator Mobile Device Examiner	PSO 1,1A,1B PSO 2 PSO 3 PSO 4 PSO 5 PSO 6 PSO 7 PSO 8 PSO 9 PSO 10 PSO 11	Search Warrants Access to excluded and special procedure material Entry and search after arrest Entry and search for evidence of nationality after arrest General power of seizure Access and copying in the case of things seized by constables Power to transfer persons into custody of investigating officers Powers in respect of detained persons Power to require arrested person to account for certain matters Extended powers of seizure Persons accompanying investigating Officers	None	None

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