



Joint Transformation Programme Collaboration Agreement

Subject: Approval of a Section 22A collaboration agreement for the Joint Transformation Programme

Originator: Assistant Chief Officer

Decision Number: 20 - 2026

Reason for Submission: For Decision

Submitted to: Police and Crime Commissioner

Summary

1. Approval is sought to enter into the Joint Transformation Programme (JTP) Section 22A Collaboration Agreement, effective 1 June 2026 to 31st March 2030. The agreement defines governance, scope, financial arrangements, and operating structures.
2. The JTP has been established to enhance collaboration between Suffolk and Norfolk Constabularies, improving efficiency, productivity, and resilience through transformational change.
3. The programme is delivered by a dedicated team led by the Director of Transformation, with the Assistant Chief Officer (Suffolk) acting as Senior Responsible Owner. Programme costs will be shared in line with the agreed apportionment ratio (currently 43.6% for Suffolk).
4. Norfolk Legal Services has drafted the Section 22A agreement. Approval authorises the programme to implement the required governance, staffing, budgetary, and operating arrangements across both forces.
5. The agreement runs from 1 June 2026 to 31st March 2030, with a first review by 30 April 2027 and biennial reviews thereafter.

Recommendation


It is recommended that the PCC:

1. Grants approval for the execution of the S22A collaboration agreement for the Joint Transformation Programme.

Approval by PCC

The recommendation as outlined above is approved.

Signed: Tim Passmore

Signature: 

Date: 30 June 2026

Detail of Submission

1. Objective

- 1.1 To obtain approval to collaborate under S22A and S23 Police Act 1996 in delivering a Joint Transformation Programme (JTP) across Norfolk and Suffolk Constabularies that improves efficiency, capability and operational effectiveness through transformational change.
- 1.2 The S22A establishes collaborative working for the JTP across both Constabularies by establishing a shared governance, financial management and review framework.

2. Background

- 2.1 The Chief Constables of Suffolk and Norfolk Constabularies have commissioned the JTP and for it to operate jointly across both Constabularies.
- 2.2 Norfolk Legal Services has drafted the Section 22A agreement. Approval authorises the programme, through the Director of Transformation and ACO, to implement the required governance, staffing, budgetary, and operating arrangements across both forces.

3. Areas for consideration

3.1 Scope and purpose

The JTP strengthens collaboration and work processes by:

- Improving decision-making and performance management.
- Delivering improved and more efficient business processes.
- Deploying automation, including Robotic Process Automation (RPA) and AI to reduce manual workload and error rates.

3.2 Governance and Accountability

Key structures are provided below:

- Joint Chief Officer Team: oversees strategic collaboration.
- JTP Delivery Board: oversees delivery, progress and performance.
- JTP Lead (Director of Transformation): accountable for delivery and reports to the ACO/SRO and JTP Delivery Board.
- Norfolk and Suffolk Collaboration Panel: discharges the PCCs' governance responsibilities in relation to this collaboration.
- Each PCC also scrutinises the work of the JTP at their own governance boards, in Suffolk this is the Accountability and Performance Panel.

4. Other options considered

4.1 Not applicable. The decision paper seeks approval for a S22A agreement. The decision to proceed with the JTP has already been made by the Chief Constables from both counties.

5. Strategic aims / objective supported

5.1 The proposal supports theme 1: an efficient and effective police force for Suffolk in the PCC's police and crime plan. It contributes through:

- Ensuring value for money and improved efficiency.
- Supporting collaborative governance aligned with strategic and oversight arrangements.

6. Financial and other recourse implications

6.1 In 2025-26 the programme cost £1,100,507, the budget for the programme is set each year.

6.2 The S22A contains the following financial and budgetary provisions

- Budget control: The JTP budget is set annually as part of the annual outcome-based budgeting process. The Director of Transformation acts as budget holder and operates under extant Financial Regulations and Contract Standing Orders.
- Cost sharing: Programme costs will be shared in line with the agreed apportionment ratio (currently 43.6% for Suffolk).
- Procurement and assets: A shared Procurement Policy is in place. Assets remain with the owning body but are recorded in a joint inventory. Any termination will involve value sharing using NRE proportions.
- Expected benefits: These include reduced duplication, increased capacity and capability, and cashable savings through automation, including RPA and AI.

7. Environmental Implications

7.1 No material impact on carbon emissions has been identified across scopes 1, 2 and 3.

7.2 Environmental implications will be monitored through programme change control and benefits tracking.

8. Other implications and risks

8.1 Legal: The agreement complies with Sections 22A and 23 of the Police Act 1996. It includes provisions for indemnity, insurance, FOI, data protection, vetting, health and safety, and audit/inspection.

8.2 People: Staff remain employed by their home force. The Director of Transformation sets operating procedures and line-management structures. Dispute-resolution processes are defined.

Originator Checklist (must be completed).

Please state 'yes' or 'no'

Checklist Item	Yes / No
Has legal advice been sought on this submission?	No
Has the PCC's Chief Finance Officer been consulted?	Yes
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 Police and Crime Plan objectives?	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 environmental factors been considered?	Yes
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks section of the submission?	Yes
Is this report a Confidential Decision?	No

If yes, please state reasons below:

Approval to submit to the decision-maker

Chief Executive

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

Signed: Darren Horsman

Signature: 

Date: 30 June 2026

Chief Finance Officer (Section 151 Officer)

I certify that:

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

Signed: Colette Batson

Signature: 

Date: 30 June 2026

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POLICE

NORFOLK & SUFFOLK

working together for you



Subject	Joint Transformation Programme
Date	1 September 2025
PREPARED BY	G Oliver/N Brooks
COMMISSIONED BY	Head of Strategic Business and Operational Services
PURPOSE	New Collaboration Agreement

Police Force and Policing Body Collaborative Service Agreement

For the Provision of a Joint Transformation Programme

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 Management of the Joint Transformation Programme

- A1 Joint Lead of Joint Transformation Programme
- A2 Senior Leadership Team
- A3 Responsibility for day-to-day Management of the Joint Transformation Programme
- A4 Resolution of Disputes
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Schedule B Collaboration Team (CT)

- B1 Unit Function
- B2 Responsibility for day-to-day Management of the Collaboration Team
- B3 Resolution of disputes
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Schedule C Process & Technical Team (P&TT)

- C1 Unit Function
- C2 Responsibility for day-to-day Management of the Process & Technical Team
- C3 Resolution of disputes
- C4 Assets

Schedule D Digital Public Contact Team (DPCT)

- D1 Unit Function
- D2 Responsibility for day-to-day Management of the Digital Public Contact Team
- D3 Resolution of disputes
- D4 Assets

Schedule E Business Change Team (BCT)

- E1 Unit Function
- E2 Responsibility for day-to-day Management of the Business Change Team
- E3 Resolution of disputes
- E4 Assets

Appendices:

- A Terms of Reference – Joint Chief Officer Team (JCOT)**
- B Terms of Reference – Joint Transformation Programme Delivery Board**
- C Operating Terms of Reference – Joint Transformation Programme**
- D Terms of Reference – Joint Lead of Joint Transformation Programme**
- E Structure Chart – Joint Transformation Programme**

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THIS AGREEMENT is made on the date of the last signature in paragraph 38 of this Agreement and will commence on 1 June 2026.

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 Joint Norfolk and Suffolk Transformation Programme comprising the Programme Team and the function Lead (Transformation Director).
- 2.5 **Joint Performance Monitoring Board** – A group established to monitor the service delivery of the joint unit. This will comprise the Portfolio Lead (PL) and functional Leads from the collaborated service established. In the case of the JTP this will be known as the Joint Transformation Programme Delivery Board (JTPDB). 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)** – The 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 Policing Bodies.
- 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 Assistant Chief Officer, Finance and Support Services, Suffolk Constabulary.

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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 JTP ('function') capability to be managed by a JTP Lead. 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 JTP, its Units, functions and the management of it
 - (iii) Appendices referred to in the Agreement and in the Schedules

SECTION 5: THE COLLABORATED FUNCTION

- 5.1 The function which is the subject of this Agreement is the JTP.
- 5.2 The purpose of the function is to strengthen and streamline Norfolk & Suffolk Constabularies collaboration and work processes, enabling the workforce to be more productive and better able to serve the public.

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It will do this by:

- Improving decision making, governance, change and performance
- Delivering business process management and improvement
- Adopting automation and AI opportunities to improve the use of technology and reduce manual processing, risks and errors

5.3 The structure of the function is set out at Appendix E.

5.4 With effect from the commencement date, the JTP 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 JTP Lead 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:

- Collaboration Team
- Process & Technical Team
- Digital Public Contact Team
- Business Change Team

5.7 The day-to-day operating procedures for the function will be developed and maintained by the JTP Lead in conjunction with the PL. The operating procedures may be varied and added to by the JTP Lead 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.

SECTION 6: LENGTH OF AGREEMENT

6.1 This Agreement shall come into force on 1 June 2026 and shall continue in force until 31st March 2030 unless, in advance of that date, the Agreement is renewed in writing

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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 2030, 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 30 April 2027.
- (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 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.

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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 JTP Lead 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 30 April 2027 (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 Joint Transformation Programme Delivery Board (JTPDB), 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 JTP Lead, JCOT, either Chief Constable 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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JTP Lead, liability for those actions will lie with the JTP Lead'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 JTP 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 JTP Lead.
- 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 JTP Lead, 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 JTP Lead 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 JTP Lead, 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: JOINT TRANSFORMATION PROGRAMME DELIVERY BOARD (JTPDB)

24.1 A Joint Transformation Programme Delivery Board chaired by the PL will oversee the implementation, delivery and performance of the JTP.

24.2 The terms of reference for the JTPDB are attached at Appendix B.

24.3 The JTP Lead will report into the JTPDB regarding the performance and delivery of the joint function.

SECTION 25: JOINT LEAD OF JOINT TRANSFORMATION PROGRAMME

25.1 The Parties have agreed to appoint a Joint function Lead who will be responsible and accountable for the delivery of the function on behalf of both Forces.

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- 25.2 The JTP Lead's terms of reference is attached at Appendix D.
- 25.3 The JTP Lead will report into the JTPDB regarding the performance and delivery of the joint function.
- 25.4 The JTP Lead will report directly to the PL with responsibility for the management of the function and its performance and delivery.
- 25.5 The JTP Lead will be the line manager for the Unit Leads that comprise the Function.
- 25.6 The JTP Lead 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 JTP Lead 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 JTP Lead. For the avoidance of doubt, this will include all supervisors and managers working to the instruction of the JTP Lead.

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 JTP Lead 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.

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.

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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 JTP Lead 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:

- 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.

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SECTION 32: SUPPORT SERVICES

- 32.1 The JTP Lead 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 JTP Lead, 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 JTP Lead 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 JTP Lead 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 JTP Lead 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 JTP Lead may devolve operational management of the budget to Unit Leads 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 JTP Lead 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.
- 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 JTP Lead 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

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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 JTP Lead and monitored by the JTPDB.
- 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 JTP Lead 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 JTP Lead.
- 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. 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

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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 JTP Lead.
- 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 JTP Lead. 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.

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SECTION 38: 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 TRANSFORMATION PROGRAMME (JTP)

MANAGEMENT OF THE JTP

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 FUNCTION LEAD

- A1.1 The function will be headed by a Department Lead known as the JTP Lead. The Terms of Reference for the JTP Lead are attached at Appendix D.
- A1.2 The JTP Lead will report to the PL in regard to the management, performance and delivery of the function.
- A1.3 A Joint Transformation Programme Delivery Board will be chaired by the PL who will also oversee the performance and delivery of the function.
- A1.4 The JTP Lead will be responsible and accountable for the management and delivery of the function on behalf of the Chief Constables.
- A1.5 In conjunction with the strategic direction of the Chief Constables, and with the JTP Lead's PL to whom they report, the JTP Lead 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 JTP Lead.

SECTION A2 SENIOR LEADERSHIP TEAM (SLT)

- A2.1 The function's SLT will consist of the JTP Lead, the Transformation Leads, the Technology and Innovation Lead and the Change Manager.

SECTION A3 RESPONSIBILITY FOR DAY-TO-DAY MANAGEMENT OF THE FUNCTION

- A3.1 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.
- A3.2 The JTP Lead will have day-to-day management responsibility for the function. The JTP Lead will be accountable for the delivery of the joint service in accordance with the strategic direction set by the PL and the JTPDB.
- A3.3 Officers and staff working within the function are hereby required by their appointing Chief Constable to work to the instruction of the JTP Lead.

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A3.4 The JTP Lead has line management responsibility for the Unit Leads that comprise the Function and for any other post holder within the function as determined by the JTP Lead.

A3.5 A JTPDB chaired by the PL will oversee the performance and delivery of that Function.

A3.6 The JTP Lead 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 A4: RESOLUTION OF DISPUTES

A4.1 Any disputes arising from the day-to-day management of the function shall initially and immediately be dealt with by the JTP Lead.

A4.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL for function.

A4.3 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 JTPDB and/or Joint Chief Officer Team meeting (JCOT).

A4.4 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 A5: ASSETS

A5.1 The JTP Lead 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 B

JOINT TRANSFORMATION PROGRAMME

COLLABORATION TEAM (CT)

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 COLLABORATION TEAM

- B1.1 The Collaboration Team will provide strategic leadership and management of all programme work packages to build specialist capability within Norfolk and Suffolk Constabularies.
- B1.2 They will ensure resources are effectively allocated, work packages within the workstream are prioritised, progress is tracked and proceeded at planned pace, benefits are captured and projects' issues, risks and dependencies are managed.

SECTION B2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF THE COLLABORATION TEAM

- B2.1 A structure chart showing the position of the CT 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.
- B2.2 A CT Lead will be appointed. The CT Lead will have day-to-day management responsibility for the CT and will report to the JTP Lead. The Terms of Reference of the for the CT Lead will be determined by the JTP Lead 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.
- B2.3 The Terms of Reference for the CT will be determined by the JTP Lead and approved by the JTPDB. The CT Lead will be responsible for the delivery of the joint service in accordance with the strategic direction set by the JTP Lead.
- B2.4 The CT Lead in conjunction with the JTP Lead will develop and implement standard operating procedures for the conduct of the Unit.
- B2.5 Officers and staff working within the CT are hereby required by their appointing Chief Constable to work to the instruction of the CT Lead and JTP Lead.
- B2.6 The CT Lead has direct line management responsibility for staff working in the CT.
- B2.7 The CT Lead will report directly to the JTP Lead.

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B2.8 The CT Lead will be responsible for the health and safety of officers and staff working in the CT and for ensuring that all appropriate risk assessments have been carried out, are up to date and are complied with.

SECTION B3: RESOLUTION OF DISPUTES

B3.1 Any disputes arising from the day-to-day management of CT shall initially and immediately be dealt with by the CT Lead and, if not resolved, by JTP Lead.

B3.2 If the dispute cannot be resolved successfully by these means it will be referred to the PL.

B3.3 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 JTPDB and/or JCOT

B3.4 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 B4: ASSETS

B4.1 The CT Lead will be responsible for the maintenance of an assets register for property to be used by the CT. The inventory will clearly identify the assets and owners of the assets listed in it.

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SCHEDULE C

JOINT TRANSFORMATION PROGRAMME

PROCESS & TECHNICAL TEAM (P&TT)

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 PROCESS & TECHNICAL TEAM

- C1.1 The Process & Technical Team will design and lead the strategic approach to automation and AI within the programme, ensuring successful scale-up of a new RPA capability and providing leadership in exploring potential opportunities for wider automation or AI deployment in-force.
- C1.2 The Process & Technical Team will oversee end-to-end implementation of RPA and wider automation projects within force, leading the scoping, development and delivery of significant automations.

SECTION C2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF THE PROCESS & TECHNICAL TEAM

- C2.1 A structure chart showing the position of the P&TT 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 P&TT Lead will be appointed. The P&TT Lead will have day-to-day management responsibility for the P&TT and will report to the JTP Lead. The Terms of Reference of the for the P&TT Lead will be determined by the JTP Lead 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 the P&TT will be determined by the JTP Lead and approved by the JTPDB. The P&TT Lead will be responsible for the delivery of the joint service in accordance with the strategic direction set by the JTP Lead.
- C2.4 The P&TT Lead in conjunction with the JTP Lead will develop and implement standard operating procedures for the conduct of the Unit.
- C2.5 Officers and staff working within the P&TT are hereby required by their appointing Chief Constable to work to the instruction of the P&TT Lead and JTP Lead.
- C2.6 The P&TT Lead has direct line management responsibility for staff working in the P&TT.
- C2.7 The P&TT Lead will report directly to the JTP Lead.

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C2.8 The P&TT Lead will be responsible for the health and safety of officers and staff working in the P&TT 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 P&TT shall initially and immediately be dealt with by the P&TT Lead and, if not resolved, by JTP Lead.

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:

- (i) In urgent cases, by the PL to both Chief Constables to jointly agree a resolution
- (ii) In non-urgent cases, to the next JTPDB 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 P&TT Lead will be responsible for the maintenance of an assets register for property to be used by the P&TT. The inventory will clearly identify the assets and owners of the assets listed in it.

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SCHEDULE D

JOINT TRANSFORMATION PROGRAMME

DIGITAL PUBLIC CONTACT TEAM (DPCT)

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 DIGITAL PUBLIC CONTACT TEAM

- D1.1 The Digital Public Contact Team will identify workstreams and programmes of work that have been assessed as having the potential to improve collaborative working or improve processes and ways of working to increase performance and productivity and identify cashable savings.
- D1.2 The Digital Public Contact Team will transform and modernise the way that the public transact, communicate, and engage with the Contact and Control Rooms in Norfolk and Suffolk Constabularies in non-emergency situations, to deliver a high quality and responsive service.

SECTION D2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF THE DIGITAL PUBLIC CONTACT TEAM

- D2.1 A structure chart showing the position of the DPCT 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 DPCT Lead will be appointed. The DPCT Lead will have day-to-day management responsibility for the DPCT and will report to the JTP Lead. The Terms of Reference of the for the DPCT Lead will be determined by the JTP Lead 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 the DPCT will be determined by the JTP Lead and approved by the JTPDB. The DPCT Lead will be responsible for the delivery of the joint service in accordance with the strategic direction set by the JTP Lead.
- D2.4 The DPCT Lead in conjunction with the JTP Lead will develop and implement standard operating procedures for the conduct of the Unit.
- D2.5 Officers and staff working within the DPCT are hereby required by their appointing Chief Constable to work to the instruction of the DPCT Lead and JTP Lead.
- D2.6 The DPCT Lead has direct line management responsibility for staff working in the DPCT.
- D2.7 The DPCT Lead will report directly to the JTP Lead.

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

SECTION D3: RESOLUTION OF DISPUTES

D3.1 Any disputes arising from the day-to-day management of DPCT shall initially and immediately be dealt with by the DPCT Lead and, if not resolved, by JTP Lead.

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 JTPDB 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 DPCT Lead will be responsible for the maintenance of an assets register for property to be used by the DPCT. The inventory will clearly identify the assets and owners of the assets listed in it.

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SCHEDULE E

JOINT TRANSFORMATION PROGRAMME

BUSINESS CHANGE TEAM (BCT)

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 BUSINESS CHANGE TEAM

- E1.1 The Business Change Team will plan and implement strategies to foster adoption of new processes, structure, ways of working, or technology to ensure that benefits agreed between the programme and served business areas are delivered.
- E1.2 The Business Change Team will track progress against expected benefits for the programme.

SECTION E2 RESPONSIBILITY FOR THE DAY-TO-DAY MANAGEMENT OF THE BUSINESS CHANGE TEAM

- E2.1 A structure chart showing the position of the BCT 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 BCT Lead will be appointed. The BCT Lead will have day-to-day management responsibility for the BCT and will report to the JTP Lead. The Terms of Reference of the for the BCT Lead will be determined by the JTP Lead 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 the BCT will be determined by the JTP Lead and approved by the JTPDB. The BCT Lead will be responsible for the delivery of the joint service in accordance with the strategic direction set by the JTP Lead.
- E2.4 The BCT Lead in conjunction with the JTP Lead will develop and implement standard operating procedures for the conduct of the Unit.
- E2.5 Officers and staff working within the BCT are hereby required by their appointing Chief Constable to work to the instruction of the BCT Lead and JTP Lead.
- E2.6 The BCT Lead has direct line management responsibility for staff working in the BCT.
- E2.7 The BCT Lead will report directly to the JTP Lead.

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E2.8 The BCT Lead will be responsible for the health and safety of officers and staff working in the BCT 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 BCT shall initially and immediately be dealt with by the BCT Lead and, if not resolved, by JTP Lead.

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 JTPDB 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 BCT Lead will be responsible for the maintenance of an assets register for property to be used by the BCT. The inventory will clearly identify the assets and owners of the assets listed in it.

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APPENDICES

APPENDIX A

JOINT CHIEF OFFICER TEAM (JCOT) – TERMS OF REFERENCE

NORFOLK AND SUFFOLK COLLABORATION PROGRAMME GOVERNANCE

1 Purpose

- Act as the strategic decision maker for change including setting of mandates and agreement of business cases.
- Ensure oversight of the financial position of both Constabularies and develop service and financial planning options as part of the annual budgeting process.
- Ensure oversight of statutory responsibilities such as Corporate Governance documents and Health & Safety reports.
- Hold to account Programme Directors for delivery of the individual programmes and projects alongside the subsequent realisation of benefits.
- Provide a steer for collaborative activities at a local, regional and national level, agreeing priorities for delivery and resourcing across the organisations.
- Ensure oversight of strategic departments such as Legal, Corporate Communications and Professional Standards
- Consider future strategic scanning issues – such as Strategic Profiles and FMS and the impact onto strategic plans

2 Governance

- The meeting will be held monthly face to face in alternating locations in Norfolk and Suffolk. A standard agenda is shown in Appendix A.
- The Programme Management Office (PMO) will administer and record decisions and actions at the meeting.
- The agenda and supporting reports/papers will be distributed 3 working days prior to the meetings by the PMO. An action and decision log will be circulated within 5 working days after the meeting by the PMO.
- A template for agenda items can be found on the PMO intranet page along with the submission route and deadlines for reports.

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3 Membership

Membership comprises the following roles:

- CC Norfolk
- CC Suffolk
- DCC Norfolk
- DCC Suffolk
- ACC Norfolk
- ACC Suffolk
- ACC Joint
- ACO Norfolk
- ACO Suffolk

In addition, the following Heads of Department / Command are also included:

- Head of SBOS
- Head of Portfolio Management Office
- Director of People
- Director of ICT

Deputies/substitutes are not required to attend unless addressing a specific agenda item and by prior agreement with the Chair.

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-APPENDIX B:

JOINT TRANSFORMATION PROGRAMME DELIVERY BOARD

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

Meeting Chair: PL for JTP
In attendance: JTP Lead
(+ 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 JTP:

- 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 JTP Lead is responsible for the management of all functions that are connected with the JTP.

JOINT TRANSFORMATION PROGRAMME	
Section:	Joint Transformation Programme
Joint JTP Lead including Senior Leadership Team	<ul style="list-style-type: none"> • Provide strategic direction in accordance with the requirements of the PL and JTPDB. • Line manage Unit Leads through SLT • Implement the joint JTP • 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
Collaboration Team (CT)	<ul style="list-style-type: none"> • Provide strategic leadership and management of all programme work packages to build specialist capability within Norfolk and Suffolk Constabularies • Ensure resources are effectively allocated, work packages within the workstream are prioritised, progress is tracked and proceeded at planned pace, benefits are captured and projects' issues, risks and dependencies are managed
Process & Technical Team (P&TT)	<ul style="list-style-type: none"> • Design and lead the strategic approach to automation and AI within the programme, ensuring successful scale-up of a new RPA capability and providing leadership in exploring potential opportunities for wider automation or AI deployment in-force • Oversee end-to-end implementation of RPA and wider automation projects within force, leading the scoping, development and delivery of significant automations
Digital Public Contact Team (DPCT)	<ul style="list-style-type: none"> • The Digital Public Contact Team will identify workstreams and programmes of work that have been assessed has having the potential to improve collaborative working or improve processes and ways of working to increase performance and productivity and identify cashable savings • The Digital Public Contact Team will transform and modernise the way that the public transact, communicate, and engage with the Contact and Control Rooms in Norfolk

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	and Suffolk Constabularies in non-emergency situations, to deliver a high quality and responsive service
Business Change Team (BCT)	<ul style="list-style-type: none"> • Plan and implement strategies to foster adoption of new processes, structure, ways of working, or technology to ensure that benefits agreed between the programme and served business areas are delivered • Track progress against expected benefits for the programme

APPENDIX D:

TERMS OF REFERENCE: **JOINT TRANSFORMATION PROGRAMME LEAD**

Joint Transformation Programme
<ul style="list-style-type: none">• Provide strategic direction in accordance with the requirements of the PLs and JTPDB• Line manage Unit Leads through SLT• Implement the Joint JTP• 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: **JOINT TRANSFORMATION PROGRAMME LEAD**

Principal purpose of the role

To support the Senior Responsible Officer in the development and delivery of a Transformation Programme, focused on the delivery of efficiency savings for Norfolk and Suffolk Constabulary's in the medium to long term.

Main activities of the role

- Develop and lead the overall transformation strategy, ensuring alignment of the programmes objectives with the Constabulary's strategic priorities.
- Drive and manage the transformation programme's execution, defining the programmes operational direction, effectively managing issues, interdependencies and risks, escalating to the SRO as appropriate.
- Translate programme plans and roadmaps into project components for the capability leads, identifying milestones, defining benefits realisation timelines and ensuring appropriate resourcing based on capability and capacity assessments.
- Line manage capability leads, providing strategic direction and assurance of their work.
- Ensure benefits tracking and progress evaluation is embedded within the change management work within the programme and all associated projects.
- Ensure that details of the programme and its progress are widely demonstrated and visible to relevant stakeholders.

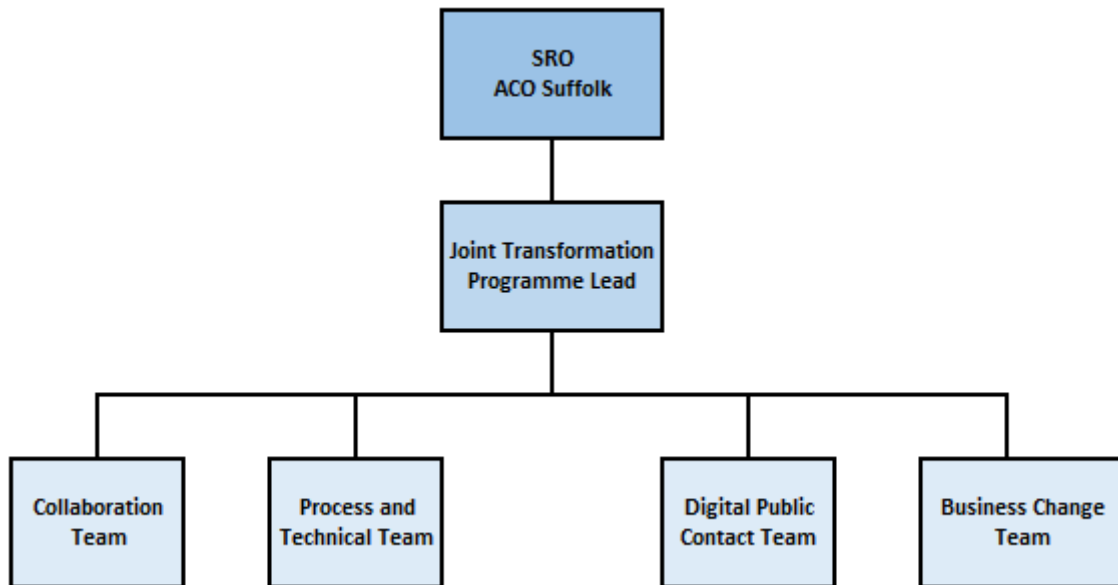
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- Consult regularly with stakeholders in both the local and joint space to ensure a coordinated approach to the delivery of organisational objectives.
- Foster a culture of continuous improvement, promoting the adoption of new processes, tools and technology.
- Strategically design and manage the transition to BAU for new capabilities, work and roles within the programme.
- Any other duties commensurate with the responsibilities and grading of the post.

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APPENDIX E:

STRUCTURE CHART: JOINT TRANSFORMATION PROGRAMME



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