

Subject: Provision of Neutral Vendor Service Provider – General Consultancy

Originator: Mark Bailie, Head of ICT Programmes & Transformation

Decision no. 21/2026

Reason for submission: For Decision

Submitted to: Police and Crime Commissioner Norfolk – Sarah Taylor

Summary:

1. This paper seeks approval to enter into and sign a contract for the provision of access to contracted professional services, to be utilised on a recurring and flexible basis across multiple departments within Norfolk Constabulary.
2. The contract will enable the organisation to access appropriately qualified and experienced temporary professional expertise, supporting the delivery of key operational and strategic priorities. This includes the provision of fixed-term resources to address capacity gaps, specialist skill requirements, or project-specific demands within critical areas such as ICT, Joint Transformational Project (JTP), Estates, and other specialist roles that are undertaken. The arrangement is intended to provide a compliant, efficient, and scalable route to market, ensuring the Constabulary can respond effectively to changing business needs while maintaining continuity of service and minimising disruption to core functions. The existing contract to enable the delivery of these services is a 7 Forces Commercial Services (7FCS) joint agreement from 1 April 2022 to the 30 May 2026. The new contract continues this arrangement for two years with an option for an additional two years.

Recommendation:

It is recommended that the Police and Crime Commissioner (PCC) grants approval to sign this two-year contract with Matrix SCM Ltd.

Outcome/approval by: Sarah Taylor – Police and Crime Commissioner

The recommendations as outlined above are approved.

Signature:



Date: 15/05/2026

Detail of the submission

1. Objective:

- 1.1 The purpose of this decision is to obtain the PCC's authorisation for continued access to professional services for Norfolk Constabulary and partner forces under the contract with Matrix SCM Ltd. This step will ensure vital specialist resources are secured for the next two years.

2. Background:

- 2.1 The original contract is a collaboration between Norfolk, Suffolk, Kent, Essex, Bedfordshire, Hertfordshire, and Cambridgeshire and started on 1 April 2022 to enable the use of Matrix SCM Ltd to provide access to resources for the partners.
- 2.2 These resources are necessary in situations where specialised expertise is unavailable or limited within the current workforce, or when urgent needs impact the ability to recruit for fixed-term contracts using standard recruitment procedures. The professional services engaged under this contract are used in many essential roles. In the past year this has included specialist roles in ICT in analysis, architecture, and project management for areas including Digital Investigations, Command and Control, and Digital Forensics, as well as short term cover for resourcing gaps due to abstraction to key delivery programmes.

3. Areas for consideration:

- 3.1 A number of specialist contractors are presently involved in important projects, including the Joint Transformation Programme, Digital Investigations, and enhancements to the Command & Control service.
- 3.2 This contract is a collaborative agreement made with seven force partners.

4. Other options considered:

- 4.1 The supplier is currently the only provider capable of delivering the full breadth and flexibility of services required across the Constabulary. Their offering aligns with the diverse and specialist needs of multiple departments, which cannot be met in their entirety by alternative suppliers within a single contractual arrangement. It will also provide continuation of service for those personnel currently contracted under the previous contract.

5. Strategic aims/objective supported:

- 5.1 The contract broadly supports the PCC's strategic aim through strengthening operational capability, enabling partnership delivery, and improving outcomes for victims and communities. In doing so, it directly underpins all three PCC priorities—preventing crime, building cohesive communities, and reducing harm—by ensuring the constabulary has access to the right skills at the right time.

6. Financial and other resource implications:

- 6.1 The Norfolk expenditure from the start of the contract, 1 April 2022 to December 2025 on this contract was £983,374.92, and this is expected to be replicated over the two-year contract duration.
- 6.2 The Suffolk expenditure over the same period has been £637,458.60.
- 6.3 The overall contract spend for all 7 forces during the same period was £10,266,675.
- 6.4 Across the 7 forces, the maximum spend over the two-year contract will be capped at £15,000,000.
- 6.5 Funding for the resources contracted through this service will come from budgets agreed in the medium-term financial plan and ongoing revenue budgets of the relevant departments requiring the specialist roles.

7. Carbon Emissions and Other Environmental Implications:

Carbon Emissions

- 7.1 The estimated impact on our carbon emissions that must be reported under current statute from this proposal is:

Emission Categories:	Increase in tCO2	Saving in tCO2
Scope 1 – Fuel – Building Heating	0	0
Scope 1 – Fuel – Transport	0	0
Scope 2 – Electricity	0	0

Environmental Implications

- 7.2 No material implications.

8. Other implications and risks:

- 8.1 This contract has been prepared with support and advice from 7FCS in line with Contract Standing Orders.
- 8.2 The contract is compliant with Public Contract Regulations 2015.

Originator checklist (must be completed)	Please state 'yes' or '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 with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	No
Have sustainability and environmental factors been considered? (e.g. biodiversity, employee commuting, business travel, waste and recycling, water, air quality, food and catering and estates construction)	Yes
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	Yes

Is this report a Confidential Decision?

No

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

Approval to submit to the decision-maker (this approval is required only for submissions to the PCC).

Chief Executive

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

Signature:



Date: 14/05/2026

Chief Finance Officer (Section 151 Officer)

I certify that:

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

Signature:



Date: 17/05/2026

Public access to information: Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential'. Where information contained within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.