

ORIGINATOR: CHIEF EXECUTIVE

DECISION NUMBER: 35 – 2023

REASON FOR SUBMISSION: FOR DECISION

SUBMITTED TO: POLICE AND CRIME COMMISSIONER

SUBJECT: APPOINTMENT OF ACTING CHIEF EXECUTIVE

SUMMARY:

1. The current Chief Executive will retire from 31 March 2024.
2. This Decision Paper describes the arrangements to appoint an acting Chief Executive and in due course a substantive Chief Executive.
3. The approval required by this Decision Paper relates to appointing an acting Chief Executive for the period from the current Chief Executive's retirement until a substantive Chief Executive appointment is made or until further notice.

RECOMMENDATION:

It is recommended that:

1. The proposal to appoint an acting Chief Executive as described within the Decision Paper be approved.

APPROVAL BY: PCC

The recommendation set out above is agreed.

Signature: *Tui Pannore* Date: *19th December 2023*

DETAIL OF THE SUBMISSION

1 INTRODUCTION

- 1.1 On 2 October 2023 Christopher Jackson, the Police and Crime Commissioners' (PCC) Chief Executive gave formal notice of his retirement with effect from 31 March 2024.
- 1.2 The Police Reform and Social Responsibility Act 2011 requires, by virtue of Schedule 1, paragraph 6 (1) (a) thereto, that the PCC must appoint a person to be head of their staff and referred to as a Chief Executive. Further, by virtue of Schedule 1, paragraph 7 (1) (a) of the 2011 Act, a PCC must also appoint a person to act as Chief Executive, if and for as long as that post is vacant.
- 1.3 The next ordinary PCC election takes place on 2 May 2024. The PCC considers that in view of the proximity of that election it would be inappropriate to progress a recruitment exercise leading to a substantive appointment of a Chief Executive; rather it should await until the successful candidate from the election comes into office on 9 May 2024, so that they are able to design and progress a recruitment exercise and select a candidate of their choice. A draft suggested process is prepared and ready to be considered and progressed without delay at that point.
- 1.4 In view of this position the PCC has given consideration to how the period between the retirement of the current Chief Executive and the commencement in office of a new substantive Chief Executive may be bridged by the appointment of an acting Chief Executive as statutorily required.
- 1.5 It is proposed that Sandra Graffham, Head of Communications and Engagement in the Office of the Police and Crime Commissioner be appointed to act as Chief Executive until the appointment and commencement in the role of a substantive Chief Executive or until further notice.

2 PROPOSED ACTING APPOINTMENT

- 2.1 The proposal at paragraph 1.5 is a temporary measure. Sandra Graffham would act as Chief Executive to the PCC for Suffolk to discharge the role as described in the Comprehensive Role Profile at Appendix A, namely fulfilling the statutory roles of chief executive, monitoring officer, head of paid service and data protection officer in addition to her substantive Head of Communications and Engagement role. The acting role would be discharged until further notice or until a new substantive Chief Executive commences in role.
- 2.2 Sandra Graffham has over 11 years experience in the Office of the Police and Crime Commissioner and has extensive career experience in the public and private sector. Her experience evidences her suitability to act as Chief Executive to the PCC for Suffolk for an interim period. In the acting role Sandra will take the helm of an experienced and capable team of staff.
- 2.3 Discussion has been undertaken within the Office of the Police and Crime Commissioner with regard to the proposal. It is considered within the Office of the Police and Crime Commissioner to be the most practical arrangement to provide an acting arrangement for the interim period.

- 2.4 The proposal to appoint a person to act as Chief Executive is not a substantive appointment and so does not, in the author's opinion, require confirmation by the Police and Crime Panel. This position is consistent with the other temporary appointments that have been made by the PCC for Suffolk in relation to the Chief Constable and Chief Finance Officer roles since the inception of PCCs in 2012. However the Chairman and officers of the Police and Crime Panel have been advised of the proposal and a copy of this Decision Paper will be provided to the Panel in the usual way.

3 SERVICE AND FINANCE IMPLICATIONS

- 3.1 The cost of the proposal comprises the modest cost of honoraria and any on-costs. These will be more than offset by the savings created by the substantive Chief Executive vacancy.

4 RISKS

- 4.1 The current Chief Executives' retirement is identified as a risk in the Confidential Risk Register version 27. The proposal in this Decision Paper helps in addressing this risk.

| ORIGINATOR CHECKLIST (MUST BE COMPLETED) | PLEASE STATE 'YES' OR 'NO' |
|---|---|
| Has legal advice been sought on this submission? | The writer is a solicitor and the Monitoring Officer and has considered all relevant legal issues in the production of the paper. |
| 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? | Not applicable |
| 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? | Yes |
| Have all relevant ethical factors been taken into consideration in developing this submission? | Yes |

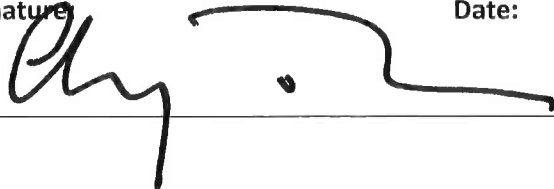
In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

APPROVAL TO SUBMIT TO THE DECISION-MAKER (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 and that this is an appropriate request to be submitted to the (add decision-maker's title e.g. the PCC).

Signature



Date: 19 December 2023



APPOINTMENT OF CHIEF EXECUTIVE

COMPREHENSIVE ROLE PROFILE

1. Post Overview

Post: Chief Executive

Accountable to: The Police and Crime Commissioner for Suffolk

Location: Police Headquarters, Martlesham Heath, Suffolk

2. Role Purpose

- The role is statutorily established by Schedule 1, paragraph 6 to the Police Reform and Social Responsibility Act 2011;
- The person appointed to the role will discharge the responsibilities provided for by:
 - Schedule 1, paragraph 6 to the 2011 Act (Chief Executive);
 - Section 5 (1) Local Government and Housing Act 1989 (Monitoring Officer);
 - Section 4 (1A) Local Government and Housing Act 1989 (Head of Paid Service);
 - Article 37 of Regulation (EU) 2016 / 679 (UK General Data Protection Regulation) (Data Protection Officer).

And as set out in:

- [The APACE statement on the Role of the Chief Executive and Monitoring Officer for the Police and Crime Commissioner.](#)

3. Main Duties and Responsibilities

- To advise and support the Police and Crime Commissioner on their strategic priorities and to lead on the delivery of those priorities.
- To ensure the efficient and effective delivery of the Police and Crime Plan.

- To be the principal advisor to the Police and Crime Commissioner in the exercise of their statutory duties, powers and responsibilities as summarised in [The Policing Protocol Order 2011](#) and ensure the delivery thereof.
- To maintain efficient and effective governance arrangements in respect of the Police and Crime Commissioner's responsibilities.
- To undertake the roles of Monitoring Officer, Head of Paid Service and Data Protection Officer.
- To ensure the running of an efficient and effective Office of the Police and Crime Commissioner.
- To give clear, visible and effective leadership to the Office of the Police and Crime Commissioner.
- To deliver arrangements for the appointment of the Chief Constable, their terms and conditions of service and any matters relating to discipline.
- To develop and maintain relationships at a senior level as appropriate with the Constabulary, partners, organisations and stakeholders at a local, regional and national level.

4. Behaviours

The role is expected to understand and act within the ethics and values of the police service.

The Competency and Values Framework (CVF) for policing published by the College of Policing has six competencies that are clustered into three groups. Under each competency are three levels that show how the behaviours will look in practice. [College of Policing – Competency and Values Framework - 2016](#)

The role should operate at the following levels of the CVF:

Resolute, compassionate and committed

- we are emotionally aware Level 3
- we take ownership Level 3

Inclusive, enabling and visionary leadership

- we are collaborative Level 3
- we deliver, support and inspire Level 3

Intelligent, creative and informed policing

- we analyse critically Level 3
- we are innovative and open-minded Level 3

5. Person Specification

Experience

- Experience of leadership and operational management at a high level;
- Proven track record of leading significant strategic development and operational delivery;
- Experience of working at a strategic level with partner organisations;
- Experience of working with statutory and compliance bodies;
- Experience of analysing legislation, statutory guidance and complex issues and providing advice and counsel to senior leaders;
- Experience of good corporate governance;
- Evidence of relevant, continuing professional development.

Skills and Knowledge

- Exceptional verbal, written and presentational skills;
- Exceptional negotiating, influencing and engagement skills;
- The ability to act with tact and diplomacy and maintain confidentiality in a politically and operationally sensitive environment;
- Exceptional organisational and planning skills in order to balance workload and priorities;
- Exceptional ability to analyse and interpret legislation, statutory guidance and other complex information and give clear, objective and practical advice;
- Knowledge and understanding of the importance of scrutiny, audit and good corporate governance.
- Knowledge of the statutory and legal environment in which the Chief Executive role operates and the ability to confidently apply that knowledge.

6. Qualifications

- Educated to professional / degree level in a relevant discipline, or the equivalent level of experience.

7. Special Points of Note

- The post of Chief Executive is politically restricted. The Local Government and Housing Act 1989 imposes restrictions on public political activity by the holders of such posts. The restrictions imposed include:
 - Becoming or remaining a member of a Local Authority, the House of Commons or Police and Crime Commissioner;
 - Announcing or allowing others to announce, one's candidature for one of the aforementioned offices;
 - Holding office in a political party;
 - Canvassing at elections; and
 - Speaking or writing publicly on matters of party political controversy.
- The purpose of this comprehensive role profile is to indicate the general level of the duties and responsibility of the role. The duties may from time to time vary without changing the general character of the role or the levels of responsibility;
- Whilst the role is normally based at Martlesham Heath, you may be required to work at other establishments within Suffolk as may be reasonably required;
- Appointment to this post is subject to a confirmation hearing by the Police and Crime Panel;
- The postholder must be able to travel around the county, region and nationally;
- The post is subject to vetting approval.

Chief Executive
April 2023