



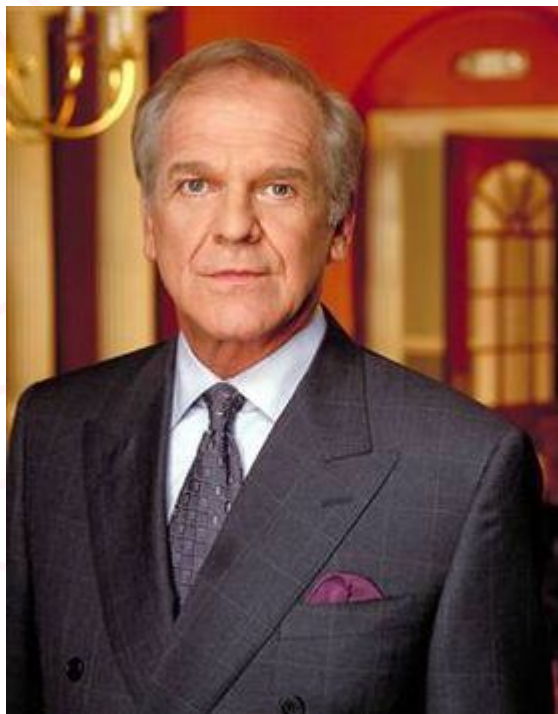
The Role of the Chief Executive

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Role of the Chief Executive to the PCC

- Each Police and Crime Commissioner will have their own view
- Different from the role of Chief Executive of the Police Authority
- Key member of the PCC Team
- New role
- Relationship with Commissioner is key

Leo McGarry ?



Clive Grunshaw Police & Crime Commissioner for Lancashire

Malcolm Tucker?



Roles and Relationships

- Police and Crime Commissioner (PRSRA 11)
 - Chief Executive
- Police and Crime Panel (PRSRA 11 + Locally defined)
- Chief Constable – Constitutional position, protocol etc
- Government – HO, MOJ CLG etc

Relationship between Commissioner and Staff

- Relationship is key
- Chief Executive – Head of Paid Service, Monitoring Officer
- Paid service – all employees
- Stage 2 issues
- Deputies and Assistants

Comparable relationships

- Leader & Chief Executive in Local Government
- Chair of the Board & Chief Executive in industry
- Minister and Private Secretary or Permanent Secretary
- Deputy Mayor and Chief Operating Officer
- Senator or Governor and their Chief of Staff

SOLACE

Local Government Chief Executives

- Set an example through personal conduct - integrity and openness;
- Champion and display values of public service and excellence in service delivery;
- Set the right cultural tone through relationships with those they lead and influence;
- Show emotional commitment to all staff and services;
- Support, inform and listen to elected members;
- Provide clear guidance on levels of quality that citizens and customers must expect - not just quality of services and processes but also having a clear vision of the desirable outcomes for citizens and communities;
- Advise members on the correct level of resourcing for services;
- Ensure that the conditions exist to support effective interdepartmental and interagency working that minimises risk for vulnerable service users and partner organisations;
- Ensure effective community engagement.

Chief of Staff

- Responsible for supporting the Commissioner in making decisions and completing projects
- Facilitate carrying out the Commissioner's priorities
- Ensure effective communication mechanisms in place
- Strategic planning, performance and resources
- Gubernatorial Vicar

Commissioner, Chief Constable or Chief Executive?

- Responsible for leadership of the business and managing it within the authorities delegated by the Board
- Develop strategy proposals, annual plans, human resourcing and organisational structures to achieve its plans.
- Be responsible to the Board for the performance of the business.
- Lead the executive team,
- Ensure that financial results, business strategies and, where appropriate, targets and milestones are communicated to the investment community.
- Develop and promote effective communication with shareholders and other relevant constituencies.
- Ensure that business performance is consistent with the Business Principles.
- Ensure robust management succession, risk management and information flows including internal controls are in place.
- Review capital investment proposals thoroughly, risks identified and steps taken to manage the risks.

Most importantly...

- Establish a close relationship of trust with the Chairman, reporting key developments to him/her in a timely manner and seeking advice and support as appropriate.

Conclusion

- Be clear about what sort of organisation you want to lead (and for Chief Executives what kind you want to work in!)
- What is it that only the Commissioner can do?
- Pick the right person – and understand that might change.