

Group Director - Policy

Department: Strategic Policy, Planning and Performance

Division: Public Policy

Reports to: Director General of Strategic Policy, Planning and Performance

Job purpose

As the principal adviser on all public policy, direct effective policy development to achieve Government priorities and improve outcomes for the benefit of the community. This includes maintaining a breadth of knowledge and understanding of how all public policies interact with each other and with emerging strategic trends in order to deliver these benefits.

To ensure the coherent development and maintenance of public policies, including the legislative programme, in line with the broader Government of Jersey strategic framework (including the Common Strategic Policy and Government Plan). Prioritising policy initiatives to address strategic risks and benefits, the post holder will use resources flexibly to address areas of concern and ensure that strategic outcomes are enabled by effective and agile policymaking.

To direct, lead and co-ordinate public policy specialists across the Government and beyond, ensuring a consistent approach to policy formation across all areas of strategic activity. The post holder will also be responsible for building policy-making capability and expertise throughout the public service.

Job-specific outcomes

Responsible for ensuring cohesive policy structures and processes across all departments that support long, medium and short-term policy making; bringing together internal and external policy specialists to address agreed strategic outcomes.

Leading a centre of excellence for the development of policy and legislation through the provision of a centrally co-ordinated 'policy hub'. This includes directing and coordinating senior policy heads, each responsible for the oversight of specific policy areas, supported by a central resource of policy officers who also act as 'spoke' officers providing policy advice to operational departments as needed.

Responsible for setting and maintaining common standards of policy development across all departments. Creating a professional remit for policy officers, clearly set out within an agreed learning and development framework. Providing training, development and mentoring opportunities for policy officers across the public service. Implementing best practice policymaking approaches.

Work closely with the Director of Strategy and Innovation, who oversees the agreed long-term strategic policy frameworks within which policymaking is developed (including the Island Plan). This includes identifying where new policies and/or legislation are required to achieve longer term strategic aims or prepare for future strategic risks and opportunities.

Work closely with the Director of Strategic Planning and Performance, who provides robust feedback on performance against existing policies, corporate and departmental business plans and technical support through analytical models to support the development of new policies.

Coordinate and lead policy making and decisions across government (including good governance); identifying where policies impact on each other and working to mitigate any associated risks. Providing policy advice to Council of Ministers and Directors General as required.

Work closely with Directors in other government departments who may retain direct control of specific policy functions, and whose policy functions may be undertaken by non-policy specialists in operational teams. Building and leading effective policy teams and processes in these areas and ensuring they are fully integrated into the overall policy approach.

Work closely with the Law Officers' Department, Legislative Drafting Office and States Greffe, to co-ordinate the development of policies, legislation and States Assembly decision making within the context of the overall strategic framework; and ensuring effective engagement with all relevant statutory consultees.

Responsible for the development of policies in all other areas including policy projects that do not sit neatly within operational areas (e.g. charities legislation).

Ensure operational and customer facing areas benefit from a structured and co-ordinated approach to public policy development; creating and sustaining a dynamic two-way flow of information so that new policy is developed with the benefit of operational experience and feedback. Ensuring that customer facing teams are supported in their understanding and knowledge of the underlying public policies that they administer.

Work closely with senior leads in operational departments to ensure a clear mutual understanding of operational and policy objectives and issues. Proactively identifying policy problems and developing processes and standards to resolve policy issues.

Provide flexible capacity to support policymaking and 'deep dives'. Encouraging cross-departmental working and transfers of policy resources across the organisation to support large projects as needed.

Ensure the transparency of policymaking processes and approaches. Ensure that feedback loops exist to demonstrate the effectiveness of existing and new policies in meeting required strategic aims. Evaluate ideas on changes to public policy from across the organisation and wider democratic system.

Statutory responsibilities

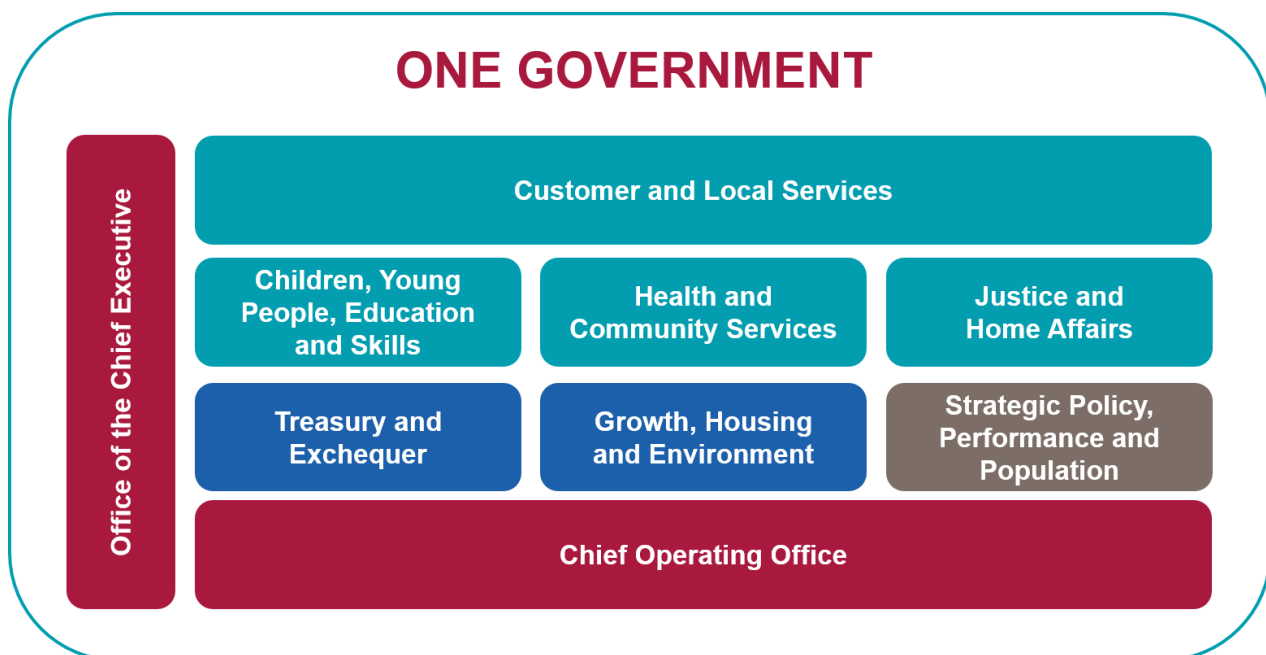
Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election to the Government or as a Parish Constable, or publicly supporting someone who is standing for election or playing a public part in any political manner.

Services

- Leading collaborative policy making in key areas.
- Support and facilitate good public policy making in all areas.
- Policy hub, including coordination, decision making, management and dispute resolution.
- Head of policy profession, including development of policy professionals and policy making methods and tools.

Organisational structure



Core leadership accountabilities

Ministerial relationships	Provide guidance and support to Ministers, translating their political visions and priorities into coherent initiatives that will deliver their intended outcomes
Finance and performance	Be responsible for significant delegated budget and resources ensuring that they are allocated effectively for the delivery of intended outcomes in a manner which demonstrates values for money and compliance with relevant policies and guidelines
Corporate parent	Be responsible for providing the best possible care and safeguarding of children and vulnerable adults in the Island, by creating collaborative, efficient, and joined up public services where children and vulnerable adults can flourish in a healthy, safe educational and social environment.
Customers and Islanders	Ensure that there is a clear and consistent focus across the organisation and its partners on delivering inclusive and an outstanding customer service experience to all customer and Islanders

People management	Provide strong and inspirational leadership, promoting a culture of high performance, continuous improvement, innovation. Be responsible for optimising workforce capability, ensuring fair and transparent approaches talent management and resourcing decisions that promotes diversity and inclusive. Develop workforce plans that ensure the capability and capacity required to meet current and future business requirements
Jersey Standard	To be responsible for creating the Jersey Standard. A performance and service excellence framework for the Government of Jersey
Partnership	Develop effective internal and external partnerships and collaborative working to achieve the strategic vision of One island, one community, one government, one future. Act as a positive ambassador for the Island and the Government of Jersey.
Governance, compliance and organisational reputation	Provide assurance that strategic decisions are being made in accordance with governance arrangements, relevant legislation with particular reference to Jersey Laws, statutory requirements and policy and operate within an acceptable level of risk. Lead by example and behave in accordance with the code of conduct, carrying out duties within profession good practice and legal standards.

Executive traits and behaviours

Make the right impact	Inspires others, is visible, adaptive, authentic and engenders trust
See things through	Demonstrates courage, takes responsibility, is resilient and tenacious
Move at pace	Learns quickly, is curious, agile and innovative
Makes things happen	Thinks strategically, acts tactically, creates social value through commercial approach

Creating conditions for success

Builds powerful relationships	Achieves through influence not control, promotes teamwork and partnership
Builds and sustains effective alliances	Forges dynamic alliances with others to provide world class services
Creates capability	Successfully leads team, realises potential, creating a learning environment where talent thrives
Creates a successful team Jersey culture	Works corporately to create cohesion, breaks down silos and achieves through common goals
Generates ambition	Sets the highest performance and ethical standards, hold people to account
Delivers transformation	Articulates a clear vision, wins hearts and minds and takes balanced risks

Person Specification

Specific to the role

- Demonstrable experience of working in a senior role in a highly sensitive political environment and evidence of the ability to inspire, challenge and negotiate with a wide range of stakeholders to enable the delivery of actions and results that support the strategic direction required by the Council of Ministers.
- Extensive experience of developing and leading significant strategic policy agenda for large scale organisations, government or public bodies.
- Strong strategic thinking capability, supported by excellent policy development skills and a sound grip of strategic financial and performance information, supported by knowledge and understanding of governmental policy and governance infrastructure.
- Knowledge and understanding of approaches to stakeholder engagement and intelligence gathering to inform strategy and ensure collective understanding and buy-in to strategic change.
- Demonstrable knowledge and experience of organisational and political process with an ability to lead with agility across a broad range of high profile matters whilst maintaining a clear sense of purpose.

Generic to senior leaders

Demonstrate significant experience of working in a senior role in a political environment and evidence of the ability to challenge and negotiate with a wide range of stakeholders.

Demonstrate knowledge and understanding of the challenges that the Government of Jersey faces, matched with an understanding of the policy and governance requirements for the department accountabilities within the role.

Demonstrate a proactive, credible and authoritative voice on behalf of the Island with evidence of successful lobbying of senior government figures and counterparts, and other influential stakeholders.

Ability to build and develop strategic relationships, influencing and negotiating with a wide range of stakeholders and partners to achieve outcomes.

Demonstrable track record of leading, motivating and managing teams to achieve high-performing and significant sustainable service improvements and outstanding results, within agreed budgets to meet agreed targets and strategic objectives, within an organisation of a comparable scope and complexity.

Experience of developing and sustaining a culture that meets the needs of and engages with customers and staff within an inclusive, open and high-performing environment.

Demonstrable evidence of applying creative and business-like approaches to managing demand for services to deliver cost-effective and efficient outcomes.

Demonstrate the capability and capacity for critical thinking and ability to apply this insight in a practical and engaging manner.

Qualified to degree level or equivalent qualification or relevant experience.