

## Group Director of Regulation

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<b>Department:</b>	Infrastructure, Housing and Environment		
<b>Division:</b>	Regulation		
<b>Reports to:</b>	Director General – Infrastructure, Housing and Environment		
<b>JE reference:</b>	IHE1078		
<b>Grade:</b>	T2	<b>JE Date:</b>	15/9/2021

### Job purpose

Support the Director General IHE by developing and implementing strategies and plans to ensure the efficient and effective delivery of a broad range of the regulatory services provided by government. To deliver Government wide strategic outcomes and secure the best possible long-term and sustainable outcomes for our Island and its residents.

Plan, organise and control the effective, efficient and economic provision, development and operation of Jersey's Regulatory services in accordance with relevant legislation, policies and procedures to standards appropriate to meet and protect the needs of the community, as well as our Urban and Natural surroundings.

Work collaboratively with colleagues as part of Team Jersey on all strategic matters in relation to organisational performance and delivery of the transformation strategy; encouraging a learning organisational culture focused upon improvement and high performance.

### Job specific outcomes

Provide guidance and support to Ministers, translating their political visions and priorities into coherent initiatives that will deliver their intended outcomes. Setting the overall strategic direction for Regulation, incorporating the views of the Ministers, Director General, other Group Directors and in particular the Group Director for Natural Environment, and Heads of Service in Regulation to ensure the delivery of socially responsible regulation, compliance and enforcement in the following areas:

- Development and Land: which includes Planning Applications (including those for Special / Major Infrastructure Projects), Appeals, Compliance (Land and Habitat) and Building Standards.
- Environmental & Consumer Protection: which includes, Housing & Nuisance Standards, Food & Plant Standards, Trading Standards, Public Health, Community and Licensing, and Pollution Control).
- Driver and Vehicle Standards: which includes the regulation of the Vehicle Register, Vehicle Standards and Driver Standards as well as Road Safety Coordination.

Drive a culture of continuous improvement, working with the Office of the Director General and the Head of Regulatory Improvement, focussing on statutory, digital and cultural reforms to streamline and optimise processes to achieve more efficient ways of working and improved customer experience. With particular focus on the integration of services from Natural Environment (e.g.

scientific services and advice) and thematic working to support the development of Regulatory policy, legislation and enforcement.

Continue to ensure the Regulation operating model is aligned to the defined vision, from a government wide perspective. Ensure appropriate feasibility studies are conducted to determine where it may be possible to amalgamate further Government Regulatory services. Taking a measured approach to assess the possibility of increasing the commerciality of operations as well as other cost recovery or cost neutral options.

Be accountable for the delegated financial budget and resources for Regulation, ensuring that they are allocated effectively for the delivery of intended outcomes in a manner that demonstrates value for money and compliance with relevant Government policies and guidelines.

Lead the Regulation Heads of Service on the implementation of the strategic direction to ensure alignment in effective methods of delivery. Contributing towards the Heads of Services' professional development and to meet performance targets as identified in the business plan. Encouraging partnership working with other Government Departments, Regulation Teams and Partner Organisations.

Maintain regular appraisal of operational performance metrics, responses to requests for service, breaches in legislation or licensing conditions as well as incidents that have required more formal action. Encouraging consistency in the approach to compliance activities through training (e.g. interviews, statements, casefiles) and a culture of working with key stakeholders and only where necessary exercising legal powers of enforcement.

Maintain a good understanding of the relevant Laws, Orders and precedents. Liaising with other relevant experts within the Regulation directorate, Natural Environment and the Law Officer's Department to ensure that the statutory obligations are fulfilled, monitored and developed.

Establish, maintain and foster effective communication links with UK, EU and other international governmental agencies in order that Jersey's public services operate with appropriate and relevant Regulatory standards.

Contribute to the development and monitoring of appropriate policies and procedures in relation to a range of local, UK, EU and other regulatory requirements relevant to services across a wide spectrum of disciplines.

Ensure the application of Health and Safety regulations, standards and controls are given highest priority and that all employees at all levels are adequately trained and maintain high levels of awareness of their ongoing obligations under the law (e.g. when conducting inspections alone, exposure to hazardous conditions).

### **Statutory responsibilities**

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

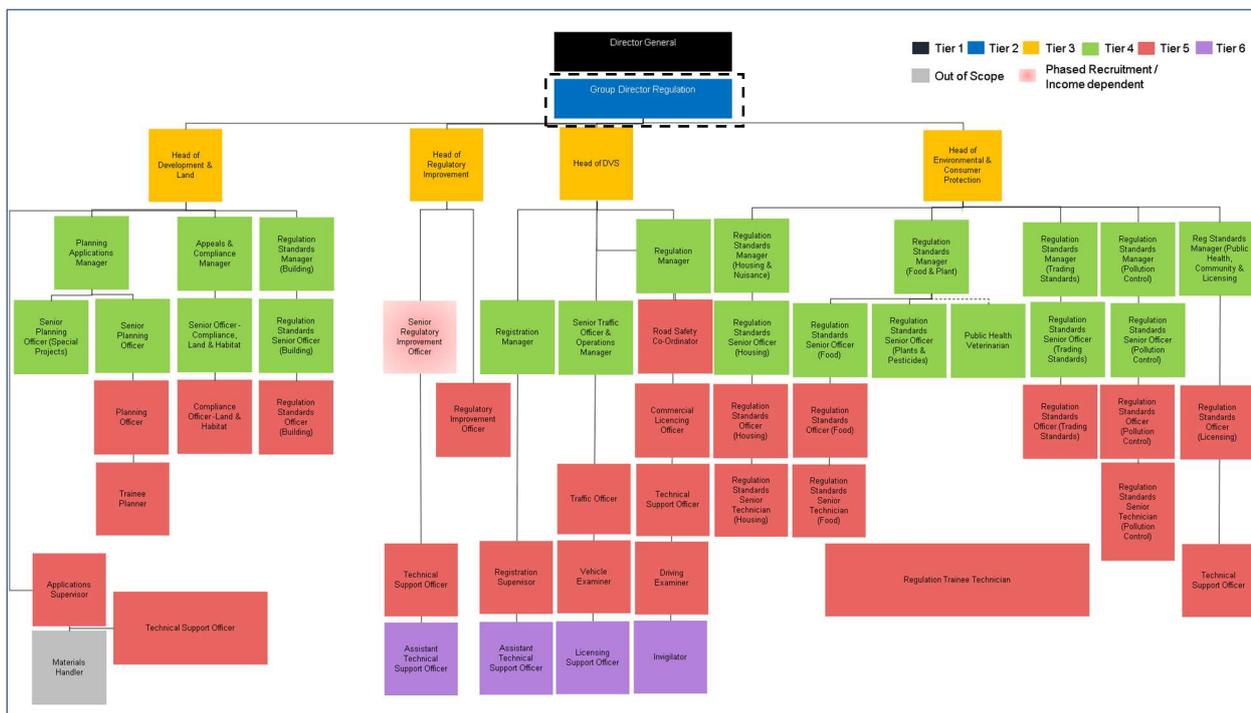
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## Services

- Development & Land
- Environmental & Consumer Protection
- Driver & Vehicle Standards
- Regulatory Improvement

## Organisational Chart

Regulation Organisational structure August 2021



## Organisation Structure

## One Government Departments



## Person Specification

### Specific to the role

ATTRIBUTES	ESSENTIAL	DESIRABLE
<p><b>Qualifications</b> <i>Please state the level of education and professional qualifications and / or specific occupational training required.</i></p>	<p>Level 7 Regulated Qualification Framework in a relevant service specialism (Masters and degree qualified)</p> <p>Chartered Membership of an appropriate professional body.</p> <p>Post graduate level 7 management qualification, or equivalent knowledge or experience.</p>	
<p><b>Knowledge</b> <i>This relates to the level and breadth of practical knowledge required to do the job (e.g. the understanding of a defined system, practice, method or procedure).</i></p>	<p>In-depth knowledge of the regulatory environment.</p> <p>Breadth of knowledge across the economy, environment and the community in balancing public protection and commercial practice.</p> <p>Good knowledge of local, UK and EU legislation, directives, regulations and international agreements and how they impact local legislation, policy frameworks and practices.</p> <p>Ongoing Continuing Professional Development to remain up-to-date with the latest methodologies and industry research and best practice.</p> <p>Knowledge of the Government of Jersey or a comparable organisation and its strategy and functions.</p>	<p>Knowledge of:</p> <p>The activity and processes of Government including interaction between politicians and officials.</p> <p>The Infrastructure, Housing and Environment priorities, key objectives, risks and issues relevant to the department division and the role.</p>
<p><b>Technical / Work-based Skills</b> <i>This relates to the skills specific to the job, e.g. language fluency, vehicle license etc.</i></p>	<p>Specialist Regulatory technical knowledge with the ability to make considered by timely decisions on a wide variety of disciplines that carry a degree of risk to the operation of the Department, and in turn the Regulation of the Island.</p> <p>Driving licence (Group B)</p> <p>Computer literate with ability to operate Microsoft Office packages.</p>	

<p><b>General Skills/Attributes</b> <i>This relates to more general characteristics required to do the job effectively, e.g. effective written communication skills, ability to delegate, motivation or commitment etc.</i></p>	<p>Strong relationship building skills.</p> <p>Good planning and organising skills so as to generate medium and long-term strategic plans for the relevant areas of responsibility.</p> <p>Ability to lead, motivate and manage teams to drive change and continuous improvements, as well as facilitating the achievement of high delivery and performance and manage poor behaviour.</p> <p>Excellent verbal and written communication skills.</p> <p>Ability to produce written materials (e.g. letters, reports, discussion papers, proposals) to a high level for presentation to a variety of audiences.</p> <p>Ability to communicate confidently and effectively to senior stakeholders, including politicians and Senior Management and deliver key messages at a suitable level.</p> <p>Ability to influence and persuade a wide range of stakeholders in and outside the department.</p>	
<p><b>Experience</b> <i>This is the proven record of experience and achievement in a field, profession or specialism. This could include a minimum period of experience in a defined area of work if required by an external body (for example a period of post-qualification experience).</i></p>	<p>Proven management experience at a strategic level.</p> <p>Experience of working in an associated regulatory discipline</p> <p>Experience of best practice within the area/s overseen as part of the remit of the role to make recommendations for change.</p> <p>Experience working alongside senior stakeholders within the public sector or a similar context.</p> <p>Experience in HR practices and strong Employee Relations skills.</p>	

### Core Accountabilities, Attributes and Behaviour Indicators

Appointees to this role will be required to adhere to and perform their duties in line with the standards identified in the Government of Jersey tier 2 core accountabilities, attributes and behaviour indicators.

## Additional job information

### Specific to the role

#### **Communication and Relationships**

*Tell us about the skills required by a typical post-holder to communicate, establish and maintain relationships and gain the cooperation of others. Let us know the skills required to motivate, negotiate, persuade, make presentations, train others, empathise, communicate unpleasant news sensitively and provide counselling and reassurance. You should also include any difficulties involved in exercising these skills.*

The post holder is required to:

Possess a high level of communication and interpersonal skills, together with the ability to inspire, motivate and influence employees across a whole range of Regulatory disciplines. Must be a team player, able to secure consensus amongst a wide range of stakeholders as well as across other Government departments and services, and other partner organisations.

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.

Communicate effectively to a variety of stakeholders to develop good working relationships using tact and persuasion. The ability to communicate complex legal, sensitive and contentious information that may lead to unpopular decisions.

Represent the Regulation Directorate, adapting their approach to be able to effectively communicate with a variety of stakeholders. Provide guidance and support to Ministers, translating their political visions and priorities into coherent initiatives that will deliver their intended outcomes

Communication may be written, face to face or telephone, as well as through both formal and informal presentations.

#### **Analytical Skills**

*Please describe the analytical and judgemental skills required to fulfil the requirements of the job. Consider any requirements for analytical skills to diagnose a problem or situation, or to understand complex situations or information, and judgemental skills to formulate solutions and recommend/decide on the best course of action.*

The post holder is required to:

Take evidence-based decisions in complex situations, demonstrating a high level of analytical and problem-solving skills across a broad range of regulatory activities, together with technical experts and legal advisers.

Manage their own workload and directing others to carry out activities to ensure the best use of available knowledge and skill to meet the departmental aims and objectives.

Support and provide advice to Heads of Service, particularly when dealing with complex or unusual complaints / issues, using professional judgement and experience to reach a satisfactory conclusion.

**Planning & Organisation**

*Please tell us about the planning and organisational skills required to fulfil the job responsibilities. You should include a description of the skills required for activities such as planning or organising services, departments, rotas, meetings, conferences, events and for strategic planning. Please reference the complexity and degree of uncertainty involved in these activities. Include details of the length of typical planning horizons.*

Coordinate and formulate medium to long term strategy plans to prioritise and deliver on the Government's strategic objectives.

**Physical Skills**

*Tell us about any physical and sensory skills, hand-eye co-ordination, dexterity, manipulation and/or requirements for speed and accuracy, keyboard and driving skills required by the role. Include the reason it is needed, and how frequently it is used. Please ensure that this information is in line with the Person Specification.*

Keyboard skills for the generation of documents, review of reports, spreadsheets, emails, datasets.

The ability to drive (Group B licence) is desirable, due to the mobile nature of the role.

**Policy and Service Development**

*Tell us about any responsibilities of the job for development and implementation of policy and/or services. Let us know the nature of the responsibility and the extent and level of the jobholder's contribution to the relevant decision-making process, for instance, making recommendations to decision makers. Also, tell us whether the relevant policies or services relate to a function, department, division, directorate, the whole trust or employing organisation, or wider than this; and the degree to which the responsibility is shared with others.*

The potholder is responsible for:

Driving the development of policies, strategy and delivery plans across the broad range of regulatory discipline. These policies will impact beyond the department and organisation, as the outputs are used to deliver services to the Island's.

Suggesting and continually improving current policy, where the existing framework is not fit for purpose to support the delivery of services.

**Financial and Physical Resources**

*Include any financial sums important to the job and briefly explain the job's active involvement (e.g. payments processed, budgets monitored, budgets managed, procurement and/or contract values, how much the job may spend, efficiency savings etc.). If this feels difficult to answer because amounts vary across teams, then include for each team, or state a range.*

*Let us know of any physical assets (including clinical, office and other equipment; tools and instruments; vehicles, plant and machinery; premises, fittings and fixtures; personal possessions of patients/clients or others; goods, produce, stocks and supplies).*

*Please describe the nature of the responsibility clearly (e.g. careful use, security, authorised signatory, maintenance, budgetary and ordering responsibilities); the frequency with which it is exercised; the value of the resources; and the degree to which the responsibility is shared with others.*

The post holder is:

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.

Responsible for the careful use of department IT resources and vehicles.

Responsible for taking a measured approach to assess the possibility of increasing the commerciality of operations as well as other cost recovery or cost neutral options.

### **People Management**

*Let us know about any responsibilities of the job for management, supervision, co-ordination, teaching, training and development of employees, students/trainees and others in an equivalent position.*

*Include work planning and allocation; checking and evaluating work; undertaking clinical supervision; identifying training needs; developing and/or implementing training programmes; teaching staff, students or trainees; and continuing professional development (CPD). It also includes responsibility for such personnel functions as recruitment, discipline, appraisal and career development and the long-term development of human resources. The nature of the responsibility of the responsibility is more important than precise numbers of those supervised, co-ordinated, trained or developed.*

The postholder is responsible for:

Providing strong and inspirational leadership, promoting a culture of high performance, continuous improvement, innovation.

Optimising workforce capability, ensuring fair and transparent approaches talent management and resourcing decisions that promotes diversity and inclusion.

Developing workforce plans that ensure the capability and capacity required to meet current and future business requirements.

Occasional involvement in Employment Relations matters.

### **Information Resources**

*Tell us about any specific responsibilities of the job for information resources (e.g. computerised; paper based etc.) and information systems (both hardware and software e.g. HR or medical records).*

*Let us know about the nature of the responsibility (security; processing and generating information; creation, updating and maintenance of information databases or systems) and the degree to which it is shared with others.*

The post holder:

Will use Microsoft Office applications to create documents, review reports, presentations and monitor trends on a frequent basis.

This may include the use of Customer Relationship Management Software (CRM) to monitor complaints, track activities relating to enforcement cases or contact, identifying breaches of legislation with status and outcomes.

**Freedom to Act**

*Please tell us about the context in which the job operates, illustrating the extent to which a typical post-holder would have accountability for their own actions and those of others, to use own initiative and act independently; and the discretion given to the jobholder to take action. Consider supervisory/managerial control; instructions, procedures, practices and policies; professional, technical or occupational codes of practice or other ethical guidelines; the nature or system in which the job operates; the position of the job within the organisation; and the existence of any statutory responsibility for service provision.*

The post holder is required to:

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.

Act independently with minimal support using their skills, knowledge and own initiative / discretion to provide advice, solve problems or resolve issues within a statutory framework.

Gain the confidence of potentially resistant third parties to contribute to a safe and effective regulatory system to protect islanders and visitors to the island

In many instances there may be little guidance and the post holder will frequently be called upon to make decisions on situations not specifically covered by an existing policy or procedure and must rely on their experience, integrity and skills to direct staff and operations to achieve the best outcomes within the existing statutory framework.

Is authorised by the relevant Ministers to act with powers under relevant legislation.

**Physical Effort**

*What level of physical effort (e.g. normal office work, lifting, pushing, pulling, applying force etc.) is required, including approximate weights, for what reason and how frequently is it required.*

Generally, office based; occasionally required to represent the Directorate at site inspections in highly contentious cases.

**Mental Effort and Concentration**

*Describe the type and extent of tasks that require concentration. E.g. the period and continuity. This might include practical tasks including driving, and desk-based work.*

Concentration required for analysis of operational incidents, complex cases, writing reports and responses to key stakeholders with the potential for frequent interruptions and requirements to switch tasks with no notice.

There is an occasional requirement to spend long periods of time analysing information, leading prolonged discussion, providing specialist / expert advice, representing the department at various stakeholder meetings.

**Emotional Effort**

*Describe the nature, level and frequency of emotional circumstances the job directly encounters. The test is not whether a specific person is upset by what happens as a regular part of the job, it is whether any reasonable person would become upset.*

The direction of the various regulated disciplines involves identifying and supporting colleagues when members of the public are particularly distressed or angry or wish to have their case escalated.

Responsible for dealing with their direct reports' performance, grievances and disciplinary issues (including Trade Union issues) occasionally.

**Working Conditions**

*Tell us about the nature, level, frequency and duration of demands arising from inevitably adverse environmental conditions (such as inclement weather, extreme heat/cold, smells, noise, and fumes) and hazards, which are unavoidable (**even with the strictest health and safety controls**), such as road traffic accidents, spills of harmful chemicals, aggressive behaviour of patients, clients, relatives, carers.*

Generally working in office conditions with Visual Display Units.

Occasionally required to attend inspections / site visits on more complex cases, depending on the requirements, which may involve exposure to unpleasant work conditions (e.g. indoor pollutants, cold and damp, infestations, hazardous internal structures or fixtures, infected material and adverse weather conditions). Managers are also responsible for observing health and safety requirements including the safe disposal hazardous materials.

**Any other information**

*Include any information that you believe is important to ensure that we have a sound understanding of the role that is not included anywhere else in the form.*