

# Job Information

**Before you submit your completed Job Information Template, please ensure the following has been completed:**

- ☐ The organisation chart has been edited to reflect the position of the post or a separate organisational chart
- ☐ All HRIS post numbers have been correctly identified and the details within the Job Identification Template are correct
- ☐ The names of all post holders covered by this JIT are included in the sign-off page or attached
- ☐ No sections have been left blank
- ☐ The JIT has been agreed by both post holder(s) and line manager and signed off appropriately

**Please scan and email a signed copy of the completed JIT to the Job Evaluation Team (Tel: 440520) at:**

**WFMJE@gov.je**

## JOB IDENTIFICATION

HRIS Post Number(s):	
Job Title:	Policy Director – Children's Change Programme
Reports to:	Chief Officer, Community and Constitutional Affairs
Department:	Community and Constitutional Affairs
Division:	Community and Constitutional Affairs

## JOB PURPOSE (JOB STATEMENT)

As a Community and Constitutional Affairs Policy Director, the post holder will drive the transformation of services for children and young people in Jersey. This will include lead responsibility for responding to, and managing the implications of, the Independent Jersey Care Inquiry into historical abuse, the largest public inquiry the Island of Jersey has ever undertaken. To include:

the design and introduction of fit for purpose governance, legislative, finance and performance frameworks to manage integrated service delivery to improve the lives of children and young people, particularly those who are most vulnerable and troubled;

the extension of the historical abuse redress scheme.



The post holder will provide *direct* advice to Ministers (Chief Minister, the Ministers of Health and Social

WORKFORCE MODERNISATION

Services, Education and Home Affairs) and collectively to the Council of Ministers' in order to inform their decision making around the reform of legislation, services and governance structures intended to deliver positive outcomes from children and safeguard them from harm, including in relation to the introduction of a Children's Commissioner.

The post holder will:

lead policy development to reduce the 'opportunity gap' in terms of health, social inclusion and vulnerability for children and young people in Jersey.

The post holder will be expected to make a significant contribution to the achievement of the Community and Constitutional Affairs Department and Chief Minister's Department vision, strategies and performance standards.

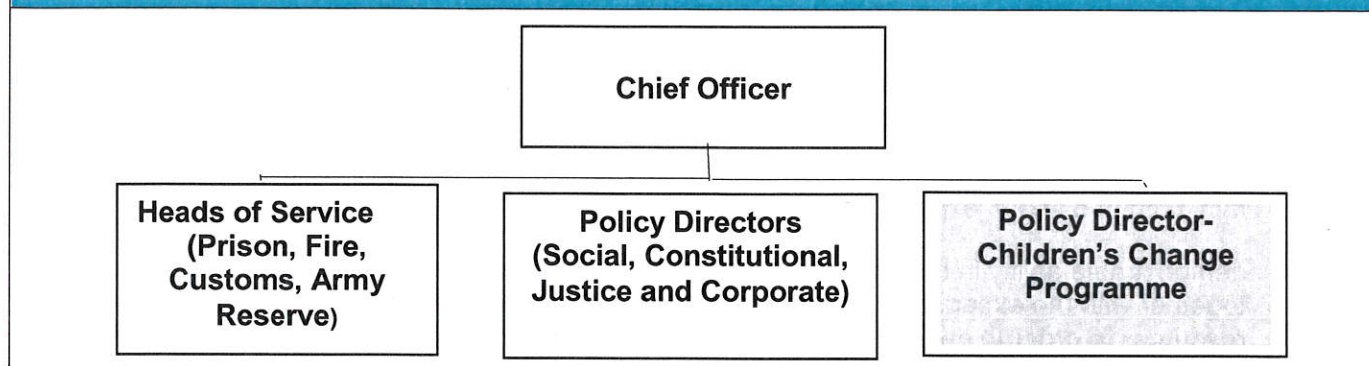
## MAIN DUTIES AND RESPONSIBILITIES

- To support the Chief Officer of Community and Constitutional Affairs in ensuring the delivery of a high quality service and make a significant contribution to the development and implementation of key strategies, targets and priorities in relation to all children and young people in Jersey.
- To lead transformational change in Community and Constitutional Affairs and in partnership service delivery in relation to children and young people.
- In conjunction with the Chief Officer, take responsibility for the management of all budgets across relevant services with delivery of cost improvement programmes and clear and effective management of delegated budgets.
- Direct performance reporting and measurement in line with legislative and policy requirements.
- In agreement with and under the direction of the Chief Officer, develop integrated systems and approaches to operational management and team development across Jersey, including joint resources, systems and staff engagement processes.
- To lead a programme of transformational change demonstrating progress against agreed outcomes. Design and communicate a coherent vision, values and culture to underpin delivery of whole system change to improve outcomes for children.
- To lead on the planning, resourcing and operational delivery of integrated services within service, business and strategic plans.
- To provide professional and technical advice to Corporate Directors, Ministers and States Members and other internal and external stakeholders, as appropriate.
- To develop and implement performance frameworks, quality assurance systems, service plans and organisational systems to support the high quality of service delivery.
- Be responsible to the Chief Officer for ensuring that relevant statutory and policy functions are fulfilled.





## ORGANISATION CHART



## 1. COMMUNICATION AND RELATIONSHIP SKILLS

- Communicate highly complex and potentially contentious information in a way that is tailored to meet the needs of a variety of audiences. This includes provision of advice and guidance to Ministers, States Members, Chief Officers, and internal and external stakeholders.
- Highly developed communication skills are essential – verbal and written, including excellent presentation skills.
- To be a visible leader with recognised qualities as a role model, communicating with, consulting and providing direction and leadership to staff at all levels.
- Able to build relationships with a wide range of stakeholders working towards shared outcomes eg. Ministers, States Members, Corporate Directors, Chief Officers, Police, voluntary and community sectors.
- Demonstrate leadership skills to colleagues, service users, politicians and members of the public.
- To operate as a credible senior officer within Community and Constitutional Affairs and with Health and Social Services, Education, Social Security and the wider context in Jersey.
- Able to work collaboratively and be task focussed while ensuring the integrity of the service.

## 2. KNOWLEDGE, TRAINING AND EXPERIENCE TO DO THE JOB

The Policy Director will play a central role in the development and delivery Government's policy agenda in relation to children and young people.

The Policy Director works across a highly complex set of policy areas and issues that directly impact the community of Jersey. In order to influence and persuade Ministers and other key internal and external stakeholders they must inspire confidence through expert technical knowledge, organisational connection and effective communication skills.

In order to operate effectively at the heart of government, the post holder requires:

- significant experience in a legal or policy environment;



- education to post-graduate level with specialist qualification in a relevant discipline such as social work, health or social sciences together with a professional management qualification (or equivalent);
- a minimum of 10 year's senior leadership experience with the ability to demonstrate the competencies required to direct a multi-disciplinary workforce across a large organisation;
- in depth technical knowledge of States of Jersey policies and delivery standards is essential. A minimum of 5 years' experience of providing significant policy advice to Ministers;
- demonstrable ability in both strategic planning and service development and delivery is required together with the experience and aptitude in the development, maintenance and control of resources in order to deliver best value in the use of financial and resource management;
- outstanding interpersonal and leadership skills are required with the ability to communicate with staff and officers at all levels within the States of Jersey and partner agencies;
- strategic and political awareness is essential together with a thorough understanding of States of Jersey rules and procedures.

The post holder will work closely with and be required to influence a wide range of senior representatives and therefore should have a strong and persuasive personality with an aptitude for pushing through change and influencing events.

The post holder must have presence and be able to build and derive value from strategic partnerships with senior stakeholders. Of equal importance is personal resilience and the ability to direct complex issues, recognising the significant reputational risk associated with the role.

The post holder must be able to evidence continuous professional development from both a technical and leadership perspective.

### 3. ANALYTICAL AND JUDGEMENT SKILLS

- Analyse complex information from a number of sources and be accountable for high level decision making.
- Investigate, analyse and use data to identify trends and produce evidence based recommendations for action – short, medium and long term.
- To make professional recommendations/provide technical advice based on codes of conduct/practice standards and present to Ministers, States Members and other stakeholders.
- Provide leadership in decision-making for staff and managers.
- Be accountable and responsible for decisions made on behalf of the public service.
- Ensure the identification, analysis, response and management of risk in the service. This will include the impact of a hostile media on the reputation of the Island in relation to children's matters.





## 4. PLANNING AND ORGANISATIONAL SKILLS

- Supports the Chief Officer in ensuring systems and structures are fit for purpose.
- Lead on service planning across Community and Constitutional Affairs, Health and Social Services and Education in the area of children's change.
- Lead teams to develop systems/quality assurance performance planning to support operational support delivery.
- Highly developed organisational skills are required to deal with conflicting tasks.
- Set strategy in a complex organisation.

## 5. PHYSICAL SKILLS

- Appropriate level of physical skills are required to communicate to a high level of communication and influence.
- Physical and emotional resilience is key to the demands of the post working in a complex and challenging environment.

## 6. RESPONSIBILITY FOR PATIENTS, CLIENTS & OTHER EXTERNAL SERVICE USERS

Leading the development of major strategies and policies which affect children and young people impacts across the Jersey community. The accountabilities of the post contribute to the realisation and future development of the States of Jersey Strategic Plan in respect of public policy in relation to children and young people. The post holder acts as a pivotal link between States of Jersey and external agencies, leading the design and development of effective strategies, policies and procedures that impact upon the wider community.

The post holder must inspire, encourage and facilitate other stakeholders to work in partnership to improve outcomes for children.

The Policy Director leads the development of advice, work programmes, services and learning to external and internal service users.

The Policy Director is responsible for the establishment and oversight of independent regulatory services, ensuring that they function effectively, are held to account and deliver against their legal and statutory duties to protect the public interest.

Advice and information are continuously provided to a variety of stakeholders. The Policy Director acts as the professional lead within the States of Jersey for relevant policy and strategy and its development, conveying complex and sensitive issues seeking to build understanding and consensus.

The Policy Director engages with a wide range of senior external stakeholders including business organisations, voluntary and community sector representatives, Scrutiny Panels and their advisers, journalists and members of the public. The nature of these interactions frequently involves providing specialist technical advice.

The Policy Director regularly provides advice and produces reports, briefings, and speech content on



WORKFORCE MODERNISATION



behalf of Ministers.

The Policy Director directly influences the perception of public service and the Island's reputation, locally, nationally and internationally.

The Policy Director is responsible for public information relating to service design, planning and transformation including contentious issues such as service closure or withdrawal of services.

The Policy Director will be required to prepare and deliver media briefings on behalf of the service.

The Policy Director will lead engagement with service users, carers and members of the public.

## 7. POLICY AND SERVICE DEVELOPMENT

- Responsible for ensuring adherence to current policy and service planning by developing and implementing robust performance and quality assurance systems which allow for accurate self-evaluation within the service.
- Analyse and assess business needs from multiple services, producing high level summaries and recommending appropriate interventions.
- Understand changing and/or unmet need, review and change/develop new policies or contribute to legislation in order to ensure the service is flexible, proactive and responsive and to ensure service users are protected.
- Ensure services keep pace with changing internal and external contexts i.e ensure that appropriate benchmarking is undertaken with British jurisdictions and that Jersey is promoted professionally in other jurisdictions.
- Manage consultation fora and work in partnership with stakeholders and staff.
- Shape and develop services via commissioning and partnership working.
- Drive, facilitate and support transformational change utilising co-productive techniques.
- Lead and support legislative change as required to promote the safety of service and the States of Jersey.

## 8. FINANCIAL AND PHYSICAL RESOURCES

The post holder will impact resources across the whole of Jersey's public service delivery. A number of annual budgets are directly influenced and impacted by the central role of the Policy Director – Children's Change Programme.

Community and Constitutional Affairs: £ 49 million

Building a Safer Society: £913,670

Safeguarding Partnership Board: £400K  
Health and Social Services – (Children's Service) - £13 million

Education, Sport and Culture - £111 million

Law Officer's Department - £7.7 million



Judicial Greffe - £6.6 million

Viscount's Department - £1.4m

Probation and After Care Service - £ 2.1 million

Court and Case Costs - £ 5 million

Chief Minister's Contingency - £1.65 million

Budget planning and control, identification of unmet need and development of strategies to maximise the safety, protection of service users and staff which can be measured against individual, service and business plans.

Flexible and innovative use of resources to deliver improved outcomes.

Operate within and ensure compliance with financial directions and other relevant standing orders.

Promote a culture of sustainability, cost effectiveness, value for money and budget control.

## 9. HUMAN RESOURCES

The Policy Director directly line manages staff across the policy area of Community and Constitutional Affairs Department. This will include supervision, performance review and appraisal, sickness absence, disciplinary matters, recruitment and selection decisions, personal and career development.

The Policy Director chairs, leads and directs multi-disciplinary task forces and working groups in relation to Children's Change. For example, an Early Intervention Task Force comprising twenty senior staff from across the States.

The Policy Director has direct responsibility for the appointment of external/independent candidates to a range of statutory and no-statutory bodies (for example: Young Offenders Placement Panel).

The Policy Director has responsibility for managing performance and delivery of cross department/cross-sectoral working groups (for example: Safeguarding Partnership Board).

The Policy Director is responsible for providing advice/direction which could impact FTE in other departments, for example, States of Jersey Police, Childrens' Social Care, Education Department.

The Policy Director regularly commissions and manages consultants, contracts for services and temporary staff.

## 10. INFORMATION RESOURCES

- Develop long term plans for information resources, including funding where required and contribute to plans for the service.
- Use information systems to support quality assurance, performance and service planning and to promote safeguarding of vulnerable individuals.
- Support the ongoing development of information systems to support operational service delivery.





## 11. RESEARCH AND DEVELOPMENT

- Instigate research and development to understand service need and demand and future service delivery for example: Children and Young People's Strategic Framework, 1001 Critical Days Agenda, Think Family.
- Develop specifications for research and development – internally or externally and commission providers as appropriate.
- Develop and oversee implementation of action plans resulting from research recommendations.
- Use research to enhance and develop practice and service delivery in line with international standards of good practice.
- Develop a network of professional and academic contacts in order to maintain leading edge knowledge and thinking in strategic planning and performance areas. This includes reviewing best practice in other jurisdictions, identifying opportunities for learning and implementation of appropriate strategies for Jersey.

## 12. FREEDOM TO ACT

- The Policy Director is directly accountable to Ministers for extensive areas of responsibility. In the absence of the Chief Officer, responsible for the area of Children's change, accountable to the Chief Executive of the States.
- The accountabilities of the post contribute to the realisation of broad public policy and strategic objectives. The post holder is therefore required to operate at a level that inspires confidence in the Chief Minister, Council of Ministers and the public.
- The post holder will operate autonomously, manage their own workload whilst maintaining flexibility in order to respond to issue as they arise.
- The post holder is required to problem solve across government, identifying and resolving conflicting priorities.
- The post holder has considerable freedom to act and establish the way in which strategies should be interpreted, setting goals and standards for others to follow.
- The post holder is expected to operate with a high level of professional autonomy delivering to professional standards, thinking within a broad framework of legislation and policies.
- The postholder is empowered to a significant level for decision making, e.g. financial decisions, service reviews, planning and redesign.
- The postholder is expected to look to the future of the organisation and its contribution to Jersey and provide advice and contribute to plans accordingly.





### 13. PHYSICAL EFFORT

- Post is mainly office based with frequent meetings and partnership event;
- High levels of energy are required to perform to a high standard;
- Post holder may be required to work out of core hours;
- Post holder is required to work in challenging environment with conflicting demands within a landscape of complex decision-making.

### 14. MENTAL EFFORT

Examples must include unit measurement with context: **average no. of hours per one day shift / no. of shifts per month/week.**

- Frequent high level of mental effort and capability is required;
- Participation in meetings dealing with complex issues. This is with senior officers, Ministers and other politicians, partners and service users;
- Write strategy and policy reports and formulate advice for consideration by the Council of Ministers and other strategy/policy groups and for publication in the public domain;
- Write speaking notes, briefing notes, answers to States Questions of scrutiny responses;
- Answer questions relating to strategy development from stakeholders;
- The Policy Director must be flexible and adaptable in order to respond to unpredictable interruptions from conflicting and sometimes complex arising priorities (for example, illegal immigration of children, detention of youth offenders);
- The post holder will frequently attend prolonged hearings and be expected to defend policy on behalf of the States of Jersey. This involves prolonged concentration in the subject matter and the ability to assimilate, analyse information and provide complex answers that are easily understood by the audience;
- Landscape of competing demands and tight deadlines;
- Analysis of complex information/preparation of complex reports often to tight deadlines e.g. service planning review and redesign using demographics, unmet need, performance information, projecting need and demand and planning and deploying resources, policy design and development and identifying and contributing to the development and implementation of legislation.



## 15. EMOTIONAL EFFORT

Examples must encompass: frequency, average no. of occurrences per week/month.

- Occasional face to face exposure to distressed and/or angry members of the public (approx. 1 incident per week);
- Frequent requirement to inform/instruct States of Jersey staff to reprioritise work in order to meet urgent/unforeseen work requirements, and negotiate associated turn-around times (approximately 5 times per week);
- Emotional resilience is an important factor;
- Responsibility for services to vulnerable individuals, always with significant levels of risk;
- Emotional impact of managing and mitigating risk as a senior officer, dealing with what is often very traumatic circumstances;
- Indirect exposure to distressing written information in Serious Case Reviews;
- Required to manage and support staff subject to high levels of conflict, aggression and distress and develop and implement strategies to mitigate same;
- In terms of the reputation of the Island with regard to children's matters, the operating environment is within the context of an often hostile, local, national and international media.

## 16. WORKING CONDITIONS

Examples must include: nature, level, average no. of hours per one day shift / no. of shifts per month/week.

- Contracted to work standard 37 hours per week (Monday to Friday) although additional non-flexi hours frequently required to meet needs to Ministers/external stakeholders (Approx. additional 30 – 40 hours per month);
- Office based work (SoJ Officer or external organisation's offices/meeting venues);
- Occasional exposure to unpleasant working conditions – open plan offices, poor sanitary facilities, dealing personally with verbal aggression from the public;
- Evening meetings – approximately 2 to 3 hours/approx. 1 evening per month;
- Work travel to UK for meetings – approximately 6 times per year;
- Will deal with enquiries and complaints where individuals may be in a state of high agitation, be aggressive or threatening.





## AGREEMENT AND AUTHORISED SIGN-OFF

### Job Holder(s)

Please choose one of the following:

For Single Job holder:

For Multiple Job holders:

I acknowledge that I am signing on behalf of my colleagues\* to confirm that we have been consulted in relation to the content of this document. **Ensure that all post holders covered by this JIT are included or attached in a separate list.**

If groups with less than 10 post holders, all post holders to sign the job information.

For groups with more than 10 post holders: a minimum of 10 post holders or 10% of the posts employees, whichever is greater, e.g. *if 110 people are in the post, 11 post holders must sign this. If 80 people are in the post, 10 people must sign.*

Date, Sign and print your name

### Line Manager

I confirm that **all staff\*** within my area of responsibility have been consulted in relation to the content of this document.

Date, Sign and print your name

[Redacted Signature]

CHIEF OFFICER

### Divisional Lead / Head of Service

I agree that the content of this document is a true reflection of the demands of the job.

Date, Sign and print your name



## JOB ADVISERS

Please note that if the job matching panel have questions in relation to the information provided in this job information template, the nominated job advisers will be contacted. Job advisers consist of the employee (or a representative) and the line manager. For jobs with more than one job holder, one representative should be available as the job adviser for the position.

### **Job Adviser (Employee Representative)**

Name:

Job Title:

Contact Telephone Number(s):

Dates unavailable:

### **Job Adviser (Management Representative)**

Name:

Job Title:

Contact Telephone Number(s):

Dates unavailable:

### **Alternative Job Adviser (Employee Representative)**

Name:

Job Title:

Contact Telephone Number(s):

### **Alternative Job Adviser (Management Representative)**

Name:

Job Title:

Contact Telephone Numbers:

**Please provide as many telephone contact details as possible. This may involve providing two management representatives and two employee representatives. Please note that a member of the Job Evaluation team will only make contact where a panel have questions on the job information provided. One representative from both management and employee side will be contacted.**

