

## Senior Policy / Planning / Strategy Officer

Department	Strategic Policy, Performance and Population
Reports to	Head or Principal Policy / Planning / Strategy
Responsible for	Policy / Planning Officers, Assistant Policy / Planning Officers
JE Ref	SPPP116
Grade	CS12
JE Date	13/03/2019

### Job purpose

Develop key area(s) of government policy, plans or strategy, producing evidence-informed, expert advice to senior officials and Ministers to ensure the Island's social, environmental and economic objectives are met. Deliver significant strands of policy/strategy/planning work with direct impact on Jersey's legal frameworks, public services, public finances and spending, and reputation.

### Job specific outcomes

Develop evidence-informed policy, strategy or plans that address Ministerial objectives, the Government's strategic aims, and Jersey's international obligations. Under guidance, apply a structured and engaged process – including policy research, evidence-informed analysis, and public and stakeholder consultation – to ensure that the resulting frameworks are robust and future-orientated.

Provide honest, objective and impartial advice to political and executive decision-makers on your specialist area - and once decisions are taken, publicly support and deliver them. Provide accurate and professional briefings, advice, guidance and documentation, and prepare Ministers effectively to respond to States Assembly questions, Scrutiny and Public Accounts Committee hearings, stakeholder meetings and the media. These activities will ensure Ministers are effective in progressing their government agenda and in responding to democratic scrutiny.

Ensure that the policy, planning and legislative framework(s) in your specialist area remain effective and relevant by pro-actively identifying when action is needed. Work closely with partner departments including the Law Officers' Department and Law Draftsmen's Office, so that Jersey policy and law are appropriate, robust and achieve the intended outcomes.

Monitor policy / strategy during implementation, gathering insight to enable continuous improvement. Contribute to long-term planning and foresight projects, to inform policy and strategy formation, and to achieve consistency with legal and international obligations and best practice. Build strong relationships and networks by representing the Island in inter-jurisdictional activities, when requested.

Draft press releases, develop key messages, and develop and deliver communications plans and strategies. On occasion, represent the government at meetings. Produce timely and accurate

responses to complainants, comments and questions, altogether enhancing the transparency of the policy process.

Deliver work in a timely, effective manner, and work in partnership to test the feasibility of policy and strategy options, and plan implementation. Supervise projects and tasks, and/or coordinate the commissioning and management of consultants and contracts, where requested.

Act as a role model at all times. Work collaboratively as part of Team Jersey on all strategy/policy/planning matters in order to deliver a learning culture focused upon improvement and high performance.

### 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 jobholder is not permitted to undertake political activity involving standing for election to the States or as a Parish Constable, or publicly supporting someone who is standing for election or playing a public part in any political manner.



### Person Specification

#### Specific to the role

	Essential	Desirable
Qualifications	<p>A relevant degree (e.g. in one of the policy subject areas, strategy, planning, public policy or public administration).</p> <p>A recognised management qualification or equivalent experience gained during a management role.</p>	<p>Project management qualification.</p> <p>Media training.</p>

Knowledge	<p>A sound knowledge of legislation and policy across one or more policy areas. An awareness of current developments in these areas worldwide but in particular developments in the UK and EU.</p> <p>Understanding of the challenges that face Jersey for the future (alongside the policy and governance requirements across the public, private and voluntary sectors).</p> <p>Awareness of the strategic, legislative and political frameworks of the Government of Jersey and ability to operate within them.</p> <p>Awareness of ways to work effectively with a diverse range of stakeholders, including through co-production.</p>	<p>Working knowledge of corporate policies such as Data Protection, Freedom of Information, Financial Directions.</p> <p>Knowledge of subject-relevant law (including regulations, directives) and international agreements.</p>
Technical / Work-based Skills	<p>Developed policy and strategic reasoning skills with evidence of working at pace in a complex multi-stakeholder environment to effect policy/plan development.</p> <p>Good understanding of the political process and ability to influence and work effectively with politicians.</p> <p>Good presentation and communication skills to communicate complex, sensitive or contentious information.</p> <p>Excellent writing skills; ability to create documents, communications materials and supporting government publications which explain complex issues clearly and simply.</p>	<p>Understanding of a range of policy production techniques.</p>
General Skills/Attributes	<p>Credible with a diverse range of stakeholders.</p> <p>Resilient, maintaining effectiveness under pressure.</p> <p>Ability to work independently and autonomously.</p> <p>Well organised; able to deal with multiple competing priorities and a high workload.</p>	
Experience	<p>Significant policy development experience.</p> <p>Good middle management level experience.</p> <p>Experience of successfully leading specific areas of policy and/or large-scale planning, leading engagement with a range of stakeholders.</p> <p>Some experience of working with politicians in local/national government.</p>	

	Experience of working with legislative drafting teams to translate policy intentions into effective law.	
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### Personal Attributes

Appointees to this role will be required to adhere to and perform their duties in line with the standards identified in the States of Jersey Tier 4 core accountabilities attributes and behaviour indicators.

### Additional job information

The following sections are included to ensure that a complete picture of the job can be gained for job evaluation purposes. The requirements of the job are summed up in the preceding sections; nothing in the following sections should sit at odds with the earlier information. The Additional job information section will be removed once the job has been evaluated.

## Contextual Information

### 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 will be required to engage and communicate, in writing and orally, with a wide spectrum of stakeholders, in order to communicate decisions or involve stakeholders in policy/strategy development. The post-holder will provide advice to Ministers and to brief them on emerging policy issues or areas of conflict/challenge in order to support their decision making, to persuade them of a course of specific action or to negotiate change. The post-holder must have:

- excellent inter-personal skills to communicate and engage directly with a range of stakeholders, including the public, frontline staff, partner organisations and Ministers. Listen to and understand complex issues in order to develop policies and proposals e.g. undertaking stakeholder engagement and consultation, facilitating public consultations and senior cross-organisation workshops to achieve agreement
- ability to persuade, influence and build consensus amongst the most senior stakeholders
- excellent political judgement and sensitivity, inspiring confidence
- ability to deal with sensitive and difficult situations, with empathy, understanding and tact, where outcomes affecting people's quality of life need to be communicated and reassurances provided
- excellent writing skills to explain highly complex issues clearly and simply to all audiences; both general correspondence and material for publication in hard copy and on the web, including policy/strategy documents and associated guidance, responses to States Assembly questions and Report & Proposition documents
- excellent presentation skills, communicating complex concepts and policy positions in an understandable and persuasive manner
- ability to lead a team to successfully deliver outcomes
- ability to build excellent working relationships with a wide range of internal and external stakeholders
- excellent media presence, to help ensure government policy or ministerial decisions are effectively and correctly communicated by the media.

### 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 requires a high level of strategic and political awareness, analytical and judgemental skill to scope, research and analyse a range of inter-related and complex issues, in order to inform the development of evidence-based advice and policy/strategy recommendations that can withstand robust independent scrutiny and challenge.

The outcomes will inform decision-makers about complex issues and lead to the adoption and implementation of policies, strategies and proposals to effect change in the Island in the best interests of the community.

Use judgement, knowledge and research to frame clear recommendations for Ministers and/or senior managers.

Analyse data and information from a range of primary and secondary sources in order to identify and articulate problems and frame evidence based policy options.

Undertake detailed research into legislative/policy options. Clearly identify risks and opportunities associated with each option (including reputational, economic, social, environmental, financial and political risks). Identify and scope potential unintended consequences.

Consult relevant stakeholders on options. Give due and appropriate consideration to all comments received/concerns express. Provide clear feedback.

### **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.*

Plan and organise workload to achieve priorities and deadlines.

Advanced programme management, in a complex and highly political multi-stakeholder environment (both cross-departmentally with internal stakeholders and across sectors with external stakeholders), which is subject to uncertainty and rapid change.

Lead all aspects of projects, including approving detailed planning and organising actions and resources, ensuring the projects deliver to time and quality standards, that risks are mitigated and communications are effective.

Lead engagement programmes including approving materials, leading campaigns and organising events to target these individuals or groups e.g. research target group motivation and accordingly identify campaign objectives and delivery mechanisms.

Flexible working to ensure schedules, engagement programmes and workloads can be adapted to accommodate changes as a result of changing priorities as directed by senior managers.

### **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.*

The majority of the post-holder's time will be desk based but will be frequently required to walk or drive attend meetings. It is necessary for the post-holder to be able to use a keyboard and a range of software packages and to be able to drive, to attend meetings and site visits.

Standard keyboard skills.

### **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.*

Lead specific elements of strategic policy and legislation. This will include overseeing research and developing policy positions, horizon scanning and scenario planning across government and wider Team Jersey.

Develop specific sections of law drafting instructions, reports and propositions for States Assembly debate.

Monitor international policy developments and produce policy options in specific areas, in order to inform strategic priorities, corporate planning and the policy and legislation programmes. Produce sections of business cases.

Lead policy and strategy development, providing decision-makers, represented by Ministers or the States Assembly, with robust analysis and justification for policy direction in response to the issues and challenges that the Island faces, ensuring the alignment and coherence of planning strategy and policy to the Island's long terms strategic goals.

Lead working parties which develop and propose policy and strategy.

Lead Lean reviews of government processes to improve customer experience, reduce waste and better meet objectives within current policy.

Implement changes where necessary to increase policy team efficiency e.g. through applying Lean principles, Client Relationship Management (CRM) systems and data recording, Freedom of Information, electronic filing restructure, retention policies.

### **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.*

Adhere to Financial Directions (under the Public Finances (Jersey) Law 2005).

Prepare business cases seeking new funding streams, investments and amendments to the Government Plan. Design & coordinate business cases and budgets for policy projects varying in scale from tens to hundreds of thousands of pounds, under formal oversight of Head of Policy. (Policies developed typically have much larger operational and financial implications for delivery departments).

### **Staff 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 the precise numbers of those supervised, co-ordinated, trained or developed.*

Responsible for commissioning and managing consultants, contracts for services and temporary staff in own budget area and cross- departmentally.

Co-ordinate the work of officers involved in the delivery of cross-departmental working groups (e.g. Alcohol and Licensing working group).

### **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.*

Responsible for producing a variety of written official documentation, based on sound analysis and evidence:

- Future Jersey (20 year ambition for the Island)
- Island Plan (10 year plan)
- Government Plan (4 year rolling plan for the whole of government)
- Common Strategic Policy (4 year policy programme for the Council of Ministers)
- written reports including, for example Reports and Propositions for States Assembly debate, Ministerial Decisions, media releases, public consultation documents
- text for gov.je website
- public presentations
- on-line surveys in relevant software (e.g. Survey Monkey).



Develop and maintain monitoring systems to measure and report on policy and strategy performance. This will require regular use of standard MS Office programmes, surveys and questionnaires to gather raw data, for developing, designing and manipulating data and for analysing data to create reports.

Lead community engagement, to better engage with a wide range of stakeholders in a way that is more accessible and more efficient and effective.

### **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.*

Significant freedom to act independently within policies.

Lead meetings or briefings in totally autonomous manner with no oversight or input from the Head of Policy (including with Ministers, States Members, Law Officers, senior officers, members of the public, external contacts/stakeholders such as representatives of the financial services industry etc.)

Develop and deliver the following with minimal supervision or management input:

- key messages, speeches, press release, answers to States Assembly questions for Ministers, Ministerial statements (for example in relation to serious case review findings or Scrutiny reports)
- policy, strategy papers or reports and propositions
- law drafting instructions for sign off by Minister
- Ministerial Decisions
- agendas/papers/presentations for Ministerial or senior officer meetings
- public/stakeholders consultation programmes
- project and business plans
- business cases for resources and associated staff/budget development.

Decide when to escalate an issue to Director General, Chief Executive, Law Officer, line-manager or other internal/external advisor.

### **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.*

The majority of the post-holder's time will be desk based but will be frequently required to walk or drive attend meetings.

The job requires the physical effort associated with a desk-based office job using a keyboard and VDU for the majority of the working day.

### **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.*

Lead challenging workshops, engagement activities and meetings, requiring intense concentration and the ability to deal with emotive subjects and stakeholders positions whilst maintaining flexibility and professionalism, for example:

- 4 – 10 meetings per week, each of which is 1 to 3 hours long. This includes meetings with Ministers; with stakeholders; between Ministers and stakeholders
- Stakeholder or public meetings with up to 100 people for 1- 6 hours, approximately 10 per year.

Frequent concentration for prolonged periods in order to:

- collect, collate and/or analyse research quite often considerable amounts of data and associated material to inform and prepare policy and reports for consideration by decision-makers and/or for publication
- develop law drafting briefs and comment on draft legislation
- make informed decisions and offer considered advice.

The post-holder must be flexible and able to adapt to changes in priority at short notice, including unpredictable interruptions from the public; ministers; and other members of the team or department, for example:

- participating in meetings
- writing reports
- producing briefings, answers to States Assembly questions, Scrutiny responses
- reading, interpreting and responding to reports and other information conveyed through different media
- providing advice and guidance to a range of stakeholders.

Workload is generally heavy, but can be extreme in response to a particular project e.g. preparation for an Island Plan public inquiry or States debate, and can be subject to tight, fixed deadlines e.g. responses to States Assembly questions.

Working flexibly outside of core hours to deal with workload peaks and/or to attend public and/or evening meetings is an occasional occurrence.

### **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 post-holder will be required to deal with issues on behalf of the Head of Policy, including policy, planning, staffing or service performance issues which could be highly emotional.

Deal with angry or distressed members of public who disagree with policy and/or Ministerial decisions.

Inform staff that Ministers require immediate information/response, and negotiate associated turn-around times approximately 5 times per week.

Communicate with a range of stakeholders on matters of policy, planning, staffing or service performance issues.

### **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.*

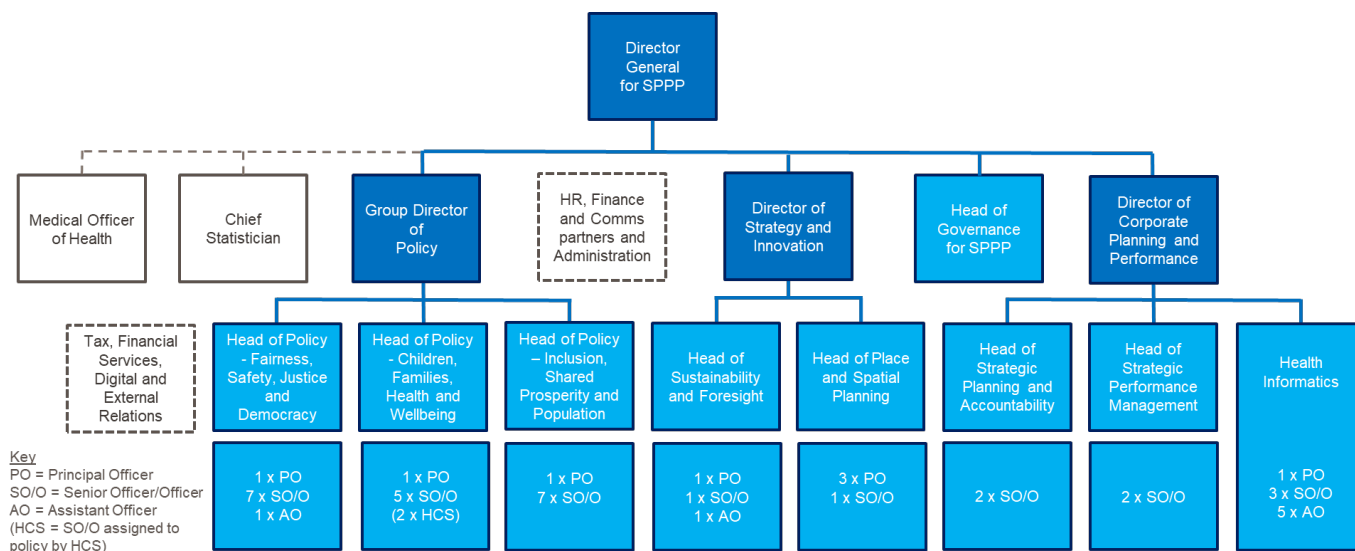
The majority of the post-holder's time will be desk based using a computer. Travel to other sites and teams will be required.

- Predominately office based or external organisation's offices/meeting venues.
- Working hours in addition to core / contracted hours are frequently required to meet needs of Ministers/external stakeholders.

### **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.*

## Organisation chart



Note: structure chart as at 14 January 2019

### Post-holder's agreement of job content (if appropriate/BAU)

Sign and date:

Print name:

### Line Manager's agreement of job content

Sign and date:

Print name:

Date of  
evaluation

Post number

Post band