

## Policy and Performance Family

A job family is a method of defining jobs. The emphasis is on focusing on a group of similar roles rather than individual jobs. A job family considers how many levels of that type of work there are and describes the key factors that differentiate one level from the next. It can be used to provide a clear structure for defining how individuals may progress and develop, as well as providing a tool to allow managers to put the right people in the right job.

This document describes the Policy and Performance Job Family within Derbyshire County Council. Each level in this job family is differentiated by changes in accountabilities, technical knowledge and skills expected at each level. It can be used to identify and understand the work expected at each level and where individual roles fit against each level.

Each level describes expectations, if required, relating to: people management, equality and diversity, health and safety and risk management.

### **The family's key characteristics are:**

- Developing and shaping policy
- Internal focus on the business and service infrastructure of the Council to ensure effective management and improved service delivery
- Partnership/external liaison work to influence external documents, or cross agency documents, strategies and working practices
- Advice and services rendered will generally be accepted as authoritative and recommended practice
- Specialist service management knowledge
- Conceptual long term planning
- Planning and leading the council response to emergencies and for disaster management and recovery
- Defining implications of external influences and trends

- Shaping of Council response on political issues, consultations and new and emerging legislation
- Involvement in the development and implementation of service plans, strategies and policies
- Definition and management of strategic planning processes e.g. Council Plan/Sustainable Community Strategy
- Monitoring, reporting and challenging performance
- Researching, analysing, reporting and influencing policies, programmes, plans or performance initiatives
- Developing and implementing projects of all sizes with various agencies, including public, private and voluntary sector
- Building and maintaining relationships with stakeholders to inform decision making
- Consulting and engagement with internal and external stakeholders
- Making recommendations to leaders and other key decision makers and demonstrating, through the response, an understanding of political sensitivities
- Continual learning and contribution to maintaining a highly competent and professional work environment
- Deploying technical expertise to undertake projects, consultation; or in response to emergencies or major incidents

The levels of work are primarily dictated by the scale, breadth and complexity of the projects or programmes being managed, delivered or supported.

At the senior levels, managers lead and manage a function, working across a range of services and areas. There are specialised areas with managers as subject experts in a particular function, e.g. policy, performance, community safety, regeneration, business planning or emergency planning. At the intermediate and lower levels, work tends to be project-based. Technical specialists provide support to projects and / or programmes, through researching and providing analysis, reports and recommendations.

**Members of the family include:**

- Managers responsible for developing plans, organising teams and individuals to deliver plans and manage service delivery.
- Supervisors or Team Leads, often on a “working basis”, responsible for co-ordinating the work of people in a team or project.
- Technical Specialists, responsible for supporting projects and / or programmes.

**Job Family: Policy and Performance**

**Code: PAP14**

**Grade: 14**

**Level Purpose:**

To plan, organise and manage a function within a policy, performance or planning area.

**Overall:**

Job holders at this level are managers that typically work across a range of service areas, delivering key projects within a specialist area. Work involves managing large teams, identifying resources and setting budgets. They are responsible for developing the annual service plans and ensuring the objectives are met.

Relevant qualifications and substantial experience in problem solving and decision making in a complex political and business environment are required. Job holders are likely to require highly developed skills in persuading, influencing, developing and motivating people and external partnership plans to achieve service and strategic objectives.

**People Management**

Lead, organise, develop and motivate employees within assigned function/service area specifically undertaking: management of performance, discipline and grievance, training and development requirements, absence management, recruitment and selection.

**Equality & Diversity**

Promote and role model a culture that supports the authority's Equality and Diversity policy to generate a positive environment.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Manage risk in relation to service delivery and contribute to the corporate risk management framework.

**Representative Accountabilities & Responsibilities:**

- Create and maintain a highly competent and participative work environment through visible leadership, promotion of professional standards, and the development of outcome focused teams that understand their contribution to the Service and wider success of the authority
- Lead and manage the provision of high quality effective policy/performance/planning function, and use negotiation and influencing skills to ensure service provision meets required standards/targets and legislation, working across a range of services and areas
- Initiate, develop, recommend and implement policy and best practice working across the authority in line with changes in legislation, current initiatives and business needs
- Be the expert and reference point within particular specialism and have a good understanding of the implications of emerging developments
- Provide policy advice and support on strategic issues to elected members and senior officers
- Initiate, build and maintain effective working relationships with various agencies including public, private and voluntary sector organisations to form cohesive and sustainable partnerships to ensure services are delivered in a seamless manner, and represent value for money
- Participate in internal and external partnerships/Boards/Groups/Committees to provide advice, guidance and to influence priorities and set targets for delivery of public services
- Be responsible for delivering the authority's key projects within specialist area, involving managing large teams, identifying resources and setting budgets
- Develop annual strategic service plans for the function/area and externally which clearly identify agreed objectives and the resource requirement necessary to meet them, and to continually monitor and evaluate outcomes to ensure alignment with business/organisational needs

**Job Family: Policy and Performance**

**Code: PAP14**

**Grade: 14**

**Typical Knowledge, Skills & Experience:**

- Relevant degree or professional qualification along with substantial and sustained post qualification experience of managing a large function within a complex organisation
- Substantial experience of operating at a senior level e.g. with Elected Members and Chief Officers
- Excellent leadership skills to inspire, motivate and develop team members to high levels of performance
- Thorough knowledge of current national/regional issues affecting local government, and the initiative to keep this up to date for both selves and all staff assigned
- Substantial experience of leading on large, diverse and highly complex projects, with the ability to deliver to timescales and budgets
- The ability to think and act strategically in problem solving and decision making in a complex political and business environment with experience of producing long term plans which seek to satisfy the organisation's strategic objectives
- Ability to manage and influence relationships with internal and external colleagues, partners and stakeholders to achieve positive outcomes
- In depth knowledge of a range of statistical techniques, methodologies for data analysis and arrangements for ensuring data quality
- Thorough understanding of the political sensitivities and awareness of impact on area of work
- Understanding of the role and its relationship with other departments and external bodies

**Job Family: Policy and Performance**

**Code: PAP13**

**Grade: 13**

**Level Purpose:**

To plan, organise and manage a function or large team, or a range of projects within the specific areas of policy, performance and planning.

**Overall:**

Job holders at this level are managers. Whether they focus on managing a function, large team, a range of projects or responding to emergencies and major incidents, the core element is the responsibility for initiating and driving forward large projects with a significant impact on organisational performance, efficiency and contingency planning.

Also key is the need to initiate, build and maintain effective working relationships with public, private and voluntary sector organisations. Experience in the area of specialism at the senior level, along with relevant professional qualifications and operational experience, is required. Job holders are required to make improvements within their division.

**People Management**

Lead, organise, develop and motivate employees within assigned function/service area specifically undertaking: management of performance, discipline and grievance, training and development requirements, absence management, recruitment and selection.

**Equality and Diversity**

Promote and role model a culture that supports the authority's Equality and Diversity policy to generate a positive environment.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Manage risk in relation to service delivery and contribute to the corporate risk management framework.



**Representative Accountabilities & Responsibilities:**

- Contribute to the leadership and management of the function and/or specific management responsibility for a large team or a range of projects
- Manage, influence and motivate a team of staff maintaining a highly competent, creative and participative culture through visibly effective leadership
- Create and maintain a highly competent and professional work environment through visible leadership, promotion of professional standards and the development of focused teams
- Contribute to the development of annual service plans
- Develop and implement strategies, policies, projects and procedures within the area of work
- Initiate and drive forward large projects which have significant impact on organisation performance, efficiency and contingency planning , monitor resources, budgets, and service level agreements and ensure delivery within agreed timescales
- Initiate, build and maintain effective working relationships with various agencies including public, private and voluntary sector organisations to form cohesive and sustainable partnerships to ensure services are delivered in a seamless manner, and represent value for money
- Deliver high quality information and analysis to inform strategic decision making, based on good quality data
- Participate in internal and external partnerships/Boards/Groups/Committees to provide advice, guidance and to influence/negotiate outcomes
- Provide expertise and guidance and maintain up to date understanding of current initiatives/trends
- Set targets and monitor performance to: ensure training needs are identified and addressed, high quality standards are maintained, legislation/regulations and procedures are adhered to and that work is delivered on schedule to enable the business to be effective

**Job Family: Policy and Performance**

**Code: PAP13**

**Grade: 13**

**Typical Knowledge, Skills & Experience:**

- Relevant degree or equivalent professional qualification and substantial operational experience within the area of specialism, some of which should be at a senior level
- Ability to manage, and develop a large team or a number of smaller teams, ensuring that all team members are valued and understand their contribution to the Service
- Excellent interpersonal and communication skills enabling the post holder to negotiate, coach and influence a wide range of internal and external stakeholders
- Good understanding of the principles and methodologies of performance management and planning within a large complex organisation
- Experience of developing and implementing strategies, policies, projects and procedures within the area of work
- Ability to manage complex or large projects/initiatives and deliver to agreed timescales and budgets
- Comprehensive knowledge of current national/regional issues affecting local government, relevant legislation, and the initiative to keep this up to date for both selves and all staff assigned
- Ability to research and analyse qualitative and quantitative data and present complex information to a diverse audience in a persuasive and credible manner, ensuring good data quality at all times
- Considerable experience of applying strategic awareness to problem solving and decision making in a complex political and business environment
- Understanding of the political sensitivities and awareness of impact on area of work
- Understanding of the role and its relationship with other departments and external bodies
- Commitment to service improvement and enhanced organisational effectiveness

**Job Family: Policy and Performance**

**Code: PAP12**

**Grade: 12**

**Level Purpose:**

To manage or support projects and programmes or manage a small team of staff.

**Overall:**

Jobs at this level involve leading and / or managing a team responsible for delivering major projects or programmes. This could include accountability for budget and people management. There is also a requirement to provide a high level of specialist advice and work in partnership with internal and external stakeholders, at all levels.

This level requires substantial operational experience, with a relevant degree or equivalent professional qualification, plus the ability to influence, problem solve and make decisions in a complex political and business environment.

**People Management**

Lead, organise, develop and motivate employees within assigned function/service area specifically undertaking: management of performance, discipline and grievance, training and development requirements, absence management, recruitment and selection.

**Equality and Diversity**

Promote and role model a culture that supports the authority's Equality and Diversity policy to generate a positive environment.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Manage risk in relation to service delivery and contribute to the corporate risk management framework.

**Job Family: Policy and Performance**

**Code: PAP12**

**Grade: 12**

**Representative Accountabilities & Responsibilities:**

- Manage and motivate a team of staff taking responsibility for monitoring and feedback on their performance, recruitment and selection, guidance and advice and ensuring their development
- Manage and control devolved budgets within own area
- Contribute to the maintenance of a highly competent and professional working environment, through promotion of professional standards and the development of focused teams
- Identify, define and develop annual work programmes in consultation with Members, Senior Management and external organisations and contribute to their development and implementation
- Collaborate with managers to ensure the authority's approaches and practices meet the needs of service delivery, legislative requirements and future assessments
- Develop effective partnership working, coordinate countywide forums, and represent the authority at these where applicable
- Act as coordinator for corporate working groups
- Provide specialist advice, tools, materials, etc. in response to service needs
- Maintain up to date understanding of current initiatives/trends
- Prepare complex and detailed reports and/or plans to aid Senior Management in strategic decision making
- Report and monitor progress, manage performance and provide information and analysis, based on good quality data
- Set targets and monitor performance in order to ensure service /project delivery

**Job Family: Policy and Performance**

**Code: PAP12**

**Grade: 12**

**Typical Knowledge, Skills & Experience:**

- Relevant degree or equivalent professional qualification and substantial operational experience
- Experience in managing and motivating staff to achieve project/work programme objectives
- Highly developed interpersonal skills to communicate at all levels, to persuade and influence others and collaborate effectively with internal and external stakeholders
- Knowledge and understanding of the principles and methodologies of performance management, planning and change management approaches
- Experience of managing and motivating staff to achieve organisational objectives
- Sound knowledge of current national/regional/local issues and legislation relevant to area of work and commitment to continuous professional development
- Ability to research and analyse data to present complex information, based on good quality data, to a range of audiences
- Experience in problem solving and decision making in a complex political and business environment
- Good understanding of local government assessment and practices
- Awareness of the political sensitivities and impact on area of work
- Understanding of the role and its relationship with other departments and external bodies

**Job Family: Policy and Performance**

**Code: PAP11**

**Grade: 11**

**Level Purpose:**

To deliver, co-ordinate or contribute to overall delivery of projects and / or programmes.

**Overall:**

Job holders at this level are likely to work independently and / or supervise a team. They are responsible for contributing to policy development, or delivering on projects and / or programmes. There is a focus on building knowledge within the Authority by working with other agencies, providing professional advice and guidance to managers. A relevant degree or equivalent qualification with experience is required.

**People Management**

Supervise, organise, advise and motivate a team, specifically undertaking: management of performance, discipline and grievance, training and development support, absence management.

**Equality and Diversity**

Actively support the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Identify opportunities and risks associated with the service and escalate/report to management.

**Job Family: Policy and Performance**

**Code: PAP11**

**Grade: 11**

**Representative Accountabilities & Responsibilities:**

- Supervise staff as required to deliver projects and related initiatives, providing clear organisation, direction and development
- Contribute to the delivery of major projects/programmes and/or deliver less complex projects ensuring good practice and legislative requirements are met
- Support the maintenance of a competent and professional working environment
- Assist in the development of annual work programmes and manage designated areas of work or specialised client area within agreed timescales, budgets and resources
- Work in partnership with other agencies as appropriate to enable the authority to build knowledge and achieve results
- Provide professional advice, guidance, and response to managers and/or clients within area of work, maintain knowledge of current issues, initiatives and legislation
- Act as corporate expert for specialist area in relation to policy development and its implications for service delivery
- Prepare reports involving manipulation, and analysis of data and present complex information based on good quality data, in an easily accessible format for use by others
- Support the authority's approach to consultation through developing mechanisms, collating and monitoring information from consultation activities

**Job Family: Policy and Performance**

**Code: PAP11**

**Grade: 11**

**Typical Knowledge, Skills & Experience:**

- Relevant degree or equivalent qualification with post qualification experience
- Experience of and ability to manage, motivate and develop a team
- Demonstrated communication skills and the ability to influence and build positive relationships with internal and external stakeholders
- Experience of researching, analysing and diagnosing problems and issues and presenting solutions/recommendations
- The ability to work independently to deliver work programmes within agreed timescales and resources
- Knowledge of the range of techniques used to manage performance, projects and planning and knowledge of funding sources
- Knowledge of current national/regional/local issues relevant to area of work and commitment to continuous professional development
- Appreciation of the political sensitivities and impact on area of work
- Awareness of the role and its relationship with other departments and external bodies
- Relevant ICT skills
- Financial experience or training sufficient to manage budgets where appropriate



**Job Family: Policy and Performance**

**Code: PAP10**

**Grade: 10**

**Level Purpose:**

To contribute to, and provide support and recommendations for, the service's projects.

**Overall:**

Job holders at this level research analyse and present information. They make recommendations, problem-solve and provide advice and support to internal and external stakeholders.

Job holders may also take responsibility for a project and help facilitate the Authority's consultation process. They should be newly qualified or part-qualified, with relevant experience, able to persuade others and build working relationships at all levels of the organisation.

**People Management**

Supervise, organise, advise and motivate a team, specifically undertaking: management of performance, discipline and grievance, training and development support, absence management.

**Equality and Diversity**

Actively support the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Identify opportunities and risks associated with the service and escalate/report to management.

**Representative Accountabilities & Responsibilities:**

- Contribute to work programme and projects, including research, problem solving and drafting of recommendations
- Support the development and implementation of policies and initiatives
- Work autonomously on less complex projects or smaller components of a larger project
- Report to project leads all relevant project information to ensure they are kept up to date
- Assist with the implementation and review of processes, systems and practices to ensure they meet legislative and business requirements
- Develop a sound understanding of policy/planning/performance management activities, their contribution to the wider service, and its broader impact on the success of the organisation
- Work with colleagues and partners to ensure effective delivery of the agreed work programme
- Provide advice and support to internal and external stakeholders
- Identify, capture and analyse good quality data for the preparation of reports
- Provide support as required with the facilitation of the Authority's consultation process

**Job Family: Policy and Performance**

**Code: PAP10**

**Grade: 10**

**Typical Knowledge, Skills & Experience:**

- Newly qualified or part qualified in a relevant discipline plus relevant experience
- Demonstrable interpersonal skills
- Ability to negotiate, persuade, build and maintain effective internal and external working relationships at all levels
- Proven research, analytical and presentation skills to contribute towards the diagnosis of problems and issues and the identification of solutions/recommendations
- Ability to work autonomously to meet service standards, targets and deadlines
- Knowledge of techniques used for data collection, ensuring data quality, and managing large datasets
- Confident IT skills in a range of software packages to store, manipulate and present data
- Knowledge of legislation and current initiatives relevant to area of work
- Commitment to service improvement and understanding of impact of role on organisational effectiveness

**Job Family: Policy and Performance**

**Code: PAP09**

**Grade: 09**

**Level Purpose:**

To provide research and information to the projects and development of the service / area of work.

**Overall:**

Job holders at this level are responsible for researching, analysing and presenting information, to support projects, performance monitoring and the development of policies and initiatives. Typically the job holder will be newly qualified or part-qualified, with some experience and knowledge of legislation and current initiatives relevant to the area of work. Effective communication and organisational skills are required to work with internal and external stakeholders.

**People Management**

Allocate work and monitor the standard of team performance and ensure resolution of any issues.

**Equality and Diversity**

Actively support the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Identify opportunities and risks associated with the service and escalate/report to management.

**Representative Accountabilities & Responsibilities:**

- Provide support to projects and activities to help deliver the agreed programme of work within timescales
- Support the development and implementation of policies and initiatives as directed by line management
- Undertake routine or less complex projects including research, drafting of recommendations and advising management
- Report to project leads all relevant project information to ensure they are kept up to date
- Source, capture and analyse good quality data for the preparation of reports, statistical returns to national bodies and financial monitoring in accordance with legislation and organisational regulations
- Develop a sound understanding of policy/planning/performance management activities, their contribution to the wider service, and its broader impact on the success of the organisation
- Work with colleagues and partners to ensure effective delivery of the agreed work programme
- Support the authority's consultation process

**Job Family: Policy and Performance**

**Code: PAP09**

**Grade: 09**

**Typical Knowledge, Skills & Experience:**

- Newly qualified; or part qualified in a relevant discipline with some relevant experience
- Or considerable practical experience in relevant discipline, doing skilled, complicated but established, continuing activities
- Understanding of the work of policy/planning/performance management and its contribution to organisational performance
- Ability to research, analyse and present information based on good quality data, in a variety of formats
- Written, verbal communication skills; the ability to build relationships and influence others based on knowledge of the area
- Some knowledge of project management skills, methodologies and techniques for data collection, managing datasets and ensuring data quality
- Proven ability to use a range of software packages to store, manipulate and present data
- Good problem solving, numeric and literacy skills
- Knowledge of legislation and current initiatives relevant to area of work
- Commitment to service improvement and understanding of impact of role on organisational effectiveness
- Ability to work effectively as part of a team with both internal and external stakeholders

**Job Family: Policy and Performance**

**Code: PAP08**

**Grade: 08**

**Level Purpose:**

To provide and present information and to support projects within field

**Overall:**

Working as a member of a team, the job holder provides support to projects by researching, analysing and presenting information. HNC / HND in a relevant field and practical experience in a relevant discipline is required. This level also requires an understanding of organisational policies and processes, to understand the impact of work on organisational effectiveness.

**People Management**

Instruct and guide colleagues in the distribution and conduct of work in the team.

**Equality and Diversity**

Act in accordance with the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Contribute to risk awareness in carrying out your duties and raise issues where appropriate.

**Job Family: Policy and Performance**

**Code: PAP08**

**Grade: 08**

**Representative Accountabilities & Responsibilities:**

- Provide support to projects and activities to help deliver the agreed programme of work within timescales
- Capture and analyse good quality data to support decision making and submissions of applications for external funding
- Develop a sound understanding of policy/planning/performance management activities, their contribution to the wider service, and its broader impact on the organisation
- Prepare reports to contribute to the development of the service
- Work with colleagues and partners to ensure effective delivery of the agreed work programme



**Job Family: Policy and Performance**

**Code: PAP08**

**Grade: 08**

**Typical Knowledge, Skills & Experience:**

- HNC/HND in relevant field and significant practical experience in a relevant discipline
- Ability to research, analyse and present information based on good quality data, in a variety of formats
- Numeric and literacy skills
- Some knowledge of project management skills and methodologies
- Good IT skill and the ability to use a range of software packages
- Understanding of the decision making process in a large complex/political organisation
- Understanding of relevant organisational policies, procedures and practices
- Commitment to development of self and service improvement and understanding of the impact of the role on organisational effectiveness
- Ability to work flexibly as part of a team with both internal and external stakeholders
- Ability to plan and organise own workload

**Job Family: Policy and Performance**

**Code: PPP07**

**Grade: 07**

**Level Purpose:**

To provide support for project and / or business planning activities.

**Overall:**

Job holders at this level provide assistance for departmental planning. Jobs typically involve gathering and providing information for stakeholders, helping to develop plans, associated tools and materials. Relevant vocational qualification and experience or broad vocational training and / or significant experience is required at this level. Communication skills, written and oral, are required to help to prepare plans and documentation, and liaising with stakeholders.

**People Management**

Allocate routine or basic work to team colleagues and co-ordinate the work tasks, under instruction.

**Equality and Diversity**

Act in accordance with the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Contribute to risk awareness through carrying out of duties and raise issues where appropriate.

**Job Family: Policy and Performance**

**Code: PPP07**

**Grade: 07**

**Representative Accountabilities & Responsibilities:**

- Provide support to stakeholders to help create and implement plans
- Develop materials and tools required for implementing plans, including training sessions as required
- Liaise with senior officers of the Council, other local authorities and appropriate bodies to develop local authority plans
- Share information relating to relevant acts and/ or legislation
- Participate in relevant procedures as appropriate, e.g., security procedures

**Job Family: Policy and Performance**

**Code: PPP07**

**Grade: 07**

**Typical Knowledge, Skills & Experience:**

- Relevant vocational qualification and experience or broad vocational training and / or significant experience
- Good numeric and literacy skills with the ability to write letters and reports
- Ability to assist in preparation of formal plans and documentation relating to area of work
- Demonstrated communication skills
- Ability to work under pressure and to deadlines
- Knowledge and experience of ICT applications
- Ability to work on own initiative