

## SFJPDPS2.5.4

### Secure and confirm resources for policy implementation



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#### Overview

Policy plans and proposals are drawn up and agreed using the best available information about resourcing requirements. When policy is implemented, those resourcing requirements may change either because of a time-lag for implementation or because of new factors that emerge as practical and immediate plans are made. This unit is about the process of reconciling the original resource estimates with actual resource requirements and ensuring that appropriate resourcing is available.

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#### Performance criteria

*You must be able to:*

- P1 analyse agreed policy proposals to identify resourcing requirements and options
- P2 identify possible sources of financial resources and their respective benefits and drawbacks
- P3 verify the resource requirements for the policy using current data
- P4 evaluate the options for different sources of financing for the policy and make recommendations for how sustainable financial support can be provided
- P5 make a business case for the required resources in the light of policy needs and the current resourcing landscape
- P6 prepare outline prioritisation and contingency plans that will adapt to different resource allocations
- P7 prepare bids for resources from the preferred sources
- P8 organise financial planning for the policy and agree appropriate budgets
- P9 identify the human resource requirements of the policy
- P10 ensure that human resources are available to implement policy from current teams or through recruitment

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#### Knowledge and understanding

*You need to know and understand:*

- K1 specific legislation, regulation, governance and cultural requirements that relate to the nation or region to which the policy will apply
- K2 that the policy formation process involves continuous engagement and partnership with a range of stakeholders meaning that those in policy functions must coordinate and on occasions take the lead but must also constantly seek to ensure that there is full stakeholder engagement
- K3 how to prioritise the relative significance of financial, human and other resources within a policy
- K4 possible sources of public sector funds, how to bid for them and the timescales involved
- K5 options for private sector or direct market funding and how to access them
- K6 the relative advantages and disadvantages of using public funds to resource a policy
- K7 the relative advantages and disadvantages of private funding for a policy
- K8 the relative advantages and disadvantages of funding a policy through direct charging
- K9 how to estimate the financial resources required for successful implementation of a policy
- K10 how to make and present a business case for funding policy implementation
- K11 why it is important to construct a funding bid in a way that will satisfy a specific funding authority
- K12 why it is important to apply clear criteria when evaluating options and selecting a specific funding source
- K13 how a budget cycle can influence the allocation of resources
- K14 how to contribute to the preparation of a budget for policy implementation
- K15 the relative benefits and drawbacks of acquiring new human resources or redeploying staff for policy implementation
- K16 why it is important to follow best practice in recruitment of new staff
- K17 different options for development of existing staff

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#### Additional Information

##### Behaviours

The policy function role demands a high level of professionalism and general professional behaviour that should be taken as read. The most important behaviours that will help you achieve effective performance in this unit are:

##### **Communicating**

1. You present ideas and business plans convincingly to secure implementation resources.

##### **Building relationships**

2. You identify and build relationships with those who can secure the resources required for implementation.

##### **Problem solving and decision making**

3. You generate and to pursue alternative plans when initial resource provision needs to be adjusted.

##### **Focusing on results**

4. You take personal responsibility for securing resources for effective implementation of policy proposals.

##### **Acting ethically**

5. You pay attention at to the sensitivities of implementing policy proposals working with those who are accustomed to existing approaches.

##### **Acting strategically**

6. You show sensitivity to stakeholder needs when seeing through detailed implementation.

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<b>Relevant occupations</b>	Public Services; Public Service Professionals; Government and Related Organisations
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<b>Suite</b>	Policy Delivery-Public Services
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<b>Key words</b>	analyse policy, financial resource, evaluate, business case, prioritisation, contingency plan, full stakeholder engagement, public sector funds, private funding, direct charging, budget, human resources
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