

# Director of Operations

## Candidate Information Pack

Job title: Director of Operations (South East)

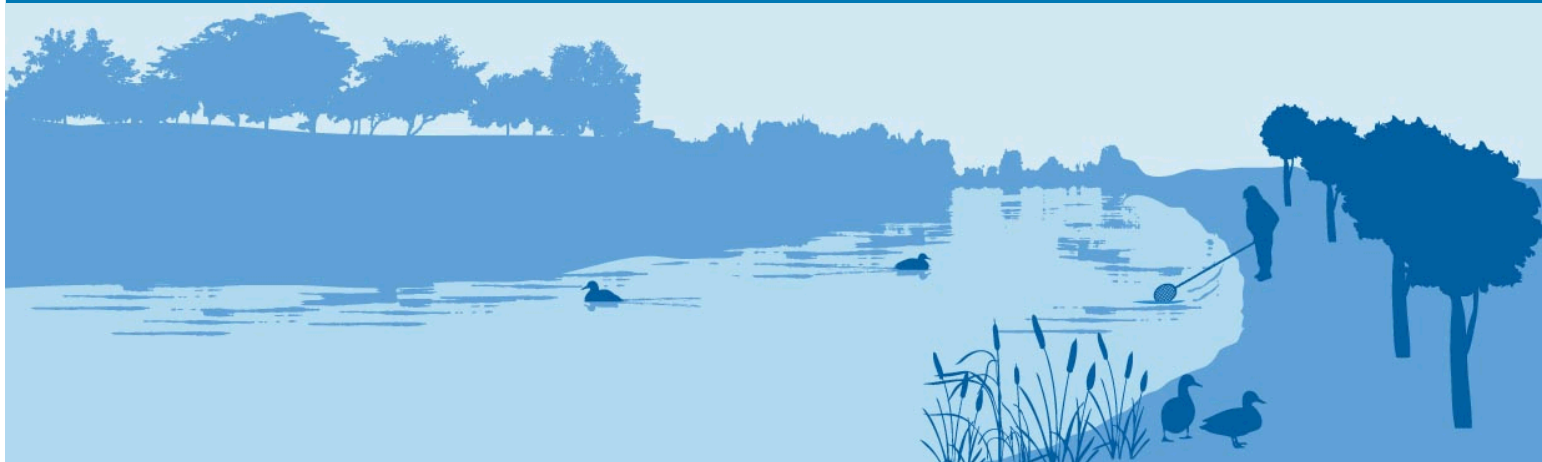
Job location: Reading/London. (Regular travel and frequent overnight stay required)

Date: 5th September 2017

Reference:

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# 1. Our organisation

## Our organisation

We are the Environment Agency. We protect and improve the environment. The Environment Agency works to create better places for people and wildlife and support sustainable development. The Environment Agency is a unique organisation with a challenging remit. It provides an essential service to the public through its operational role which ranges from reducing the risks from flooding, to working to reduce the impacts of climate change, to regulating industry and holding poor performers to account.

Acting to reduce the impacts of a changing climate on people and wildlife is at the heart of everything we do. We reduce the risks to people, properties and businesses from flooding and coastal erosion. We protect and improve the quality of water, making sure there is enough for people, businesses, agriculture and the environment. Our work helps to ensure people can enjoy the water environment through angling and navigation. We look after land quality, promote sustainable land management and help protect and enhance wildlife habitats. And we work closely with businesses to help them comply with environmental regulations. We can't do this alone. We work with government, local councils, businesses, civil society groups and communities to make our environment a better place for people and wildlife.

Environmental issues know no boundaries and the Environment Agency works with central government, local authorities and other organisations to protect and improve the quality of the environment for everyone. The Environment Agency is a trusted advisor to government and its operational experience informs future environmental policy.

## About the Environment Agency

Established in 1996 to protect and improve the environment the Environment Agency has an annual budget of over one billion, about half of which is spent on flood and coastal risk management.

The Environment Agency is Defra's largest Non-Departmental Public Body (NDPB) with around 10,600 staff. As well as a Head Office in Bristol and another office in London, it has offices across England, divided into 14 Areas.

It is a statutory body with its own powers and duties, and exercises its regulatory responsibilities at arm's length from Ministers. It is accountable to Defra's Secretary of State for the delivery of its objectives, who is responsible to Parliament for its performance.

## **Our Responsibilities**

Within England the Environment Agency is responsible for:

- reducing the risk of flooding and helping to protect people and places, managing 8000km of defences, 23,000 flood risk structures and £2.3billion capital programme over 6 years (2015 to 2021)
- helping businesses to make sure they don't harm the environment through pollution or by taking too much water. Issuing licences and permits, and taking action against those who don't take their environmental responsibilities seriously
- improving the environment for people and wildlife and the places where threatened species live. Helping people get the most out of their environment, including boaters and anglers
- working with government, industry and local authorities to make the environment a priority.

Of course, none of this will be possible without the professionalism and dedication of our staff. We're committed to helping our people to find new ways of working and to maintain our focus on creating a better place for people and wildlife. For more information on the Environment Agency and what we do, please visit:

[www.environment-agency.gov.uk/aboutus](http://www.environment-agency.gov.uk/aboutus)





## 2. The role

From reducing pollution to protecting against floods...from managing waste to cleaning up rivers, the Environment Agency is responding to challenges and opportunities that come from all quarters – from industry, from developers, from our customers and from climate change. Our current strategy for ‘creating a better place’ has delivered major benefits in recent years. Our operational teams are at the forefront of delivery – making the environment a better place for people and communities.

Join us as Director of Operations (South East) and in this incredibly varied and fast-moving role, you will lead a broad operational delivery mandate and oversee a sizeable workforce of over 3,500 – inspiring and engaging your team as you support them to be the best they can be.

Driving your business area forward, you will play a vital role in linking national priorities to local delivery, providing services to the local operational business or the wider EA business. You will be responsible for effectively delivering a variety of major projects across the South East region – from the Thames 2100 Programme to the Oxford and Thames Flood Defence Programme.

Working closely with our Strategy Directorates to determine priorities, you will allocate resources and monitor performance in order to ensure we’re working as efficiently and effectively as possible. As someone with presence, outstanding communication skills and influence, you will enjoy playing a key leadership role in this challenging region as you work with a variety of stakeholders and build ever-stronger links with key national and local partners.

This is an incredibly exciting opportunity to make a huge impact as you deliver significant change across our organisation.

First and foremost, you will be ready for this exciting challenge; ready to deliver positive outcomes for the environment we all live in. Along with your substantial operational delivery experience within a customer service-oriented environment, we will also need you to have a breadth of business knowledge and significant experience in private and/or public sector environments.

Someone who is driven and committed to getting things done, you will have substantial experience in working in complex business environments as well as leading people, dealing with significant programmes and their finances. Naturally, you will share our passion for protecting and improving the environment – and you will have the drive and determination to make sure it happens. Whether you are negotiating with an important stakeholder or coaching a member of your team, you will impress and inspire.

The role is accountable to the Executive Director of Operations and will lead a workforce of 700-1500 people, with a budget of c£70- £200 million.

### **Key attributes**

You will be an inspiring and passionate leader with exemplary interpersonal skills, able to demonstrate your ability to lead people and the business through significant change while maintaining effectiveness and motivation.

With strong communication and influencing skills, you will be able to deal with a variety of internal and external stakeholders successfully, enhancing the organisation's reputation and ensuring we meet our customers' needs and deliver on our wider obligations.

You will be able to build a performance culture to achieve results, providing the focus and energy to drive activities forward at pace.

You will know how to make our corporate ambitions and local priorities resonate with others so that plans are converted into delivery on the ground.

You will have a proven record of leading teams, and across a wide geographical patch. You will play a lead national role in major incident management and recovery. You will be able to coordinate a response with partners and the public at pace to protect people, property and the environment.

### **The Role**

The Directors of Operations have a key responsibility within the Environment Agency for all local and/or national operational delivery within a defined geography or service.

These may include:

- At a geographical local level; flood and coastal risk management, regulation of business, waste management, water resources, water quality, fisheries and biodiversity.
- At a national services level; flood risk capital programme management, field services, incident and resilience management, environment assessment, permitting, emission and carbon trading, producer responsibility, enforcement, customer contact, monitoring, assessment, operations change, planning, performance.
- On behalf of the wider Environment Agency, Health, Safety & Wellbeing, Estates, Fleet and Corporate Assets, and Internal Environment Management.

The Directors of Operations are also responsible for the effective delivery of major projects and alliances including Capital Projects and Partnerships.

Accountable to the Executive Director of Operations, each Director leads a workforce of 700-1500 people, with a budget of c.£70- £200 million.

A Director of Operations plays a vital role in linking national priorities to local delivery, providing services to the local operational business or providing services to the wider EA business and each will work with a wide variety of important stakeholders, as well as playing a key leadership role within the Environment Agency.

Key elements of the Director of Operations brief will include:

- Delivering the environmental outcomes defined in the corporate plan for people and the environment.
- Leading for Operations in the Flood & Coastal Risk Management (*FCRM*)/*Land, Water & Biodiversity/Regulated Industry business* working closely with Head of Business in determining priorities, allocating resources and monitoring performance.
- Staff engagement and development – building a vibrant culture in which all of the Environment Agency's staff are highly motivated and focused, technically and managerially resilient and the mix of the workforce reflects the diversity of the population it serves.
- Staff culture – ensuring a culture of learning and sharing exists within Operations and that the ethos of one business pervades the organisation.
- Efficiency and effectiveness through tight financial and operational management: working towards the Environment Agency delivering more for less and delivering relentlessly on our commitments, including the active adoption and visible transfer of internal and external best practice.
- Engagement and customer focus – building ever-stronger links key national and local stakeholders and scoring highly on all customer satisfaction metrics. Dealing with challenging customer relations.
- Establishing effective partnerships locally to maximise the outcomes for people and the environment.
- Working with other Operational Directors to deliver a single consistent approach to the Environment Agency's operational delivery.
- Ensuring that arrangements are in place to provide excellent incident response, including through thinking big and acting early and by working effectively across local and national boundaries.

At this level of seniority the Environment Agency defines eight accountabilities:

- Influence the strategic direction of the Environment Agency and shape the functions to align appropriately with the achievement of the corporate strategy and environmental outcomes.

- Control and take accountability for a major function, or number of functions that have significant degree of impact across the whole organisation, in order to lead effective integration across broad and complex business responsibilities.
- Lead, develop and embed a culture of effective change management to adapt to, optimise and support the changing needs of customers.
- Originate, champion and lead on initiatives for change to deliver efficient systems and support and improve business delivery.
- Establish and influence policy/agreements internally and externally to support Environment Agency / Defra and other government departments' objectives.
- Identify and manage risks to delivery of the business plan to enable the Environment Agency to operate in a safe, innovative and efficient manner.
- Lead, develop and motivate operational teams to ensure business plans are delivered and adapted to ensure the achievement of customer and environmental outcome.
- Understand and harness the complexities of organisational culture and politics (internal and external), in order to influence and achieve results.

### **Job Purpose**

Directors of Operations will:

- Lead and manage through their direct reports the operational activities of the Environment Agency within their geographic patch.
- Leading for Operations in the FCRM/Land, Water & Biodiversity/ Regulated Industry business working closely with Head of Business in determining priorities, allocating resources, monitoring performance and developing ways of working.
- With the other Operational Directors, ensure a single consistent approach to operational delivery
- Represent and promote the Environment Agency both internally and externally nationally and sometimes internationally.
- Contribute to the overall management of the Environment Agency working with the Executive Group.

## **Key Accountabilities**

Director of Operations will be required to:

- Ensure the effective delivery of the Environment Agency's corporate plan.
- Deliver an integrated approach to environmental issues within their geographic patch, or deliver a wide range of national once operational activities, or deliver a wide range of activities to the EA
- Deliver a wide range of national leadership roles including along portfolio and or functional lines e.g. FCRM, WLB, RI, Change
- Provide leadership for the Environment Agency's activities within a geographic patch or national operation - with a focus on effective performance and delivery, customer satisfaction, diversity, health and safety, internal environmental management and corporate discipline.
- Develop their staff, creating a technically and managerially resilient and diverse workforce.
- Work with other Operational Directors to deliver a single consistent approach to the Environment Agency's operational delivery: ensuring a strong culture of sharing and learning exists and internal and external best practice is shared and adopted.
- Build strong links with key national and local stakeholders and deal effectively with challenging customer relations.
- Provide effective incident response services, and to act as a National Strategic Response Manager.
- Play an important part in the overall management of the Environment Agency, working on a variety of national initiatives and contributing to the development of the strategic direction of the business.

## **Candidate Profile**

Candidates for this role should, first and foremost, be outstanding leaders with a strong empathy for the Environment Agency's mission and goals.

The following criteria will be important:

- Candidates should be graduates or equivalent.
- They should be able to demonstrate a record of substantial operational delivery gained within a customer service-oriented environment, dealing with multiple and complex stakeholders.
- Candidates will need to have an understanding or appreciation of issues relevant to the Environment Agency.
- First class leadership skills are paramount, together with a record of operating at an appropriate scale (200-1000 plus staff, as a guide). Successful candidates will demonstrate inspirational leadership style, with the ability to challenge where necessary,

deal effectively with ambiguity and make difficult decisions, often under pressure and time constraints. They will have high levels of energy and commitment and a proven record of motivating staff to perform to the highest level.

- The Director must be a strong communicator, comfortable operating at all levels, internally and externally, with experience of presenting to demanding audiences;
- The role will involve regular travel, overnight stays (weekly as a guide) and some evening engagements. Directors take a shared lead in managing national incidents and emergencies and so must have the resilience to handle crises, such as sudden flooding.
- Experience of working in a team-based environment is important, together with a proven ability to work closely and constructively with colleagues and to contribute to and promote shared decisions.

## 3. Salary and benefits

Join us in this role and you will enjoy the following benefits:

<b>Salary Range:</b>	£80,000 - 100,000
<b>Location:</b>	Base Location: Reading/London (Relocation may be available)
<b>Hours of work:</b>	37 hours, Permanent
<b>Leave entitlement:</b>	<p>Your leave allowance in this role will be 27 days plus bank holidays.</p> <p>We also offer up to two paid environmental outcome days each year. These give you the opportunity to take part in community activities with a clear environmental outcome for people and wildlife.</p>
<b>Pension:</b>	<p>We will enrol you into the Environment Agency Pension Fund (EAPF) on commencing employment, if your employment contract is for 3 months or more. The EAPF is part of the Local Government Pension Scheme (LGPS). It is a career average scheme, which means you will build up benefits based on your pay each scheme year rather than your final salary.</p> <p>We will base your pension contributions on your actual pay and you will receive tax and national insurance relief on your contributions. The pension contribution rates currently range between 5.5% to 12.5%. Whilst you are in the scheme we will also pay an employer contribution into your pension pot. We currently pay 17.5%, so this is a very generous scheme.</p>
<b>Work/life balance:</b>	We support flexible working hours and practices to help you strike a good balance between your work life and your personal life. We will also encourage you to keep developing your skills and professional knowledge throughout your career.
<b>Diversity:</b>	<p>We are committed to diversity and inclusion. We want all our staff to feel valued and respected and to see this as a great place to work.</p> <p>Diversity: it's in our nature.</p>

We are passionate about employing people from all backgrounds that reflect the diverse communities we serve. Likewise, we respect family and caring responsibilities, religious practices and disabilities. We also operate a Guaranteed Interview Scheme for candidates with a disability.



## 4. Further information

We are fully committed to having an inclusive workforce to reflect the communities we serve. We welcome applications from candidates seeking flexible working patterns, including job share. Please highlight any information regarding preferred flexible working arrangements on your application.

Please note that Environment Agency employees are not civil servants so you may wish to check your eligibility for continuity of employment by contacting your HR department. All eligible bodies are listed in the Redundancy Payments (Continuity of Employment in Local Government etc) (Modification) Order 1999.

Employment agency workers and contractors are considered to be external candidates and should therefore only apply for positions that are being advertised externally. They are also not eligible to claim continuity of employment should they be successful in securing a position with the Environment Agency.

To find out more about what it's like to work at the Environment Agency, please visit: <https://www.gov.uk/government/organisations/environment-agency/about/recruitment>

Please note all successful applicants must undergo Baseline Personnel Security Standard (BPSS) checks prior to commencement of employment. This includes a basic criminal records check.

For the great majority of roles in the Environment Agency this will be sufficient and only certain roles will require a higher level of clearance. Should this be necessary, you will be advised of this during the recruitment process.

# 5. How to apply

## **How to Apply**

For further information about the role please contact Toby Willison on 0208 474 9020.

Closing date: October 2nd 2017

Interviews: October 25th & 26th 2017. Shortlisted candidates will be required for one day only.

In order to apply, please submit your CV and a covering letter.

## **Curriculum Vitae**

Your CV should be of no more than three A4 pages in length. It should be tailored to the requirements of the post and include details on your current and most recent role, skills, experience, notice period and salary. It should also include your current postal and email address and contact telephone number(s). In line with our commitment to equal opportunities, please note that your application does not need to include your date of birth.

Please note that the shortlisting panel do not have access to the personal details or identity of applicants at this stage of the process. Your application will be shortlisted based only on the content of your covering letter and the skills, experience and qualifications laid out in your CV.

## **Covering Letter**

Your covering letter should be of no more than two A4 pages (Arial, 11pt) and should outline your experience and suitability for the role around the following capabilities, which are:

- Leading and communicating
- Changing and improving
- Managing a quality service

Definitions of each of these capabilities is as follows:

1 Competency	2 Definition	3 Indicators
<b>Leading and communicating</b>	Effectiveness in this area is about leading with empathy and communicating with clarity, conviction and enthusiasm. It's about supporting principles of fairness and opportunity for all and a dedication to inclusivity. It is about establishing future vision; managing and engaging people with honesty and integrity, and upholding the reputation of the organisation.	<ul style="list-style-type: none"> <li>• A confident and articulate communicator both with their own teams and the wider leadership team.</li> <li>• Inspires confidence and influence in the face of tough negotiations, conversations or challenges.</li> <li>• A leader who inspires each member of staff to fully embrace the vision and purpose of the Environment Agency, supporting them to embrace change.</li> <li>• Demonstrates the presence and character to negotiate with and influence external partners, interested groups and customers successfully.</li> </ul>
<b>Changing and improving</b>	To be effective in this area you need to be able to be responsive, resilient and seek opportunities to create effective change. This is about creating and contributing to a culture of innovation and supporting people to consider and take managed risks. Doing this well means continuously seeking out ways to improve and innovate.	<ul style="list-style-type: none"> <li>• Leads by example to encourage ideas, improvements and measured risk taking in the team to achieve better approaches and services.</li> <li>• Creates a positive culture of challenge and improvement, not only in own area but across the organisation.</li> <li>• Demonstrates leadership in all areas of the team involving staff, encouraging and explaining the need for embracing behavioural change</li> <li>• Constantly looking for ways to implement changes that quickly transform flexibility, responsiveness and quality of service</li> <li>• Leading a constant challenging culture across the team and peer groups and can demonstrate a strong contribution to the wider leadership team in a large organisation of over 1,000 employees.</li> </ul>

<b>Managing a quality service</b>	<p>Being effective in this area is about being organised to deliver service objectives and striving to improve the quality of service, taking account of diverse customer needs and requirements. It is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models.</p>	<ul style="list-style-type: none"> <li>• Fully conversant with the resources needed to provide the best possible service.</li> <li>• Able to confidently translate complex aims into clear and manageable plans and determine resource requirements to support implementation.</li> <li>• Make sure team fully understand the customers' needs</li> <li>• Engages the team on a regular basis to describe the risks for a poor service on our reputation to everyone involved in providing the service.</li> </ul>
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## Equality and Diversity

We're committed to having an inclusive workforce reflecting the communities we serve and we'd like you to tell us about yourself and your background.

Diversity: it's in our nature