

Job Profile EMP266 (EM1)
Job Title: Deputy Director - Asset Operations and Improvements
Benchmark Profile (Name and number) : Head of Asset Management for FRM, EMP019
Is this replacing a current profile, if so please provide job profile number : Will replace existing Asset Management Operations role. This may mean job profiles EMP174 and/or EMP219 or EMP220 can be replaced; depending on whether they are in-use for other roles.
Role Type (choose one from list by highlighting in red): Operational Support/Admin Operational/Field Technical/Admin Managing Others Operational Policy/Technical Specialist/Advisory Executive Manager
Line Manager Role profile number : EMP258
Title of Line Manager's role : Director of Asset Management and Engineering
Job Purpose (2-4 sentences providing an overview of the role's purpose and contribution to the organisation): This role will help lead the Environment Agency's "Technical Authority" department, ensuring we make safe, reliable and sustainable asset management and engineering decisions. The remit of the role should cover all Environment Agency owned, maintained and/or operated infrastructure including notably FCRM, navigation and water assets. Leading a team of asset management and continuous improvement professionals, the person in this role will support local asset operators, maintainers and responders and drive improvements to asset management skills, processes and systems across the Environment Agency. In particular, the role will lead a strong health and safety culture, supported by effective processes and systems relating to asset operation and maintenance. This role will support the chief engineer in maintaining asset management technical resilience in the department and across the organisation ensuring that the Environment Agency has the right asset management skills and capacity to safely, reliably and sustainably meet corporate goals. This role should lead on operator, maintainer and responder asset management skills in particular.
Describe any job specifics within this area (detailing the key outcomes the role delivers): The Asset Operations and Improvements Deputy Director will: <ul style="list-style-type: none"> - Own and manage national guidance for local asset operators, maintainers and responders that ensures safe, effective and sustainable practices. - Manage a programme of improvements to asset management systems and processes including continuous improvement in digital asset management tools to meet requirements of the asset management strategy. - Provide or commission training and professional development support required to build and maintain asset management and engineering skills to meet needs.
Describe the challenges for this role: Specific challenges for this role are:

- Providing practical, coherent, up-to-date guidance for asset operators, maintainers and responders that integrates with the wider department's suite of asset management standards.
- Supporting effective and timely operation of assets during incidents and ensuring contingency plans are in place for asset failure or exceedance. This will include being the authority in the Environment Agency for deciding what acceptable level of asset contingency planning is; evaluating and sharing residual risks with the Chief Engineer.
- Working with leaders and managers in local operations teams to ensure consistent safe behaviours and systems of work for local asset operators, maintainers and responders
- Managing a complex multi-year programme of improvements to asset management systems and services, ensuring new systems and approaches are fit for purpose and meet the needs of users. The post holder will have autonomy for deciding this programme and organising delivery for maximum benefit.
- Supporting and sustaining a one-team culture in which any non-compliance with standards & operating procedures is recognised, risks are recorded and addressed. This role should take a collaborative and supportive approach working with delivery staff and play a lead role in sustaining a strong culture of safe and sustainable working practice in asset operation and response.

Describe the type of interaction (s) this role has with others, and with whom:

Internally:

Principal internal interactions for this role are:

- Work with Chief Engineer and other DDs in the department on asset management and engineering risks and acting as a deputy to the Chief Engineer in their role advising EDT on actions and recommendations required to mitigate significant safety, corporate or reputational risks.
- Work with Deputy Directors in Incident Management and Resilience to provide technical asset management support and guidance for local and national emergency response teams deploying mobile or fixed assets in incidents.
- Advise Area Directors and Programme Delivery Deputy Directors, Operations Managers and their asset management and engineering staff offering authoritative guidance and driving action to build and sustain engineering technical resilience and an effective safe working culture for asset maintainers and operators.
- Work with Deputy Directors in Operations National Services and Sustainable Business teams to ensure processes and practice for asset operation and response activities are compliant with Environment Agency health & safety and environmental corporate standards.
- Support operations managers and field teams, providing advice, guidance and processes that helps them be effective.
- Define and commission national services required to support the objectives of the Technical Authority department. These may include commissioning work with senior EA and/or Defra stakeholders to develop learning options that build and maintain engineering and asset management skills.

Externally:

The person in this role will maintain the Environment Agency's technical credibility with other asset management organisations and across the wider public sector in the field of asset operation, maintenance and response.

They will lead reviews of asset management incidents and in that capacity will need to work with senior staff in other asset management organisations such as other risk management, navigation and water industry bodies (such as Local Authorities, Water Companies and

Canals and Rivers Trust) and with government or external reviewers such as NAO.

Detailed Accountabilities :

1. Lead, plan and monitor the strategic direction of the function over 5-10 year time horizon in order to support the delivery of asset management strategy and plans.
2. Lead, develop and embed a culture of effective change management across the programme of asset management improvements projects, to adapt to, optimise and support the changing needs of asset management practitioners.
3. Originate, champion and lead on initiatives for change to deliver efficient systems and support & improve business delivery. This will include acting as sponsor for high risk and cost multi-year digital programmes delivering improved and services.
4. Identify and manage operational risk to the delivery of the business plan to enable the Environment Agency to operate in a safe, innovative and efficient manner. In particular this will mean focussing on safe asset operation, maintenance and response.
5. Lead, develop and motivate operational teams to deliver results on time, to required quality standards and cost, to fulfil the business plan and achieve environmental outcomes.
6. Plan, monitor, control and realign resources to maximise their efficient and effective use and ensure objectives are completed to required standards.

Does this role have any internal/external stakeholders or customers? Yes/No

Please provide a short list to show which stakeholders the role interacts with the most, and an example on the type of interaction required

Internal and external stakeholder interactions are described in the above section on interactions.

Top 3 Capabilities to be considered:

Delivers Results Through Others: Harnesses the team to deliver results on time, to required standards and in line with organisational processes and procedures.

Shapes organisational approach & delivery: Informs Government Policy and / or designs, implements and supports an approach to translate it into cost-effective operational activity delivering outcomes for people and the environment

Leads the Organisation: Takes personal responsibility for the implementation of changes and programmes that are crucial to the success of the Environment Agency. Provides leadership on health and safety culture and practices across a wide part of the business.

Direct Budget Responsibility of role holder (Yes/No, and quantity in £):

The role will have direct responsibility for ~35 people and a budget of approximately £2m pa

Indirect Budget Responsibility (the £ amount the role holder shares with others or has an indirect responsibility for – e.g. project spend) :

The post holder will support the Chief Engineer in their technical assurance role relating to the FCERM capital investment programme (approximately £1bn pa) and the Environment and Navigation capital programmes (in the order of £100,000s pa).

If budget is shared, who is it shared with (please state who it shares responsibility with):

Control of Budgets – do you monitor other budgets/spend budget/raise revenue (Yes/No, an whose): No

How many staff does this role directly supervise (e.g. line manage)?

9 x Grade 7 managers. The total size of the department will be approximately 35 FTEs.

How many staff does this role actually have responsibility for? (Please attach a recent structure chart):

35 people. A structure chart is available.

Experience Requirements :

- Will have held, or demonstrated the capability to hold, a senior accountable asset management or engineering role in a major complex infrastructure or an organisation with safety critical operation and maintenance responsibilities.
- Strong technical experience assuring significant scale programmes of engineering construction as well as maintenance, operation and/or decommissioning.
- Substantial asset management experience including influencing internal and external partners to align all parts of the asset management cycle in order to manage risk and maximise value.
- Excellent stakeholder (both internal and external) management skills with strong customer management and persuasion skills
- An in-depth understanding of the UK legislative and policy environment relating to asset management and the business of the Environment Agency
- Significant experience of managing and/or influencing governance.
- Have will a proven track record in confidently communicating technical ideas to any audience.
- Recognition as a role model in the strategic leadership of multi-disciplinary standards, safety and the environment.

Educational Requirements :

- Educated to degree level or equivalent, or able to demonstrate comparable technical know-how, in a relevant subject.

Professional Qualification Requirements :

- Institute of Asset Management Diploma or equivalent
- Chartered Engineer status or equivalent

Essential Additional Information (anything relevant not already covered above) :

- Recognised Asset Management professional expertise is a direct requirement for the role
- Chartered engineering status is required to contribute to the technical resilience of the department
- Status of a Fellow of an Engineering Institution may be an advantage