

JOB PROFILE

Job: DIRECTOR OF OPERATIONS **Grade:** EM2

Reports to: EXECUTIVE DIRECTOR OF LOCAL OPERATIONS

1 Purpose of job

Directors of Operations have a key responsibility within the Environment Agency to provide strategic leadership, direction and ensure safe delivery for national and local operational services and activities, including asset management, regulation, incident management, evidence & monitoring and environment, place and infrastructure.

Directors of Operations play an important role in ensuring that all delivery activities remain aligned and collectively reflect the priorities of the Corporate Strategy and in driving continuous improvement in the way business operates. They provide a strategic focus for quality assurance, performance monitoring and assessment and operational efficiency programmes.

Directors of Operations have a wide-ranging span of accountability; all hold key relationships with a wide variety of our important senior stakeholders; all lead large teams (up to 2500 people); all carry accountability for the delivery of outcomes of their respective business units (including a specific geographical area or a national geography) and all have responsibilities to lead for defined activities and services across wider business (on behalf of 6500+ staff), providing a single credible voice for Local Operations within our governance and decision-making model.

Key elements of the Director of Operations' role include:

- Delivering the environmental outcomes defined by our corporate strategy for people and the environment, whether through Area based teams, National Services teams, or a combination of both. The roles will lead through up to 6 Deputy Directors and up to 3 senior managers
- Leading for Local Operations for a defined group of services and activities (asset management, regulation, incident management, and environment, place and infrastructure) and working closely with Heads of Business in determining priorities, allocating resources and monitoring performance
- Providing active and visible leadership on health, safety and wellbeing, including through regular workplace visits; active monitoring and leading HSW conversations with staff, ensuring their plans and decisions reflect our Health, Safety and Wellbeing Values and commitments and regular monitoring and review health, safety and wellbeing performance

- Building a vibrant culture in which all 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
- Ensuring a culture where everyone feels included, can bring their whole self to work and is respected as a unique individual. Instilling a strong sense of team working, learning and sharing, and working as one business
- Ensuring efficiency and effectiveness through tight financial and operational management: working towards the Environment Agency delivering excellent value for money, and the active adoption and visible transfer of internal and external best practice
- Building ever-stronger links with key national and local stakeholders and scoring highly on all customer satisfaction metrics. Dealing with challenging customer relationships, reputational and political issues as they arise in their function or geography. Many of these relationships will be at Director, CEO and senior minister level
- Establishing effective partnerships locally to maximise the outcomes for people and the environment
- Working with other Operations Directors to deliver a consistent approach to the Environment Agency's operational delivery
- Ensuring that arrangements are in place to provide timely and effective incident response, including through "thinking big and acting early" so we are well prepared and by working effectively across local and national boundaries. This role also carries accountability for senior national leadership of all incidents through its national duty manager standby role

2 Principal Accountabilities

- Influence the strategic direction of the Environment Agency and shape the function/s 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 a significant degree of impact across the whole organisation, 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 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 achieve environmental customer and customer-based outcomes
- Understand and harness the complexities of organisational culture and politics (internal and external), to influence and achieve results

3 Educational Requirements

- Leadership qualification or equivalent proven and significant experience
- IOSH Leading Safely or equivalent

4 Professional membership

- Relevant professional body status in a related discipline (or demonstrably working towards that)

5 Prior experience

- An understanding or appreciation of issues relevant to the Environment Agency
- A record of substantial operational delivery gained within a customer service-oriented, complex and matrix management environment, dealing with multiple senior stakeholders
- First class leadership skills are paramount, together with a record of operating at an appropriate scale (up to 2500 plus staff, as a guide). Successful candidates will demonstrate an 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
- A proven and demonstrable track record in creating a culture that embraces difference and includes everyone. For equality, diversity and inclusion to be in our DNA, we need leaders with a diverse range of backgrounds and experiences, who can help realise the potential of all our staff, maintaining a fair and inclusive work environment where everyone feels like they belong. This will also critically help us to ensure we deliver equitable services to all our customers and communities

- A demonstrable strong track record in providing visible health, safety and wellbeing leadership
- A strong communicator, comfortable operating at all levels, internally and externally, with experience of presenting to demanding audiences and politicians
- Directors take a shared lead in managing national incidents and emergencies and so must have proven experience of crisis and emergency management, re-prioritising resources, working under pressure and at pace during national situations
- Experience of working in a team-based environment is important. Directors are wholly accountable for decisions within their work areas but this must be balanced with a proven ability to work closely and constructively with colleagues and to contribute to and promote shared decisions

6 Shape of the role

Directors of Operations are accountable for assuring front line Operational delivery across England. They report into the Executive Director – Local Operations who in turn reports into the Chief Executive. They:

- make decisions on a frequent basis which need to balance delivery needs in a dynamic landscape to deliver a range of outcomes, through direct delivery and partnership working
- plan for the future to ensure the resilient delivery of services
- are responsible for assuring performance within their geographic or service area
- assure the financial position for delivery within their geographic or service area and work within the complexity of our organisational funding model
- are an intrinsic part of our national governance and decision making model providing assurance on the EAs performance overall
- influence delivery across sectors through their involvement in Business Activity Group's, cross directorate portfolio working, organisational business boards etc.
- actively introduce new methods for delivering services, securing funding, delivering partnership work, and arranging resources to deliver in line with funding rules and public expectations
- lead, influence, and communicate with a diverse range of staff, stakeholders, partners, and customers within the daily work pattern. It would not be unusual for a typical working week to include national or regional media interaction,

meeting with senior ministers and site visits with technical and field teams. Regular 'town hall' events or presentations to national or international audiences would also be a regular part of duties

- hold national incident accountabilities through their national duty manager role. This role carries the delegated accountabilities of the Executive Director of Local Operations during major national environmental and flood related events

7 Contribution this job makes

7.1 Development of Others:

The job is accountable for total performance and line management of a large team of up to 2500 staff and indirect leadership of 6000+ staff. Coaching and mentoring of Deputy Directors and other developing staff is a key part of the role. Directors of Operations are sponsors, advocates, and deliverers of the organisations key objectives in improving organisational performance in EDI, HSW and organisational change.

7.2 Types of Direct Reports:

Executive Managers: up to 6 Deputy Directors and up to 3 senior managers.

8 The way the job holder works

The job holder works within a general framework of broad policies and principles or very general goals. The role holder determines what should be done in a functional area or organisation unit and also makes significant contributions to the creation of functional and management strategy.

The role will involve regular travel, overnight stays (weekly as a guide) and some evening engagements. The role holder will show a demonstrable commitment to our agile and blended way of working.

9 Job Dimensions

9.1 Organisation Chart



9.2 Management Content

Manages a large and/ or complex function or operation through intermediate supervisors, and/or provides ongoing specialised consulting or advisory services to senior management

9.3 Thinking Scope

The jobholder has the leeway to consider issues or courses of action within general organisational policies, principles and longer-term (greater than one year) goals. They must consider what programmes and projects should be addressed within a major functional area to achieve organisational goals

9.4 Decision Making Challenge

Most of the time, the job involves dealing with issues or problems requiring careful interpretation, analysis and diagnosis. The jobholder typically must identify relevant information to develop solutions or approaches. Developing solutions usually requires in-depth analysis that cannot be done quickly

9.5 Innovation

There is a need for combining existing ideas in new ways or adapting previous routines or practices to remain agile and encourage a culture of continuous improvement

9.6 Direct Budget Responsibility

For each role - fully accountable: Up to £200m through the line – each post revenue and capital. In addition, the Director of Operations for MPPD directs up to £1bn capital spend per year

9.7 Indirect Budget Responsibility

Lead partner in shared delivery

9.8 Control of Budgets

Will work with Heads of Business to set budgets and manage in-year changes to them

10 Required Leadership Capabilities

Setting Direction	Seeing the big picture	Exemplary
	Changing and improving	Exemplary
	Making effective decisions	Exemplary
Engaging People	Leading and communicating	Exemplary
	Collaborating and partnering	Exemplary
	Building capacity for all	Exemplary
Delivering results	Achieving effective results	Exemplary
	Delivering value for money	Exemplary
	Managing a quality service	Exemplary
	Delivering at pace	Exemplary

12 Nature of internal relationships

- Line Management of up to 2500 staff, up to 6 Deputy Directors and up to 3 senior managers
- Provision of national services to the wider operational business
- Driving culture change and performance improvement
- Key member of and team player in Operations Leadership Team
- Frequent interactions with Directors and other Directorates in planning and performance management
- Environment Agency Directors and Chief Executive

13 Nature of External Relationships

- Directors of Operations need to be able to communicate with government ministers, MP's, DEFRA group and inter government departments, city mayors, chief executives for lead 2nd and 3rd tier authorities, key national accounts with waste companies, water companies, local resilience partners and framework suppliers within the same week – sometimes in the same day

- Managing a significant external contractor programme, consultants, and providers to ensure value for money, environmental protection and enhancement
- Service provision to wider public through day-to-day customer contact