

SCOTTISH ENVIRONMENT PROTECTION AGENCY

JOB DESCRIPTION

A. JOB IDENTIFICATION INFORMATION

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| POST | Head of Strategy & Communications |
| REPORTS TO | Chief Officer |
| LOCATION(S) | The location for each post is flexible with a frequent requirement to travel and to work from any other SEPA location. There will be a need to travel and work elsewhere within and out with the UK and there is an expectation that such travel will require overnight stays away from home |
| GRADE | Band A |
| POST STATUS | Permanent <i>SEPA is happy to consider flexible work arrangements and we proudly use the “Happy to Talk Flexible Working” logo on all our job vacancies. If you want to work part-time or through some other flexible arrangement, we strongly encourage you to apply.</i> |

B. JOB PURPOSE

- The Governance, Performance and Engagement portfolio was created as part of a wider reset of SEPA to design, develop and implement a range of high-quality corporate support services for SEPA. The portfolio leads in key areas such strategy and planning, performance, legal, governance, insights, engagement, and communication.
- The purpose of the portfolio is to enable SEPA to work efficiently, effectively, and safely within a streamlined, agile corporate governance framework, that sets out a clear, future focused strategic direction.
- Our ambition is a range of professional, enabling services will harness our data and tell the story of our successful contribution to the protection of the environment in Scotland.
- We will lead effective engagement for SEPA, building sustainable relationships and telling our stories using insights and key measures, communicated to the right audience, in the right way.
- To lead all aspects of strategic development for SEPA including all foresight, futures, and horizons; strategy; planning at strategic and resource levels and all aspects of performance.
- To design, develop, implement, and continuously improve strategic communications focused on the public and communities and colleagues underpinned by a new, future

focused and innovative communications strategy and approach focused on digital, storytelling and embedding behavioural science and behaviour change.

- Work with peers to provide strategic leadership, a clear organisational vision and long-term direction that delivers environmental, social and economic benefits that supports delivery of our Corporate Strategies.
- Lead and develop a function with a diverse mix of technical experts, managers and staff which delivers innovative, efficient and effective solutions that help us achieve corporate and team objectives.
- Identify, review and develop positive and productive strategic and operational relationships with key partners and stakeholders.
- The Governance, Performance and Engagement portfolio has a significant and vital role to play in making our agency-wide ambitions a reality. Making change happen requires investment and influential organisational leadership and as a result the Corporate Leadership Team (CLT) have commissioned this new strategic management post to lead change that delivers our ambition.
- This post is a unique blend of strategic leadership, specialist expertise and most importantly working collaboratively across the agency. The successful candidate will be expected to show leadership, make and deliver continuous change that is integrated on an organisational level - rather than functional focus to create a coherent SEPA.
- The role provides critical leadership, direction, and expertise in the design, development, and implementation of a holistic strategy, planning and performance framework for SEPA, aligned to National Outcomes along with the Environment and Economy Strategy. This will include providing guidance, advice and focusing on innovative approaches and improving how SEPA sets out the wider strategic direction, plans for effective delivery within statutory powers and evidencing impact.
- The post holder will lead an extensive programme of work to design, develop and report on management information and outcome focused performance measures both internally and externally at Board and Scottish Government level. The outcome focused performance framework will be built on recognised best practice and continually improved. Qualitative and Quantitative insights using professionally recognised methodology will be embedded in the approach.
- This role will lead SEPA's planning, performance and insight reporting internally, at Board and Scottish Government levels and publicly. The post holder will provide appropriate analysis and findings to provide a sound evidence base for oversight, scrutiny, and improvement. Leadership of required change and improvement initiatives will be key alongside monitoring and reporting on progress.
- The Strategy, Planning and Performance Framework will be evidence led and underpinned by best practice approaches to futures analysis, foresight, and horizon scanning.
- To lead the delivery of communications services aligned to SEPA's strategic direction and communications strategy.

- To ensure SEPA has a streamlined, agile, and well-designed model for effective communications focused on insights, use of social media and engaging campaigns.
- To design, develop, implement, and continuously improve strategic communications focused on the public and communities and colleagues underpinned by a new, future focused and innovative communications strategy and approach focused on digital, storytelling and embedding behavioural science and behaviour change.
- To focus on accessible effective digital services to enhance customer experience.

MAIN ACTIVITIES**Lead, develop and motivate staff to deliver success.**

- The role is required to oversee strategic long-term planning of the function. This will involve ensuring the function has the required skills, competencies and structure to deliver against objectives. The function will have a projected team of approximately 50 senior managers, managers, specialists and support staff. The role reports directly to the Chief Officer.
- Manage, motivate, support and develop Managers and take appropriate steps to address under-performance and ensure root causes are identified and issues are resolved.
- Motivate and develop team members to deliver success, support an open and collaborative culture and embrace and support change.
- Ensure good governance across the function and promote awareness and compliance with all statutory responsibilities, such as health and safety, equalities, risk and resilience, organisational policies and procedures and Standing Financial Instructions (SFIs).
- Overcome barriers, obstacles and be personally resilient with a real desire to make improvements and inspire and influence colleagues to support and encourage change.

Strategically lead and shape the development and delivery of the function.

- Develop and lead on creative, innovative, efficient and effective tools, techniques, principles, frameworks and strategies that deliver fundamental and long-term improvements.
- Lead, develop and deliver Annual Operating Plan (AOP) targets for the portfolio area and keep the Corporate Leadership Team (CLT) informed of any deviations from plan and provide input to the Corporate Plan.
- Facilitate the development and delivery of business plans that will deliver strategic priorities agreed by CLT and the Board. Ensure they are aligned with other portfolios, are developed through engagement with sectors, internal experts, and other key stakeholders and focus on practical outcomes for the environment, business and society. Evaluate the success of each plan and identify and embed learning back into the organisation. Review and change plans as required due to changes in the operating environment or priorities and report progress at regular agreed intervals to CLT.
- Attend senior leadership team meetings and meet with the Chief Executive Officer (CEO), Chief Officers and peers on a regular basis to discuss progress of sector plans.
- Attend appropriate CLT subcommittee meetings and provide information and support to enable the CEO, CLT, COs to make key decisions that go beyond the portfolio. Support and direct authors of reports and quality check them before submission.
- Chair monthly meetings for the management team and portfolio to cascade strategic directions and updates to ensure delivery of business plans.

Ensure our integrity and reputation is safeguarded and positively positioned in the media and public arena

- Review and approve briefings, papers, technical evidence etc. prepared by senior staff for the Board, CLT, Scottish Government senior civil servants, elected representatives, Members of Scottish Parliament.
- Support team members decisions and recommendations and justify their actions, resolving conflict and negotiating resolutions where required.
- Undertake media interviews and provide quotes for journalists communicating frequently with our Communications department to ensure our integrity and reputation is safeguarded and positively positioned. Strategically manage a number of key datasets and commercially sensitive information by ensuring data is held, transferred and stored in an appropriate manner and that robust procedures and processes are in place that minimise the risk of data security breaches. Ensure only appropriate information is released and set up Memorandum of Understanding (MoU) and data sharing protocols with partner organisations.
- As a key strategic lead for a defined function within the portfolio, the role will be expected to implement substantial changes across the portfolio. This can relate to policies, processes and systems and will involve change management, overcoming difficulties and adapting approaches as the situation demands.
- The role is required to actively plan at least one year ahead taking into consideration objectives and priorities of the annual operating plan and longer term portfolio improvements which may stretch over several years. Objectives and targets will be linked to both strategic and annual operating plans but will be framed as medium to long term in nature to deliver our strategic priorities.
- In combining a strategic and management role, there will be many different overlapping projects to be delivered at any one time with a requirement to reprioritise activities within the team on a regular basis.
- In leading fundamental improvement across their area of responsibility, the policies and systems developed by the job holder may result in significant change to the existing methods, policies and approaches of the organisation.
- Comprehensive and complex information must be absorbed in relation to the following:
- All aspects of stakeholder engagement up to Board, Governmental and national industry bodies.
- Detailed and complex legal and technical source material to enable framing of strategic initiatives appropriate in support of SEPAs strategic aims.
- In leading a significant functional area, the ability to absorb complex operational issues to ensure resources are allocated at the right time and level to deliver key targets.
- A comprehensive and detailed understanding of strategies and policies both current and in development within SEPA and externally within the wider stakeholder environment to ensure best practice is considered and delivered.
- Manage the delivery of robust specialist advice, support and development to internal and external colleagues. This advice will provide the highest organisational expertise in their specialist area and in addition, will provide advanced corporate policy or strategic advice related to their responsibilities for development and delivery of AOP priorities.

C. PERSON SPECIFICATION**1) KNOWLEDGE AND TECHNICAL SKILLS**

Indicates the type of knowledge and skills essential or desirable to do this job and the level required using the indicators below.

- (1) Significant expert knowledge
- (2) Specialist knowledge
- (3) Routine but detailed knowledge
- (4) Broad understanding
- Or not applicable (N/A)

| Type of Knowledge/skills (please specify detail below under broad headings) | Essential | Level | Desirable | Level |
|--|-----------|-------|-----------|-------|
| Managerial – leadership, change mgmt, interpersonal, communication skills and positive role model. | X | 1 | | |
| Scientific/Technical – range of techniques / processes relating to functional area and influential internally and externally | X | 1 | | |
| Legislation – legislation and framework relating to functional area. | X | 3 | X | 2 |
| Responsibilities e.g. health & safety, equalities, risk and resilience, standing financial instructions etc. | X | 3 | | |
| Other – networking/building strong collaborative relationships, oral and written communication skills | X | 1 | | |

2) PERSONAL ATTRIBUTES

For each post candidates must be able to demonstrate the following attributes which are key to the success of a strategic leader:

- High personal resilience · Integrity; positive role model
- Drive to make improvement and overcome barriers and obstacles
- Open and consultative approach with staff and stakeholders
- Tenacity
- Genuine desire to do the right thing

3) QUALIFICATIONS

Indicate the area and level of qualifications (if any) essential or desirable to do this job

| Type of Qualification | Essential | Desirable |
|--|-----------|-----------|
| Degree / equivalent experience | X | |
| Formal management/professional qualification | | X |

4) EXPERIENCE REQUIRED

Indicate the type and likely length of experience essential or desirable to do this job

| Type of Experience | Essential | Level | Desirable | Level |
|--|-----------|---------|-----------|-------|
| Relevant Management experience | X | 5 years | | |
| Relevant Technical/scientific/ professional experience | X | 7 years | | |

5) COMMUNICATION SKILLS

| Type of Communication (please specify detail below under broad headings) | Essential | Desirable |
|---|-----------|-----------|
| Written communication Namely: Complex policy and business reports, Preparation and approval of papers for senior management team and board. The post holder must be able to prepare robust, concise, coherent, well-argued reports and briefings. | ✓ | |
| Oral communication Namely: negotiating, influencing and transfer of range of information The post holder will work with a wide range of external & internal partners and the media with a focus on informing and influencing. This requires a highly developed competence in oral communications to deal with issues arising frequently which may have critical implications. There is a requirement for the post holder to represent SEPA externally which requires the ability to gain and hold the attention of and to impart knowledge to a variety of groups and audiences. The post holder will be required to undertake media interviews and public meetings as required. | ✓ | |
| Presentations Namely: There will be a requirement for the post holder to represent SEPA externally which demands the ability to deliver compelling and | ✓ | |

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| authoritative presentations. The post holder will be required to represent SEPA at public meeting on contentious issues, and present technical content in an accessible manner which ensures the key messages are understood by the target audience. | | |
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