

Environment Agency

Capability Dictionary

Version 2.0 – October 2022

Competencies are the skills, knowledge and behaviours that lead to a successful performance.

They are short statements, up to 250 words, describing a time in which you have displayed the behaviours needed to perform well in a particular job. It allows the job holder to understand what you are capable of, it shows that you can apply the same behaviours to the new role.

The competency framework centres on 'how' you achieved the outcome. Therefore, it is important that you show how your behaviour led to the outcome. It should always be remembered that the competencies required of each job role differs from position to position.

Capability dictionary structure (with links)

(N.B. Figures in brackets mean there is more than one capability under that heading)

Personal Effectiveness	Achieves Results	Builds and Sustains Relationships	Coaches Others
	Communicates Effectively	Embraces Change	Focuses on Customer and Partners
	Focuses on Efficiency, Innovation and Quality	Influences and Persuades Others	Manages Self
	Networks	Takes Decisions and Solves Problems	Uses Initiative
	Speaks Welsh	Works in Teams	Engages Others

Management	Delivers Results Through Others	Develops People	Leads the Organisation (Exec Managers only)
	Leads People	Manages the Business	Manages Change

Cross-Functional Know How	Business of the Environment Agency	Customer and Partner Relations	Data and Information Management
	Diversity	Environmental Awareness (2)	Health and Safety (2)
	Legislative Knowledge		Shapes Organisational approach and Delivery
	Programme and Project Management		

Operational and Technical Specialist	Enforcement and Prosecution (2)	Environmental Planning (3)	Flood Risk Management (2)
	Hydrometry & Telemetry (2)	Incident Management (2)	Planning Liaison (1)
	Manages Operational Assets (6)	Monitoring and Assessment (2)	National Laboratory Services (2)
	Operations Delivery (3)	Permitting and Compliance (2)	Scientific Knowledge (1)

Support Specialist	Corporate Information Services	Corporate Affairs (6)	Facilities (8)
	Finance (5)		Human Resources (11)

Personal Effectiveness Capabilities

	Capability	Definition	Indicators
PERSONAL EFFECTIVENESS	Achieves Results	Sets and delivers high work standards, demonstrates the drive to meet targets. Prioritises and organises tasks and resources to ensure timely achievement of results	• Maximises work output by setting goals and priorities tracking and measuring outcomes and taking swift remedial action when necessary. • Can be relied upon to regularly exceed goals agreed • Is tenacious and perseveres when others might give up and by doing so achieves the desired results • Anticipates forth-coming issues and adjusts actions as necessary. • Willing to put in extra effort to meet urgent deadlines when required; shows dedication and commitment; “goes the extra mile” • Is resilient and performs well under pressure; responds positively to setbacks and develops alternative action
PERSONAL EFFECTIVENESS	Builds and Sustains Relationships	Develops and maintains effective working relationships	• Respects different views, cultures, values, opinions and the contributions that all colleagues make • Makes an active effort to fit in and respect company norms (the “way we do things” in the agency) • Balances team and personal interests for a win-win outcome • Displays tact and diplomacy and builds rapport quickly, establishing needs and adapting own approach. • Communicates honestly, openly and effectively with colleagues and external partners alike • Openly identifies and challenges inappropriate behaviour or performance constructively and speaks out even when the message is unpopular. • Handles people situations effectively; defuses anger, tension, focuses on issues and successfully addresses problems.



	Capability	Definition	Indicators
PERSONAL EFFECTIVENESS	Coaches Others	Uses variety of methods, including direct instruction, coaching and feedback skills to help others to develop.	• Designs learning situation to suit both the task at hand and the individual learner's needs • Agrees clear learning objectives and uses a planned training or coaching structure to deliver learning in safe and effective job methods. • Adjusts method, pace and style to learner and their learning style, reinforcing key points and safety measures as appropriate • Creates rapport with the learner, encourages their own ideas, building confidence and fostering independence. • Provides opportunities for the learner to practice skills and receive feedback. • Provides clear, constructive feedback, and helps the learner to understand and act on it. • Identifies opportunities to help colleagues to develop their skills or knowledge and willingly helps them to do this. • Through questioning and observation identifies learner's existing skills, raises awareness and determines best options.
PERSONAL EFFECTIVENESS	Communicates Effectively	Listens and questions to understand and engage. Conveys information and ideas clearly, accurately and persuasively through speech and writing.	• Is an active listener, has time for people; seeks their contribution. • Uses full range of communication methods to ensure effective understanding. • Considers needs of and impact on audience, anticipates reactions and uses appropriate communication method and style. • Prepares written reports and data in clear, readable and accurate manner, using appropriate grammar, syntax and style. • Ensures communication is two-way; responds and acts on feedback • When presenting is easily understood and inspires attention from an audience. • Is clear and to the point when speaking. • Anticipates the main issues and prepares responses.



	Capability	Definition	Indicators
PERSONAL EFFECTIVENESS	Embraces Change	Initiates and supports change, responding effectively to changing roles, situations or people.	• Recognises and accepts need for change; maintains an open and flexible mind and adapts to changing situations. • Responds well to changes in role and ensures that personal productivity is maintained throughout. • Seeks out ways of maximising benefits in changing situations. • Works effectively with new people or groups and does not let the unfamiliarity affect performance. • Identifies the potential impact of internal and external changes on own work and plans accordingly. • Is sensitive to others' readiness to change and adjusts behaviour accordingly; stands up to those resistant to change.
PERSONAL EFFECTIVENESS	Engages others	Plans, carries out and evaluates effective engagement with internal and external stakeholders following the 'Working with others' approach	• Plans, delivers and evaluates effective stakeholder engagement for a project, issue, plan or site • Ensures engagement with others is considered and planned at the outset • Decides, or helps others to decide, how much and what type of engagement (provide to, receive from, or collaborate with) is needed, and who with • Appreciates and adapts to the different needs of stakeholders, and identifies and fills gaps in information, to ensure joint understanding • Develops relationships with stakeholders to build trust and achieve better outcomes • Works with colleagues across the business to understand factors which may affect the way we engage, and ensures our work with stakeholders is joined up and appropriate • Seeks, listens to and acts on feedback from stakeholders • Plans, delivers and evaluates participative engagement activities • Uses appropriate facilitation techniques to run participative events to build trust, manage conflict, create joint understanding of issues, and to seek views • Understands and works within situations that are appropriate for collaboration (working together to achieve something, or some benefit, which we could not achieve working alone).



	Capability	Definition	Indicators
PERSONAL EFFECTIVENESS	Focuses on Customers and Partners	Addresses the needs of internal and external customers, provides rapid and effective responses	• Recognises the concept of both internal and external customers and treats both equally well. • Identifies and addresses the needs of customers, delivering what is promised and ensuring that they are satisfied with the outcomes. • Takes personal responsibility to meet customer needs; is polite, courteous and professional • Ensures customers receive consistent and clear messages supported by accurate and timely information. • Regularly monitors and measures customer satisfaction and looks for ways to improve customer service • Anticipates and balances the needs of a range of customers with conflicting priorities. • Keeps customers informed and manages expectations • Handles complaints effectively, defuses anger and tension and resolves problems
PERSONAL EFFECTIVENESS	Focuses on Efficiency, Innovation and Quality	Identifies and seizes the opportunity to create, introduce and implement new or improved methods, processes and without, compromising quality or accuracy.	• Takes responsibility for the quality and timeliness of own work, admits errors when necessary and quickly takes action to rectify • Demonstrates an ongoing concern to improve performance and increase efficiency. • Checks and ensures the accuracy of information received and produces work that is right first time. • Puts in place checks to ensure that plans and processes are being carried out to the required degree of accuracy. • Actively seeks and implements opportunities to maximise efficiency and effectiveness of self and the team. • Ensures that data and information are always delivered in an accurate, timely and legal manner. • Proactively looks for better ways of doing things; learns from events and seeks to improve future performance.



	Capability	Definition	Indicators
PERSONAL EFFECTIVENESS	Influences and Persuades Others	Presenting a case in a convincing and attractive way that will win people over, encouraging them to follow plans willingly; often succeeding where logic and reason alone would fail.	• Gathers relevant data, marshals facts and prepares sound arguments • Listens to other's opinions, understanding their viewpoints, needs and concerns; responds appropriately; lobbies others in advance • Presents a credible case and explains the benefits to the audience/listener; anticipates the main objections/arguments • Responds to the needs and style of the listener when influencing. • Seeks to achieve a "win-win" outcome and develop the relationship with the person(s) being influenced. • Prepares convincing written arguments on complex issues, presenting information logically, concisely and persuasively. • Able to modify and reformulate case, read the listener's mood and adjust accordingly • Plans and prepares influencing strategies for key players and opinion leaders.
PERSONAL EFFECTIVENESS	Manages Self	Has full awareness of own strengths, weaknesses, impact and approach. Effectively organises self and takes personal responsibility for own role in the Environment Agency.	• Recognises strengths, weaknesses and limits of own expertise. Seeks and acts on feedback from others, recognising when to seek support. • Takes responsibility for addressing own performance and developmental needs to enhance skills, personal contribution and career prospects. • Is flexible and able to adapt to changing situations and to a variety of individual styles. • Manages own emotions and is resilient in a range of complex and demanding situations. • Maintains and encourages a positive and enthusiastic outlook for what the Environment Agency is aiming to achieve, especially in times of difficulty. • Prioritises and schedules activities to make effective use of time • Plans work in advance by thinking through the action necessary to complete tasks to deadlines; adjusts plans as necessary.



	Capability	Definition	Indicators
PERSONAL EFFECTIVENESS	Networks	Establishes and maintains a wide variety of internal and external contacts for the benefit of the Environment Agency.	• Builds and fosters networks internal and external, formal and informal with individuals and organisations at a level appropriate to own role. • Uses internal networks to enhance understanding of where own work fits and to enable decisions to be made, information circulated and actions implemented effectively. • Uses external networks to better understand customers' needs, acquire new knowledge and skills, make things happen and influence others to the benefit of the Environment Agency • Identifies opportunities to call on external contacts to support the Environment Agency's position or activity.
PERSONAL EFFECTIVENESS	Speaks Welsh	Speaks and writes to others in Welsh.	• Able to understand spoken Welsh when communicating with Welsh speakers and respond effectively to questions. • Conveys messages and information in Welsh, at the level appropriate to the job. • Reads and understands written material in Welsh such as letters or emails from customers and news or other information. • Writes in Welsh in letters, emails or reports, ensuring language used is correct and appropriate to the audience. • Uses spoken or written Welsh to convey complex messages or influence external Welsh speaking audiences or individuals.
PERSONAL EFFECTIVENESS	Takes Decisions and Solves Problems	Finds and delivers optimal solutions by effectively analysing all the information, probing to develop alternatives and taking sound and timely decisions.	• Uses previous experience and careful analysis to identify potential problems, effective solutions and arrive at sound decisions. • Identifies and asks appropriate questions to explore and detect root causes of problems or sources and quality of evidence. • Applies sound techniques to analyse problems, generate options and select best course of action. • Seeks out and considers the best available information before making decisions. Probes, checks and confirms veracity of data as appropriate. • Confronts head-on difficult situations where major decisions have to be made quickly. • Makes sound decisions based on complex or incomplete information and/or within limited timescales. • Escalates issues when they are beyond own limitations and/or have consequences further than own responsibilities.

	Capability	Definition	Indicators
PERSONAL EFFECTIVENESS	Uses Initiative	Takes action before and/or beyond what is required, owning the outcome.	• Takes action over and above what is required (within own level of authority) to ensure that a task is performed efficiently and effectively. • Proactively looks for better ways of doing things. • Seeks opportunities to make a greater contribution to the team. • Reacts positively and quickly to new opportunities, • Readily responds to situations that require urgent action and/or when referral to others is not a viable option. • Is willing to take sensible risks when necessary to achieve objectives.
PERSONAL EFFECTIVENESS	Works in Teams	Works co-operatively as part of a team to achieve common goals.	• Identifies opportunities to work and build relationships with other team members. • Builds relationships between own team and other teams. • Supports the line manager in developing the team and gives constructive feedback to line manager. • Effectively helps others to resolve conflict or tension. • Actively involves themselves and participates in team activities • Identifies personally with the team and speaks positively about it • Balances personal and local team needs with those of the larger team; acts in the best interests of all wherever possible.



Management Capabilities

	Capability	Definition	Indicators
MANAGEMENT	Delivers Results Through Others	Harnesses the team to deliver results on time, to required standards and in line with organisational processes and procedures.	• Translates key performance indicators and the local contribution into a team work plan and individual objectives. Communicates this effectively to team and colleagues • Assigns workload and resources to achieve plans in line with both business priorities and an accurate profile of the team's capabilities • Secures resources and orchestrates the activities of others to delivers results • Successfully obtains others' commitment to undertake work by gaining their acceptance and involvement • Monitors progress against key performance indicators, providing timely support to address shortfalls • Ensures the team gets the required data right first time, identifying causes of poor data and fixing or escalated appropriately • Improves what is delivered by welcoming challenge and through constant process improvement • Is flexible and manages conflicting demands in light of changing circumstances • Achieves tangible results by delegating (with support) suitable responsibilities and by encouraging the team to take personal responsibility for their actions • Uses a risk-based approach when prioritising activities and allocating resources • Develops and manages budget (relevant to level of responsibility required by role), ensuring all environment agency processes and procedures are correctly followed



	Capability	Definition	Indicators
MANAGEMENT	Develops People	Makes sure team members have the skills, knowledge and experience to successfully carry out their current role and to develop into future roles	• Offers timely feedback to others so that they can develop themselves and improve their performance • Spots and nurtures potential in team members to both improve performance and enable effective succession planning • Champions development by encouraging the team to seek, learn and share new ways of doing things and to take responsibility for their own development and careers • Encourages the team to learn from others, both internally and externally • Raises the general standard of performance within own team by promoting a positive learning environment in which coaching is encouraged and by identifying opportunities for skill development • Identifies gaps in the team's capability to meet existing and future requirements and plans people development activity to meet existing and future business needs • Builds skill levels systematically through relevant training, external recruitment and/or internal selection • Ensures no-one is discriminated against, either directly or indirectly, because of age, sex, ethnicity, disability or any other reason • Ensures people keep up-to-date with all relevant legislation, policies and practices
MANAGEMENT	Leads the Organisation	Takes personal responsibility for the implementation of changes and programmes that are crucial to the success of the Environment Agency.	• Indicators: • Creates a nimble organisation that is fast, flexible and adapts quickly to change. • Champions the corporate strategy and initiates activities in direct support of it. • Exerts strategic influence by building business networks and engaging stakeholders in the vision. • Acts as a leader of major change initiatives that will shape the future organisation. • Wins hearts and minds, building a workforce committed and capable of achieving the vision.



	Capability	Definition	Indicators
MANAGEMENT	Leads People	Provides leadership that inspires and motivates others to achieve their personal goals and the goals of the Environment Agency	• Inspires the team through personal commitment, enthusiasm and by demonstrating personal accountability for their performance • Builds a positive team spirit and identity by creating a shared vision, challenging negative attitudes, promoting co-operation and mutual support, encouraging excellence, celebrating success, and defending actions • Acts as a role model for the conduct and actions expected of the team and an advocate for the environment agency's vision, values, culture and policies • Finds out what motivates people to enable them to perform at their best • Engages and inspires the team with a meaningful translation of how their role enables the environment agency to achieve the local contribution, the corporate strategy and making it happen • Encourages the team to identify measures that will improve performance and encourages a continuous improvement mind-set • Motivates and enthuses a diverse range of people by adopting a flexible leadership style, adopting the most appropriate style for the situation and the people involved.



	Capability	Definition	Indicators
MANAGEMENT	Manages the Business	Understands the Environment Agency's business processes and how to maximise the use of resources in an efficient and effective way	• Understands the business significance of own and teams work in terms of cost effectiveness and environmental outcomes • Develops and manages realistic budgets. Monitors and controls expenditure in line with allocated budgets • Produces realistic business plans that meet team and departmental requirements, translating the corporate strategy and vision into clear strategic plans for own department • Takes responsibility for the quality of the department's data and information in line with our custodianship principles • Secures the 'best value for money' by implementing the environment agency procurement process thoroughly and by managing projects and suppliers to agreed budgets and quality standards • Seeks to do more with less resource and to identify alternative sources of funding where appropriate • Demonstrates commercial attitude and sense in all decisions and actions • Identifies business-critical risk and encourages team to assess and manage risk. Takes calculated risks to advance the business where appropriate • Increases efficiency and reduces costs by prioritising, challenging established practices and by looking externally, where appropriate, for successful business solutions • Adopts a broad, long-term view to anticipate how own department impacts upon and links with the rest of the environment agency • Conducts relevant environment agency recruitment, sickness and absence, disciplinary and grievance policies and procedures thoroughly and fairly • Ensures that the team complies with environment agency health and safety guidelines in all work practices and that all non-compliance and incidents are investigated • Ensures statutory internal and government requirements are met.



	Capability	Definition	Indicators
MANAGEMENT	Manages Change	Understands role in leading change. Successfully leads change in own team.	• Acts decisively through ambiguity and uncertainty; deals with dilemmas and paradoxes • Gains commitment and overcomes resistance to change by involving the team in the change process, highlighting the purpose, benefits, and impact of the change • Supports people who find change difficult by encouraging, empathising and, where necessary, ensuring behavioural change • Encourages an environment where challenge and change are appreciated by showing what can be achieved, rewarding those who adopt the change, and confronting resistance or apathy • Creates an atmosphere that encourages creativity and innovation • Helps others readily adapt to working with new people or situations • Identifies and implements operational changes to achieve the local contribution and to deliver new policies and practices • Anticipates and plans for change; identifying strategies for support and driving the change through • Plays an active role in implementing change and ensuring minimum disruption to those affected by it, both within and outside own team.



Cross-Functional Know-how Capabilities

	Capability	Definition	Indicators
CROSS-FUNCTIONAL KNOW HOW	Business of the Environment Agency	Understands the direction, goals and business of the Environment Agency, enhancing and protecting, at all times, the Environment Agency's work and interests.	• Understands the major environmental outcomes (new and ongoing) the Environment Agency is focused on. • Knows the key strategic roles identified by the Environment Agency in response to the environmental, business and operational challenges it faces in the coming years, including associated targets and measure of success. • Is aware of the major services provided by the Environment Agency and related objectives and performance measures, from an integrated perspective. • Can describe the Environment Agency's vision, strategy and roles. • Understands how the Environment Agency is structured and how the different functions or regions work together. • Understands how the team and its data interacts with other teams and uses this knowledge when working with them. • Demonstrates an understanding of how others interface and exchange data with mutual contacts external to the Environment Agency. • Understands the interplay and data flow between a number of functions or regions. • Understands that the Environment Agency needs to be a leader in effectively managing its own environmental impacts as an example to others.



	Capability	Definition	Indicators
CROSS-FUNCTIONAL KNOW HOW	Customer and Partner Relations	Consults and collaborates with Customers and Partners effectively through awareness raising, education and combined projects, ensuring buy-in to initiatives and the beneficial promotion of the Environment Agency's duties and policies.	- Identifies and engages customers and partners in consultation over Environment Agency initiatives, using facilitation skills to gain their input in the most effective and constructive way. Feeds their comments and concerns back into the business. - Plans and prepares long-term influencing strategies for key players at a national level, taking into account their culture and priorities. Effectively influences and persuades them to make difficult decisions or take courses of action to which they were previously opposed. - Organises and monitors the provision of specialist information and advice, briefing team members fully regarding plans, requirements and standards. - Demonstrates an expertise in Environment Agency issues, procedures and legislation by providing appropriate environmental awareness training. - Prepares and presents evidence and information to external bodies and at formal public hearings in a manner fit for meeting purpose and audience. Handles questions, checks understanding and defuses volatile or violent situations. - Ensures customers and partners have realistic expectations of the Environment Agency and understand implications of changes to policies and legislation. - Identifies opportunities, in line with Environment Agency business plans or through contacts, for external collaboration. Approaches parties to secure a collaborative partnership agreement or secure Environment Agency's involvement where other organisations have taken the lead. - Ensures the Environment Agency maximises its benefits from any information and data sharing whilst protecting Intellectual Property Rights. - Provides media briefs to Public Relations and speaks to representatives of the media in a way that demonstrates professionalism and promotes an objective and accurate view of Environment Agency initiatives and incidents.



	Capability	Definition	Indicators
CROSS-FUNCTIONAL KNOW HOW	Data and Information Management	Collects, analyses, interprets, records, manages, develops and shares data, material or information appropriately for a variety of purposes.	- Ensures that activities are carried out and documentation completed according to the relevant data laws, policies, processes and standards. - Accurately and safely collects, enters and maintains data in line with Environment Agency procedures and stores data, or material, for subsequent analysis safely. - Anticipates requirements for data or information and/or identifies future reporting requirements and puts in place the means to meet these. - Examines and tests out sources and validity of data/information before using; makes clear the status or reliability of material used. Undertakes more data gathering where necessary. - Produces factually accurate reports, both verbal and written using data and statistics supported by tools, databases and specialised software. - Prepares and presents findings in a logical and well-structured manner that can be readily accessed and understood by a wide audience. - Is fully aware of all documentation applicable to roles & responsibilities. Knows how to find out if unsure.
CROSS-FUNCTIONAL KNOW HOW	Diversity	Works successfully, with people from a variety of backgrounds and cultures and ensuring that work is managed so that everyone is able to deliver their best. Actively encourages others to consider diversity issues in their work.	- Appreciates how the cultural background of an individual may influence their behaviour and skills and maximises this for the benefit of the Agency. - Adopts and communicates the core beliefs/principles of equality and diversity. - Ensures that no-one is discriminated against either directly or indirectly because of age, sex, ethnicity or disability or any other reason. - Recognises difference in stakeholder communities and identifies and responds to their different needs in order to achieve business objectives. - Regularly reviews policies and procedures to ensure that they are in line with Agency core beliefs. - Openly identifies and challenges inappropriate behaviour, performance or service delivery outcomes. - Responds to others in a constructive and understanding manner.



	Capability	Definition	Indicators
CROSS-FUNCTIONAL	Environmental Awareness	Appreciates the impact that activities have on the environment and identifies ways to protect and preserve the environment for the future [and limit negative environmental impact]	- Establishes the need, plans and initiates an environmental monitoring programme to meet requirements. - Assesses the impact of regulated activities on the environment by interpreting trends and relationships in data sets and drawing valid conclusions on the environmental impact. - Maintains environmental management standards and reports issues of non-compliance. - Correctly Identifies and disposes of waste materials in an appropriate manner.
CROSS-FUNCTIONAL KNOW HOW	Manage your environmental impact	Making sure that your own behaviour and the way you work reduces risks to the environment.	- Is aware of the environmental impact of own behaviour and job. - Performs work in a manner which minimises environmental damage [and risk]. - Takes prompt and appropriate action when required to minimise environmental damage. - Reports environmental incidents [and non-compliances] in line with agreed procedures. - Displays good working knowledge of current environmental rules, procedures and practice applicable to the role and tasks performed. - Suggests improvements for managing environmental impact. - Encourages others to follow environmental policies and instructions and suggest improvements. - Challenges any acts that increase environmental risk or damage. - Responds correctly when challenged by others about environmental risk.
CROSS-FUNCTIONAL	Legislative Knowledge	Applies a knowledge of statutory environmental and technical requirements to protect both the Environment Agency and the environment.	- Maintains up-to-date knowledge of, and complies with, all legislation within own area, enhancing and protecting the interests and integrity of the Environment Agency. - Applies appropriate legislation in line with Agency AMS documentation and maintain accurate records of this. - Keeps up to date with changes to legislation. - Protects the Environment Agency's Intellectual Property Rights.



	Capability	Definition	Indicators
CROSS-FUNCTIONAL KNOW HOW	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	• Develops evidence- and risk-based approaches to new duties/challenges, which consider social, economic and environmental factors in order to deliver the right balance of outcomes for people and wildlife. • Proactively engages and informs Government to support its Policy work and agree our organisational priorities, targets and resources. • Forms strong and influential relationships with key external stakeholders, promoting our position and delivering results with and through others where appropriate. • Works closely and proactively with a range of internal partners to shape, monitor and adjust approaches in the light of technical developments and operational/customer experience. • Considers the broader political/governmental (EU, national & local) landscape, and the needs of a diverse range of other stakeholders/ customers in England and (as importantly) Wales. • Develops approaches which look forwards, scanning the horizon for future risks and opportunities, while building on what has worked well in the past. • Actively manages linkages and dependencies with related work areas and uses the organisation's management system to provide clear, consistent and coherent direction. • Ensures that colleagues are equipped with the guidance, training, systems and technical advice to support consistent and effective implementation. • Helps develop corporate strategy/sub-strategies and translate them through strategic business plans, service levels and / or Key Performance Indicators into operational direction, ensuring that we have clarity, transparency and legitimacy in how our income funds the outcomes we have committed to deliver. • Reviews/analyses working practices and their impact, seeking timely opportunities to improve efficiency and effectiveness.



	Capability	Definition	Indicators
CROSS-FUNCTIONAL KNOW HOW	Programme and Project Management	Selects, plans and manages contractors, programmes or events to achieve a set of Environment Agency objectives cost-effectively.	- Identifies occasions where external expertise or capacity is required. Manages the process of identifying and procuring suitable contractors in line with Environment Agency standards. - Uses external resources in a cost-effective manner, ensuring that contractors and consultants are fully briefed and that the Environment Agency gets the best possible value for money. - Regularly reviews work undertaken by contractors or consultants against objectives and ensuring that the contractor is aware of any changes impacting on their work for the Environment Agency. - Plans, directs and co-ordinates activities to manage and implement complex interrelated projects from contract/proposal initiation to final operational stage. - Determines, monitors and reviews all programme economics to include all costs, operational budgets, staffing requirements, resources and risk. Ensures that programme is managed to maximise Environment Agency benefits. - Understands and applies project planning techniques to ensure project is delivered on time and to expected standards. - Agrees appropriate project options and delivers project objectives in the most cost effective manner. Contributes effectively to a project where another organisation takes the lead, including assisting with project management. Appraises the effectiveness of the collaborative project and communicates the outcome. - Sets appropriate milestones; recognises and plans for areas of particular difficulty, uncertainty and set backs, regularly reviews project progress and effectiveness. - Identifies, sets up and co-ordinates events to communicate and deliver, with maximum impact, the Environment Agency's messages to internal or external audiences, positively promotes and publicises the work of the Environment Agency.



	Capability	Definition	Indicators
CROSS-FUNCTIONAL KNOW HOW	Manage your health and safety	Making sure your own behaviour reduces risks to the health and safety of yourself and others.	• Organises and manages seminars and workshops for promoting dialogue with specific audiences or for the development and briefing of staff or others. • Makes correct use of personal protective equipment and other safety equipment. • Complies fully with statutory and company rules regarding health, safety and the environment • Is aware of hazards and follows safe working practices designed to minimise risks to health and safety at work. • Can evaluate which of the potentially harmful aspects/practices create the greatest risk to self and others. • Displays good working knowledge of current health, safety and environment rules and procedures applicable to the role and tasks performed • Rectifies or reports any potentially harmful aspects/practices that arise in the job role or workplace. • Suggests improvements for reducing risks. • Encourages others to follow H&S policies and instructions. • Challenges any unsafe acts that are observed. • Responds correctly when challenged by others about unsafe acts. • Follows the incident reporting procedure for potentially harmful aspects/practices.



	Capability	Definition	Indicators
CROSS-FUNCTIONAL KNOW HOW	Health Safety & Wellbeing	Making sure that risks to your team are controlled safely and effectively.	- You understand and manage your HS&W legal responsibilities and you follow our internal HS&W policies and guidance as required. - You demonstrate clear and visible HS&W leadership by committing to our core values. You praise good behaviour/performance, address poor behaviour/performance and strive for continual improvement. You show you care, by creating an environment that encourages positive challenge. - You recognise, take ownership of and lead your team in managing the risks that matter. You empower your team to assess and manage risk for themselves in a proportionate way. You know your team's 'Top X' risks and focus your effort in managing them. - You set meaningful HS&W objectives for new and existing staff that are proportionate to the risk. You ensure that staff develop so that they can meet their objectives. - You regularly measure your team's HS&W performance, take corrective action and share good practice. The active monitoring you do is effective and informs/confirms how your team are controlling their Top X risks. - You encourage your team to report all H&S incidents. Incidents reported to you are investigated proportionately, lessons are learned and shared. People are thanked and we celebrate our successes. Learning is embedded into the way your team work. - You use our health and wellbeing service to manage the health and wellbeing of your staff so they are at work more of the time. - You actively involve HS&W representatives and Champions in managing your teams HS&W. - If you manage contractors, you follow the principals of the Operational Instruction on Management of Contractors to ensure risk is adequately controlled.

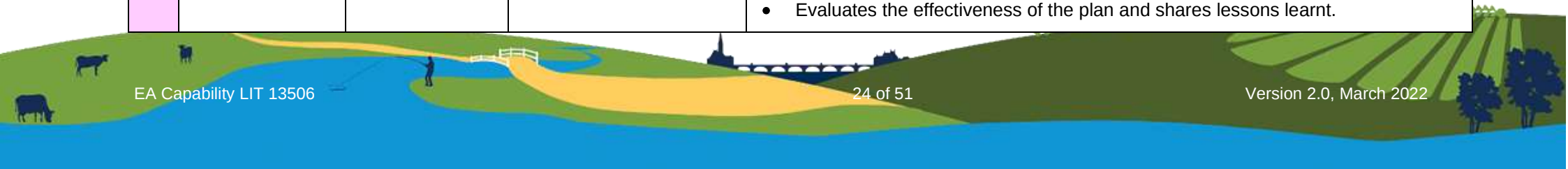


Operational and Technical Specialist Capabilities

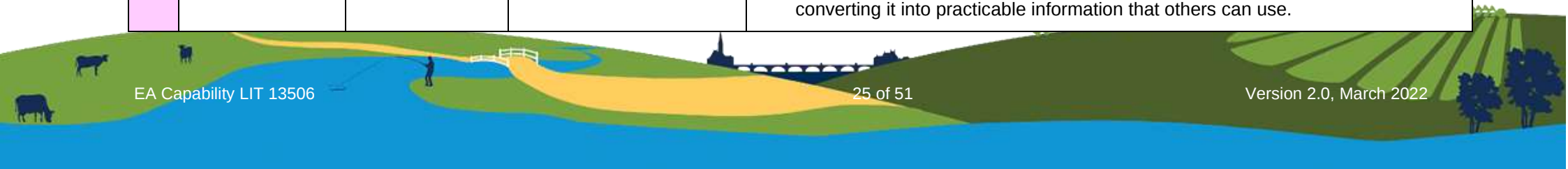
	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	Deals with Hostile Situations	Enforcement and Prosecution	Responds appropriately and effectively to hostile individuals when carrying out enforcement work.	- Identifies potentially hostile situations and develops tactics for dealing with them. - Defuses tension in hostile individuals and groups by astute and concerned discussion. - Remains calm and focussed on job in hand even in the face of aggression or abuse. - Ensures that the safety of self and others is preserved in difficult situations. - Ensures that an appropriate level of help is sought before exposing self or others to potentially hostile actions. - Avoids physical violence by withdrawing from dangerous or threatening positions before they become unmanageable.
OPERATIONAL & TECHNICAL	Illegal Activity Detection and Enforcement	Enforcement and Prosecution	Uses intelligence to detect suspected illegal activities. Instigates and carries out enforcement action where illegal activities have been detected.	- Completes surveillance work. - Recognises environmental offences. - Resolves minor issues using appropriate means. - Passes on relevant information on these for use in enforcement action. - Gathers, uses, analyses and disseminates intelligence as appropriate to role. - Carries out investigations, collects evidence and compiles case files. - Participates in enforcement campaigns for offences. - Liaises with other partners, stakeholders and agencies as appropriate. - Plans, prepares and gives evidence in court. - Carries out enforcement reviews and identifies and implements lessons learnt.



	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	Strategic Environment Planning Develops, delivers and implements strategic plans for the sustainable use, protection and improvement of our environment.	Environmental Planning	Understands current and future environmental pressures	- Understands, applies and champions the principles of sustainable development - Understands current environmental status and how this may change in the future - Describes objectives and standards to protect the future sustainable use of the environment - Understands where and why these uses, standards and objectives are not achieved - Determines requirements for evidence (data, information, intelligence) and commissions delivery of these.
			Produces plans	- Produces statutory and/or discretionary environmental plans, to required deadlines and appropriate quality - Contributes to plans produced by partner organisations, where appropriate - Co-ordinates specialist input as required - Understands the available local and national measures and can make decisions on the appropriate combination of these locally - Approaches problems in an open-minded manner, and identifies and appraises options to solve them, including both existing good practice and new or innovative solution - Manages endorsement and sign-off by senior managers.
			Engages partners	- Acts as an advocate for the sustainable management of the environment - Able to build and maintain long-term relationships with customers and partners - Engages and enthuses internal and external partners in the delivery of environmental outcomes - Creates a shared understanding of the problem to be solved, and facilitates joint ownership of the solutions. - Communicates technical issues in non-technical terms to local communities and delivery partners (particularly relevant for public-facing roles).
			Ensures delivery	- Takes responsibility for delivery of the plan by engaging with delivery teams and the business planning process to secure resources - Tracks delivery of actions and reports progress on delivery - Evaluates the effectiveness of the plan and shares lessons learnt.



	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	River Basin Planning	Environmental Planning	Understands the river basin planning process and how it drives our planning and delivery activity	• Maintains up-to-date knowledge of the Water Framework Directive, associated Directives and the river basin planning process • Understands our responsibilities under the Water Framework Directive (and those of others), how these apply and are implemented across the business, and understands the responsibilities and opportunities for other delivery bodies • Develops productive working relationships with relevant functional specialists which reflect the cross-functional nature of the Directive
OPERATIONAL & TECHNICAL	Environmental Economics	Environmental Planning	Understands how economic assessments underpin environmental planning	• Understands the principles of cost-effectiveness analysis, cost-benefit analysis, affordability and trade-off analysis • Describes and quantifies the full range of benefits (ecological, social, economic) arising from environmental improvements • Uses cost and benefit data as part of a suite of evidence when appraising options to deliver environmental improvement • Uses economic principles to identify better value-for-money options and support transparent decision-making • Can confidently discuss costs and benefits with external customers and partners, and use this data to make decisions which may be challenged • Determines requirements for economic evidence and commissions delivery of this.
OPERATIONAL & TECHNICAL	Flood Risk Assessment/ Management	Flood Risk Management	Develops and shares quality information in order to put in place plans to minimise flood risk.	• Develops river catchment and coastal cell management plans by identifying the pressures on drainage and flood defence systems and consulting with stakeholders who have an interest in a river and its associated floodplain. • Identifies locations at risk of flooding and assesses the risk priority in accordance with Environment Agency procedures. • Maintains and updates the databases of people and organisations at flood risk. • Evaluates the need and makes recommendations to minimise the risk of flooding by accurately identifying and determines the feasibility and justification for carrying out flood defence works based on cost benefit analysis and in compliance with defra and Environment Agency policies. • Identifies, collects and analyses data at locations affected by flooding to assess the risk priority in accordance with Environment Agency procedures. • Manages flood defence data by determining the frequency of collection and converting it into practicable information that others can use.



	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	Flood Warning	Flood Risk Management	Minimises the impact of flooding on the environment through the provision of effective flood warning.	- Identifies locations at risk of flood and develops warning schemes. - Liaises with professional partners to establish resilient flood plans. - Gathers information on fluvial and coastal locations to detect and monitor possible flooding situations. - Delivers flood warnings and supporting information to the public and professional partners. - Provides accurate and timely information to senior management and the pr team to ensure accurate information is delivered to the public and professional partners. - Contributes to the public awareness of the flood warning process and actively encourages members of the public to implement damage limitation self help techniques.
OPERATIONAL & TECHNICAL	H&T Instrumentation Operational Management	Hydrometry & Telemetry	Knowledge of design, installation and maintenance of H&T operational monitoring equipment.	- Installs H&T monitoring equipment so that it provides timely, consistent data to the required resolution and accuracy. - Improves monitoring techniques by developing and trialling new equipment. - Uses technology to improve the efficiency of data collection. - Ensure continued data quality by maintaining and calibrating field equipment to national standards. - Identifies and rectifies instrumentation faults to standards agreed with customers. - Acts as client for site installations managed by third parties. - Assesses site condition periodically to ensure continued site integrity. - Provides technical advice on monitoring solutions.



	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	H&T Systems Management	Hydrometry & Telemetry	Applies acquired knowledge and experience to plan, manage, configure and prioritise H&T systems.	- Investigates and resolves problems with systems to maintain underlying business processes and continuity of service. - Provides advice and trains users about systems' functionality and their correct operation. - Administers and operates hardware and software in support of the delivery of agreed H&T systems service levels including incident handling, availability and performance monitoring. - Negotiates service level agreements and plans, schedules, measures and controls operational facilities to provide the agreed levels of service. - Provides day-to-day system administration and support in accordance with established procedures. - Manages changes to the components of the live system from request for change through to implementation and review. - Installs and decommissions appropriate hardware and/or software in accordance with agreed standards ensuring that Agency configuration management records are updated. - Integrates and tests software and hardware components and/or sub-systems and their interfaces in order to form complete H&T systems.
OPERATIONAL & TECHNICAL	Incident Planning	Incident Management	Undertakes strategic plans for the Agency's response to incidents and ensuring Environment Agency staff are effectively prepared.	- Understands own role in incident response and ensures that own skills and knowledge are adequate for the job. - Ensures others are aware of their role in an incident and have the skills and knowledge to be able to carry out this role. - Uses information and evidence gathered at incidents to plan response to future ones. - Identifies and agrees improvements to the Environment Agency's response to incidents and puts in place plans to implement these. Ensures others understand these plans and are equipped for any changes to their role in an incident. - Represents the Environment Agency at the appropriate level dependent on role. Promotes best practise both within and outside the Environment Agency.



	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	Incident Response	Incident Management	Responds quickly and effectively to emergencies and manages the contribution of others required to do so.	• Logs and makes initial assessment of the incident. • Determines appropriate response to remediate and investigate the incident (taking Environment Agency enforcement powers in to account). • Manages the incident and controls the response in accordance with relevant work instructions. • Maintains the incident record according to procedures. • Liaises with external stakeholders, and represents the Environment Agency, as determined by assigned role in the incident.
OPERATIONAL & TECHNICAL	Managing the Agency's Interaction in the Land Use Planning Process	Planning Liaison	Effectively co-ordinates the Environment Agency's response to planning consultations to protect & enhance the environment	• Manages the Environment Agency's response to pre-application enquiry consultations, as a statutory consultee in the land use planning process • Manages the Environment Agency's responses to planning application & other major infrastructure consultations, as a statutory consultee in the land use planning process • Manages the Environment Agency's input to planning appeals & inquiries where appropriate, as a statutory consultee in the land use planning process • Manages the Environment Agency's input to strategic land use plans, as a statutory consultee in the land use planning process • Co-ordinates the Environment Agency's input at an Area level to Regional Strategic Unit/Strategic Unit Wales internal consultations on Regional Spatial Strategy/Wales Spatial Plan consultations • Takes a lead role in identifying opportunities for environmental enhancements ('planning gain') via the Environment Agency's interaction as a statutory consultee at various stages of the planning consultation process
OPERATIONAL & TECHNICAL	Providing technical advice on Planning Liaison consultations	Planning Liaison	Provides timely and effective specialist technical advice on land use planning consultations to protect & enhance the environment	Provides timely and effective technical advice on the following types of planning consultation which are co-ordinated by Planning Liaison teams: • Strategic land use plans; • Pre-application enquiries; • Planning applications; • Planning appeals and inquiries; • Regional Spatial Strategies from an Area perspective



	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	Assets Management	Manages Operational Assets	Constructs, maintains and operates assets.	• Implements an annual programme to maintain and improve assets. • Explains work programmes to the public and individual landowners in a way which is most likely to secure support. • Develops and implements plans for the operation and use of assets. • Determines operating and maintenance procedures for assets to manage flood flows or water levels. • Manages the operation of assets and the implementation of procedures
OPERATIONAL & TECHNICAL	Asset Systems Management	Manages Operational Assets	Identifies standards of performance for asset systems and solutions to required improvements in levels of performance.	• Examines asset condition data to inform/prioritise asset management solutions for both Environment Agency and non- Environment Agency owned assets. • Prioritises solutions to improve assets that are in poor condition. Carries out appropriate enforcement activity, assessing compliance and taking action where appropriate. • Produces system asset management plans that specify the asset system performance to be met. Acts as business sponsor for capital schemes and project manages smaller improvement schemes. Prepares programmes for asset improvements. • Prepares schemes, pre-feasibility studies and engineering assessments in order to produce a programme of asset improvements, such that the asset system performance is met. Acts as business sponsor for complex capital schemes and project manages improvement schemes. • Produces asset system investment plans to enable regions to develop bids for funding. Develops options for investment and major capital schemes.
OPERATIONAL & TECHNICAL	Capital Works	Manages Operational Assets	Effectively advises on Environment Agency capital and revenue works to ensure protection of conservation interests, minimisation of potential impacts and enhancement of the environment.	• Effectively advises and influences the design and specification of capital and revenue works. • Determines the environmental impact of proposed capital and/or revenue works. • Maximises conservation interests associated with capital and/or revenue works. • Liaises with contractors/project manager/other authorising external bodies to influence the implementation of capital or revenue works to ensure environmental targets are met. • Undertakes an audit by interpreting data and making recommendations for best practice and enforcement where necessary.



	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	Navigation	Manages Operational Assets	Regulates, maintains and promotes navigation on Environment Agency controlled waters.	• Maintains the public right of navigation where it exists on Environment Agency controlled waters. • Determines standards of navigation facilities and services appropriate to the Environment Agency waterway or harbour and ensures their provision. • Identifies, marks and maintains the navigation channel as appropriate. • Identifies, provides and enforces appropriate control measures to enable the safe passage of vessels during organised river events and civil engineering activities. • Liaises effectively with other expert bodies in the field of navigation safety to deliver relevant and measured responses to water safety issues. • Promotes expert navigation safety advice relevant to the customer base.
OPERATIONAL & TECHNICAL	Site Management	Manages Operational Assets	Undertakes site management of Environment Agency owned land to maximise benefits to the environment and to ensure compliance with health and safety requirements.	• Evaluates Environment Agency owned sites and assets for wildlife, landscape, recreation and heritage interests and identifies important site attributes and enhancement potential. • Identifies and agrees appropriate management options through multi-functional teams and prepare an integrated site management plan, following national guidance. • Liaises effectively with contractors/project manager/other authorising external bodies to implement an integrated site management plan. • Identifies and promotes examples of best management practice on Environment Agency sites. • Establishes a system of monitoring the success of implemented actions.



	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	Seaman-ship	Manages Operational Assets	Delivers safe, environmentally friendly vessel operations and provides advice.	• Evaluates Environment Agency owned sites and assets for wildlife, marine, landscape, recreation and heritage interests identifying important site capability attributes and environmental enhancement potential. • Identifies and agrees appropriate management options through multi-functional teams and prepare an integrated marine vessel management plan, following national guidance. • Liaises effectively with managers / contractors / project managers /other authorising external bodies to implement an integrated marine vessel management plan. • Identifies and promotes examples of best management practice on Environment Agency marine vessels. • Establishes partnerships with other maritime organisations to maximise efficiency and value for money for DEFRA and WAG • Establishes a system of monitoring the success of implemented actions.
OPERATIONAL & TECHNICAL	Multi-dimensional Conceptualisation	Monitoring and Assessment	Collects and visualises information in three or four dimensions in order to gain a greater understanding of the information (i.e. three spatial dimensions plus time).	• Recognises additional dimensions when presented with a two-dimensional representation of that information (e.g. A plan or map). • Understands and manipulates existing information and models in three dimensions, in order to better understand what they represent. • Manipulates existing three dimensional conceptualisations and models. Develops conceptualisations and models in three dimensions from scratch, which are suitable for use and interpretation by others. • Develops new and works with existing conceptualisations in four dimensions, to produce data which can be verified by testing. • Develops and works with conceptualisations in four dimensions from information that is complex, variable and uncertain. Draws robust and defensible conclusions from those conceptualisations.
OPERATIONAL & TECHNICAL	Numerical Modelling and Forecasting	Monitoring and Assessment	Interprets data and information to forecast the state of the environment, including large-scale trends such as climate change, and more localised forecasting such as pollution, flooding and water availability.	• Uses models and interprets data to produce appropriate forecasts. • Develops and maintains predictive models and computer packages to improve the quality of forecasting. • Contributes to the long-term development of forecasts produced by the Environment Agency.

	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	Applies Analytical Knowledge and Experience	National Laboratory Service	Applies acquired knowledge and experience to produce and interpret results from samples analysed in the chemistry/ microbiology laboratory.	• Recognises and rectifies malfunctions in analytical systems. • Uses a range of analytical techniques. • Develops and introduces new analytical techniques. • Aware of scientific and technological developments in the field of analytical techniques. • Solves complex technical / analytical problems.
OPERATIONAL & TECHNICAL	Quality Procedures	National Laboratory Service	Applies quality control and quality assurance procedures in the National Laboratory Service.	• Quality control procedures which are in place to meet Environment Agency standards and UKAS requirements. • Check accuracy of reported results and verify atypical and queried results and correct any deviations. • Results not meeting Quality Control standards are rejected. • Approval of analytical results. • Plan and carry out testing of new methods for inclusion in the Accreditation Schedule. • Ability to ensure analytical results meet defined accuracy standards.
OPERATIONAL & TECHNICAL	MEICA - Maintenance and work management systems	Operations Delivery	Maintain MEICA assets to ensure they meet statutory, safety and performance standards and realise cost effective design life.	• Involvement in MEICA work management systems (CMMS) and planning • Involvement in the delivery of MEICA works • Contribution to the Improvement and monitoring of the performance of assets • Involvement in ensuring Compliance with safety, quality and process standards including the level of technical knowledge required. • Contribution to MEICA emergency incident response



	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	MEICA – New and modified assets and systems	Operations Delivery	The planning, appraisal and introduction of new; refurbishment of existing or modification of MEICA systems and equipment.	• Involvement in the identification and communication of improvement opportunities. • Activity related to the Management of MEICA projects and work plans including CDM related activity • Specification of MEICA works including preparation of consultant briefs and contract documentation. This will be related to the level of technical knowledge. • Activities related to Whole life costing and Value for Money • Allocation and control of specialist resources • Involvement in asset management plans and performance specifications for MEICA assets. • Contribution to the maintenance of MEICA safety management systems. This will be related to the level of technical knowledge and competence • Involvement in MEICA Contingency planning • Activities connected with improving Energy efficiency
OPERATIONAL & TECHNICAL	MEICA Technical Advice and Design	Operations Delivery	Provision of specialist technical advice and design to ensure effective, efficient and safe MEICA activity.	• Involvement in MEICA technical design activities and the level of technical knowledge required. • Carrying out or contributing to technical investigation, analysis and reporting – may include auditing compliance with standards and procedures • Providing MEICA technical advice, which may include specialist MEICA advisory roles, technical training and mentoring. • The competence assessment of individuals and organisations involved in MEICA work. Includes the assessment of MEICA environmental, safety and quality standards • Understanding of MEICA standards, procedures and legislation • Safety hazard assessment and application of control measures.
OPERATIONAL & TECHNICAL	Field Delivery	Operations Delivery	Delivery of annual work programme in efficient, effective, safe and environmentally sensitive manner to the required specification, quality and cost.	• Delivers annual recurring programme of works to maintain and operate assets • Delivers programme of non-recurring asset improvement schemes • Carry out landowner and local environmental liaison for delivery of programme of work • Delivery of effective environmental management at depots and work sites • Plans, manages and implements reactive work to organisational constraints.

	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	Technical Support	Operations Delivery	Develops and Monitors programmes, schedules and schemes to improve maintain and operate assets to required performance standards and specifications.	• Develops and monitors annual recurring work programme to maintain and improve assets to performance specifications • Develops and monitors programmes for non- recurring improvement schemes for assets • Co-ordinates and plans annual programme for delivery of asset inspections and public safety risk assessment • Co-ordinates and delivers training for Operations Delivery staff • Carries out internal and external consultation to obtain information and requirements for programmes of works • Determines operating and maintenance procedures for assets to manage flows and water levels • Explains work programmes to internal and external stakeholders in a way which is likely to secure support
OPERATIONAL & TECHNICAL	Issuing and Maintaining Permits	Permitting and Compliance	Assesses applications, issues and maintains permits by completing reviews and ensuring permits comply with changing legislation.	• Provides pre-application advice on permits, including transfers and variations. Assesses whether legislation applies to activities. • Determines permits, variations, transfers, revocations or surrenders. • Contributes to the review of permits. • Contributes to appeals relating to permits. • Supports pre-planning and planning applications through provision of specialist technical advice and presents evidence and information at formal appeals where required.
OPERATIONAL & TECHNICAL	Securing Compliance	Permitting and Compliance	Secures compliance of individuals and organisations with permits and legislation.	• Devises compliance assessment plans. • Undertakes compliance assessment activities. • Classifies non-compliance in line with Environment Agency procedures. • Completes appropriate compliance reporting procedures. • Prescribes remedial action for non-compliance.



	Capability	Category	Definition	Indicators
OPERATIONAL & TECHNICAL	Scientific Knowledge	Scientific Knowledge	Applies scientific knowledge (various disciplines, depending on team role) to provide sound, science-based evidence to our internal and external customers.	• Applies scientific knowledge in appropriate areas, to enhance the effectiveness of the Environment Agency. • Develops Environment Agency science in line with business needs, keeps sufficient documentation and maintains accurate records of this. • Keeps up to date with scientific trends and techniques. • Commissions and delivers appropriate scientific research to underpin the work of the Environment Agency in protecting and enhancing the environment and promoting sustainability. • Represents the Environment Agency at appropriate scientific and other fora, conferences and events. • Develops and maintains science networks • Expertise is acknowledged by invited participation in external expert groups • Protects the Environment Agency's Intellectual Property Rights.
OPERATIONAL & TECHNICAL	Managing the Environment Agency's Interaction in the Land Use Planning Process	Planning Liaison	Effectively co-ordinates the Environment Agency's response to planning consultations to protect & enhance the environment.	• Manages the Environment Agency's response to pre-application enquiry consultations, as a statutory consultee in the land use planning process • Manages the Environment Agency's responses to planning application & other major infrastructure consultations, as a statutory consultee in the land use planning process • Manages the Environment Agency's input to planning appeals & inquiries where appropriate, as a statutory consultee in the land use planning process. • Manages the Environment Agency's input to strategic land use plans, as a statutory consultee in the land use planning process • Co-ordinates the Environment Agency's input at an Area level to Regional Strategic Unit/Strategic Unit Wales internal consultations on Regional Spatial Strategy/Wales Spatial Plan consultations • Takes a lead role in identifying opportunities for environmental enhancements ('planning gain') via the Environment Agency's interaction as a statutory consultee at various stages of the planning consultation process.



Support Specialist Capabilities

Category: Media and Corporate Communications-

The GCS competency framework is used to set standards for communicators across government. The communications capabilities listed below link directly to GCS competencies, [About the curriculum - GCS \(civilservice.gov.uk\)](https://civilservice.gov.uk/about-the-curriculum-gcs)

The Government Digital, Data and Technology profession covers skills related to DDTS work. To view the capabilities in the frameworks, please follow the link below.

[Digital, Data and Technology Profession - GOV.UK \(www.gov.uk\)](https://www.gov.uk/digital-data-and-technology-profession)

Suggested Development and Training Options are provided on the websites



	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Strategic communications	Corporate Affairs	Understands the Environment Agency's business strategy and how communications support it	- Understands the basic principles of effective communication and how they apply in the Environment Agency - Develops short and long-term communication strategies that integrate with the Agency's business strategy and reflect the Agency's brand. - Frames all internal/external messages around the Corporate Strategy and organisation priorities - Analyses and understands complex policy issues and identifies the communications implications. - Understands how communication and social marketing approaches (strongly rooted in audience insight) can contribute to changing behaviour. - Sets clear actionable and measurable objectives for communications that deliver against organisational objectives and strategy, and demonstrate value for money/return on investment. - Takes an integrated approach to communication planning and uses the appropriate mix of channels and technologies (ours and others') to full potential - Develops and delivers targeted communication campaigns to get key messages across to relevant audience and build profile and reputation. - Undertakes horizon scanning and other analysis to anticipate potential threats and opportunities and actively manages these. - Identifies and manages contentious issues and mitigates impact. - Acts as facilitator and champion for transparent two-way dialogue between staff and senior management to build trust in leadership. - Proactively drives employee engagement through communication. - Facilitates organisational change through a clear message framework and internal communication plan, with emphasis on face to face.



	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Drafting, layout and design	Corporate Affairs	Develops clear, persuasive and accessible communications products.	• Demonstrates an understanding of design principles and provides high quality advice on producing creative and cost-effective communications materials. • Writes clearly, concisely and accurately in plain English for all formats, ensuring outputs reflect and promote our brand identity through tone of voice, as described in 'Write for the Environment Agency'. • Ensures the our brand is expressed consistently in photography, graphics and other visual means supported by Brand Bank, and by briefing external design, publishing and editorial service providers where appropriate • Understands and advises on internal and external audience needs, and tailors content, style, language, tone and format for maximum impact. • Produces digital communications that are compelling and go beyond words and pictures. • Develops a well-researched and comprehensive brief for each communications vehicle to ensure it delivers its objectives. • Produces materials for verbal briefings and speeches to be used by others. • Develops and produces rapid response materials for supporting Agency positions and messages. • Quality assures message and content of high-profile corporate communications. • Actively uses case studies, evidence and story-telling to make our messages more persuasive.



	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Channels and Technologies	Corporate Affairs	Uses the most effective and appropriate channels and technologies to deliver communications	- Understands how different channels interact and work best together (to push and/or pull audiences to the relevant place) to achieve objectives. - Understands the importance of accessibility to diverse audiences and complies with best practice in accessibility guidelines and relevant legislation. - Focuses staff/external messages by matching content to the right audience and the right channel. - Knows the strengths and weaknesses, benefits and costs of different technologies in communicating with audiences. - Identifies key media trends and their impact on customers and public communications. - Provides up to date advice on how to make best use of digital communications channels and develops new channels which can carry Environment Agency messages in an innovative way. - Advises on and executes editorial improvements to make technologies more intuitive and user-friendly. - Reviews and refines user journeys to meet user needs.
SUPPORT SPECIALIST	Business knowledge and communication environment	Corporate Affairs	Understands the Environment Agency's business and operations, and the wider business environment in which it operates, and how communication supports it	- Understands the Directorate's communications strategy and their contribution. - Demonstrates an understanding of how other communications disciplines operate and how to work with them effectively to meet strategic objectives. - Provides compelling advice to colleagues based on well-evidenced, external intelligence/insight so that these factors shape policy development and delivery. - Spots the publicity or news value of policy or operational development. - Maintains up-to-date knowledge of legislative and business timetable and identifies opportunities to influence organisations or individuals. - Understands external procedures and processes appropriate to their operational remit e.g. parliamentary, media, local government etc. - Develops and maintains systems and procedures to provide coherent and integrated responses to external requests for information from media, governmental and political sources. - Identifies and considers the impact of communications activity on wider organisational and government plans. - Keeps up to date with current affairs and is aware of the broader political context. - Demonstrates an understanding of propriety guidance and knows what information can, and cannot, be released.

	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Evaluation, research and evidence	Corporate Affairs	Gathers and interprets data on the effectiveness of communication strategies and campaigns, and impact on audience behaviour and business outcomes.	- Understands the importance of consistent, robust and objective research in shaping and evaluating communications. - Knows how to plan and embed evaluation into all communication and engagement activity (from strategies and campaigns to channels and tactics) and acts on findings. - Knows how to turn a business objective into a measurable communications objective - Makes use of existing research data where possible, and seeks opportunities to work collaboratively with others on research projects - Uses key intelligence, research and evidence appropriately, to inform business decisions, support joined-up thinking and ensure that lessons are more broadly learned across the organisation - Can identify the best data source for a particular task and understand the relative strengths and weaknesses. - Defines the objectives and business case for research, and can write a research brief and commission research against those objectives. - Identifies underlying issues from complex data and makes a persuasive case for improvement action based on analysis.
SUPPORT SPECIALIST	Relationship / Account management	Corporate Affairs	Understands, responds to and satisfies the communication needs of diverse audiences – stakeholder groups, communities, partners, sponsors, media, elected representatives, staff - and internal clients.	- Actively engages with a broad range of internal stakeholders from operations, policy, finance etc in shaping communications approaches. - Helps clients define communication needs and advises on most effective communication methods, channels and presentation - Translates high level strategic messages to make them relevant and accessible to specified audiences. - Undertakes stakeholder analysis to focus communications and assesses/determines the views and positions of influence of key contacts and potential allies. - Develops and nurtures excellent contacts in key audiences relevant to role (e.g. media, business, interest groups and public bodies to support Agency messages and actions. - Organises events, meetings and forums to forward objectives and provide public platforms. - Builds trust and strong long-term relationships with specific communities, working effectively with others towards key business objectives. - Ensures all communications programmes are in line with best practice on diversity. - Builds influential networks, is persuasive with opinion formers and actively manages the Agency's reputation across all audiences.

	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Building Legislation, Codes, Directives and Regulatory Issues	Facilities	Applying up to date knowledge of current and forthcoming regulatory requirements	• Keeping up to date with changes to policies, procedures and legislation. • Understanding the Disability Discrimination Act and how this effects properties and working areas. • Managing health, safety, security and hygiene in the working environment • Develops an understanding of building, planning, fire and asbestos regulations to support the daily activities of Facilities Management • Understands the importance of certain certification that may be required for specialist works. E.g. electrical, refrigeration
SUPPORT SPECIALIST	Building Risk Management	Facilities	Manages risk to buildings within the Environment Agency to provide an effective and safe working environment.	• Assesses how risks are perceived or anticipated and how customers and providers can work together to minimise impacts. • Develops an understanding of the needs, theories and application of risk management. • Ensures the principles of risk transfer are considered and evaluates the extent to which risk can be transferred. • Develops and tests business continuity plans and conducts comprehensive risk analysis covering all aspects of the continuity cycle. • Identifies and manages security issues terrorist threats and criminal behaviour and their effect on business sustainability.



	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Contracts & Relationship Management	Facilities	Develops, delivers and manages successful contracts with Environment Agency policy and procedures.	• Considers the role and involvement of specialists in FM. • Develops the building and management of multi-disciplined and cross-functional teams. • Applies policy and process to tendering and bid procedures. • Manages and monitors supplier performance and develops appropriate contracts or service specifications. • Develops new ideas in supplier and specialist relationships. • Understands the issues involved in terminating commercial relationships. • Implements purchasing strategies for a broad range of goods and services. • Understands various types of contract types and make informed decisions about the most appropriate option. • Defines briefs and writes a specifications for the procurement of goods and services. • Understands the cost elements, warranties, guarantees and exclusions as well as issues such as whole life costing and price quality relationships. • Manages supply partners, professional advisers, consultants effectively and is an informed and intelligent client.
SUPPORT SPECIALIST	Customer Service Provision	Facilities	Ensure that all soft Facilities Management services are provided economically, effectively and in a professional manner to satisfy identified business needs.	• Develops a support service strategy that identifies the requirements of users and understands the options for service provision. • Is able to tackle and address customer requests in order of priority. • Is able to deal with customer requests in a professional manner. • Gains the respect, recognition and support from EA colleagues in all aspects of their work. • Communicates the policies, processes and workloads of the FM function to relevant parties. • The reputation of the FM function is enhanced.
SUPPORT SPECIALIST	Management of Property Portfolio	Facilities	Managing the property portfolio to effectively meet the agency's business needs.	• Understands the different types of leases and their functions and characteristics. • Manages, maintains and changes the property portfolio to meet business objectives. • Understands asset management, the development of property strategies and how these can meet core business requirements. • Plans and manages relocation to meet business needs.



	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Property and Building Service Maintenance	Facilities	Provides maintenance and repair service to the Environment Agency's property portfolio, which is required to meet the business needs.	- Understands the maintenance implications of different building structures. - Develops and implements fabric maintenance programmes. - Manages building services and monitors their effect on building use to comply with Agency guidelines.
SUPPORT SPECIALIST	Space Management	Facilities	Develops space management to provide a safe and efficient working for employees.	- Analyses the needs and priorities of the business and prepares clear and concise strategies for space allocation. - Understands the impact of structure and services on space use and prepares briefs for space layouts. - Ensures that changes in accommodation proceed in a planned and cost effective manner with minimal interruption to the business. - Space utilisation surveys undertaken on a regular basis at relevant locations. - Use regular benchmarking measures and data to inform strategic decision making and to seek best practice performance.
SUPPORT SPECIALIST	Sustainability and Environmental Performance	Facilities	Advises and delivers on environmental improvements covering the running of the premises and related contracts.	- Supports the implementation of the Agency's environmental policy - Works with the REMAs and IEM Team in developing annual environmental targets covering waste, water and energy usage. - Develops and supports action plans in monitoring and achieving such targets. - Identifies the sustainability parameters of buildings and optimises performance during operation - Influences the use of natural resources in relation to energy consumption, emissions, and recycling - Increases the understanding and engagement of staff ,contractors and suppliers in implementing Agency environmental policies - Ensures environmental criteria are used in assessing the suitability of potential contractors. - Uses professional management tools to achieve energy and utility performance targets. - Develops energy efficiency of buildings including benchmarking and continuous improvement of performance.



	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Accountancy Systems	Finance	Develops, evaluates, improves, and implements accountancy systems and procedures	• Works with current financial systems in line with Environment Agency procedures. Assists with the implementation of new systems and procedures. • Reviews current information provision, reporting outputs and system procedures and identifies areas where financial procedures and systems could be improved. Co-ordinates the implementation of new systems and procedures. • Provides feedback on current accounting systems, procedures and/or controls identifying weaknesses and suggesting improvements that conform with agency policy, legal and regulatory requirements. • Recommends realistic improvements to system procedures and monitors results. Assists with the development of new and revised Environment Agency financial systems and procedures. • Devises Environment Agency wide financial policies, procedures and systems in line with best practice. Ensures that regular reviews are completed of all financial policies, procedures and systems including data transfer, system testing, reconciliation and procedural documentation.
SUPPORT SPECIALIST	Financial Compliance	Finance	Meets statutory, internal and government financial requirements.	• Prepares and maintains all financial records to an auditable standard. • Maintains all financial records to an auditable standard and identifies and reports areas of non-compliance. • Ensures that financial records are prepared to an auditable standard and resolves areas of non-compliance. Reviews and interprets financial reports and returns. • Considers and evaluates the options to meet the statutory, government and internal requirements and selects the options that meet the appropriate need of the organisation. • Produces and interprets financial reports and quality assures the final accounts/financial returns to check for adequate disclosure and consistency for the financial operations of the business and to provide a timely, true and fair view. Monitors the financial records of the Environment Agency to confirm that they are prepared to an auditable standard.



	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Maintaining Financial Information	Finance	Maintains financial information in accordance with professional, statutory and government financial requirements, in order to produce management reports and monitor financial performance	• Maintains financial information in accordance with current Environment Agency policies and procedures. • Performs internal controls, quality assures outputs and investigates exceptions. Provides regular support to users about the maintenance of information. • Maintains control systems and procedures to effectively monitor the implementation of business activities and checks that transactions (income and expenditure, assets and liabilities) have been measured with Environment Agency accounting policies on an acceptable and consistent basis. Maintains financial records to an auditable standard. • Ensures information is maintained and manages appropriately within team. Makes use of financial information to monitor, evaluate and manage financial performance. Identifies potential issues and risks from available information and uses that to support business cases. • Ensures that all financial information is collated and stored in line with legislative requirements and agency policies. Identifies future requirements for financial information and manages the collection of that data. Uses financial information to monitor financial performance and manage plans and business cases based on that information.
SUPPORT SPECIALIST	Securing Financial Resources	Finance	Identifies opportunities to maximise income in line with business priorities, and putting in place plans and processes to secure financial resources	• Understands how costs are allocated to functions and how the Environment Agency's cost recovery charging schemes operate. Knows limits of own responsibility with regard to income management. • Administers processes to collect income for the Environment Agency, including the levy and charging system. Understands cost recovery schemes and cost allocation to functions. • Sets and contributes to the management of long-term budgets, incorporating anticipated income. Identifies opportunities to maintain and maximise income from existing relationships, establishing and maintaining good working relationships with existing business partners. • Sets and manages long-term budgets, ensuring that these take into account charges, levies and other income. Identifies new sources of income and ways to secure that income. • Reviews charging models, taking into account anticipated income and potential risks. Seeks out new and innovative opportunities to maximise income and manages the process of securing that income. Effectively identifies and manages risks with regard to funding opportunities.



	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Securing Funding	Finance	Negotiates and produces investment programmes and business cases to secure short and long term investment objectives	- Gathers data to allow effective monitoring of the region-wide investment programmes in order to ensure most effective use of funds - Gathers data and evaluates investment programme solutions to ensure funding decisions are robust - Sets and contributes to the management of long-term investment programmes. Identifies opportunities to maintain and maximise funding from existing relationships, establishing and maintaining good working relationships with business partners. - Sets and manages long-term investment needs, ensuring that these take into account grant in aid, levies and other funding potential. Identifies new sources of funding and ways to secure that income. Ensures that funding is achieved/secured to deliver against national targets, successfully negotiating with fund holders as necessary. - Seeks out new and innovative opportunities to maximise funding and manages the process of securing that income. Effectively identifies and manages risks with regard to funding opportunities. Influences external partners to gain their support for Environment Agency investment and improvement plans.
SUPPORT SPECIALIST	Diversity Management	Human Resources	Supports and manages workforce diversity to ensure that people are treated in an inclusive way	- Ensures that all hr processes adhere to Environment Agency policies on diversity. - Promotes agency diversity policy and equality standards to all employees. - Ensures that all stakeholders in the employment relationship are aware of the Environment Agency diversity programme. - Seeks, develops and introduces new initiatives to enhance the reputation of the Environment Agency as an equal opportunities employer. - Reviews Environment Agency recruitment, selection and retention strategy in line with best practice on diversity. - Provides specialist diversity advice to Environment Agency managers and fosters links with relevant outside organisations to learn from and disseminate best practice.
	Employment Legislation	Human Resources	Applies an up-to date knowledge of current and forthcoming statutory, regulatory requirements, case law, Human Resources codes of practice and EU Directives.	- Keeps up-to date with changes to policy and legislation. - Develops and administers employment contracts. - Develops and administers employee relations policies. - Supports line managers regarding employment procedures e.g. Grievance, disciplinary and termination of employment. - Applies Environment Agency policies and procedures (e.g. Bullying and harassment, stress management) and identifies specialist support when required.

	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Employment Relations	Human Resources	Provides a framework for managers and employees to get the best out of the employment relationship.	- Keeps well informed of employee relations' matters including managing conduct and performance formally and informally, grievance, managing short and long-term sickness absence. - Ensures that union representatives are communicated with and involved in changes at the Environment Agency. - Develops and maintains the employee consultation programme. - Offers a confidential sounding board for employees, applying a range of options for communicating with them. - Ensures processes are in place for employees to provide feedback either in a formalised way or via hr in an informal and unbiased way. - Encourages the sharing and use of best employee relations practice in line with the organisational aims and objectives. - Develops strategies and initiatives to harness the motivational benefits of initiatives such as investors in people. - Ensure security of all personal information.
SUPPORT SPECIALIST	Health and Safety Management	Human Resources	Provides the framework for the Environment Agency to effectively manage Health and Safety and comply with legislation	- Ensures compliance with the Environment Agency's Health and Safety management system. - Co-ordinates and advises on the completion of appropriate risk assessments. - Advises on Health and Safety risk control methodologies. - Monitors compliance with Health and Safety legislation through compliance with AMS. - Assists managers in the education of employees, particularly new ones, in relevant Health and Safety arrangements. - Monitors and reports to senior management on Health and Safety performance. - Advises management on compliance with new Health and Safety legislation and arrangements.



	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Human Resources Strategy	Human Resources	Aligns the people strategy with the Environment Agency business strategy to ensure that people are fully optimised.	- Develops short and long-term Human Resources strategies that integrates with the Environment Agency business strategy. - Develops necessary policy changes to ensure people resources are matched to business needs. - Reviews Human Resources strategies in line with external and internal demands for change. - Ensures the development of plans and forecasts of changing headcount demand in line with organisational growth and demands.
SUPPORT SPECIALIST	Learning and Development	Human Resources	Develops and manages appropriate learning interventions to meet the specific needs of individuals and teams across the Environment Agency.	- Develops annual training plans and budgets by working with managers to formulate departmental training plans and programmes for the Environment Agency. - Designs and delivers specific training programmes to meet training needs across the organisation, including induction, skill development and management development programmes. - Ensures that the selection of internal and external training providers is carried out in accordance with Environment Agency policy to ensure quality and value for money. - Designs and implements evaluation processes and reports for all training and development activities such as return on investment, added value and individual learning outcomes. - Manages the training budget, training resources and facilities to ensure quality and value for money. - Promotes best practice in the use of different approaches to learning and development across the Environment Agency. - Supports non-course learning and development and promotes the development of a learning culture.
SUPPORT SPECIALIST	Occupational Health Management	Human Resources	Provides a framework to monitor and manage health issues that arise through, and effect, employees work	- Provides a health monitoring regime for those employees potentially exposed to specifically identified risks. - Supports managers in obtaining appropriate advice in relation to employee health matters that affect their performance and attendance at work. - Ensures managers follow Environment Agency procedures / relevant legislation in the management of employees with work related health issues. - Promotes healthy lifestyle issues within the Environment Agency.



	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Organisational Development	Human Resources	Builds organisational capability through design, development and implementation of efficient and effective organisation strategies, structures and processes.	- Ensures that Environment Agency structure and processes are effective in meeting current and future requirements. - Develops Organisational Development strategies to ensure that the Environment Agency has the right balance of skills, employees and development opportunities to achieve high levels of performance. - Develops initiatives that enable cultural development, organisational learning and best practice within the Environment Agency. - Ensures that the Environment Agency operating model, organisation design, structure and people processes are effective in meeting current and future business requirements.
SUPPORT SPECIALIST	Resourcing	Human Resources	Ensures that the Environment Agency has the appropriate policies and procedures to effectively attract, select, recruit and retain people to meet its needs.	- Develops the Environment Agency workforce plans and the implications for recruitment. - Develops and communicates the Environment Agency “employment brand” and the Environment Agency as “an employer of choice” . - Ensures that job analysis, interviewing techniques and methodologies are regularly reviewed in line with best practice. - Ensures that the most effective sources of recruitment are applied when recruiting e.g. Agencies, web sites, advertising, career fairs etc. - Applies appropriate policies are adhered to during recruitment e.g. Equal opportunities and able to coach managers in these areas. - Uses appropriate assessment and psychometric testing. - Ensures that all new employees benefit from a thorough induction process. - Explores ways to improve processes in response to external demands such as changes as pressures in the labour market or internal knowledge requirements. - Advises management as to strategies for retaining high value employees.



	Capability	Category	Definition	Indicators
SUPPORT SPECIALIST	Reward and Recognition	Human Resources	Develops and implements a reward and recognition strategy that enables the Environment Agency to recruit, retain and motivate the desired calibre of staff required to support its aims and objectives.	• Develops and maintains the employee reward system; its structures, schemes and procedures. • Ensures that Environment Agency reward philosophy, strategy and policy support the achievement of its aims and objectives and that it is in line with the prevailing market and best practice. • Completes regular job analysis using appropriate techniques. • Ensures that the reward and recognition programmes are applied in line with policies on equity, fairness, consistency and transparency. • Develops and ensures effective and regular pay reviews against external market. • Ensures the implementation and maintenance of adequate recognition processes.
SUPPORT SPECIALIST	Workforce Planning	Human Resources	Develops processes for analysing the workforce, predicting skill shortages and recommending action to ensure the Environment Agency has the right people at the right time to meet the challenges now and in the future.	• Develops processes for predicting the future workforce needs of the organisation. • Identifies processes to identify the need for career and succession management. • Undertakes gap analysis between current and future skills requirements, including horizon scanning internal and external skills availability. • Identifies major training and development needs to meet workforce requirements and informs training and development colleagues. • Analyses and monitors workforce data, highlights future trends and anticipates future issues. • Assists the business in analysing the people implications of business plans.



