

SECURITY CLASSIFICATION: OFFICIAL

E&B Accountabilities Review

Service Mapping

Author Details			
Written By		Project Executive	17/02/2022
Approved By		Project Sponsor	17/02/2022

Contract Details			
Type	Supports FSoD Form C approved by	Service Manager	
Start Date	07/03/2022	Contract Support Officer	
Estimated Value (£k)	£99k		

Details of the services

Details of the services are:

1. Description of the work:

Objective

E&B Directorate has evolved over the last five years and the E&B Leadership Team would like to see if it has the right accountabilities, for the right services, around the Leadership Team to achieve our new vision, role and deliver our strategic outcomes (E&B SOP and E&B LOP).

E&B has not taken in new teams or been through any re-structuring, but it has spent the year exploring the role of the Directorate, publishing the E&B LOP and considering how best to deliver it.

FCRM, COO and Local Operations are going through a period of review and in some cases re-structuring. Whilst E&B has no plans to re-structure, we do need to better understand the new interfaces with internal customers so that all 'services' are joined up across the business. We'd also like to have greater Director level alignment with Defra Group to inform the development of policy, better influence the future environmental agenda and free up capacity for our more recent government obligations, such as climate change.

In July 2021, EBLT agreed that with clearer governance and Director level accountabilities, there will be clearer lines of sight for the Directorate and the rest of the business, to deliver its strategic outcomes. This in turn improves role clarity for our staff and creates more manageable roles which have a clearer purpose. This contract will enable us to confirm Director level accountabilities within an Operating Model that enables E&B Directorate to deliver its outcomes working effectively with the other Directorates; Chief Operating Officer, Local Operations and FCRM.

Outcome specification

2. Summary statement of service:

- a. The *Consultant* will provide material that clearly outlines the services offered by the Directors and Deputy Directors within E&B Directorate, identifying gaps, duplication, and options for improvement. The *Consultant* will provide material that clearly outlines the accountabilities held by Directors and Deputy Directors within E&B Directorate. The *Consultant* will provide options to make improvements to the Operating (organisational) Model (design) of E&B Directorate based on the findings and analysis completed. The *Consultant* will use supporting evidence which may include, but is not limited to, organisational benchmarking or business/strategic driver analysis.
- b. The *Consultant* will recommend a high-level proposal for improvements to the E&B Directorate's organisational model (design)
 - i. The *Consultant* shall provide data collection and analysis, through information gathering, interviews and feedback workshops where appropriate
 - ii. The *Consultant* shall provide an 'as-is' service-mapping of E&B Directorate (inclusive of all departments within the E&B Directorate) that clearly identifies the core services offered by the E&B Directorate both internally and externally to the Environment Agency
 - iii. The *consultant* will review the high level span of control and provide insight from best practice to inform future decision making
 - iv. The *Consultant* shall identify / take account of strategic drivers that may influence the range and/or type of services the E&B Directorate will provide in the future
 - v. The *Consultant* shall provide 'as-is' and 'to be' accountability modelling of E&B Directorate (inclusive of all departments within the E&B Directorate) that clearly identifies the accountabilities offered by the E&B Directorate (E&B Directors and Deputy Directors) both internally and externally to the Environment Agency
 - vi. The *Consultant* will provide options and recommendations on a 'to-be' E&B Directorate organisational model based on both changes to and the re-alignment of existing services
 - vii. The *Consultant* shall take account of how other parts of the organisation have organised themselves for example, by portfolio (e.g., Regulation), function (e.g., Water, Land, Air), policy area (e.g., Net Zero), to maximise the ability for E&B to have clear interfaces between Directorates
 - viii. The *Consultant* shall identify through data collection and analysis what may need to change to take account of virtual governance structures / touchpoints in the Environment Agency that help E&B Directorate to deliver with others:
 1. Outcome-based activity cluster structures (services and activities grouped to key outcomes) - that enable deliver the outcomes in the Strategic Outcome Plan and the E&B Local Outcome Plan
 2. How E&B Directorate interfaces with National and Area Portfolio Management Offices, Portfolio Delivery Office, and Business Delivery Office
 3. How E&B Directorate interfaces with Organisational Change Portfolios governance structures - Business Boards and their Portfolios / Business Activity Groups; FCRM Business and Portfolio Boards, E&B Business Board (including portfolios for Regulation, Climate Change, Monitoring and Planning) and the Organisation Business Board and its portfolios.
 4. Social Learning structures (Network Groups, Communities of Practice) e.g., Strategic Asset Management Group, Project Delivery Group, Digital Asset Data, and Information CoP, etc.

5. Strategic internal partnerships - the relationship between the 'policy ask' set by the E&B Directorate and operational delivery by both National Operations (Chief Operating Officer's Directorate) and Local Operations
6. How to organise the Directorate in a consistent way i.e., by 'portfolio' e.g., regulation, rather than function e.g., Water or Land. Avoid a mixed economy and enable join up with other Directorates for delivery.

ix. The *Consultant* will present their findings to the *Client* in the following formats:

1. Executive Briefing Report
2. Presentation(s)
3. Workshop sessions
4. Organogram(s)
5. High-level service mapping diagram
6. Accountabilities document
7. Spreadsheets holding relevant supporting information.

3. The Services specifically exclude the follow

- a. Job descriptions for any role within E&B Directorate
- b. Designs or recommended changes to virtual governance structure design.

4. Drawings, site information or reports already available

- a. Refer to appendix 1 for background materials already provided to Arcadis to inform the analysis

5. Specifications or standards to be used

- a. N/A

6. Constraint on how the Consultant provides the services

- a. Due to COVID-19 it is likely that there will be no travelling and/or co-location, the *Consultant* shall not use *Client* offices until approved by the *Client*
- b. The *Consultant* shall review any proposed additional work with the *Client* before actioning it.

7. Requirements of the Programme

- a. 8-week timeframe, with necessary on-boarding in advance The *Client* will provide the *Consultant* with 4 weeks notice of any closure event that is beyond the 8 week timeframe, but within the 40 days procured.

8. Services and other things provided by the Client

- a. MS Teams site to support collaboration with the E&B Accountabilities Review Team
- b. The *Consultant* will work with a specified member of the E&B Accountabilities Review Project Team who will 'shadow' the *Consultant* to maximise the knowledge transfer such that they are familiar with the methodologies used.

- c. The *Client* will support the *Consultant* with prompt access to senior leaders for the work and prompt turnaround of deliverables.

Appendix 1. Index of pre-read files sent to Arcadis

For further background refer to 20220217 SCOPE EB Op Model Arcadis proposal_final ppt.

A) Background to E&B Directorate

	File name	What is it
1	OFFICIAL SENSITIVE Testing E&B services_background.ppt	Directorate purpose, vision and role, Directorate's strategic outcomes and additional Directorate activities (these are lifted from item 4. EB Local Outcome Plan) Also includes E&B Leadership Team (EBLT), EBLT accountabilities / services (this is the closest we must, E&B Business Board governance and the different ways we describe 'services')
2	20220211 SBF GADM Governance Model-framework v0.5.pdf	The Governance and Decision-making Model for the EA – how decisions are made at the lowest possible level in the organisation, how we escalate risk.
3	Environment & Business Strategic Outcome Plan.ppt	The '5 Year business plan' for the E&B BUSINESS – so includes Operational Teams
4	EB Directorate Local Outcome Plan	This is the 'strategic' plan for the E&B DIRECTORATE and includes the contribution by E&B Directorate to the EA's three strategic plans (SOPs); E&B / FCRM / Organisation.
5	EBLT. ppt	Faces to names for the E&B Leadership Team
6	EB Bubble structure	E&B Level of the Organisation chart
7	E&B LOP Quarterly RAG Score 2021-22	Spreadsheet of reporting data against LOP outcome
8	E&B LOP Dashboard Draft	Mock up of how this will be reported to Directors (dummy data used)
9	Corporate_Scorecard_for_2020-21_final	Latest Corporate Scorecard

B) Job descriptions / role profiles for E&B Directors

1x Executive Director, 6 x Directors, 14 x Deputy Directors

Director	Role profile
Executive Director Environment & Business.pdf	Job description Executive Director Environment & Business
Director E&B crossing cutting & technical.pdf	Job profile Director E&B crossing cutting & technical.pdf
Director Future Funding.pdf	Job description Director Future Funding
Director of Research, Analysis and Evaluation.pdf (To be replaced by the Chief Scientist role profile)	Job profile Director of Research, Analysis and Evaluation
Director Regulated Industry.pdf	Job Profile Director Regulated Industry
Director WLB.pdf	Job Profile Director WLB
Director of Sustainable Business and Development	Job Profile Director Sustainable Business and Development
Deputy Director, Evidence Assessment and Evaluation.pdf	Job description Deputy Director, Evidence Assessment and Evaluation
Deputy Director -Research.pdf	Job description for Deputy Director -Research

Deputy Director Fisheries Agriculture Biodiversity.pdf	Job Profile for Deputy Director Fisheries Agriculture Biodiversity
Deputy Director Water Quality.pdf	Job profile Deputy Director Water Quality
Deputy Director Integrated Water Planning.pdf	Job Description Deputy Director Integrated Water Planning
Deputy Director Future Regulation.pdf	Job Profile Deputy Director Future Regulation
Deputy Director Innovative Funding.pdf	Job Description Deputy Director Innovative Funding
Deputy Director Navigation and Commercial Development.pdf	Job Description Deputy Director Navigation and Commercial Development
Deputy Director Sustainable Places.pdf	Job Profile Deputy Director Sustainable Places
Deputy Director of Climate Change.pdf	Job Profile Deputy Director of Climate Change
Deputy Director Water Resources.pdf	Job Profile Deputy Director of Water Resources
Deputy Director Waste Regulation.pdf	Job Profile Deputy Director of Waste Regulation
Deputy Director Radioactive Substances and Installations Regulation.pdf	Job Profile Deputy Director of Radioactive Substances and Installations Regulation