

VEREDUS



**Directors
Marine Management Organisation**

November 2009

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Introduction from Christopher Parry, Chair

Thank you for expressing an interest in these Director appointments for Marine Management Organisation (MMO), a new delivery body (to be established by the Marine and Coastal Access Act) that will play a key part in ensuring that the seas around England will be clean, healthy, safe, productive and biologically diverse.

Based in Newcastle, but with an extensive presence and profile around the coast, the MMO will be a professional and very active marine manager, trusted by stakeholders and the public to make a significant contribution to the sustainable development of the marine area. As such, it will deliver functions and take forward the policy interests of several Government Departments and reflect the aspirations of a wide, disparate community of stakeholders and partners. My vision as Chair is that the organisation will set the standard, both nationally and internationally, in balancing the requirements of conservation, energy and other socio-economic and resource needs in the marine and coastal environment.

Your primary responsibility will be to work with the Chief Executive and other senior management team colleagues in providing inspiration and leadership, as well as the strategic and operational management of the MMO in order to deliver the Government's expectations with regard to the marine area and to provide an exemplary working environment for our people. Launch Day will be in early April 2010 and although many of the personnel will be well established by the time that you are appointed, we will still have a big cultural and organisational build ahead of us. This combination of structure, expertise and experience reflects the need to ensure that the organisation is authoritative and effective right from the start. You will, of course, want to add your own distinctive contribution and style in taking the organisation forward from that point and in responding with vigour to the many, varied challenges that lie ahead.

I hope that these exciting appointments will greatly appeal to you and that you will find the accompanying information useful in coming to a decision about applying. If you do decide to apply and are successful in the initial selection process, I very much look forward to meeting you soon and, if you are ultimately selected, to working with you in making a decisive difference in the marine and coastal environment.

Christopher Parry
Chair

About Us

The seas and oceans surrounding the United Kingdom dominate the lives and livelihoods of its people and connect us with the rest of the world. Modern technologies and the significantly increased, systematic exploitation of the sea have meant that we risk depleting the resources and diminishing the complex eco-structures on which our prosperity and environmental security depend. We also put at risk the prospects and sustainable security of future generations.

In the interests of sustainable development and in achieving the best balance of conservation, energy and resource needs, the establishment of the Marine Management Organisation (MMO) represents an unprecedented opportunity to bring coherence to a complex offshore environment and to introduce an integrated approach to the planning, licensing and regulating of activity. The MMO intends to set the standard for innovative planning, responsible stewardship and authoritative, independent decision-making in the marine and coastal environment and, as such, will be a major contributor to the achievement of clean, healthy, safe, productive and biologically diverse oceans and seas. Its success will be defined by the extent that it can reconcile the needs of the present with the requirement to leave a sustainable marine legacy for the future.

The MMO cannot, of course, meet this challenge in isolation and will seek to collaborate with a wide range of stakeholders and partners, all of whom have interests, obligations and responsibilities with regard to the sustainable use of the sea. We will also seek to excite the imagination of the public about their marine environment and to harness their contribution, both in formal consultations and through other processes in order to incorporate as much detail as possible into our marine plans and decision-making. Our people on the coast will be a visible and active presence within their communities and at sea in ensuring that licensing, regulatory and other MMO functions are exercised in a trusted, consistent and pragmatic manner.

From April 2010, the MMO begins operating as a Non Departmental Public Body and will immediately exercise those functions allocated to it by the Marine and Coastal Access Act (2009) and take forward the policy interests of a wide range of Government Departments. It will build on the strengths and successes of previous marine regimes and, within the first few years, will consolidate and mature its own mechanisms for licensing and planning. Over time, it will accumulate the knowledge and expertise that will enable it to be an internationally and nationally recognised leader in marine management and sustainable development. In every area of operation, we aim to provide value for money and an exemplary level of customer service and delivery. In doing so, the pressing need to maintain balance of use, coherence and sustainability in our territorial waters and offshore marine areas will remain at the forefront of our thinking and operations.

To facilitate preparations for the MMO, the Chair-designate has been recruited and Board will be in place ahead of vesting; a new Chief Executive is soon to be appointed. The MMO will operate for a short time as a 'skeleton body'; we expect that they will work with an implementation team and the MFA to ensure that staff with the right skills are available from 'Day One'. Following Royal Assent we can now start to recruit staff with specialist skills relating to the MMO's new functions so that they can prepare for its launch and following its launch the MMO will continue to develop further.

The MMO will need to have a strong evidence and competent analysis base to support its work as marine manager. It will also need to make the best use of data and will therefore need appropriate expertise in that, as well as the statistical expertise to assess data related to its fisheries work and to ensure that its use of data in other areas follows sound statistical practices.

As a body charged with contributing to sustainable development, it will need to be able to assess the possible effects of potential actions according to all three pillars of sustainability. It will therefore need environmental, economic and social science expertise to inform its planning and regulation work and the advice it gives to government.

The MMO's work on marine plans is likely to be undertaken by teams with a range of skills representative of all of the MMO's functions. This is also likely to call on input from individuals with expertise in social, economic and legal aspects, together with experience gained in other areas such as town and country planning.

The MMO will also need to work effectively with other organisations both formally and informally. For example, the MMO will have a formal relationship with the Infrastructure Planning Commission (IPC) where the MMO has a formal role in providing advice on marine planning.

We want the MMO to be an authoritative marine manager, regulator and source of advice to government based on expertise it progressively gains through its work in delivering a range of marine management functions and this is something that will also develop and deepen in time.

For further information please click the relevant links below and download the [Marine and Coastal Access Bill](#).

www.mfa.gov.uk

www.mfa.gov.uk/about/marinebill.htm

www.defra.gov.uk/marine/legislation/index.htm

For details on the MMO including a brochure:

www.mfa.gov.uk/mmo/index.htm

Job Descriptions and Person Specifications

The Marine Management Organisation

The Marine Management Organisation (MMO) will launch in April 2010 as a new Non-Departmental Public Body (NDPB). The MMO will deliver a comprehensive marine licensing and planning service with a particular focus on sustainable development in the marine environment. Located in a new headquarters building in Newcastle and in 18 existing local offices around the coast of England, the organisation will comprise about 270 members of staff and will be led by a Non Executive Board and a Chief Executive.

The MMO is currently recruiting a team of Directors to lead the four executive divisions: Finance and Corporate Services; Evidence, Analysis and Strategic Development; Operations; and, External Relations. These Directors will be part of the MMO senior management team and will report to, and be directly accountable to, the Chief Executive.

These posts represent a rare opportunity to contribute strongly as a senior leader in a new, developing, sophisticated, high profile and politically engaged organisation with a distinctive operational/delivery emphasis. Shaping and building the organisation's capability over time.

Director of Finance and Corporate Services

Job Description

The influential post of Director of Finance and Corporate Services is essential to the governance and corporate accountability of the MMO whose division forms the bulk of the operational support to the front-line and customer-facing services. Its scope and scale are wide, requiring the post-holder to combine a multi-disciplinary, varied portfolio with extensive oversight functions. The main responsibility areas are:

- Finance – Responsibility for supervising and accounting for the MMO budget of £30m, as well as national and EU funding of about £5m pa.
- Corporate Services – Responsibility for the leadership and development of the HR, IT, Legal Support, Internal Communications and Procurement/Contracts areas.

Main responsibilities

- Fulfil the responsibilities and functions of a Director of the Executive Board of the MMO.

Finance

- Provide financial assurance and advice at both strategic and operational levels in the MMO, ensuring value for money, strict accountability and internal controls, based on appropriate financial governance and risk management techniques and procedures.
- Provide support and advice to the Chief Executive Officer (Accounting Officer) and the MMO's Board on all aspects of finance and business systems and issues.
- Lead, and develop the finance team and function, to keep pace with the operational and organisational requirements of the MMO.
- Ensure that the MMO's senior management team maintains focus on affordability, value for money and the balanced assessment of risk and opportunity.
- Ensure effective co-ordination and planning of budget processes including the management, monitoring and control of all the MMO's budget and external contracts.
- Review and, when appropriate, reform the MMO's finance management and control systems in order to deliver continuous improvements.
- Ensure that the MMO's finance and procurement systems and programmes fully support the organisation's business and strategic objectives.
- Ensure effective, timely and accurate production of monthly accounts, and coordinate the contributions to the annual report and accounts and annual business plans.
- Provide effective oversight and management of the MMO's risks – including formal stewardship of strategic and business risk registers and business continuity plans.
- Attend the MMO's Audit and Risk Committee and represent the MMO on finance and related matters at meetings with Defra, the sponsorship group, other delivery bodies and stakeholders, as well as with internal and external auditors.
- Line Management responsibility for circa 25 posts across the finance and corporate services function.

Corporate Services

- Lead and manage teams providing Human Resources (including training and development), Information Technology, Legal and Internal Communications Services to the MMO.

Human Resources

- Manage and develop the HR aspects of the MMO.
- Provide HR policy advice and administrative support to the CEO, senior management and all other staff within the MMO.
- Provide a direct link between the MMO and Defra, Defra Shared Services Directorate on all HR, training and payroll related matters.
- Develop and implement the MMO's HR, learning and development, pay and reward, performance appraisal and training policies.
- Implement workforce planning to ensure the MMO makes best use of its people to deliver its functions and responsibilities.
- Recruitment, disciplinary procedures and disputes.
- Health, Safety and Welfare.

Information Technology

- ICT strategy & business planning.
- Programme management of all IT-related projects.
- Management of all IT systems and supply contracts.
- IS strategy & roadmap.
- Information and document management data sharing strategy.
- Specialist IT support.
- IT and electronic system security.

Legal

- Provision of legal advice.

Skills and Qualifications Required

Essential Criteria

- Unswerving integrity and probity.
- Good judgement and a sense of proportion.
- Exemplary leadership and team-building skills.
- Written, verbal and presentational skills that compete with the best.
- Intelligence and a willingness to embrace change and innovation.
- A fully CCAB recognised accountancy qualification.
- A 'can-do', responsive and resourceful approach to problems and taut resources.
- Experience of financial and risk management in a senior capacity in a comparable organisation.
- Extensive budgetary management and performance reporting experience.
- Experience of successful leadership and development of diverse, high-performing teams.
- Track record of excellence in the provision of varied operational support functions.
- Detailed understanding of NDPB reporting and accounting regimes.
- Evidence of experience and understanding of most of the disciplines contained within the Division.

Desirable Criteria

- Direct experience of public service finances.
- Previous experience in a senior HR or training role.
- A credible understanding of the principles and practical application of ICT.

Competencies

The successful candidate should satisfy or demonstrate an ability to satisfy the core competences set out below:

Leadership and Influencing

Provide strong directional leadership, engaging staff, delivery partners and wider stakeholders in the delivery of the organisation's vision and goals. Able to translate vision and strategic priorities into meaningful team and individual objectives. Ability to influence across the organisation and across Government and delivery partners. Communicates with conviction and clarity in the face of tough negotiation or challenge.

Developing High Performance and Continuous Improvement

Consistently build capability through role modelling, coaching, development and performance management. Identifies capability requirements to deliver the organisation's strategies. Champions development succession and performance management and holds managers accountable for delivery. Sets clear objectives to drive year on year performance improvements. Supports and empowers direct reports.

Collaboration

Drive collaboration across the organisation and (when needed) other Departments and stakeholder areas. Builds a broad network of relationships and senior contacts outside the organisation. Champions fairness and equality – sets clear standards for behaviour. Visible and accessible. Promotes knowledge-sharing, taking into account lessons from previous experience.

Thinking with Vision

Able to see the bigger picture, set agendas, drive strategic change and implement direction. Retains long-term focus and anticipates wide developments on a time-frame of 3-5 years or more. Ensures plans and programmes are joined up to achieve the organisation's overall aim, purpose and vision. Keeps abreast of external trends and developments.

Making Effective Decisions

Quick to see the critical issues. Able to make both hard and routine choices; show clarity of thought to penetrate complex evidence; identify the priority issues, assess quickly and accurately; incorporate the appropriate level of advice and evidence to reach unambiguous, definitive and timely decisions. Takes personal responsibility.

Delivering Value for Money

Able to produce and critically analyse robust business cases and to actively manage the organisation's portfolio of activities in order to achieve return on investment. Makes strategic choices on spend. Sets targets for improved efficiencies. Establish systems to monitor and track use of resources in relation to performance and outputs. Follows finance processes rigorously, accurately forecasting outcomes, risk and spend.

Making Things Happen

Translates strategic priorities into clear, outcome-focused objectives. Ability to drive through complex changes and large-scale programmes. Demonstrates inspirational leadership, while holding self and others fully accountable for delivery. Create an environment and culture that is output focused; prioritise activities on the critical path; clarify and articulate objectives, responsibilities and outcomes; set out clear plans, then drive activities through to completion to deliver agreed outcomes.

Delivering in Partnership

Proactively creates, maintains and promotes relationships with delivery partners and central government. Achieves full understanding of delivery partner and central government needs, roles and responsibilities, governance and funding.

Changing with Tempo and Pace

Able to champion and drive through change strategically; willing to be flexible and move swiftly without complication. Establishes effective systems to deal with changing circumstances, including the unexpected. Challenges the status quo, when appropriate. Creates a culture of flexibility and responsiveness. Consider impacts when introducing change, for example on culture, governance, delivery and staff.

Director of Evidence, Analysis and Strategic Development (EASD)

Job Description

The Director of Evidence, Analysis and Strategic Development will work with the CEO and the senior management team in providing inspiration and leadership, as well as the strategic and operational management of the MMO. The post holder will be responsible for managing a multi-disciplinary team (circa 25/30 in size) that will ensure that the MMO has the authoritative data and evidence needed to inform and fulfil its various tasks and outputs. This will include the ability to determine the best evidence in support of coherent decision-making, the determination of future strategic trends and the assurance required by stakeholders, as well as statutory reporting requirements, including those of Central Government, its stakeholders and the European Union (EU). This challenging role requires leadership of a diverse MMO professional and specialist division, together with a highly active external representation within the academic, science and evidence communities.

Main responsibilities

- Fulfil the responsibilities and functions of a Director of the Executive Board of the MMO.
- Create and sustain the analytical systems and processes to ensure the EASD division provides the MMO with the best available data, evidence and analysis in support of MMO strategy and decision making.
- Develop the divisional structure and skill-base through recruitment and training of staff and establishing appropriate governance, management and reporting arrangements.
- Contribute the evidence and analysis to underpin the corporate plan and business planning process.
- Develop, implement and maintain a knowledge management system for the MMO and the wider MMO stakeholder community.
- Develop and maintain systems and processes that implement and maintain a world class marine information database that supports all outputs and activities of the MMO.
- Provide a strategic, horizon-scanning function for global trends and ensure that the Board and the organisation are fully aware of future opportunities and risks.
- Ensure the MMO meets its obligations to provide statistical data to a wide range of stakeholders, in particular Government Departments, statutory authorities and the EU.
- Provide advice, access and assistance to the work of the MMO Chief Scientific Advisor.

Skills and Qualifications Required

Essential Criteria

- Exemplary leadership skills.
- An agile intelligence and a fertile mind, open to the demands of innovation and complexity.
- Established track record of senior leadership and management in a comparable organisation.
- Proven ability to assemble, manage and analyse evidence and data across a wide range of relevant disciplines.
- Proven ability to get the best out of multi-disciplinary teams of individuals, experts and specialists.
- Experience of effective knowledge management principles and systems.

- Experience of building and maintaining statistical databases and similar operationalised information systems.
- The interpretive, forensic and analytical skills, and judgement, to determine the critical evidence required for effective and coherent decision-making.
- Experience of contributing to the development of strategy involving complex scenarios.

Desirable Criteria

- A successful track record in team leadership in which excellent communication, presentational and influencing skills have been proven.
- A sophisticated understanding of the means by which world class scientific research and information are delivered.

Competencies

The successful candidate should satisfy or demonstrate an ability to satisfy the core competences set out below:

Leadership and Influencing

Provide strong directional leadership, engaging staff, delivery partners and wider stakeholders in the delivery of the organisation's vision and goals. Able to translate vision and strategic priorities into meaningful team and individual objectives. Ability to influence across the organisation and across Government and delivery partners. Communicates with conviction and clarity in the face of tough negotiation or challenge.

Developing High Performance and Continuous Improvement

Consistently build capability through role modelling, coaching, development and performance management. Identifies capability requirements to deliver the organisation's strategies. Champions development succession and performance management and holds managers accountable for delivery. Sets clear objectives to drive year on year performance improvements. Supports and empowers direct reports.

Collaboration

Drive collaboration across the organisation and (when needed) other Departments and stakeholder areas. Builds a broad network of relationships and senior contacts outside the organisation. Champions fairness and equality – sets clear standards for behaviour. Visible and accessible. Promotes knowledge-sharing, taking into account lessons from previous experience.

Thinking with Vision

Able to see the bigger picture, set agendas, drive strategic change and implement direction. Retains long-term focus and anticipates wide developments on a time-frame of 3-5 years or more. Ensures plans and programmes are joined up to achieve the organisation's overall aim, purpose and vision. Keeps abreast of external trends and developments.

Making Effective Decisions

Quick to see the critical issues. Able to make both hard and routine choices; show clarity of thought to penetrate complex evidence; identify the priority issues, assess quickly and accurately; incorporate the appropriate level of advice and evidence to reach unambiguous, definitive and timely decisions. Takes personal responsibility.

Delivering Value for Money

Able to produce and critically analyse robust business cases and to actively manage the organisation's portfolio of activities in order to achieve return on investment. Makes strategic choices on spend. Sets targets for improved efficiencies. Establishes systems to monitor

and track use of resources in relation to performance and outputs. Follows finance processes rigorously, accurately forecasting outcomes, risk and spend.

Making Things Happen

Translates strategic priorities into clear, outcome-focused objectives. Able to drive through complex changes and large-scale programmes. Demonstrates inspirational leadership, while holding self and others fully accountable for delivery. Create an environment and culture that is output focused; prioritise activities on the critical path; clarify and articulate objectives, responsibilities and outcomes; set out clear plans, then drive activities through to completion to deliver agreed outcomes.

Delivering in Partnership

Proactively creates, maintains and promotes relationships with delivery partners and central government. Achieves full understanding of delivery partner and central government needs, roles and responsibilities, governance and funding.

Changing with Tempo and Pace

Able to champion and drive through change strategically; willing to be flexible and move swiftly without complication. Establishes effective systems to deal with changing circumstances, including the unexpected. Challenges the status quo, when appropriate. Creates a culture of flexibility and responsiveness. Consider impacts when introducing change, for example on culture, governance, delivery and staff.

Director of Operations

Job Description

The Director of Operations will work with the CEO and the senior management team in providing inspiration and leadership, as well as the strategic and operational management of the MMO.

The MMO operations division most directly and actively engages with the marine environment and its community, as well as providing the most visible exercise of the MMO's planning, regulatory, licensing and enforcement functions and responsibilities. As such, its responsibilities include:

- Shaping, developing and implementing a new system of marine planning;
- Marine licensing – operational delivery and contribution to the development of;
- Marine nature conservation;
- Fisheries management;
- Enforcement, monitoring and control;
- Administration of the EU grants scheme for the fisheries sector;
- Leadership of staff in 18 offices around the coast of England and in the MMO HQ.

The Director role is a diverse, demanding appointment, with geographically dispersed professional teams requiring cohesive, energetic leadership and flexible approaches as the new organisation grows to full capacity. The post holder will also be accountable for challenging performance targets and high levels of customer service. Day to day management of operations will require an enhanced ability to make consistent, pragmatic decisions and balanced judgements relating to complex, often controversial issues. The fluency and authority to engage at governmental and departmental levels, together with an aptitude for working with a wide range of partners, agencies and authorities will be essential. Above all, the successful candidate will be required to ensure high levels of performance during the transition of functions from the MFA to the MMO and to introduce radically new responsibilities and tasks as a result of the Marine and Coastal Access Act, in particular marine planning.

Main responsibilities

- Fulfil the responsibilities and functions of a Director of the Executive Board of the MMO.
- Optimise the structure and culture of the Operations Division, including the coastal office network, delivering operational delivery improvements and seamlessly integrating the MMO's new functions.
- Manage and continuously improve the delivery of the customer-focused elements of the MMO.
- Develop and deliver the new marine planning function, building the MMO's capability to develop, review and enforce marine plans. Leading engagement with Defra and other national and international policy makers to ensure that marine plans accurately reflect policy and can drive decision-making in the marine area.
- Secure the resources to support the achievement of the MMO's objectives in respect of establishing its marine planning function.
- Engage with and influence the national and international agenda for strategic marine planning.
- Set up and run a trusted, streamlined and efficient licensing function.
- Maximise the MMO's ability to contribute to sustainable development and Marine Nature Conservation and operationalise its role in enforcing the relevant statutory provisions. Influence and respond to changes and trends in fisheries policy and EU

regulations including emerging changes to the Control Regulation, IUU fishing and reviews of the Common Fisheries Policy.

- Manage the operational delivery and integration in MMO HQ and on MMO coast of Marine and Fisheries, Licensing, Enforcement and Prosecution, and Planning, as well as the engagement of other assets and delivery partners.
- Ensure that all personnel and facilities are fit for purpose through effective training and procurement.

Skills and Qualifications Required

Essential Criteria

- Evidence of exemplary levels of senior leadership and operational delivery.
- Energy, enthusiasm and sense of purpose.
- Intelligence, agility and a flexible mind, able to deal with innovation and complexity.
- Proven track record of success and innovation at a similar level in a comparable organisation.
- The credibility, authority and stature to deal with a wide range of stakeholders, build consensus and resolve competing interests.
- Well-established ability to deliver high levels of operational success in the face of taut resources and complex situations.
- A whole-hearted commitment to the principles of sustainable development.
- The ability to absorb and analyse large volumes of information and recommend solutions in the face of conflicting priorities.
- Verbal, written and presentational communication skills that compete with the best. Steadiness and resourcefulness under pressure and in the face of change.

Desirable Criteria

- Extensive understanding of the marine environment and its current and emerging issues.
- Extensive experience as a senior manager in a private company or public service environment.
- Evidence of the ability to coordinate multi-site and multi-disciplinary teams and individuals.
- Change management expertise.
- Operational delivery experience in a marine or maritime related discipline.
- Successful track record of turning national policy into operational plans.
- An understanding of the terrestrial planning system, possibly including experience of strategic planning.

Competencies

The successful candidate should satisfy or demonstrate an ability to satisfy the core competences set out below:

Leadership and Influencing

Provides strong directional leadership, engaging staff, delivery partners and wider stakeholders in the delivery of the organisation's vision and goals. Able to translate vision and strategic priorities into meaningful team and individual objectives. Able to influence across the organisation and across Government and delivery partners. Communicates with conviction and clarity in the face of tough negotiation or challenge.

Developing High Performance and Continuous Improvement

Consistently builds capability through role modelling, coaching, development and performance management. Identifies capability requirements to deliver the organisation's

strategies. Champions development succession and performance management and holds managers accountable for delivery. Sets clear objectives to drive year on year performance improvements. Supports and empowers direct reports.

Collaboration

Drive collaboration across the organisation and (when needed) other Departments and stakeholder areas. Builds a broad network of relationships and senior contacts outside the organisation. Champions fairness and equality – sets clear standards for behaviour. Visible and accessible. Promotes knowledge-sharing, taking into account lessons from previous experience.

Thinking with Vision

Able to see the bigger picture, set agendas, drive strategic change and implement direction. Retains long-term focus and anticipates wide developments on a time-frame of 3-5 years or more. Ensures plans and programmes are joined up to achieve the organisation's overall aim, purpose and vision. Keeps abreast of external trends and developments.

Making Effective Decisions

Quick to see the critical issues. Able to make both hard and routine choices; show clarity of thought to penetrate complex evidence; identify the priority issues, assess quickly and accurately; incorporate the appropriate level of advice and evidence to reach unambiguous, definitive and timely decisions. Takes personal responsibility.

Delivering Value for Money

Able to produce and critically analyse robust business cases and to actively manage the organisation's portfolio of activities in order to achieve return on investment. Makes strategic choices on spend. Sets targets for improved efficiencies. Establish systems to monitor and track use of resources in relation to performance and outputs. Follows finance processes rigorously, accurately forecasting outcomes, risk and spend.

Making Things Happen

Translates strategic priorities into clear, outcome-focused objectives. Ability to drive through complex changes and large-scale programmes. Demonstrates inspirational leadership, while holding self and others fully accountable for delivery. Create an environment and culture that is output focused; prioritise activities on the critical path; clarify and articulate objectives, responsibilities and outcomes; set out clear plans, then drive activities through to completion to deliver agreed outcomes.

Delivering in Partnership

Proactively creates, maintains and promotes relationships with delivery partners and central government. Achieves full understanding of delivery partner and central government needs, roles and responsibilities, governance and funding.

Changing with Tempo and Pace

Able to champion and drive through change strategically; willing to be flexible and move swiftly without complication. Establishes effective systems to deal with changing circumstances, including the unexpected. Challenges the status quo, when appropriate. Creates a culture of flexibility and responsiveness. Consider impacts when introducing change, for example on culture, governance, delivery and staff.

Director of External Relations

Job Description

The Director of External Relations will work with the CEO and the senior management team in providing inspiration and leadership, as well as the strategic and operational management of the MMO.

The External Relations Division will comprise three main output areas: the maintenance and development of productive, close relationships with a diverse range of partners and stakeholders; governance and accountability functions; the provision of secretariat and institutional support to the Board; and, responsibility for the MMO's public and external information and influencing activities. The Director will report directly to the CEO and will also be responsible for assessing the smooth functioning, effectiveness and coherence of Service Level Agreements (SLAs) and Memorandum of Understandings (MoUs), in order to ensure that external relationships remain relevant and productive. The role requires sophisticated influencing and communication skills, together with the agility, imagination and tactical intelligence to articulate, socialise and promote the objectives and activities of the MMO. The post-holder will also be responsible for ensuring a favourable information environment for the MMO and taking forward the organisational identity and brand, in line with the MMO's strategy and corporate plan. It is envisaged team size will comprise circa 25 individuals.

Main responsibilities

- Fulfil the responsibilities and functions of a Director of the Executive Board of the MMO.
- Ensure that appropriate arrangements and secretariat support are in place to support the accountability and governance requirements of an NDPB, including Board arrangements and responses to Parliament and Ministers.
- Maintain a highly productive and cooperative relationship with a diverse range of stakeholders and partners, in accordance with the MMO's aim and objectives. This will include establishing arrangements for engagement of stakeholders in marine planning.
- Coordinate the interaction between the MMO and international and non-governmental organisations, notably the EU and major lobby groups.
- Ensure that all SLAs and MoUs remain fit-for-purpose, relevant and useful for all parties.
- Develop suitable mechanisms to demonstrate the effectiveness of partnerships, stakeholder relations and influencing measures.
- Develop and lead sophisticated, agile information, communications and influencing capability, in order to sustain the MMO's reputation, to advance its objectives and maintain a favourable position in relation to all forms of media and public presentation.
- Develop the MMO's customer service function, including a customer feedback system that can be used for informing continuous performance improvements.

Skills and Qualifications Required

Essential Criteria

- Exemplary leadership skills.
- Energy and enthusiasm.

- An agile intelligence and a creative mind, open to the demands of innovation and complexity.
- Established track record of senior leadership and practical management in a comparable organisation.
- Proven ability to analyse and understand the complexities of organisational and individual relationships.
- Proven ability to get the best out of multi-disciplinary teams of individuals, experts and specialists.
- Experience of dealing effectively and cooperatively with a diverse stakeholder community and evidence of building influencing and knowledge networks.
- Communication, presentational and influencing skills that compete with the best.
- Agility, intuition and sensitivity in relation to political developments, cultural nuances and socio-economic issues.
- A track record of successfully managing large-scale workshops and events.
- Experience and expertise in dealing with both public bodies and private institutions.

Desirable Criteria

- Experience of working in the media, public relations or in advertising.
- Expertise in web-based media and electronic networking.
- Experience of working directly to a Board in either the public or private sector.
- Understanding of NDPB reporting and accountability regimes

Competencies

The successful candidate should satisfy or demonstrate an ability to satisfy the core competences set out below:

Leadership and Influencing

Provide strong directional leadership, engaging staff, delivery partners and wider stakeholders in the delivery of the organisation's vision and goals. Able to translate vision and strategic priorities into meaningful team and individual objectives. Ability to influence across the organisation and across Government and delivery partners. Communicates with conviction and clarity in the face of tough negotiation or challenge.

Developing High Performance and Continuous Improvement

Consistently build capability through role modelling, coaching, development and performance management. Identifies capability requirements to deliver the organisation's strategies. Champions development succession and performance management and holds managers accountable for delivery. Sets clear objectives to drive year on year performance improvements. Supports and empowers direct reports.

Collaboration

Drive collaboration across the organisation and (when needed) other Departments and stakeholder areas. Builds a broad network of relationships and senior contacts outside the organisation. Champions fairness and equality – sets clear standards for behaviour. Visible and accessible. Promotes knowledge-sharing, taking into account lessons from previous experience.

Thinking with Vision

Able to see the bigger picture, set agendas, drive strategic change and implement direction. Retains long-term focus and anticipates wide developments on a time-frame of 3-5 years or more. Ensures plans and programmes are joined up to achieve the organisation's overall aim, purpose and vision. Keeps abreast of external trends and developments.

Making Effective Decisions

Quick to see the critical issues. Able to make both hard and routine choices; show clarity of thought to penetrate complex evidence; identify the priority issues, assess quickly and accurately; incorporate the appropriate level of advice and evidence to reach unambiguous, definitive and timely decisions. Takes personal responsibility.

Delivering Value for Money

Able to produce and critically analyse robust business cases and to actively manage the organisation's portfolio of activities in order to achieve return on investment. Makes strategic choices on spend. Sets targets for improved efficiencies. Establishes systems to monitor and track use of resources in relation to performance and outputs. Follows finance processes rigorously, accurately forecasting outcomes, risk and spend.

Making Things Happen

Translates strategic priorities into clear, outcome-focused objectives. Ability to drive through complex changes and large-scale programmes. Demonstrates inspirational leadership, while holding self and others fully accountable for delivery. Create an environment and culture that is output focused; prioritise activities on the critical path; clarify and articulate objectives, responsibilities and outcomes; set out clear plans, then drive activities through to completion to deliver agreed outcomes.

Delivering in Partnership

Proactively creates, maintains and promotes relationships with delivery partners and central government. Achieves full understanding of delivery partner and central government needs, roles and responsibilities, governance and funding.

Changing with Tempo and Pace

Able to champion and drive through change strategically; willing to be flexible and move swiftly without complication. Establishes effective systems to deal with changing circumstances, including the unexpected. Challenges the status quo, when appropriate. Creates a culture of flexibility and responsiveness. Consider impacts when introducing change, for example on culture, governance, delivery and staff.

Recruitment Package for Public Servant Posts

Terms and Conditions

Conditions for the appointment of each Director for the MMO

(Note that there are particular conditions for existing public and civil servants)

Salary

These posts are offered at a starting salary of £60 – 70k, more may be available for an exceptional candidate.

Pension

The post is pensionable.

You are eligible to join the Civil Service pension arrangements. We offer you a choice of 2 types of pension:

- Membership of the nuvos defined benefit occupational pension scheme, which is based on career average pensionable earnings i.e. for each year of service. It has a membership contribution rate of 3.5%.
- Joining a partnership pension account, a stakeholder pension with an employer contribution based on your age. You do not have to contribute but if you do your employer will also match your contributions up to 3% of pensionable pay.

However, you do not have to join the Civil Service Pension arrangements - you may opt out and be covered instead by a personal pension or the State Second Pension (S2P).

Location

The post is based in Newcastle. Some travel within the UK will be required.

There is no relocation package.

Leave

Paid annual leave of 30 days per year plus 10.5 public and privilege holidays

Hours of work

42 over a 5 day week, including 1 hour per day paid meal break.

Expenses

Each Director will be reimbursed for all reasonable travel, accommodation and other expenses in accordance with the rules set out in the Staff Handbook (as amended from time to time), which are wholly, exclusively and necessarily incurred in relation to the performance of their duties and responsibilities.

Conditions for existing Civil/Public servants

Existing Civil Servants would have to resign from their current Civil Service post prior to taking up this post.

Pension arrangements for existing Civil/Public servants:

Following the establishment of the MMO, it is likely that the successful candidate would be eligible to rejoin the Civil Service Pension Scheme as the MMO has been accepted in principle into the Civil Service Pension Scheme. The pension guidance states:

For rejoiners who were in were in classic, classic plus, premium or nuvos and who join your organisation after a break of no more than 28 days in CSP employment, except those who left under:

- *redundancy*
- *normal retirement or actuarially reduced retirement*
- *early (flexible or compulsory) retirement*
- *ill health retirement*

You will be covered by the Civil Service pension arrangements during this appointment. You will rejoin the pension scheme that you recently left.

We suggest candidates speak direct to their pension administrator in order to satisfy themselves about the effects on his / her pension.

How to Apply and Indicative Timetable

To apply please send a comprehensive CV including details of your achievements in each role, and including details of two referees, one of whom should be your current or most recent employer. Referees will not, of course, be contacted without your prior consent.

Please also include a supporting statement that fully addresses the essential criteria and competencies in the relevant job description. Other criteria will be explored during the remaining parts of the selection process.

Please quote the relevant reference as shown below on your application:

- 10009** – Director of Finance and Corporate Services
- 10011** – Director of Evidence, Analysis and Strategic Development
- 10012** – Director of Operations
- 10013** – Director of External Relations.

The closing date for these positions is **Friday 11th December 2009**.

Applications should be emailed to: june.lawson@veredus.co.uk

Alternatively, applications can be posted to:

June Lawson
Veredus Executive Resourcing
West Riding House
Albion St
Leeds
LS1 5AA

Veredus Executive Resourcing will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

Applications from people with disabilities are actively encouraged and a guaranteed interview scheme for disabled people is operated (as defined by the Disability Discrimination Act 1995), for those who meet the minimum essential experience criteria for this appointment set out in the earlier section. You will then be guaranteed an invitation to an initial interview with Veredus. If you qualify for this scheme please make this clear in your supporting statement. Please also advise us of any special arrangements for interview you will require, to enable us to make the appropriate arrangements

Queries

For an informal, confidential discussion about this role please call either Nick Roberts on 0870 190 4310 (Refs 10009 and 10012), Jim Morris on 0870 190 4349 (Refs 10011 and 10013) or Rupert Gibb on 020 7932 4217.

Expenses

Travelling expenses will be reimbursed to candidates who are required to travel a significant distance to attend interview.

Indicative Timetable

| | |
|--|---|
| Advert appears | Sunday 22 nd November |
| Closing date | Friday 11th December |
| Long List Meeting | Friday 18th December |
| Preliminary interviews | w/c 4th January 2010 and w/c 11 th January 2010 |
| Short List Meeting | w/c 18th January |
| References and assessment | w/c 18th January |
| Final Panel - Director of External Relations | 26th January |
| Final Panel – Director of Evidence, Analysis and Strategic Development | 27 th January |
| Final Panel – Director of Finance and Corporate Resources | 28 th January |
| Final Panel – Director of Operations | 29 th January |

Please note that these dates have the potential to change throughout the process; any updates will be reflected on this site.

Advertisement

Executive Directors

£60 - £70k + bonus and competitive pension • Newcastle

The Marine Management Organisation (MMO) is the new Non Departmental Public Body responsible for the sustainable development of the marine environment through marine planning, licensing, fisheries management and enforcement. Following the appointment of its first Chair, Christopher Parry, we are now looking to appoint four Directors to the organisation's executive divisions.

In each of these roles we are looking for exceptional leaders, with a reputation for delivery and a track record of success in working effectively with a complex range of stakeholders. This will be matched by an ability to build strong teams, a collegiate approach and the professionalism that instils confidence at key levels. All of these posts will report directly to the Chief Executive.

Director of Finance and Corporate Services

Combines responsibility as the Finance Officer for the MMO with leadership of a group of team leaders who provide operational support to the organisation. Specialist areas, some of which will incorporate shared services, include HR and personal/professional development; financial control; IT and legal provision. The Directorate will also incorporate an active, engaged internal communications cell. Ref: 10009.

Director of External Relations

Leads a division that comprises three separate, but closely related functions that maintain productive and mutually beneficial links with partners. One team deals with all aspects of communications, information and media activities; another provides the secretariat and mechanisms to support the Board and senior leadership and ensure MMO accountability to its sponsors; a third is constituted to harmonise and energise the relationships with our extensive range of delivery partners and customers. Ref: 10013.

Director of Evidence, Analysis and Strategic Development

Responsible for heading teams that collect, assess and interpret all-source material to inform the evidence-base and leading-edge thinking required to support and justify MMO decision-making. The division will also be the repository of the organisation's corporate memory, and, through horizon-scanning and understanding of future issues, will underpin strategic development. Ref: 10011.

Director of Operations

Heads the largest division in numerical terms and is responsible for the customer-focused delivery and services, including operational control of the MMO's Coastal Offices and the smooth functioning and development of planning and licensing functions. Ref: 10012.

To find out more about each of these roles and to apply, please visit www.mmjobs.co.uk or www.veredus.co.uk quoting the appropriate reference number. Alternatively for an informal and confidential discussion please call either Nick Roberts on 0870 190 4310 (Refs: 10009 & 10012), Jim Morris on 0870 190 4349 (Refs: 10011 & 10013) or Rupert Gibb on 020 7932 4217.

Closing date for applications is Friday 11th December 2009.

We are committed to improving the diversity of public bodies and welcome applicants irrespective of race, ethnic or national origin, sex, marital status, disability, sexual orientation, religion or belief, age or gender re-assignment. We would particularly welcome interest from under-represented groups, for example: women, members of Black and Minority Ethnic communities; and disabled people. These appointments will be governed by the principle of public appointments based on merit and transparency of process.

VEREDUS



HM Government

