

MANAGING DIRECTOR ROLES AND RESPONSIBILITIES

Reporting To: CDO

Role Purpose

The Managing Director of Flush - Line Group is responsible for the overall leadership, performance, governance, compliance, commercial management, and operational delivery of the business.

The Managing Director must ensure that Flush - Line Group operates as a safe, compliant, financially controlled, customer-focused, and well-led business within ST Group.

The role carries direct accountability for ensuring that all drainage, flushing, maintenance, service delivery, operational response, and associated works are delivered safely, professionally, commercially, and in line with client expectations, contractual obligations, statutory requirements, environmental standards, and ST Group policies.

Overall Accountability

The Managing Director is accountable for ensuring that Flush - Line Group:

- delivers agreed business, operational, financial, and strategic objectives;
- operates in line with ST Group policies, procedures, values, and governance standards;
- complies with all legal, regulatory, contractual, health and safety, environmental, quality, transport, waste, and employment obligations;
- maintains strong commercial control across pricing, procurement, service delivery, project works, invoicing, debt, cashflow, and margin protection;
- delivers drainage, flushing, maintenance, and associated services to the required safety, service, environmental, and quality standards;
- has competent leadership, management, supervision, administration, operational, commercial, and field-based workforce capability;
- manages operational, commercial, vehicle, equipment, safety, environmental, client, and reputational risk effectively;
- escalates material concerns without delay;
- protects the reputation, assets, clients, employees, and commercial interests of Flush - Line Group and ST Group.

Key Responsibilities

Business Leadership and Strategic Direction

The Managing Director is responsible for setting the business direction for Flush - Line Group in line with ST Group's wider objectives.

This includes responsibility for:

- developing and delivering the business plan for Flush - Line Group;
- setting clear commercial, operational, safety, environmental, quality, people, and client service objectives;
- identifying sustainable growth opportunities within drainage, flushing, maintenance, reactive works, planned works, and associated service markets;
- ensuring the business remains competitive, responsive, commercially disciplined, and operationally effective;
- ensuring senior managers understand business priorities and are held accountable for delivery;
- making decisions that support long-term business performance and protect ST Group's interests;
- maintaining visibility across key clients, contracts, service performance, operational risks, financial performance, and business opportunities.

Operational and Service Delivery

The Managing Director is responsible for ensuring effective operational delivery across all Flush - Line Group services.

This includes responsibility for:

- overseeing day-to-day service delivery, planned works, reactive works, maintenance activities, and project-based operations;
- ensuring work is properly planned, scheduled, resourced, supervised, and controlled;
- ensuring operational teams have the labour, vehicles, equipment, tools, materials, permits, technical information, and management support needed to deliver effectively;
- ensuring services are delivered safely, efficiently, on time, within budget, and to the required quality and service standard;
- monitoring response times, productivity, service failures, client feedback, complaints, rework, repeat visits, asset utilisation, and operational performance;
- ensuring operational issues are identified early and managed before they become commercial, safety, environmental, or reputational risks;
- ensuring appropriate controls are in place for job allocation, scheduling, field reporting, completion records, customer communication, waste handling, equipment use, and job close-out.

Drainage, Flushing and Maintenance Standards

The Managing Director is responsible for ensuring Flush - Line Group maintains appropriate technical and service standards across all drainage, flushing, cleaning, maintenance, and associated works.

This includes responsibility for:

- ensuring work is carried out in line with applicable legislation, industry standards, client requirements, site rules, method statements, specifications, and contractual obligations;
- ensuring competent supervision and technical oversight are in place for all operational activities;

- ensuring drainage, flushing, jetting, cleaning, maintenance, inspection, and associated works are performed safely and effectively;
- ensuring quality assurance and job completion processes are followed and documented;
- ensuring service failures, repeat issues, defects, complaints, and technical concerns are investigated and corrected promptly;
- ensuring lessons learned from operational or client issues are captured and applied to future service delivery.

Health, Safety and Environmental Leadership

The Managing Director is responsible for visible leadership of health, safety, and environmental standards across Flush - Line Group.

This includes responsibility for:

- ensuring compliance with health and safety legislation, environmental requirements, waste requirements, transport requirements, client standards, site rules, and ST Group procedures;
- ensuring safe systems of work are implemented and followed across all operations;
- ensuring risk assessments, method statements, permits, toolbox talks, inspections, training, briefings, and supervision are suitable and effective;
- ensuring specific operational risks are properly managed, including high-pressure jetting, confined spaces, manual handling, slips and trips, working near live services, working in public areas, traffic management, lone working, biological hazards, chemicals, contaminated water, plant and equipment, vehicles, lifting, and emergency response work;
- ensuring environmental risks are managed, including waste transfer, disposal records, spill control, water discharge, pollution prevention, chemical handling, contaminated materials, noise, odour, and site housekeeping;
- ensuring incidents, near misses, unsafe acts, unsafe conditions, environmental events, spills, pollution risks, and compliance concerns are reported, investigated, and escalated;
- ensuring corrective actions are completed and monitored;
- ensuring managers, supervisors, operatives, drivers, subcontractors, and suppliers understand and discharge their health, safety, environmental, and waste responsibilities;
- promoting a strong safety culture where work stops if it cannot be done safely.

Financial Management and Commercial Control

The Managing Director is responsible for the financial and commercial performance of Flush - Line Group.

This includes responsibility for:

- managing revenue, budgets, costs, margins, cashflow, forecasts, debt, and profitability;
- ensuring accurate financial reporting is provided to ST Group;
- ensuring pricing, quotations, tenders, contracts, service rates, scope, exclusions, mobilisation assumptions, plant and vehicle costs, labour costs, and commercial risks are reviewed before commitment;
- ensuring procurement is controlled and aligned with approved budgets and Group processes;

- ensuring job costs, labour costs, vehicle costs, plant and equipment costs, materials, subcontractors, waste disposal costs, variations, claims, applications for payment, invoicing, credit control, and final accounts are properly managed;
- ensuring commercial risks are identified, documented, and escalated promptly;
- ensuring the business does not enter into commitments outside delegated authority;
- ensuring poor margin performance, delayed payment, disputed invoices, contractual notices, client disputes, and bad debt risks are escalated to the appropriate Group function.

Operational Governance and Reporting

The Managing Director is responsible for ensuring effective operational governance across Flush - Line Group.

This includes responsibility for:

- ensuring contract reviews, job reviews, operational meetings, and financial reviews are completed at appropriate intervals;
- ensuring performance is reviewed against service levels, programme, cost, quality, safety, environmental, labour, vehicle, equipment, productivity, and commercial targets;
- ensuring accurate reporting is provided to ST Group on operational performance, client performance, financial performance, resource requirements, equipment needs, safety matters, environmental issues, and business risks;
- ensuring key operational and commercial decisions are documented and auditable;
- ensuring management information is accurate, timely, and capable of supporting effective decision-making;
- ensuring any material operational, financial, client, or compliance risk is escalated without delay.

People Leadership and Workforce Management

The Managing Director is responsible for leading the people agenda within Flush - Line Group in line with ST Group standards.

This includes responsibility for:

- ensuring the business has the right leadership, management, supervision, administration, commercial support, and field-based workforce capability;
- ensuring effective workforce planning across management, scheduling, operations, supervision, engineering, driving, administration, commercial, and support functions;
- ensuring recruitment, onboarding, induction, training, competence, and development are properly managed;
- ensuring managers lead fairly, consistently, and in line with ST Group policies and employment law;
- ensuring performance, conduct, absence, grievance, disciplinary, capability, probation, welfare, working time, driving hours, and fatigue matters are addressed promptly and appropriately;
- ensuring the People function is involved before formal employee relations action is taken;
- promoting a respectful, inclusive, professional, customer-focused, and high-performing culture;

- supporting retention, succession planning, and leadership development across the business.

Competence, Training and Supervision

The Managing Director is responsible for ensuring that all employees, managers, supervisors, operatives, drivers, and subcontractors are competent for the work they perform.

This includes responsibility for:

- ensuring competence requirements are identified for drainage, flushing, jetting, confined space work, waste handling, vehicle operation, equipment use, site supervision, customer-facing work, and emergency response activities;
- ensuring statutory, technical, safety, environmental, waste, transport, client-required, and role-specific training is completed and maintained;
- ensuring supervisors and managers have the skills, experience, authority, and support required to control work safely and effectively;
- ensuring records of competence, qualifications, authorisations, training, inductions, licences, and certifications are maintained;
- ensuring any competence gaps are addressed through training, supervision, recruitment, mentoring, or redeployment;
- ensuring subcontractors and labour suppliers meet the required competence and compliance standards.

Client, Customer and Stakeholder Management

The Managing Director is responsible for maintaining strong and professional relationships with clients, customers, contractors, consultants, suppliers, subcontractors, landlords, occupiers, public authorities, and other key stakeholders.

This includes responsibility for:

- ensuring client and customer expectations are understood, managed, and delivered;
- ensuring the business communicates professionally and protects ST Group's reputation;
- ensuring complaints, disputes, service failures, property concerns, environmental concerns, defects, or client issues are investigated and resolved appropriately;
- ensuring contractual obligations and service level expectations are understood and complied with;
- ensuring commercial or reputational risks arising from client, customer, or stakeholder relationships are escalated;
- identifying opportunities for repeat work, contract renewals, framework participation, client development, and strategic growth.

Supply Chain, Vehicle, Equipment and Procurement Management

The Managing Director is responsible for ensuring that procurement, vehicles, equipment, and supply chain activity are properly controlled.

This includes responsibility for:

- ensuring suppliers, subcontractors, labour providers, vehicle providers, plant providers, waste carriers, disposal facilities, and specialist contractors are selected, approved, managed, and reviewed in line with ST Group requirements;
- ensuring procurement decisions are commercially sound and properly authorised;
- ensuring supply chain partners meet safety, quality, environmental, waste, technical, insurance, financial, and compliance requirements;
- ensuring subcontractor and supplier performance is monitored and managed;
- ensuring vehicles, plant, tools, and equipment are suitable, inspected, maintained, serviced, certificated, and used safely;
- ensuring vehicle and equipment availability, utilisation, maintenance, defects, inspections, and replacement needs are properly controlled;
- ensuring material availability, waste disposal arrangements, permits, lead times, technical approvals, and procurement risks are properly managed;
- ensuring poor supplier, subcontractor, labour, vehicle, plant, equipment, or disposal facility performance is addressed promptly.

Quality Assurance and Continuous Improvement

The Managing Director is responsible for driving quality, reliability, customer service, and continuous improvement across Flush - Line Group.

This includes responsibility for:

- ensuring quality and service standards are defined, communicated, monitored, and enforced;
- ensuring job records, completion reports, waste records, service records, inspection records, photographs, customer sign-offs, and handover documents are completed correctly;
- ensuring repeat visits, customer complaints, service failures, rework, non-conformances, poor workmanship, and repeated operational issues are investigated;
- ensuring corrective and preventative actions are implemented;
- ensuring lessons learned are shared across teams and embedded into future delivery;
- ensuring the business pursues continuous improvement in safety, service quality, responsiveness, productivity, vehicle utilisation, client service, environmental management, and commercial performance.

Legal, Regulatory and Contractual Compliance

The Managing Director is responsible for ensuring the business complies with applicable legal, regulatory, contractual, and Group requirements.

This includes responsibility for:

- ensuring compliance with employment, health and safety, environmental, waste, transport, construction where applicable, data protection, anti-bribery, modern slavery, tax, payroll, right to work, immigration, working time, and equality obligations;
- ensuring contractual obligations and service commitments are understood before works commence;
- ensuring licences, waste documentation, permits, insurances, accreditations, vehicle requirements, and statutory obligations are maintained where applicable;
- ensuring legal or contractual disputes are escalated promptly;

- ensuring statutory notices, claims, disputes, enforcement action, regulatory contact, environmental complaints, or threatened legal action are reported to the appropriate Group function;
- ensuring the business does not expose ST Group to avoidable legal, financial, regulatory, environmental, or reputational risk.

Risk Management

The Managing Director is responsible for identifying, assessing, managing, and escalating risk across Flush - Line Group.

This includes responsibility for:

- maintaining oversight of operational, commercial, financial, legal, health and safety, environmental, waste, transport, employment, client, customer, supply chain, vehicle, equipment, and reputational risks;
- ensuring risks are considered at tender, pricing, mobilisation, scheduling, delivery, completion, and job close-out stages;
- ensuring high-risk matters are escalated to ST Group without delay;
- ensuring appropriate controls are implemented and monitored;
- ensuring risk management forms part of business planning, operational reviews, contract reviews, management meetings, and day-to-day decision-making.

Culture, Conduct and Leadership Standards

The Managing Director is expected to lead by example at all times.

This includes responsibility for:

- acting with integrity, professionalism, fairness, and accountability;
- promoting a culture of respect, safety, service quality, customer care, environmental responsibility, collaboration, and commercial discipline;
- addressing inappropriate behaviour, poor performance, unsafe practices, non-compliance, poor customer service, and poor management standards;
- ensuring managers understand that leadership includes accountability for people, safety, delivery, cost, quality, customer service, environmental standards, and conduct;
- supporting collaboration across ST Group and avoiding silo working;
- protecting the reputation and interests of Flush - Line Group and ST Group.

Interface with ST Group Functions

The Managing Director must work constructively with ST Group functions. Group functions provide support, advice, assurance, consistency, and governance. The Managing Director remains accountable for delivery within Flush - Line Group.

People Function

The Managing Director must work with the People function on:

- recruitment and onboarding;

- contracts and employment documentation;
- employee relations;
- disciplinary, grievance, capability, absence, probation, redundancy, dismissal, and settlement matters;
- working time, fatigue, driving-related workforce issues, and welfare matters where relevant;
- performance management;
- training, development, competence, succession, engagement, and culture;
- employment law compliance and HR policy implementation.

Finance Function

The Managing Director must work with the Finance function on:

- budgets;
- forecasts;
- management accounts;
- payroll information;
- cashflow;
- cost control;
- invoicing;
- debt and credit control;
- financial reporting;
- approval processes;
- financial governance.

Commercial Function

The Managing Director must work with the Commercial function on:

- pricing;
- quotations;
- tender review;
- contract review;
- scope, exclusions, and service assumptions;
- procurement;
- applications for payment;
- invoicing queries;
- variations;
- final accounts;
- claims;
- disputes;
- margin protection;
- commercial reporting.

Health and Safety Function

The Managing Director must work with the Health and Safety function on:

- health and safety policy;
- site inspections;

- audits;
- incident reporting;
- investigations;
- risk controls;
- training and competence requirements;
- safe systems of work;
- statutory and client compliance;
- corrective actions;
- confined space, jetting, traffic, vehicle, and emergency response risks where relevant.

4.5 Compliance and Governance Support

The Managing Director must work with Group compliance and governance support on:

- policy implementation;
- accreditations;
- legal escalation;
- data protection;
- insurance;
- environmental and waste compliance;
- vehicle and transport governance where relevant;
- anti-bribery and corruption;
- modern slavery compliance;
- right to work compliance;
- audit and assurance.

Delegation

The Managing Director may delegate duties to directors, senior managers, operations managers, service managers, supervisors, schedulers, commercial managers, administrators, or other competent employees.

However, delegation does not remove accountability.

The Managing Director remains responsible for ensuring that:

- delegated duties are clear;
- individuals are competent and appropriately supported;
- authority levels are understood;
- performance is monitored;
- risks are escalated;
- ST Group policies and procedures are followed;
- corrective action is taken where standards are not met.

Matters Requiring Escalation

The Managing Director must escalate the following matters to ST Group or the appropriate Group function without delay:

- serious health and safety incidents, near misses, unsafe conditions, or unsafe systems of work;
- environmental incidents, spills, pollution risks, waste concerns, or regulatory contact;
- vehicle incidents, equipment failures, or transport compliance concerns with material risk;
- legal claims, threatened claims, contractual disputes, enforcement action, or significant complaints;
- significant client or customer complaints, service failures, or reputational concerns;
- material financial underperformance, cashflow concerns, bad debt risk, or cost overruns;
- major operational failures, repeated service failures, defects, non-conformances, or commercial exposure;
- disputed invoices, non-payment, claims, final account issues, or contractual notice issues;
- employee grievances, disciplinary matters, dismissals, redundancies, whistleblowing, discrimination, harassment, bullying, or protected disclosures;
- suspected fraud, theft, bribery, corruption, dishonesty, or gross misconduct;
- data breaches, confidentiality breaches, or cyber concerns;
- any matter likely to affect ST Group's finances, legal position, reputation, compliance, environmental standing, safety performance, or operational continuity.

Authority and Decision-Making

The Managing Director is expected to make decisions that are commercially sound, legally compliant, and aligned with ST Group governance.

The Managing Director must:

- act within approved delegated authority levels;
- obtain approval before entering into material commitments, contracts, settlements, high-risk arrangements, or expenditure outside authority;
- ensure decisions are documented and capable of audit;
- avoid exposing the business or ST Group to unmanaged risk;
- seek advice from the relevant Group function where specialist input is required;
- ensure operational, commercial, environmental, and safety decisions are made by competent persons with appropriate authority.

Expected Outcomes

The Managing Director will be expected to demonstrate that Flush - Line Group:

- operates safely, legally, and responsibly;
- delivers services to the required safety, environmental, quality, and customer service standards;
- achieves agreed financial and commercial targets;
- manages planned and reactive works effectively and professionally;
- maintains strong client, customer, supplier, and stakeholder relationships;
- manages people fairly and consistently;
- maintains a competent and properly supervised workforce;
- manages vehicle, equipment, environmental, waste, operational, and commercial risk effectively;
- escalates risk promptly;
- follows ST Group governance and approval processes;
- protects the reputation and interests of the business and ST Group.

Review

This document may be reviewed and updated to reflect changes in business structure, role requirements, ST Group governance, legislation, client requirements, operational needs, or commercial priorities.

The Managing Director is expected to read, understand, and comply with this document.

Failure to meet the responsibilities set out in this document may result in review of authority, performance management, disciplinary action, or other appropriate business action, depending on the circumstances.

Acknowledgement

I confirm that I have read and understood the roles and responsibilities set out in this document.

I understand that, as Managing Director of Flush - Line Group, I am accountable for the leadership, performance, compliance, people management, commercial control, risk management, safety, environmental standards, service quality, and operational effectiveness of the business.

Name: _____

Role: Managing Director

Business: Flush - Line Group

Signature: _____

Date: _____