

ROLE PROFILE – June 2009.

Title Reports to Pay Grade	Executive Director – Business Development Group Executive Director – Operations Directorate Executive Lower	Department Directorate Location	Executive Board Operations Remote-office in G’Ford
Role and context	Need to do	Role Capabilities	Key Competencies
<p>Purpose Ensure deep reach and penetration into the business community across the SE of the broad range of statutory and non-statutory Business Programmes run by the Agency to achieve priority strategies for primary growth sectors</p> <p>Ensure high quality accessibility of all our business support programmes across all parts of the region; and appropriate referral mechanisms are put in place to allow seamless follow-on specialist forms of support.</p> <p>Ensure the smooth transition to a single BL contract maximising efficiencies and ROI for public expenditure.</p> <p>Ensure appropriate enterprise, leadership and management skills programmes are delivered in line with the needs of businesses in the SE.</p> <p>Ensure that the Agency’s specialist business services and engagement activities (e.g. CESS, Tourism, 2012, MAS and Designing Demand programmes) as well as the Innovation and Business Finance activities (collaborative R&D, Grants, Knowledge Transfer and IGT) are delivered effectively in partnership with recognisable value added impact.</p> <p>Ensure that delivery of Business Programmes support the broader activities of the Agency in key priority places and in key sectors and clusters relevant to enhance the international competitiveness of the region.</p> <p>Foster and develop a new high performing team as part of the Operations Group with close linkages to the new Strategy & Support Group.</p> <p>Forge closer productive linkages to relevant regional and national institutions and delivery partners.</p> <p>Demonstrate to Whitehall and regional partners significant Strategic Leadership within the full range of business activities in order to promote and foster regional competitiveness. Bring influence to bear in the design and development of new programmes and approaches to business support whether mandated from Whitehall or from European opportunities.</p> <p>Strategically re-position the Agency’s business interventions. Champion</p>	<p>Key Outputs Increase the level of penetration of business programmes across the SE by 25%</p> <p>Improve diversity and accessibility of the range of business support programmes with seamless referrals to specialist forms of further support, some of which may be sector specific delivered by the Agency and by others.</p> <p>Maximise the return on public investment through the transition from 6 to 1 BL contracts, demanding greater output and outcomes for the region while improving KPIs.</p> <p>Relate our skills, management and leadership investment directly to the needs of businesses in the region’s growth sectors to provide a greater level of ROI.</p> <p>Communicate effectively to partners the new focus of the organisation, aligned to the ‘productivity and competitiveness’ agenda, tightly defined to support the sustainable competitiveness of the South East’s business base.</p> <p>Create new deeper partnerships with HEIs and R&D facilities with business to significantly improve the extent of knowledge transfer between these groups.</p> <p>In support of targeted place-based economic development plans, flex the delivery of the Agency’s Business Programmes to support partner aspirations in identified priority places and in key sectors & clusters by up to 30%.</p> <p>Lead, resource and create a new high performing team simultaneously maintaining ‘business as usual’ in existing contracts while developing new innovative delivery</p>	<p>Key Performance Indicators - Programmes with clear and increasing outputs/outcomes directly related to GVA</p> <p>- International acknowledgement of activities and measurement of reputation against performance of globally renowned ‘best in class’ regions</p> <p>- Partner/stakeholder feedback</p> <p>- Transition programmes objectives satisfied</p> <p>Qualifications - Educated to degree level with direct experience of a senior role within large public and or /private sector organisations</p> <p>Knowledge/Experience Clear evidence of experience in leading a high performing development agency and/or private sector business;</p> <p>A strong policy based background with evidence of developing and /or managing relevant programmes</p>	<p>People: achieves results with others Insight: Energizes others to stretch and shine, and gives credit for a job well done Judgment Has a well-earned reputation for attracting and retaining the best people – people who have stayed with us and grown in their roles Influence Is visible and accessible, and is highly effective at mentoring individuals and teams</p> <p>Connects with partners/ stakeholders and embraces different points of view Inclusive Empathetic, and thinks about the needs of customers and colleagues around the world when making business decisions Curious Uses personal networks and constantly seeks ways of getting closer to customers Responsive: Puts the customer at the heart of the business and creates the best possible customer experience</p> <p>Uses business acumen to make smart decisions Drive Real self starter,</p>

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<p>regional strategic direction with major businesses and other external bodies at top levels to encourage support for SEEDA’s agenda and foster good relations and influence decision making.</p> <p>Manage the Transition Team to bring about closure of activities no longer forming the core delivery role of the Agency, and transition across programmes into the organisation where appropriate.</p> <p>Celebrate the success of these programmes and projects delivered by the Agency, ensuring appropriate recognition for the impact they have, enhancing and protecting the reputation of the Agency through withdrawal and closure.</p> <p>Work as part of the Executive Board to act as a leader of Change both within SEEDA and beyond with partners. Through their behaviours and experience quickly establish credibility with partners and customers for the activities delivered by the re-focused Agency.</p> <p>Context The ED for Business Development role sits on Executive Board and reports to the Operations Group ED. Its purpose is to drive the Business and Transition Programme interventions, ensuring these are delivered with maximum impact aligned to Business Plans and the RES. This post also champions the Organisational Change programme, working as part of the Executive Board</p> <p>Relationships Business leaders in the UK and also with other partners such as the HEIs Leaders of the Global ‘Best in Class’ Economic Development organisations CEOs of the South East leading businesses Global, National and Regional Industry experts BERR, DCLG,, External Bodies and other RDAs SEEDA Main Board Executive Board Operations Committee/Gateway Group Strategy and Resources Directorate Internal Audit/Audit Committee and NAO</p>	<p>approaches and negotiating new contracts for delivery relevant to the needs of the business base of the SE.</p> <p>Demand improved delivery performance in our key partners through more robust contract negotiation and monitoring arrangements.</p> <p>Develop credible working relationships and negotiate with policy makers early in the design of new interventions solutions appropriate to the competitive needs of the SE. Ensure European delivery arrangements support the strategic direction set for the Agency, maximising the deployment of funds.</p> <p>Raise the profile and level of understanding of the Agency’s Business Programmes within the business community and with key influencers in the SE.</p> <p>Proactively develop and motivate a high performing Transition Team, building capacity in partners to facilitate and accelerate exit strategies appropriate to the needs of the business.</p> <p>Withdraw from a range of projects and programmes through developing a variety of exit strategies with external partners and bringing managed ordered closure to a wide range of activities no longer core to the business.</p>	<p>Comfortable with senior level figures in the Boardroom</p> <p>Knowledge and experiences of the South East regional economy, structure and dynamics within a context of government and EC policy on economic and social development</p> <p>Experience of developing innovative solutions to delivering sustainable economic development in complex environments</p> <p>Clear understanding of public accountability and how NDPBs and central government relate to each other in terms of the use of public sector finances.</p> <p>Excellent understanding across a range of economic development interventions.</p> <p>Dimensions - Annual Budget of up to £60m - 7 teams, incorporating up to 100 personnel, with up to 3 direct reports - Delegated legal document signatory</p>	<p>entrepreneurial, widely respected with huge personal credibility Knowledge: Constantly challenges the status quo; thinks ‘How can we do this differently and better?’ Experience: Strong sense of self, secure in role, takes personal accountability for big decisions. Leads by example, delegating effectively across the team</p> <p>Works across boundaries Creative Anticipates trends, acts on hunches, challenges norms Strategic: Takes a bird’s eye view – looks for ways to soar – and then makes it happen Smart Spots opportunities to exploit the ‘market space’ between the businesses</p> <p>Performance Results driven: Strong sense of self, secure in role, takes personal accountability for big decisions. Leads by example and achieves results and improvement for the business through the team and their own actions</p>