

ROLE PROFILE – June 2009

<p>Title Reports to Pay Grade</p>	<p>Group Executive Director – Operations Directorate Chief Executive Executive</p>	<p>Department Directorate Location</p>	<p>Executive Board Operations Remote, office in Guildford</p>
<p>Role and context</p>	<p>Need to do</p>	<p>Role Capabilities</p>	<p>Key Competencies</p>
<p>Purpose Create a new Operations Group within the Agency, focused on targeted value added business interventions with a direct and measurable impact on GVA growth.</p> <p>Create teams to deliver the range of statutory and non statutory business programmes alongside teams targeting relevant sectors and clusters forging closer linkages to national and international businesses and relevant institutions.</p> <p>Within the Group create high performing business focused teams with close linkages to the new Strategy & Resources Group.</p> <p>Direct all the business teams, with input from the Strategy & Resources Group, to design and deliver expert interventions and expert deal-making assembling the necessary resources required from within the Agency and beyond, drawing on international best practice.</p> <p>Oversee the activities undertaken by the ED Business Development to ensure broad strategic coherence and integration across the activities within the Group, including leading the management of the Transition Team to bring about managed closure of activities no longer forming the core delivery role ,or transition across into the organisation where appropriate</p> <p>Ensure the Agency's international activities are positioned within globally competitive context with interventions and relationships targeted to the needs of the SE.</p> <p>Ensure deep penetration with the most strategically important employers within the region, and develop close relationships with their parent companies overseas as appropriate.</p> <p>Develop relationships with our key delivery partners, HEIs, and R&D facilities in order to maximise the competitive advantage of the SE from the knowledge and asset base of the region.</p> <p>Demonstrate internationally, to Whitehall, regional partners and beyond Strategic Leadership and excellence in delivery of</p>	<p>Key Outputs Add £200m per annum to GVA in the region through relevant economic development opportunities offered by businesses within the SE in key sectors nationally and internationally.</p> <p>Apply key learning within SEEDA based on relevant policy interventions from international best practice; help forge within SEEDA a culture based around knowledge sharing and curiosity with a strong focus on delivering business and partner valued 'results'.</p> <p>Create, mentor and develop high performing competitive teams within the Group with the experience and skills to support the focus on business growth and regional competitiveness.</p> <p>Develop existing staff where appropriate and bring in resources from elsewhere in the UK and beyond with first hand knowledge and experience of designing and running relevant programmes.</p> <p>Identify those interventions both policy-based and practical most likely in the SE to maximise GVA growth.</p> <p>Ensure transition from small scale projects to scaleable and 'transformational' type activities in new programmes with clear causal links to GVA and business growth.</p> <p>Ensure all new physical interventions focus exclusively on business critical infrastructure, drawing on international best practise to support the needs of our key businesses, to bring about FDI, and support improved productivity and competitiveness of local businesses.</p> <p>Drive relationships with the top 2000 strategically important business organisations</p>	<p>Key Performance Indicators - Robust programmes with clear outputs/outcomes adding 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>- Knowledge of global business trends and interventions.</p> <p>- Comfortable with senior level figures in the Boardroom.</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, entrepreneurial, widely respected with huge personal credibility Knowledge: Constantly challenges the status quo;</p>

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<p>interventions and deal-making across the broad range of business activities.</p> <p>Strategically reposition the Agency's interventions. Champion 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>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 and leading on Operations Committee, quickly establish credibility with partners and customers for the activities of the re-focused Agency.</p> <p>Context The Group ED – Operations role is to lead on all Operational delivery interventions, ensuring these are aligned to the annual Business Plans and the RES. This post is also champion of the Organisational Change programme, working as part of the Executive Board</p> <p>Relationships Business leaders in the South East and internationally 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 BERR, DCLG, NAO and other RDAs Global, National and Regional Industry experts SEEDA Main and SEEDA Executive Boards Strategy and Support Directorate Gateway Group Internal Audit/Audit Committee and NAO</p>	<p>within the region.</p> <p>Create new deeper partnerships with HEIs and R&D facilities with business to significantly improve the extent of the knowledge transfer between these groups.</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.</p> <p>Raise the profile and level of understanding of the Agency's activities within the business community and with key influencers in the SE.</p> <p>In support of targeted place-based economic development plans, deliver interventions to support partner aspirations in identified priority places and in key sectors for business growth and competitiveness.</p> <p>Drive performance of agency through management of the Operations Committee, giving clear direction through the monitoring of key performance indicators.</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, both nationally and internationally 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</p> <ul style="list-style-type: none"> - Annual Budget of c£115m - 14 teams, incorporating 134 personnel, with 6 direct reports - Delegated legal document signatory 	<p>thinks 'How can we do this differently and better?'</p> <p>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>