

ROLE PROFILE – June 2009

Title Reports to Pay Grade		Group Executive Director – Strategy and Resources Directorate Chief Executive Executive	Department Directorate Location	Executive Board Strategy & Resources Remote, office in Guildford
Role and context		Need to do	Role Capabilities	Key Competencies
Purpose Provide Strategic Leadership to drive the new organisation focused on strategic interventions to deliver the broad economic requirements of the region and industrial activism around key business, linked via strong public/private relationships to achieve SE productivity, competitiveness and growth into new markets. Through robust partner engagement with Area teams and through interventions delivered by the Operations Group, create greater coherence in the regional and sub-regional architecture around a single strategy; and coherence in balance of investment into and within the region (using SEEDA funding but more importantly others' funding) that achieves transformational action. Oversee the development and management of SEEDA's involvement in SPVs and JV that deliver against the place regeneration and economic sustainability agenda, aligning our focus to priority areas. As Group ED ensure strategic coherence and integration of activities and beyond to influence the Operations Group. To lead the corporate services activities of the Agency, ensuring new ways of working are deployed to secure efficiencies and greater effectiveness, culture of learning and effectiveness whilst maintaining a high quality level of service to the rest of the Agency. Ensure the Scrutiny and FOI functions of		Key Outputs Provide focus in implementing and embedding the new organisation, aligned to the 'productivity and competitiveness' agenda, tightly defined to support the sustainable competitiveness of the South East's people, businesses and relevant institutions. Drive relationships with the strategically important partners within the region and beyond, to achieve commonality of purpose and transformational impact, deploying all possible resources into and from the region to achieve transformational change. Deliver a Regional Strategy in partnership by June 2011, with an evidence Base and Key Issues ready for publication by June 2010 Develop the Strategy & Support Group to transform the economic understanding underpinning the strategic interventions adopted for and by the region; including providing Strategic Leadership to national, regional and sub-regional partners. Ensure that the translation of strategy to action demonstrates clear causality and evaluation captures learning for continual improvement. Develop and drive a European strategy that brings major investment into the region, influencing 'Brussels' particularly around the key sectors and in other areas vital to the South East's competitiveness, maximising EU grants in all relevant areas. Drive a proactive communications, public affairs and lobbying function providing high quality, timely and systematic service internally and externally on our role, successes and performance, engaging critical stakeholders such as CLG, BERR, Treasury, BIS, TSB DWP, LAs, HEIs, LAs; as well as key business champions. Create a 'Knowledge Management' central functions ensure the strengthening of our programme/ project processes and systems, raising the profile of internal	Key Performance Indicators - Quality of economic understanding and interpretation of data translated by the team and provided in a useful form for partners and applied internally to inform the design and development of our investment interventions. - Measurement of our reputation against globally renowned economic development agencies deemed 'best in class'. - Partner/stakeholder feedback - Media coverage and support. Qualifications Educated to degree level with direct experience of a senior role within large public and/or private sector organisations. Knowledge/Experience Clear evidence of leadership of delivery and change in a high performing organisation. A strong strategic and operational background with evidence of developing and/or managing relevant programmes. Comfortable with Ministers, senior national and local politicians, and senior business figures.	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 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 Uses business acumen to make smart decisions Drive Real self starter, 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

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the agency, draw on corporate intelligence and information and align with our strategic approach to communication. Work as part of the Executive Board, and to directly lead on the Change programme within SEEDA and beyond with partners. Through their experience, behaviours, and intellectual power, strengthening the strategic capacity and professionalism of all the teams in the Agency. Context The Group ED – Strategy and Support role is to lead on all strategic interventions, ensuring these are aligned to the annual Business Plans and the RES. This post leads of the Organisational Change programme, working as part of the Executive Board, and Chairs the Gateway Group Relationships BERR, DCLG, Treasury, DECC, BIS, TSB, DWP and other Whitehall Departments, their Agencies and other RDAs.. The EU Commission and other national governments Global, National, Regional and sub-regional Industry experts Regional Bodies and Local Authorities SEEDA Main and SEEDA Executive Boards Operations Directorate and Operations Committee Internal Audit/Audit Committee and NAO	mechanisms of assurance and control with robust and effective contract management against our core business focus, driving a 'business partnership' ethic. Drive proactive and effective marketing, government relations and communications of the Agency's strategically and operationally refocused purpose and its delivery successes, using advocates and transforming adversaries. Horizon scan for relevant technology and business developments relevant to the South East's businesses, measuring and regularly reporting back developments in other globally competitive regions. Develop and deliver deal-making strategies through area teams and the infrastructure JV, drawing on the expertise of the sector/cluster teams, in order to effectively deliver on competitiveness and productivity. With a clear focus on the 8 Diamonds for Investment & Growth and the 4 priority regeneration areas work with partners to prepare and deliver against their aspirations for sustainable economically successful places and their economic development plans. Lead the Gateway Group to ensure all programmes are aligned with the Agency's direction and focus, eliminating duplication and overlap between activities, wherever possible, ensuring fit with existing programmes, or place in a new one, and drive VFM and benefits realisation. Ensure the resources within the Group have the experience and skills to support the new agenda, developing existing staff where appropriate and resourcing from elsewhere in the UK and beyond those with first hand knowledge and experience of designing relevant interventions.	Knowledge and experiences of the South East regional economy, structure and dynamics within a context of government and EU policy on economic and social development. Experience of developing innovative solutions to delivering sustainable economic development, both nationally and internationally in complex environments. Clear understanding of public accountability and how NDPBs and central government relate to each other in terms of the use of public sector finances. Excellent understanding across a range of economic development interventions. Excellent understanding of corporate services, and their influence on the business agenda Dimensions - Annual Budget of c£25-30m - 12 teams, incorporating 139 personnel, with 6 direct reports - Delegated legal document signatory	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 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