

## Success profile



<b>Role Title</b>	Service Director – Economy Regeneration and Assets		
<b>Directorate</b>	Sustainable Growth and Development	<b>Service</b>	Economy, Skills, Assets and Regeneration
<b>Grade</b>	Grade 8	<b>Reports to</b>	Strategic Director – Sustainable Growth and Development
<b>JE Code</b>	9403	<b>Pension Scheme</b>	Local Government Pension Scheme
<b>DBS Required</b>	No	<b>Politically Restricted</b>	Specified
<b>Approving Manager</b>	Strategic Director – Sustainable Growth and Development	<b>Date</b>	April 2025

### Information about the role

<b>Role Purpose</b>	<p>As the Service Director for Economic Development, Assets, and Regeneration, you will play a pivotal role in shaping the future growth and prosperity of Cornwall. You will provide strategic leadership to drive economic development, manage and optimise the council’s property and asset portfolio, and lead regeneration initiatives that deliver sustainable and inclusive growth for communities, delivering the Council’s Good Growth Plan.</p> <p>You will form strong relationships with economy and business organisations and representatives. You will be the lead officer for the Cornwall and Isles of Scilly Economic Forum and Cornwall Council’s Growth Board.</p> <p>You will be the Council’s principle economic advisor and liaise with our MP’s, Council Members and government, to further the economic interests of Cornwall.</p> <p>The newly formed Economy and Skills service area will incorporate Property and Assets to support a stronger focus on regeneration, making the best use of our strategic assets and our capital programme to deliver good growth and great outcomes for the residents of Cornwall.</p>
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You will ensure that the Council's capital operating model is delivering outcomes in the most efficient and effective way as possible, reducing wherever possible layers of control and duplication, whilst providing strong grip and control. You will ensure an acceptable risk profile across the whole capital programme of the Council.

The role holder will be an integral member of Sustainable Growth and Development, Directorate Leadership Team and Council Leadership Team. You will be the Council's Corporate Landlord and you will work with public sector partners to lead on a One Public Sector Approach.

You will develop and implement a corporate approach to partnership working, both within Cornwall and beyond, identify opportunities to drive value and make savings from joint working and integrated commercial activity. You will work hand in hand with our wholly owned companies to maximise the capacity and capability for your programmes of work.

You will be successful in attracting investment into Cornwall, anticipating a pivot from structural grant funding to an approach that builds upon;

- Strong Place leadership for Cornwall and strong influence through regional partnerships.
- Developing a close relationship with national entities who share an alignment to our growth values, including but not exclusively Crown Estate and GB Energy.
- A global outlook, and a global, national and local search for investment.
- Making Cornwall a great place to invest with an alignment to strong local planning and a bespoke offer to investors and developers.
- Leveraging our assets to facilitate and drive investment and development based on a clear asset management strategy to achieve economic, social and environmental assets.
- Be the senior client for the Council's investment programme and support the effective working of the Capital Oversight Group working closely with the Chief Operating Officer / Section 151 officer.
- Encouraging growth of the workforce across Cornwall and commissioning investment in the skills and expertise people in Cornwall will need for the opportunity of a green and prosperous future based on the 4<sup>th</sup> industrial technology revolution.
- Working across the Council, with regional partners, and with government to facilitate the infrastructure needed to support economic growth including homes, connectivity and energy.
- Aligning Cornwall Council capital towards drawing in other investment for the infrastructure needed to support Good Growth.
- Lead the council's approach to business engagement, ensuring strong relationships with key stakeholders, investors, and government bodies.
- Developing clear target investor plans including the opportunities presented by a sustainable relationship with the Cornish diaspora

	<ul style="list-style-type: none"> <li>○ development of distinctive sector development and investment and a business support ecosystem that responds to economic need and opportunity.</li> </ul> <p>You will Lead on the strategic implementation and management of local growth and skills funding where Cornwall Council is designated as accountable body and lead on direct and commissioned delivery of good growth through bidding for appropriate programmes and grants.</p> <p>To be a visible member of the Council’s Corporate Leadership Team, SGD Directorate Leadership Team and lead the Service Senior Leadership Team, working collaboratively across the Council to deliver high levels of leadership and performance</p>
<b>Skills &amp; Experience</b>	<ul style="list-style-type: none"> <li>● Proven demonstrable experience in leading successful large scale and complex economic development in the public or private sector.</li> <li>● Proven demonstrable experience in leading a commissioning based service with a diverse range of Partners including our Companies: Corserv. Treveth and Celtic Sea Power.</li> <li>● Strong Commercial mindset to align our activity and commissioning to encourage economically beneficial partnerships with the private sector.</li> <li>● Significant evidence of strong strategic leadership skills including communication and stakeholder engagement skills</li> </ul>
<b>Financial accountability</b>	<p>Revenue: Circa £30m per annum. Capital: Circa £1.6bn</p>
<b>Leadership capabilities</b>	<b>Service Director</b>
Systems leader and navigator	<ul style="list-style-type: none"> <li>● Responsible for the development of outcome delivery plans for service areas that consider new ways of working with communities and partners.</li> <li>● Responsible for embedding an agnostic commissioning mindset across service areas to focus on delivering outcomes to communities.</li> </ul>
Political leadership and financial control	<ul style="list-style-type: none"> <li>● Responsible for ensuring the service delivers the political ambitions and desired outcomes set by cabinet and relevant portfolio holders.</li> <li>● Responsible for ensuring appropriate financial controls and value for money delivery within the Service area.</li> <li>● Responsible for providing service contributions to the business plan for Cornwall and embedding a commercial mindset in service practices.</li> </ul>
Co-production and community experience	<ul style="list-style-type: none"> <li>● Responsible for ensuring that Service outcomes and how they’re delivered are truly co-produced and owned by the people of Cornwall.</li> <li>● Responsible for ensuring that the service drives to continually improve satisfaction and outstanding experience for the people and communities of Cornwall and places a focus on outstanding delivery.</li> </ul>

Developing the future workforce	<ul style="list-style-type: none"> <li>• Responsible for the skills development of staff across the Service, identifying key areas where increased training and development is required.</li> <li>• Responsible for identifying and supporting the development of talent across Heads of Service and Service Managers.</li> <li>• Responsible for building leadership capabilities in Service Managers and Heads of Service.</li> </ul>
Leading change, learning and innovation	<ul style="list-style-type: none"> <li>• Responsible for providing the service application and delivery of the strategic vision for change.</li> <li>• Responsible for working across the service to embed cultural change and the transition towards the 'team Cornwall' approach.</li> <li>• Responsible for supporting the service to reflect honestly on practice and innovate methods and approaches in safe forums.</li> </ul>
Place-based leadership	<ul style="list-style-type: none"> <li>• Responsible for empowering service leadership to build strong networks and ways of working within localities.</li> <li>• Responsible for delivering the service model that sets out how services work in new ways in localities and communities.</li> </ul>
Inclusion and diversity	<ul style="list-style-type: none"> <li>• Responsible for ensuring that unlawful discrimination, harassment and victimisation is challenged within the service and that inappropriate behaviour is challenged.</li> <li>• Responsible for setting the vision for an inclusive working environment within the service where everyone is able to be themselves.</li> </ul>
Performance, quality and standards	<ul style="list-style-type: none"> <li>• Responsible for service performance and working with Heads of Service to address areas of underperformance.</li> <li>• Responsible for ensuring service compliance to regulatory guidance.</li> <li>• Responsible for ensuring that service teams follow Council policies and standards in relation to safeguarding and those at risk.</li> <li>• Responsible for ensuring service compliance to health and safety standards.</li> <li>• Responsible for considering service opportunities to reduce the carbon footprint of staff and suppliers.</li> </ul>
<b>Role-specific accountabilities</b>	<p>To successfully integrate, develop and lead the new service of Economy, Regeneration and Assets</p> <p>To line manage the Head of Economy, Head of Skills, Head of Property/Landlord Services/Strategic Assets and and Head of Capital Projects/performance and PFI</p> <p>To take a forensic approach to finding efficiency in all of our work.</p> <p>Be a great colleague, translating commitments and promises into delivery and real</p>

outcomes.

To ensure a positive culture within the CloS business community through effective two-way communication so that Good Growth Strategy can be seen to take account of the business community needs and opportunities and that the business community understand the strategy and its key priorities.

To build a strong partnership approach and develop a strategic alliance with Corserv, particularly in respect of the deployment of assets and our overall approach to asset management. Use the commercial approach and capacity of Corserv to build effective market engagement.

To take a person led approach to commissioning, being humble, pragmatic and relentlessly focused on the outcomes we need.

To advocate for and represent the interests of Cornwall and the Isles of Scilly regionally, nationally and beyond to secure investment that delivers long term benefits for its communities.

To create a lasting legacy through engaging partners and encouraging them to jointly work towards our strategy and vision.

To ensure a good relationship through clear communication and clarity of roles and responsibilities.

To manage commissioning activity within the open market where appropriate and oversee implementation.

To establish and develop customer feedback systems for the service ensuring feedback is taken into account in improving outcomes for residents, businesses, service users and communities.

To oversee the investment, implementation and performance arrangements to support the implementation of the Cornwall Growth Plan.

To have responsibility for programme management (including developed funds), performance management, contract management and Enterprise Zone Management.

Act as an ambassador for the Council, promoting and enhancing the authority's image, forming strategic alliances and developing effective working relationships on a local, regional and national basis.

To contribute strategically at an organisational wide level, through being a member of the Council Leadership Team, Directorate Leadership Team and Extended Leadership Group.