

## ROLE PROFILE

<b>Job Title:</b>	Executive Director Strategy and Inclusive Growth	<b>Job Code:</b>	TBA
<b>Directorate:</b>	Strategy and Inclusive Growth	<b>Version:</b>	0.3
<b>Reports to:</b>	Chief Executive	<b>Date Created:</b>	4 March 2024
<b>No. of direct reports:</b>	c.5	<b>Grade:</b>	Chief Officer
<b>No. of employees:</b>	TBC	<b>Budget:</b>	TBC

## JOB PURPOSE

At the East Midlands Combined County Authority (EMCCA) we're unlocking billions of pounds of investment for our region through our devolution deal with government.

Our newly elected Mayor will be a powerful voice on the national stage for the people of Derbyshire and Nottinghamshire, overseeing devolved powers around transport, housing, skills and adult education, economic development and net zero.

The East Midlands has a rich history and a diverse present on which to build a renaissance. Ambition and culture put us at the heart of the first industrial revolution - and it will put us at the centre of the next. We will make our region more prosperous, sustainable and fairer, helping our people and businesses to create and seize opportunities.

The Executive Director for Strategy and Inclusive Growth Directorate will lead a multi-functional directorate which in total acts as the core/central spine of the new organisation. It does this in two parts.

First, it will lead the strategic development of the new organisation's strategy, footprint and platform on behalf of the EMCCA Board and the Senior Leadership Team. This will include being the first port of call for new and mayoral strategic and policy priorities. This part of the function means leading the development of the EMCCA to operate coherently and collectively. You will have the vision, charisma and persistence to instil and embed the new operating principles, setting the strategic foundations of the new organisation's programme of work in its early years.

Second, it will lead on the regional economic agenda for the EMCCA including the integration of the D2N2 Local Enterprise Partnership functions. This will include leading the development of a regional economic strategy, developing and managing new economic policy interventions and programmes, some but not all will be focussed around the growing agendas on skills, business support and inward investment, and managing a new investment approach that paves the way for a single department-style settlement.

The mission will be to lead EMCCA's Strategy and Inclusive Growth Directorate to ensure long-term systemic impact by executing the specific requirements of 'the deal', which includes building a platform of future ambition and prioritising energy, sustainable places and regional innovation for intervention. Integrating the aims of the five delivery themes in the EMCCA Strategic Framework for maximum impact and setting out a high-level ambition for future devolution

The postholder will work closely with the Chief Executive, EMCCA Board and relevant committees in relation to their key areas of responsibility.

## OUR VALUES

We have proactively become a values-based organisation from the outset. In conjunction with our operational ethos emphasizing the importance of people, processes, and outcomes, we embrace continual improvement, and are guided by four core values supported by a behaviour framework:

**We Lift Our Region | We Work Together | We Make an Impact | We Are Human**

These values shape our culture, influence expected conduct, how we work and interact with each other and our stakeholders, fostering positivity, and supporting the achievement of our goals and progress together.

## ORGANISATIONAL LANDSCAPE

### **Our Mission**

We will be driven by our mission to ensure long-term systemic impact. Created by and for the benefit of our people, businesses, and places in the East Midlands area.

### **Our Vision**

We will make our region more prosperous, sustainable, and fairer, helping our people and businesses to create and seize opportunities.

We are built on a foundation of systems leadership and partnership working.

## MAIN DUTIES AND RESPONSIBILITIES

### Role specific

- Owns and delivers EMCCA's strategic and investment framework on behalf of the region and in support of the other two EMCCA portfolios on Place and Resources. This includes the development of the regional (economic) strategy and linked plan for a coherent approach to investment, convened and driven across EMCCA and with partners.
- Leads the strategic policy work on public service reform and deeper devolution, alongside other ad hoc and/or cross-cutting corporate policy issues.
- Is responsible for delivering a series of economic-focussed investment and business programmes, including currently the EMIZ, Growth Hubs, Careers Hubs, inward investment promotion (DIT/DBT work) and devolved functions, including AEB devolution.
- Leads on stakeholder engagement and liaison with local and regional economic institutions (e.g. Freeport, DevCo, etc), and on inward investment promotion, and lead on EMCCA's general approach to public affairs with central governments and internationally.
- Provides a hub for research and intelligence to support EMCCA, not just the economic policy areas.
- Leads the Corporate PMO, providing the Senior Leadership Team with a single picture of overall performance, programme delivery and risks, as a partner to the Resources' Investment Portfolio Office
- Delivers the Inclusive Growth portfolio through effective use of the EMCCA Governance Frameworks in developing its work. For example supporting the EMCCA Board through the provision of regional strategies and key policies, providing the Investment Committee with an investment strategy and with the Place Directorate develop the pipeline and put investment cases through the assurance system.
- Is a central point of contact for the Business Advisory Committee and Skills and Employment Committee.
- Manages external relationships and supports partnership working at an executive level for cross-cutting growth interests.
- Paves the way for the EMCCA to develop into a more sophisticated systems led institution
- Is responsible for the development and delivery of the following:  
EMCCA Strategic Framework, Regional economic strategy, Economic growth policies, Investment strategy and programmes (e.g. EMIZ), Inward investment strategy and account management, Business support (e.g. Growth Hubs), Business/sectoral partnerships and engagement, Innovation system policy, interventions and engagement, Career's Hub/Service, Regional skills strategy, Employment support programmes, AEB commissioning and delivery, Research and intelligence (holistic service), Policy and devolution strategy, Public affairs (central government), Public services reform, Cross-cutting issues e.g. social inclusion, public safety, public health engagement, Programme management office, further devolution
- To support the Chief Executive and other Executive Directors to deliver the aspirations and outcomes contained within the EMCCA Delivery Plan and associated strategies.

## **Setting strategy and vision**

- Takes a proactive corporate role in the leadership of the organisation, including participation and delivery as part of the EMCCA Senior Leadership Team.
- Promotes partnership working across the organisation and demonstrate the values and behaviours at all times.
- Provides corporate leadership on devolution discussions, taking a lead role for those areas within the Executive Director's areas of responsibility.
- Influences, develops and motivates their team, taking a positive approach to their development at all times.
- Provides strategic and timely advice and support to the Mayor, EMCCA Board and relevant committees.
- Is responsible as a member of the Senior Leadership Team for consistent and visible leadership across the organisation, creating an environment where teams can aspire, flourish, thrive and perform.
- Ensures EMCCA's policy, people, financial and systems functions relevant to service areas are fit for purpose and meet all statutory requirements and enabling the EMCCA to operate effectively and efficiently. Including adherence to the EMCCA's Assurance Framework across all activities and programmes.
- Ensures delivery of quality, consistent, compliant and value for money services

## **Leadership**

- Provides visible leadership to the Inclusive Growth team
- Creates a positive and supportive learning and working environment through delegation, mentoring, and coaching of staff and promote a culture of collaboration by sharing knowledge and resources within the organisation.
- Supports the development of individuals and teams to develop career pathways, ensuring a talent pipeline for the organisation.
- Creates the right working environment for your team with a solid work ethic of working towards achievement of our vision.
- Develops and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of results.
- Promotes an understanding of and adherence to the EMCCA's values by modelling appropriate behaviours and creating a corporate, collaborative and supportive environment that encourages and recognises those values.
- Ensures appropriate communication channels are in place and effective.
- Ensure the services delivered internally and externally are inclusive and accessible.

## **Building culture**

- Champions a positive workplace culture
- Ensures that the core values and behaviours of the EMCCA are maintained and promoted in all activities, at all times.
- Fosters a corporate culture that promotes high quality performance, integrity and customer care in a positive work climate, enabling the EMCCA to attract and retain a diverse and high-quality workforce.
- Leads employee engagement and motivate employees to reach their potential.

- Sets the ‘tone from the top’ and creates an environment in which all employees are able to be the best they can be.
- Facilitates the identification and compliance with EDI improvements/changes across all services and service delivery, giving due regard to the requirements of the Public Sector Equality Duty when carrying out duties and functions/activities.

***This is not a complete statement of all duties and responsibilities of this post. The postholder may be required to carry out other duties as directed by the Chief Executive that are commensurate with the level of the post. This document will also be supplemented by annual key objectives which will be set through the performance review process.***

## THE PERSON

<p><b>Experience and Skills:</b></p>	<p><b>Setting strategy and vision</b></p> <ul style="list-style-type: none"> <li>• Extensive experience of success performing in a similar role including the provision of inclusive growth functions at scale in a high-profile political environment and delivering well</li> <li>• Evidence of being adept at thinking about delivery programme and change disciplines as well as developing evidence-based policies</li> <li>• Evidence of negotiating and finding consensus amongst partners</li> <li>• Evidence of developing and driving strategy and policy to deliver sustainable and successful outcomes.</li> <li>• Evidence of interpreting, analysing, monitoring and tracking information and progress and using judgement and evidence-based decision making to create solutions and opportunities</li> <li>• Evidence of business and commercial acumen to support strategic delivery of service to clients and partners.</li> <li>• Evidence of setting the direction for the service managed: based on the principles of enablement, localisation, citizen choice and best value.</li> <li>• Evidence of identifying and acquiring appropriate funding streams and sound financial management skills and commercial awareness with the ability to interpret and understand complex financial and budgetary information.</li> </ul> <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Experience and a passion for understanding and reforming systems across a complicated private and public sector landscape.</li> <li>• Evidence of being able to recruit and build a high performing team with the diversity of skills to lead a new strategic development of regional transport all the way through to high performing and efficient operational services.</li> <li>• Significant experience of being able to work with other MCA areas and being able to navigate Government to identify new opportunities – and influence and shape public policy for the benefit of the region</li> <li>• Strong at building a team of senior managers who can drive the strategic, policy and operational agenda of the EMCCA – creating the space and authorising environment.</li> <li>• Evidence of being an inspirational leader with integrity at the core able to create a clear sense of purpose. Inclusive and visible role model providing inspiration to empower others.</li> <li>• Evidence of the ability to provide clear strong and motivational leadership to create a high-performance culture, developing and nurturing talent</li> <li>• Detailed knowledge of major legislative and other issues facing local government and public services with a particular focus on achieving effective delivery of services at a time of significant and financial challenges.</li> </ul> <p><b>Change and transformation</b></p>
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	<ul style="list-style-type: none"> <li>• Ability to manage multiple complex projects within statutory, constitutional and value for money requirements.</li> <li>• Must demonstrate strong evidence of the ability to conceptualise the need for change and transformation and to lead the organisation effectively from current to future state in a growth environment.</li> <li>• Ability to manage change effectively within a political and sensitive environment.</li> </ul>
<b>Qualifications, Training, CPD:</b>	<ul style="list-style-type: none"> <li>• Relevant degree or equivalent relevant experience.</li> <li>• Member of a relevant professional body or demonstration of up-to-date knowledge and continual professional development.</li> <li>• Evidence of career progression taking on roles of increasing complexity and importance within an organisation of comparable scope, size, and complexity</li> </ul>
<b>Building Culture and Motivation</b>	<ul style="list-style-type: none"> <li>• Experience of developing strong links between professional groupings to bring together services linked by locality and liveability issues.</li> <li>• Evidence of successful partnership working and networking with Trades Unions and key stakeholders e.g., citizens, voluntary sector, business communities, government, and public agencies.</li> <li>• Experience of working in a political environment.</li> <li>• Experience of promoting the health and safety and wellbeing of a workforce.</li> <li>• Must possess personal and professional credibility that promotes and enhances the organisation's reputation locally, nationally, and international.</li> <li>• Must have a high standard of personal and professional integrity as well as ethics, values, and personal qualities consistent with the vision, culture, and values of the EMCCA.</li> </ul>
<b>Political Restriction</b>	<p>This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside of work.</p>