

## JOB DESCRIPTION

**SECTION:** Development

**JOB TITLE:** Cornwall Enterprise Zones - Senior Development Manager

**RESPONSIBLE TO:** Head of Development/Head of Capital Projects and Funding

**SUPERVISORY RESPONSIBILITY:** Procurement and management of consultants, contractors or other assigned project resources.

### KEY RELATIONSHIPS:

**Company:** Managing Director, Head of Development, Head of Capital Projects and Funding, other CDC Heads of Service, CDC Senior Management Team Members, Managers and other employees of Cornwall Development Company

**Council:** Chief Executive, Strategic Directors, Service Directors, Senior Officers, Elected Members, including Council Leader and Cabinet Members

**Other/External:** The EZ Board (whose members include the Local Enterprise Partnership, Cornwall Council, Directors of Goonhilly Earth Station (GES) and A&P (Falmouth Docks)), Board Members and MDs of Corserv Group and Group companies, especially including Cornwall Airport Newquay (CAN), senior level national and international investor representatives, customers, clients, suppliers and contractors of CDC, members of voluntary and private sector organisations, senior sector/industry contacts, trade forums and sector growth boards, national and local LEP Board members, senior officials in UK Government Departments, senior figures in local, national international development agencies

### MAIN PURPOSE OF THE JOB:

To lead on the development of commercial property within Cornwall's Enterprise Zones to increase the income from business rates and drive job growth. The role will focus on the development of EZ sites within Cornwall Council's ownership, including Cornwall Airport Newquay and the Aerohub Business Park, which are by far the largest EZ sites (the Council also owns land benefitting from EZ status at Tolvaddon and Hayle Harbour, however). In addition to leading the development of Council owned EZ sites, the post holder will also provide guidance and support on property development to the owners of Cornwall's privately owned EZs sites, being areas of Falmouth Docks in the ownership of A&P and Goonhilly Earth Station owned by GES Ltd.

The post holder will lead on the conversion of enquiries into built projects on the EZs through the provision of robust businesses cases for new offices, industrial units, hangars etc, which can be used to secure capital funding. Throughout the delivery phase of all projects, the post holder will advise the client, ensuring that the products delivered by professional teams and contractors meet the client's original specification and the requirements of end users. Significant commercial development experience, including experience of working with contractors to deliver projects in accordance with agreed specification and price objectives is therefore essential, as is the ability to negotiate commercial terms and agree pre-lets with potential tenants.

## KEY TASKS:

- Lead on commercial property development activity on the Council owned EZ sites in line with the strategic targets set by the EZ Board (sq/m of new workspace, non-domestic rate growth and job growth)
- Grow the income from non-operational assets through the development of sites both inside and outside the Airport fence ensuring that identified development opportunities within the Cornwall Airport Newquay Masterplan and EZ Implementation Plans are successfully delivered in line with agreed strategic objectives
- Create property development solutions that support the attraction and delivery of both local growth/expansion and major FDI investment opportunities
- Effectively manage all commissions to ensure commercial outcomes are achieved in line with CAN/Cornwall Council investment criteria
- Represent Cornwall's interests at high profile, national and international events in order to showcase the commercial site/property propositions within Cornwall's EZs
- Develop, create and maintain effective high level relationships with key partners and stakeholders
- Prepare and oversee development and investment strategies for the EZ land/property sites, including the management of planning, property and infrastructure-related processes and approvals
- Support the development and maintenance of an investment friendly, constraint free, EZ environment
- Work with private sector partners to support the development of a capital development programme for the Falmouth Docks and GES sites to form the basis of future bids into the EZ Growth fund for capital and additional resources required to support delivery
- Provide technical expertise to partners to support investment and strategic decision making
- Support the delivery of projects that may be high risk, high value and/or complex and contentious
- Apply specialist professional, technical and funding expertise and advanced project management skills including ensuring that the activities and outputs of professional teams and contractors meet the client's original specification and satisfy the requirements of end users

### Service delivery

- Lead on activities that maximise rate growth on the Council owned EZ sites
- Lead on the development and delivery of new facilities that support the expansion of existing businesses and new inward investors, generating income through leases and through growth in Non-Domestic Rates to maximise income
- Lead on the development, delivery and management of a project to upgrade infrastructure provision to the Development Zones on the southern side of Cornwall Airport Newquay
- Develop and manage the implementation of a development strategy for the Aerohub Business Park and other EZ assets, including leading a programme of direct development by Cornwall Council to meet proven demand
- Review and where necessary update and improve the existing Cornwall Airport Newquay Masterplan and strategic development plans for other EZ assets to maximise the long term potential for development
- In conjunction with the CDC Senior Management Team and senior representatives of CAN/CC/EZ Board determine the performance objectives for the portfolio of commercial property ensuring objectives and agreed target outcomes are met
- Provide high level expertise on commercial property development and investment matters to partners
- Lead on the assembly of project teams and the commissioning of internal and external specialist resources to ensure products delivered by professional teams and contractors meet the client's original specification and satisfy the requirements of end users
- Assemble and control complex high value project/ programme funding packages
- Lead on the development and implementation of performance measurement and risk management.

- Support marketing and communications activities led by others to optimise the performance of the commercial property portfolio at the Airport and EZs

#### **Relationship management**

- Act as an ambassador and project champion for the commercial property opportunities and assets at CAN and the EZs, engaging at senior levels with business owners and inward investors
- Promote the opportunities and assets at CAN and the EZs through relationships with local, national and international press and media
- Proactively build, develop and maintain high level relationships with stakeholders and investors
- Represent the Company at senior political, executive and operational levels in all sectors to identify and secure new business opportunities, to enhance the reputation and profile of the Company and to drive forward projects/ programmes
- Influence key partners or stakeholders in order to acquire key resources and skills, maintaining and ensuring stakeholder support and ownership in all aspects of project/ programme delivery
- Respect the confidentiality of information provided by partners
- Lead (as appropriate) the design and delivery of events, seminars, workshops, training sessions or other initiatives to promote awareness of CAN/EZ commercial property opportunities
- Share knowledge of best practice with others in order to drive forward projects or programmes of activity

#### **Service development**

- Work with the CDC Senior Management Team and other key stakeholders to contribute to the determination of the direction of travel for the commercial property assets at CAN and the EZs and ensure the profile of development activity is maintained
- Ensure that Cornwall Council, Cornwall Development Company and other relevant bodies are fully aware of emerging issues, opportunities and potential conflicts of interest arising from projects, programmes or policies and propose solutions to maintain project momentum
- Determine project/ programme variations to ensure specifications, measures, delivery and protocols meet all current and emerging needs
- Negotiate and implement variations for the most contentious or high-profile instances of project/ programme variations

#### **Technical**

- Instigate and analyse projects/programme briefs, business cases and/or funding bids to enable the effective delivery of development/infrastructure projects
- Provide expert high-level technical advice to the CDC Senior Management Team and other stakeholders on strategic imperatives and key project/programme management matters including best practice, risk analysis and contingency planning
- Maintain up-to-date professional knowledge in commercial property development, project/programme and risk management in order to maximise investment and development opportunities and to build and maintain the reputation of CDC
- Provide specialist technical advice or comment to wider stakeholders including the MD of Cornwall Airport Newquay, the EZ Board, Cornwall Council and other partners to ensure delivery opportunities are maximised
- Ensure that best practice is incorporated into policies, plans and funding initiatives

#### **Leadership & management**

- Lead, motivate and direct project teams to ensure that resources are aligned with priorities, outcomes are delivered, and effective management practices are implemented
- Lead multi-disciplinary project teams comprising internal staff and/ or external consultants to deliver complex, high profile projects/programmes and ensure partners receive appropriate advice
- Recruit, mentor, advise or guide staff, trainees or seconded staff as required
- Deputise for members of the CDC Senior Management Team as required

### Performance reporting & management

- Lead the establishment and monitoring of risk and performance measures and indicators for all projects
- Ensure the consistent and effective collation, monitoring and reporting of data to National and local partners funders, the LEP, Cornwall Council or other stakeholders
- Maintain all internal files and data in accordance with audit requirements and Company practices

### Resource management

- Work with the CDC Senior Management Team (and the MD of CAN as appropriate) to propose and manage budgets for the delivery of projects, aligned with Company practices and funder's requirements
- Maximise opportunities for external income and leverage of external funding
- Monitor and control resources, revenue and capital costs against project/programme budgets ensuring regulatory compliance, that value for money is achieved and that all spending is effective and within agreed targets

### Customer feedback

- Ensure customer feedback systems are in place and effective across all managed functions
- Provide written responses to enquiries or complaints as required, seeking approval from the Managing Director or Head of Development for the most contentious or high-profile matters
- Approve written responses to enquiries or complaints by subordinate staff

### KEY RESULT AREAS:

- Income/revenue generated through leases and growth in Non-Domestic Rates
- New investment projects secured at the EZs including land disposals and new workspace developments that support the expansion of existing businesses and new inward investors
- Funding secured for development projects at the EZs and approval of CC Investment Programme Business Cases
- Effective management of projects and financial resources, with products delivered by professional teams and contractors fully meeting the client's original specification and the requirements of end users

### PERSONAL & TEAM RESPONSIBILITIES:

- Provide a good role model for staff and trainees and project a positive image to internal and external contacts and customers
- Demonstrate the Company's culture, values and behaviours:
  - achieving excellence
  - valuing ourselves and others
  - showing personal leadership
  - being passionate about what we do
  - committed to a low carbon future for all
- Take responsibility for own self-development on a continuous basis.
- Participate actively and positively in the effective matrix management of activities across the Directorate
- Display strong customer and commercial focus towards the delivery of all commissioned work, supporting the identification and securing of additional funding or contract opportunities
- Carry out responsibilities with due regard to the Data Protection Act and current Data Protection policy
- Carry out responsibilities with due regard to the Company's Equal Opportunities Policy.
- Work at all times within the code of the Health & Safety Act

*This job description is not comprehensive or exclusive and duties may be varied from time to time, but these will not change the general character or level of responsibility of the job. This job description and your performance will be regularly reviewed with you.*

*Good communication and organisation skills as well as self-motivation and self-confidence will remain essential qualities to fulfil this role.*

*In addition to fulfilling this specific role, you may occasionally be required to make your abilities available to help meet related business needs of the Company in your own or other departments. This would only be required if authorised by your Manager and subject to confirmation that precedence is given to your normal duties*

**Date last reviewed:** April 2019  
**Approved by manager:** April 2019  
**Agreed with post holder:** TBC

***This post is supported by the Cornwall and Isles of Scilly Local Enterprise Partnership Enterprise Zone Growth Fund***



## PERSON SPECIFICATION

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### Essential experience

- Significant experience of working at a senior level within a complex property development and management environment with a strong focus on delivery
- Extensive experience of negotiating commercial property transactions to secure required outcomes
- Evidence of building effective and productive working relationships at a senior management level and leveraging new investment
- Experience in the preparation of commercial business cases to support investment in property based on sound assumptions, with a clear understanding of the need to show an appropriate return on capital
- Significant experience of commercial property transactions and of legal and land contracts, joint ventures and planning agreements.
- Evidence of successful operational resource management demonstrating the capability to plan, organise, direct and deliver complex projects on time and within budget
- Extensive and demonstrable experience of project/programme development on time and within budget
- Evidence of strong and dynamic leadership of internal/external project teams to ensure that the products delivered by professional advisers and contractors meet the client's original specification and satisfy the requirements of end users
- Experience of preparing major funding bids, business cases and financial plans
- Good awareness of the national and local planning systems and the design and preparation of master plans and development briefs
- Evidence of implementing corporate and organisational objectives and achieving a high standard of performance management
- Evidence of championing successful change management to achieve significant and sustainable service improvements
- Experience of managing, motivating and supporting teams
- Successful track record of promoting diversity of opportunity in both employment and service delivery

### Abilities, skills and knowledge

- In-depth understanding of the property development and investment sector, knowledge of funding programmes and the provision of expert advice
- Ability to develop solutions to complex situations through thorough analysis and the application of sound judgement
- Ability to forge successful partnerships working with both the public and private sectors across a range of complex project scenarios
- Innovative thinker at a practical and strategic level
- Ability to translate strategies into effective delivery priorities and actions
- A good appreciation of EU and government policy and legislation on property management issues and associated best practice at national and regional levels
- Understanding of politics, business and commerce, property development and financial/asset management
- Ability to influence and implement a complex programme of activities and effectively manage finance and human resources
- Excellent interpersonal and team working skills
- Ability to influence and negotiate with decision makers at all levels on a local, regional, national and international stage
- Sound professional judgement and the ability to work effectively under pressure

- Relevant degree/professional qualification and membership of a relevant professional property body
- Knowledge of Green Lease Clauses and the Minimum Energy Efficiency Standards

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**Personal style and behaviour**

- A track record of delivery.
- A credible ambassador for Cornwall Development Company, Cornwall Airport Newquay, Cornwall Council and the EZ Board
- Articulate, dynamic, energetic and delivery focussed
- Able to translate broad objectives into delivering real outcomes
- Self-motivated, committed and enthusiastic, not easily discouraged
- Leads by example
- Inclusive rather than exclusive and prepared to share expertise, 'know how' and skills
- Well organised, flexible and able to react positively to change