

<b>Coast to Capital Board meeting No. 32- 17 November 2016</b>	<b>Ref No. 32.10</b>
<b>Report Title: Three Pillar Structure / Restructuring Coast to Capital</b>	
<b>Report by: Jonathan Sharrock</b>	
<p><b>Recommendation:</b></p> <p>that the Board endorses the proposed reorganisation of the company, with the aim of:</p> <ul style="list-style-type: none"> <li>- Delivering clearer and more relevant information to the Board on our work in delivering Coast to Capital’s objectives;</li> <li>- Reducing the number of sub-committees, allowing more efficient use of Board members’ time on issue-based task groups;</li> <li>- More efficient use of staff resources, aligning teams to a new pillar structure with stronger team leadership; and</li> <li>- Better engagement with stakeholders and wider business community</li> </ul>	

**Consideration**

We propose to reorganise the Company around three pillars, with all of our work focussing on the three priority LEP areas of project delivery, service delivery and policy and strategy:

- The Project pillar includes the administration of our £220m Local Growth Fund portfolio, Growing Places Fund and EU structural funds.
- The Services pillar includes the Growth Hub services of advice and support to small businesses, the Enterprise Advisor service of business advice to schools and college, and our work with business to support exports and inward investment
- The Strategy and Policy pillar includes all our work to review and deliver the Strategic Economic Plan (SEP), our engagement with devolution and our policies on infrastructure, skills and housing as well as wider issues around economic development in the region.

The executive team will manage delivery against our business plan, with accountability to the Chief Executive through separate governance structures on each pillar. We propose therefore to close the existing subject-specific sub-committees.

We are creating new mechanisms to comprehensively involve stakeholders in our work, which will continue the transparency established by the subject-specific committees. We will run a quarterly partnership Board with area partners, local authorities, business representative organisations and key BIDs in order to give them a clear overview and engagement on all of our work.

Board sub-committees will in future focus on the essential roles needed to scrutinise the executive team and hold us to account:

- A Chairman's committee, which will perform the role of the current Executive committee
- A Finance, Audit and Risk committee
- An Investment committee, which will take decisions on investments on behalf of the Board. Separate papers have been presented on the remit of this committee.
- A Growing Places committee to manage the Growing Places fund

Our roles and responsibilities for administration of EU structural funds have not changed and we will make no changes to the ESIF committee.

This new structure provides an opportunity to improve the quality of our reporting to the Board. From February 2017, each pillar will produce a dashboard report on progress, risks and issues in its area better to support Board scrutiny of our work. Supporting papers will be produced on key issues as required.

We will also run a series of task groups, engaging Board members and key external stakeholders on pressing issues. These will be of limited duration and will be focused on finding a solution to a specific challenge. My aim is that they should involve Board members, and they will be a great opportunity to tap into the expertise and interest of our non- Executives as well as other expertise outside the Board. Examples of task groups which we have run in the last six months include:

- Resolving contractual issues around the Digital Catapult
- The Housing and Regeneration Task Force
- Work to shortlist our Local Growth Fund projects
- Work in the summer to support Central Sussex College

We will finalise our list of task groups over the next few weeks. Likely priorities will include the renewal of the SEP, and piloting a new approach to exports through Gatwick airport in response to the challenge laid down by the Secretary of State for International trade.

A summary of the proposed new structure of Coast to Capital is attached at Annex A.