

## FREEPORT TRANSITION PAPER

Managing a freeport effectively requires a well-structured organization that covers various aspects, including governance, investment, operations, administration, and stakeholder engagement.

The Freeport Director role is responsible for delivery in all a number of diverse areas covering Governance, Business Case development, Stakeholder engagement and Inward investment, however it is important to note that the Senior Responsible Officer remains as CEO of TVCA.

### 1. Governance and Oversight:

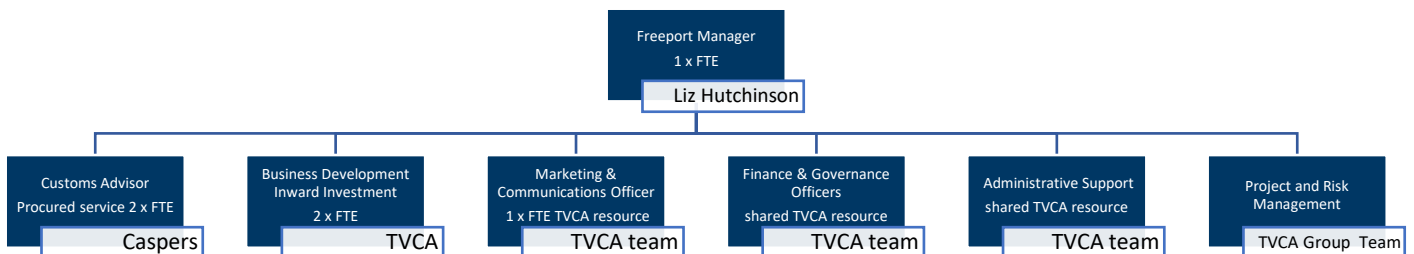
Governance and oversight is managed through the development of a robust business case that have been developed with reference to Freeport stakeholders through the workstream meetings. This business case has been approved by the Freeport Board. The composition of this structure is as follows:

A. Board of Directors: Comprising representatives from the public and private sectors, responsible for setting the strategic direction and making high-level decisions.

B. Workstream Advisory Groups: Consisting of industry experts and stakeholders who provide guidance on specific areas:

- Strategy & Accountability for Public Finances
- Assurance & Compliance
- Inward Investment
- Skills & Innovation

### 2. Current Freeport Team:



- A. The current structure has enabled the rapid delivery of Teesside Freeport and an entrepreneurial approach; however, it has exposed the Freeport to a transitional risk following the resignation of the Freeport Director.
- B. Due to the wide requirements of the role, it is anticipated that the recruitment for a replacement would take 6 months + and is expected to be hindered by:
  - a. The restrictions in the labour market
  - b. The recruitment of similar positions at 5 other Freeports (Humber, 2 x Scotland, 2 x Wales)
  - c. Negative press which could limit the number of applicants. (Crustations, ownership, access rights)
- C. With the advent of investment zones (IZ), TVCA have a unique opportunity to both manage the transition and develop a robust alignment between Tees Business, Freeport and IZ's economic development by disaggregating the Freeport Director role and establishing the following roles:
- D. Head of Freeport – this role will manage the delivery of Governance, project delivery (Capex, Revenue & Business Rates) and the relationship with levelling up department.
  - a. This element would continue to draw from the thematic structures of TVCA to deliver the workstreams to stakeholders.
  - b. The role would develop the future business case for the digital test bed and work in partnership with RCBC to deliver the business rates cases for re-investment in the Freeport area.
- E. Investment Director – Freeport, IZ, DCs and Tees Business
  - a. By implementing this organizational template, TVCA can establish a strong foundation for efficient management and growth, while continuing to deliver on the foundations of Teesside Freeport.
  - b. An effective business development organization should have an ability to act within a well defined budget, structure and hierarchy but free from some of the encumbrances of the public sector to attract the strongest industry professionals. It is proposed that an investment business is created.
  - c. Responsible for setting the overall strategy and objectives for business development. Focus on specific sectors within the Freeport, IZ, DCs and Tees Business.

This organizational structure promotes a focused and coordinated approach to business development, ensuring that the organization remains competitive and agile in the dynamic sectors. By leveraging the expertise of each team member and fostering collaboration, the organization can drive growth and expand its market presence.