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HM Treasury



Greater Exeter Development Corporation Route Map

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Purpose of Report

This report is for discussion. It sets out a route map, indicating the tasks and programme for moving forward the work on establishing a Greater Exeter Delivery Vehicle (referred to as a Development Corporation).

The report is based on the Expression of Interest submitted to MHCLG in February, in response to its Locally Led Development Corporation Competition.

It is also based on the conclusions of an outline business case report, which suggests that a Locally Led Development Corporation is likely to be the delivery option which has the greatest fit with delivering Greater Exeter's Strategic development objectives.

1.1 Background

Local Partnerships has been appointed by the Greater Exeter Delivery Partners (East Devon, Exeter City, Teignbridge, Mid Devon and Devon County Councils) to consider the options to deliver their development ambitions to 2040.

The conclusions of the work need to be acceptable to all partners and capable of delivering the housing and employment growth that meets local need and delivers the quality of new development and communities that partners expect. The work has taken into account the delivery approaches already in place but reflects the challenge and gaps in the current approach.

The work is being carried out on behalf of Greater Exeter using joint funding and with the support of Homes England.

This work has already fed into a MHCLG Development Corporation Competition Expression of Interest and a report previously discussed at the Greater Exeter Principals' Group.

1.2 Conclusions of the Work so far

The work completed so far broadly represents an outline business case.

During two officer workshops a series of delivery options were generated. These options represented the full range of potential solutions from 'do nothing' to a Development Corporation.

The options were tested against agreed objectives that were felt to be fundamental to the emerging Greater Exeter Spatial Strategy. The objectives related to;

- Homes
- Infrastructure
- Communities
- Climate emergency
- Place-making
- Delivery

The following table represents the conclusions for this stage of the work. It indicates that it was worthwhile to continue work on investigating a new delivery approach and in particular the potential of a Locally Led Development Corporation.



Comparison of options						
Option	Homes	Infrastructure	Communities	Climate emergency	Place making	Delivery
1. Informal partnership						
2. Joint committee						
3. Combined authority						
4. Development corporation						

The work so far represents an outline business case.

The original approach was to carry out a full business case assuming a successful Expression of Interest. The report includes a series of recommendations taking into account the fact that the MHCLG competition has been put on hold. These recommendations are;

- I. That partners agree to commence work on the preparation of a full business case to consider delivery options for Greater Exeter. The brief for the business case will cover full options appraisal, the full costs of the chosen option, how the option will be resourced, the full financial, economic and social benefits that would be delivered along with how the option was to be governed and managed. It would also have to consider the risks associated with the option and how partners are going to manage these risks.
- II. That the illustrative preferred option to be considered is based on a Development Corporation, as illustrated [in the report] but that no other options are excluded at this stage.
- III. That a small officer team is set up to lead on this work (to be based on the officers working group and involving the officers responsible for developing the Development Corporation Competition Eol). That the work is overseen by the Greater Exeter's Principals Group.
- IV. That the Greater Exeter Principals Group develops a 'political' engagement strategy to enable senior politicians from all partner authorities to feed into the business case development process.
- V. That the officer team works with Local Partnerships to develop a programme for developing the business case and for potential early stages of implementation. This programme should consider a programme with and without the MHCLG Development Corporation funding.
- VI. That the officer team works with Local Partnerships to prepare a resource plan. This resource plan should consider the budget with and without the MHCLG Development Corporation funding.

1.3 Route Map (see attached)

Following a Greater Exeter Officers working Group of 18th May Local Partnerships was asked to use the recommendations above to prepare a route map – indicating the stages required to take the constituent authorities from where they are now to the implementation of the delivery vehicle.

The route map attached to this report concentrates on the stages required to complete the business case and get its sign off.



At the core of the route map are the decisions and actions that the Greater Exeter Principals Group needs to take responsibility for. Key decision points for the constituent authorities and other organisations are also identified.

The route map is divided into 5 stages.

Stage 1

This is the point that we are at now – a decision by the GE Principals' Group to proceed with further work on a Locally Led Development Corporation.

Stage 2

This stage requires the agreement of the Principals' Group to prepare;

- The brief for a full business case
- A work plan including resource plan and programme
- A stakeholder engagement plan

The route map also addresses key issues that need to be considered in the preparation of the above documents.

Resource and programme – It is assumed that this stage will be resourced with dedicated time from members of the Principals and Officers working groups.

This stage will need to plan for two resource options. A successful MHCLG EoI as well as a locally resourced option.

This stage will take from month 1 to month 4.

Stage 3

This stage covers

- Constituent authorities agreeing to resource the full business case.
- The formation of a more focused Officer Steering Group
- The creation of a member oversight group.

At this point the Principals Group will need to come to a conclusion on the likely hood that the project will receive MHCLG funding.

Resource and Programme – At this point the Steering Group will require dedicated members of staff who could include officers seconded to the team.

External support will be required from this point onwards. This will require additional funding.

The stage will take from month 5 to 10.

Stage 4

This stage sees the creation of the Development Corporation Steering Group and a number of working groups (broadly corresponding to the key workstreams required to develop the business case). It is proposed that Senior officers lead and have responsibility for the Steering Group and each of the work streams.

The main activity during this stage is the preparation of the business case.

Resource and programme – The Steering Group will require continued access to dedicated members of staff who could include officers seconded to the team.

External support will continue to be required. This will require additional funding.

The stage will take from month 10 to 35.

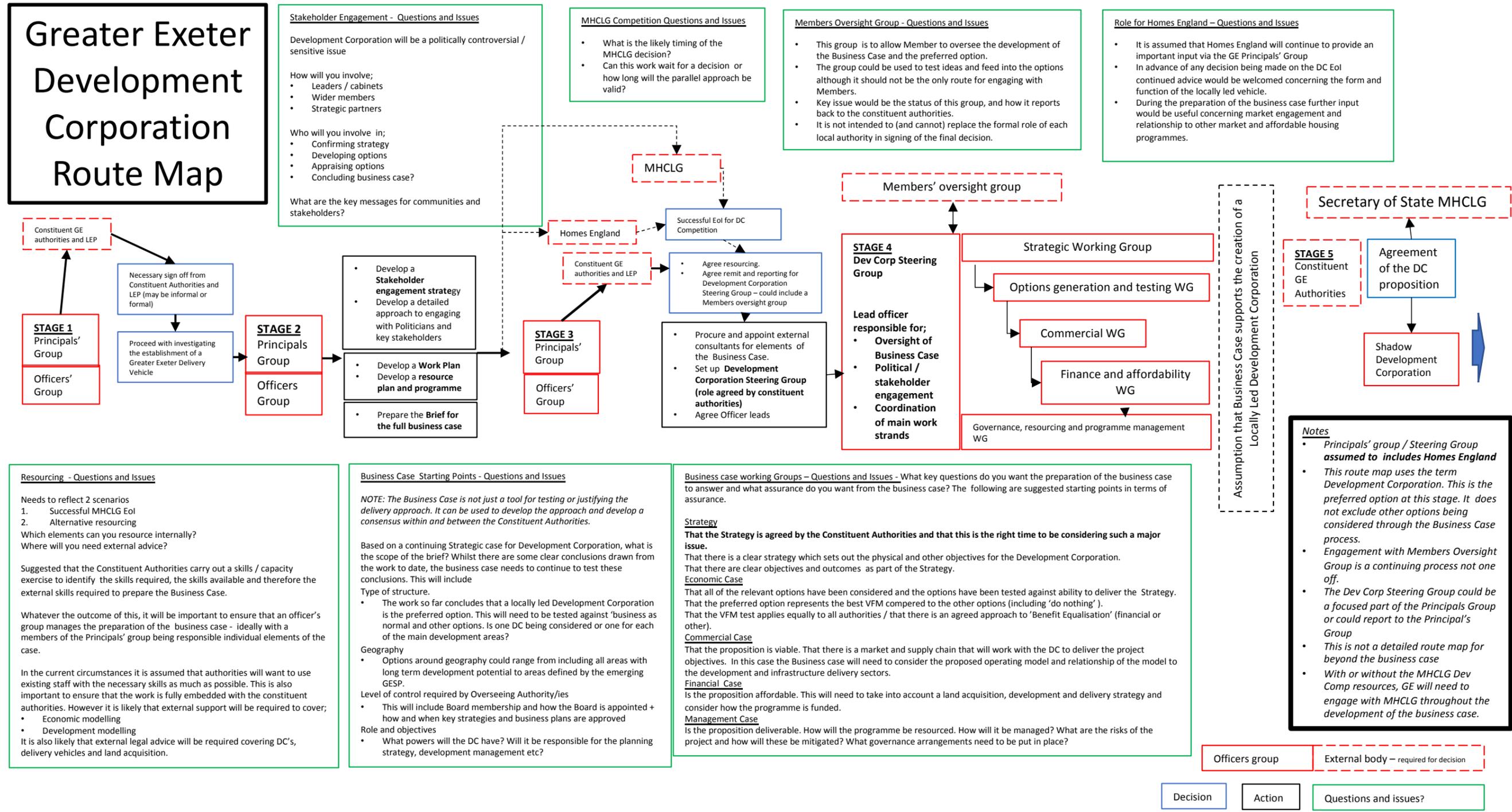
Stage 5



This Stage covers the conclusion and agreement of the Business Case. In simple terms this will then feed into the more formal stages of setting up a Development Corporation (if that is the conclusion arrived at).

Resource and programme – At the point when the shadow development corporation is set up and becomes operational the long-term resource and funding plan will need to be in place.

Greater Exeter Development Corporation Route Map



This diagram is A3 and should be viewed in colour.

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