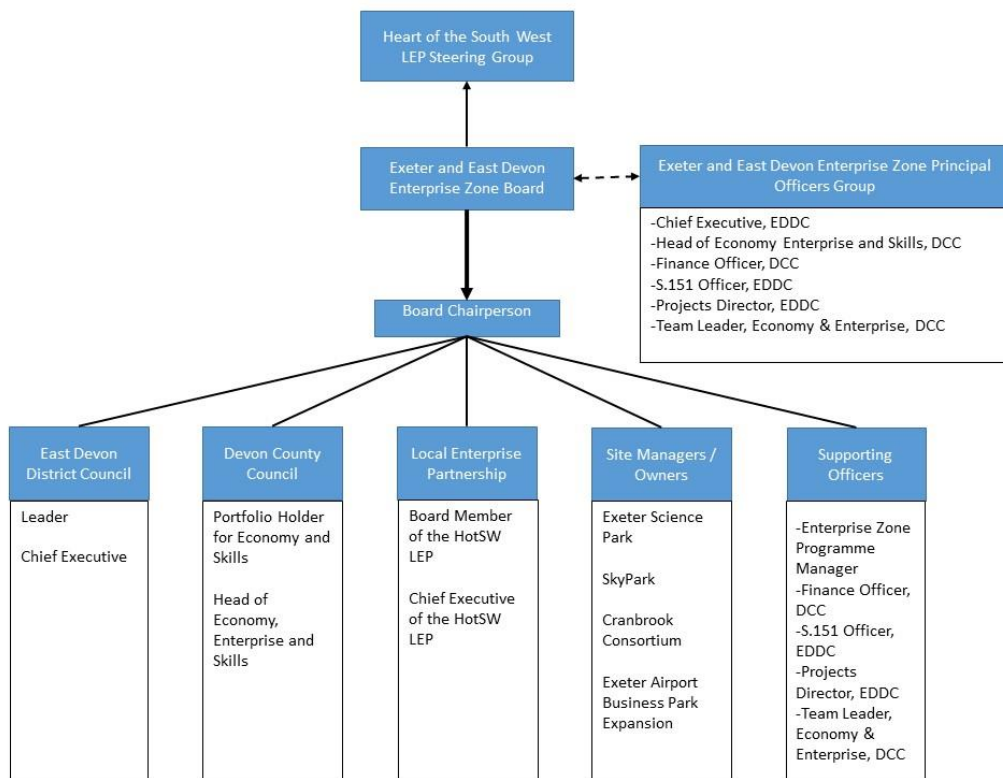


### 3. Governance and Management

The Enterprise Zone will require the development of new governance and management arrangements. These have been developed in a pragmatic way, using existing staff resources where possible. The Exeter and East Devon Enterprise Zone Board is a non-executive committee, meeting on a quarterly basis to monitor progress within the zone and agree strategic direction. Key decisions where appropriate and necessary will be referred to relevant committees within the local authorities and the LEP Board. East Devon District Council will act as accountable body for the Enterprise Zone, a logical step as collection authority for National Non Domestic Rates and Council Tax.

The Exeter and East Devon Enterprise Zone Board will report progress to the Heart of the South West LEP EZ Steering Group, along with statutory monitoring to DCLG and BEIS.

Figure 1 - Governance Structure



### 3.1 Governance Structure

**Strategic governance** of the Exeter & East Devon Enterprise Zone will involve a new structure and a number of groups as shown in figure 2. A LEP Steering Group, the Exeter and East Devon Enterprise Zone Board and the Principal Officers group will be at the heart of delivery.

- 1. Heart of the South West Enterprise Zone Steering Group** – Each of the three Heart of the South West Enterprise Zones will regularly report on progress and outcomes to the LEP EZ Steering Group, who will coordinate certain activities including marketing and inward investment for the Enterprise Zone Programme within the LEP area on behalf of the LEP Board. The steering group will encourage joint activity where appropriate across the three HOTSW EZs and seek consistency of approach on communications.

The steering group will also play an important role in agreeing with the individual EZs any income available to support broader LEP priorities and objectives. The proportions would be agreed through a separate agreement between the LEP and the relevant local authorities. The guiding principles for this agreement have been agreed and are set out in the EZ Memorandum of Understanding signed in November 2016 (Appendix 1, Schedule 3) states:

*The parties shall aim to revise and update the Memorandum of Understanding at that time with the aspiration of entering into a replacement memorandum of understanding on or prior to the expiry of the Term. The Relevant Local Authorities and the Local Enterprise Partnership agree that the following priorities and principles shall inform all such future considerations and agreements:*

- 1. The Local Enterprise Partnership agrees that in relation to retained business rates a core aspiration should be that Relevant Local Authorities should not be placed in a poorer business rates receipts position (in aggregate) as a result of implementing their Enterprise Zone(s) in comparison to the position they would be in if such areas were governed by the standard business rates regime at the time. Further detail will be determined in the agreed implementation plan.*
  - 2. Business rates receipts following allocation to recompense the Relevant Local Authorities for their Enterprise Zone Investment Programme and development costs, as set out in the implementation plan referred to in clause 3.4, shall be made available for wider investment, in conjunction with the Local Enterprise Partnership across the priorities within and area of the Strategic Economic Plan.*
- 2. Exeter and East Devon Enterprise Zone Board** - The Board is responsible for setting and overseeing the strategic direction of the Exeter and East Devon Enterprise

Zone and delivering the Implementation Plan. See Appendix E for terms of reference.

**The Board will:**

- The Board shall be responsible for delivering the project activity identified within the Implementation Plan / annual Business Plan including where justified reprioritisation of investment priorities (including spend from the provision of public funding by loan or grant) to support site delivery provided the projects brought forward and delivered must be within the overall spend limits and overall priorities identified within the Implementation Plan / annual Business Plan.
- Providing a coordinating vehicle for the Enterprise Zone and monitor and scrutinise delivery of projects and sites within the Enterprise Zone.
- Provide reports and conduct liaison with the Heart of the South West Local Enterprise Zone Steering Group.
- Coordinate applications for public sector funding for Enterprise Zone investment.
- Oversight of the Business Rates Relief Scheme to ensure it is fit for purpose and to make any recommendations for amendments to the Business Rates Relief Scheme to East Devon District Council.
- Unlocking barriers to growth.
- Provide statutory monitoring reports to the Departments for Communities and Local Government and Business, Energy and Industrial Strategy.
- Responsibility for communications and marketing strategy relating to the Enterprise Zone.

**3. Exeter and East Devon Enterprise Zone Principal Officers Group**

This will be a coordination group of District and County Officers working with representatives from stakeholder and partner agencies and organisations as required. The group will also oversee the development of investment appraisals and the business case for local authority financial support for key infrastructure delivery within the Enterprise Zone. This Group will make recommendations to the Board and will also be responsible for agreeing business rate relief appeals and exceptional circumstances cases. Terms of Reference are in Appendix G.

**Decision Making and Risk Management**

Decisions relating to the EZ will be made by the relevant committees within East Devon District Council and Devon County Council. The Enterprise Zone Board does not have delegated authority to make decisions but will have an important role in advising on the strategic direction of the EZ and investment priorities. Key financial decisions will be approved by East Devon District Council and Devon County Council, with a clear overview of risk and benefits included in the project appraisal and business case in the recommendation, with smaller decisions being managed through existing delegated authority arrangements. The East Devon

District Council will provide quarterly financial updates on the EZ, including business rate income received by quarter and predicted income to Devon County Council, the HOTSW LEP and DCLG.

Key risks for the EZ are listed in Appendix C – Project Risk Register. This will be updated on a quarterly basis by the Programme Manager and reviewed by the Enterprise Zone Board.

### **Day to Day Management**

The day to day management of the EZ will be undertaken by the Principal Project Manager from the Exeter and East Devon Growth Point, reporting to the Exeter and East Devon Enterprise Zone Board. The Principal Project Manager is the senior contact for the Enterprise Zone and monitoring.

The Principal Project Manager will act as Programme Manager for the Enterprise Zone, with the support of existing staff from the Local Enterprise Partnership, Devon County Council and East Devon District Council. The roles/areas of work with staff support are shown in Table 2.

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Table 2 - Overview of Enterprise Zone Staff Support

Role	Member of staff
<b>Enterprise Zone Programme Manager</b>	Naomi Harnett, Principal Project Manager, East Devon District Council
<b>Business Rates</b> <i>To provide progress updates on Business Rate Relief take up. To support Programme Manager to forecast Business Rate income.</i>	Libby Jarrett, East Devon District Council Peter Lappin, Devon County Council
<b>Communications</b> <i>Lead communications on achievements/successes and milestones within the EZ. Ensure web presence, including LinkedIn and Twitter feeds, are maintained. Ensure a coordinated approach to EZ site advertising.</i>	TBC, Devon County Council Anne Mountjoy, East Devon District Council Site owners/managers
<b>Economic Development</b> <i>Provide intelligence on local, regional and national issues, including labour market intelligence and skills development to maximise sector development opportunities. Assist Inward Investment team.</i>	Mel Sealey, Devon County Council Rob Murray, East Devon District Council Victoria Hatfield, Exeter City Council
<b>Inward Investment</b> <i>Lead Inward Investment campaign for EZ sites. Manage and record inward investment enquiries.</i>	TBC, Inward Investment Manager from HotSW LEP Jamie Evans, Devon Delivers, Devon County Council Mo Gori de Murdon, Commercial Property Register Coordinator for Exeter and Heart of Devon, Exeter City Council
<b>Planning</b> <i>Lead local planning authority team in determining applications within the EZ sites and support development of Local Development Orders.</i>	Ed Freeman, East Devon District Council TBC, Consultant Support (Local Development Orders)
<b>Transport</b> <i>Support the development of transport schemes to unlock EZ sites and encourage sustainable transport use in the local area.</i>	Jamie Hulland, Devon County Council
<b>Finance</b> <i>Provide financial support, including overview of retained business rate income. Support development of case for supporting borrowing (public works loan board or similar) to accelerate site delivery.</i>	Peter Lappin, Devon County Council Simon Davey, East Devon District Council TBC, Consultant Support (Project Appraisals)
<b>Legal including State Aid</b> <i>Provide legal support to the local authorities, including overview of funding agreements</i>	Carl Hedger, Devon County Council Henry Gordon Lennox, East Devon District Council Ashfords, Consultant Support (State Aid)
<b>Commercial Property Support</b> <i>To provide commercial property advice and support.</i>	Mel Sealey , Devon County Council TBC, East Devon District Council