

Agenda item 7

Hertfordshire Growth Board (HGB) – Work Programme 2021

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1 Purpose of report

- 1.1 This report outlines the priorities and work programme for the Growth Board in 2021. The programme has evolved from the 2020 priority work streams and the adjusted priorities agreed by Leaders at the workshop in December.

2 The 2021 Work Programme

- 2.1 The original Growth Board work programme was developed in September 2019 following the joint work undertaken by Leaders, the LEP Chair and Chief Executives/senior officers on the Growth Board development programme.
- 2.2 The 2020 work programme sought to advance the ambitions of the Growth Board by creating a joint place narrative, priorities and growth proposition and through seeking investment, funding and support from HM Government. This also reflected the close alignment with the work of the Hertfordshire Local Enterprise Partnership.
- 2.3 The programme looked at developing ambitious new delivery models to address infrastructure investment, housing needs and spatial development planning & delivery and how through joint working we could deliver pathfinder projects that would deliver quick wins, confidence and support with key local and national stakeholders.
- 2.4 East-West strategic growth corridors were established with short, medium and long-term delivery programmes that are now defined and in development. Our place-based teams align capacity and expertise to find new and innovative ways to deliver good growth projects across Hertfordshire. Feedback on the current work programme projects is at item 10 on this agenda.
- 2.5 When the Growth Board programme was developed in late 2019 no one could have anticipated the impact that the global pandemic would have on our national and local economy, our communities and on the capacity of the Growth Board partner organisations. The impact of Covid has been significant but work has continued on Growth Board priorities throughout the year with significant progress in the last 12 months delivering:
 - Clear priorities and ambitions in the joint work programme for the Growth Board;
 - Signing of the collaborative working MOU by all HGB Partners;
 - Establishment of the Growth corridors programme architecture, programme management and project teams;
 - Creation of the Growth Board dedicated team;
 - Development of the Growth and Recovery prospectus and positive feedback from MHCLG/HM Government on our work to develop this;

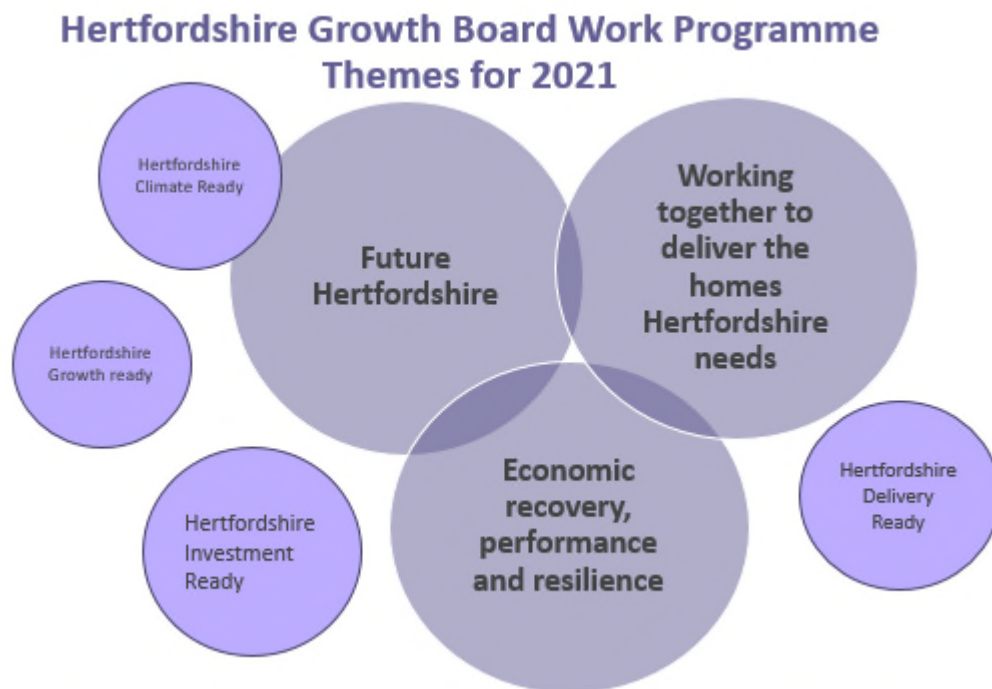
- Development of the Growth Board brand, visual identity, place narrative and website;
- Three national webinars about our work, overall a significantly raised HGB profile in 2020;
- Establishment of the statutory joint committee and development of the joint integrated governance framework.

2.6 The December workshop considered the roll forward of ambitions and priorities for 2021 and overall progress of the Growth Board in 2020.

3 Priorities to December 2021

3.1 The Board is committed to the ongoing work and the Growth Board’s ambitions for further development and impact in 2021. Its agreed priority themes are:

- Economic Recovery, performance and resilience;
- Working together to deliver the homes that Hertfordshire needs;
- Future Hertfordshire.



3.2 These themes reflect the issues facing Hertfordshire now and in the future and how the Growth Board can best address them together. With a shared ambition to deliver good growth, there is now closer alignment between the work of the Growth Board and the Local Enterprise Partnership.

3.3 By December 2021 our ambition is to have:

- Matured our Governance and our ‘reach’;
- Continued to build on the HGB brand, story and reputation;
- Secured a Growth Deal with HM Government;

- Protected Hertfordshire from the impact of the virus upon our economy;
- Established the Hertfordshire Housing pipeline and Delivery Pathway;
- Developed an investment prospectus and approach;
- Assembled a spade ready projects investment portfolio;
- Embedded high productivity systems of joint working across our portfolio of projects;
- Delivered our wave 1 projects (current) and be progressing wave 2 (new).

3.4 Attached at Appendix 1 is the draft Work Programme Plan for the first half of 2021. This translates these ambitions and outlines the new and existing areas that the Growth Board will be working on. It is a dynamic document which will be updated regularly to reflect progress on the Growth Board workstreams.

3.5 Many of the existing work streams (known as wave 1) will continue into 2021, overseen by the programme and project governance structures we have put in place in 2020. All projects have political leads and senior officer oversight and progress is monitored at programme board and growth board levels.

3.6 We have identified a number of new programme areas we want to develop around the themes of securing greater investment in the county, enhancing our support for delivery of the homes that are needed in Hertfordshire and for enhanced place-making ('Future Herts') such as digital, health and well-being, climate, carbon and sustainability. New projects and work priorities will be scoped in the first quarter of 2021 and incorporated within the existing Growth Board programme and project architecture.

3.7 The budget paper at Item 8 outlines the proposed investment recommended from the Growth Board Growth Fund to ensure these projects move forward with the momentum and pace that is needed.

3.8 In conclusion, Board members have given a clear steer on their continued support for the work of the Growth Board, the priority themes for 2021, the projects they want taking forward and where they want the Board to be by December 2021. The work programme translates this into a coherent route map and the new joint committee provides the public face and joined up governance for this collaborative endeavour.

4 Implications

4.1 There are no adverse legal, financial, equalities, environmental, sustainability or other implications arising from this report and its recommendations which support the ongoing work and priorities of the Growth Board.

5 Recommendations

5.1 That the Board approve the work programme and priorities for 2021 and the new and existing workstreams contained therein.

APPENDIX 1: HERTFORDSHIRE GROWTH BOARD WORK PROGRAMME JAN – JUN 2021

December 2020 Agreed Hertfordshire Growth Board Priority Themes:

- Economic recovery, performance and resilience,
- Building the homes Hertfordshire needs and
- Future Hertfordshire

December 2020 Priorities - by December 2021 we will: Mature our Governance model into the joint committee, enhance the Growth Board Brand, reputation and reach, seek to secure a Growth Deal with Government, protect Hertfordshire from the impact of the virus upon our economy, establish the Hertfordshire Housing Pipeline and delivery pathway, develop an investment prospectus and approach including a portfolio of spade ready projects and embed high productivity, systematised joint working across our programme and partnership to deliver the key outcomes from this work.

Workstream	Key deliverables	Key activities	Jan (w/c)	Feb (w/c)	Mar (w/c)	Apr (w/c)	May (w/c)	Jun (w/c)																				
			0	1	1	2	0	0	1	2	0	0	1	2	2	0	1	1	2	0	1	1	2	3	0	14		
			4	1	8	5	1	8	5	2	1	8	5	2	9	5	2	9	6	3	0	7	4	1	7			
HGB Governance	Implementation of Joint Committee(s)		Hertfordshire Growth Board dates in 2021																									
																											22	
	Review Co-opted membership to see if other partners should be involved e.g. Health, Homes England, HE and FE																											
	Engagement and participation events (virtual)	Members event March tbc Senior officer event March tbc HGB Communications Strategy sign off January																										
Delivering the Homes Hertfordshire Needs	Strategy & Steering Group established.	<ul style="list-style-type: none"> • Group formed (lead officers identified, political lead agreed, governance in place), plan and approach developed. • Priorities agreed December 2020. • Housing Policy statement to be updated 																										
	Housing Pipeline and delivery pathway development.	On-going housing pipeline and delivery pathway development work informed by Government discussions & accelerating housing workstream.																										
	Strategic Partnership Bid to Homes England	Homes England Strategic Partnership Bid to be prepared																										

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		Investment Strategy and Portfolio of our investable propositions (infrastructure and schemes that are or can be made spade ready) Investigation of potential funding options/routes for strategic scale, part or non-commercial infrastructure projects																							
	Digital Workstream	LEP lead, supported by HGB and partners																							
	Virtual observatory	Enhance the joint LEP/HGB data analytics availability to support Board members as well as enhancing bidding and lobbying activities across our priority areas. Monitoring of funding streams and bidding opportunities aligned with bidding capability and expertise																							
Future Hertfordshire	Closer working with Health sector, ensuring wellbeing as part of placemaking	Working group set up with Health sector, task and finish project to enhance cross sector working and impact, particularly around infrastructure and place-making																							

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	(planning and delivery stages)																								
	Climate, Carbon and Sustainability work alignment with HGB	Alignment with the current work being overseen by Herts leaders. And the officer group Mainstream across HGB projects where appropriate																							
	Infrastructure costs update via the HIPP in 2021/22	Roll Forward of the HIFP – investigate cost effective options and optimal timing for this. HIPP oversight and recommendations to HGB later in 2021																							
Growth Corridor Programme Boards	HGB overall Strategy & Steering Group structures in place.	HGB Senior Officer Steering Group meets fortnightly, HBG agenda oversight through CEX CG meetings			ongoing																				
		Growth delivery framework and programme board structure and governance developed and in place across the two growth corridors. Hertfordshire -wide projects also overseen by the corridor programme board structure			Programme Architecture and work programme framework provides focus and a coherent line of sight from HGB through policy programmes, corridor strategies and to delivery projects.																				
		Southern Corridor Programme Board	<ul style="list-style-type: none"> • Accelerating Housing 			Corridor growth opportunities and priority projects identified, government support for E-W corridors approach. Suite of priority projects underway. Growth Board advocacy and support to strategic																			

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	Development of two E-W strategic growth corridors	oversight programme																								

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	Development of Common HGB Policy Programmes.	Work Programmes established, policy statements and positions being updated/prepared in 2021																								
	Outline Business Cases.	Initial tranche of business cases developed to a common framework and to support investment opportunity discussions with Government and private sector. Update where supports spade readiness for bidding																								
Joint Strategic Planning (JSP) workstreams	SWH JSP.	JSP Programme																								
	NECH JSP.	JSP Programme.																								