

Agenda Reports & Other Papers

Presented to the
Meeting of the
Hertfordshire Growth Board
on
Tuesday, 26 January 2021

1. AGENDA

1 - 52

Hertfordshire Growth Board

Teams Teleconferencing

Tuesday, 26 January 2021, 16:30- 18:30

MEMBERS OF THE BOARD (12) – QUORUM 9 VOTING MEMBERS

Council Leaders (11 Voting Members)

M Bright, Hertsmere Borough Council
L Cocking, Broxbourne Borough Council
S Giles-Medhurst, Three Rivers District Council
L Haysey, East Herts District Council
T Kingsbury, Welwyn Hatfield Borough Council
M Stears-Handscorn, North Hertfordshire District Council
P Taylor (Mayor), Watford Borough Council
S Taylor, Stevenage Borough Council
C White, St Albans City and District Council
A Williams, Dacorum Borough Council
D Williams, Hertfordshire County Council

Hertfordshire Local Enterprise Partnership (1 Co-opted Member)

M Bretton, Chairman

The Council will be holding this meeting electronically in accordance with the relevant Regulations. If you wish to attend this meeting in an electronic capacity, please go here where there will be a link to the meeting in due course.

www.hertfordshire.gov.uk/watchmeetings

1. Appointment of Chair

In accordance with Annex A to Appendix 1 of the Hertfordshire Growth Board Constitution the Board “shall appoint a Chair at its first meeting..... for a term up to the first meeting of the HGB that follows both the 2021 local elections and the 2021 Annual Meetings of the constituent Councils. At the Post-Election Meeting, the Board may either re-appoint the same member as Chair or appoint a new Chair for a term of two years. Save in the above case, the Chair shall serve a single consecutive term of two years.”¹

The Board is therefore invited to elect a Chair.

¹ The Growth Board Integrated Governance Framework will be published in full on the Growth Board website as the constitution governing the Growth Board meetings.

2. **Appointment of The Vice-Chair**

In accordance with Annex A to Appendix 1 of the Hertfordshire Growth Board Constitution the Board “shall elect two Vice-Chairs at its first meeting. At the time of appointing the Vice-Chairs, the HGB shall decide which of them takes priority if the Chair is absent and both of them are present..... There shall be no term limits for Vice-Chairs”.

The Board is therefore invited to elect two Vice-Chairs and decide which takes priority in the Chair’s absence.

3. **Apologies**

4. **Minutes**

This is the first meeting of the Hertfordshire Growth Board as a S101 Joint Committee. The Board is therefore invited to note the Minutes of the Board meeting held on 17 December 2020 (attached).

5. **Public Questions – Standing order 12**

At the discretion of the Chairman, members of the public may ask questions at meetings of the Hertfordshire Growth Board. Notice of the question should be submitted to the Chief Legal Officer of Hertfordshire County Council by 10am at least five working days before the meeting.

The Hertfordshire Growth’s Board arrangements for the receipt of public questions are set out in [Annex A – Standing Orders](#) of the Hertfordshire’s Growth Board Constitution*.

6. **Public Petitions – Standing Order 13**

At the discretion of the Chairman, members of the public may submit and present petitions to the Hertfordshire Growth Board if they include at least 500 signatures of people living or working in Hertfordshire.

Notification of intent to present a petition must be given at least 10 clear working days before the date of the meeting.

The Hertfordshire Growth’s Board arrangements for the receipt of petitions are set out in [Annex A – Standing Orders](#) of the Hertfordshire’s Growth Board Constitution*.

*If you have any queries about the questions or petitions procedures for this meeting please contact Stephanie Tarrant, Democratic Services Officer, by telephone on (01992) 555481 or by email to stephanie.tarrant@hertfordshire.gov.uk

7. **Hertfordshire Growth Board (HGB) – Work Programme 2021**

Report attached

8. **Hertfordshire Growth Board (HGB) – Growth Board Growth Fund and Budget 2021/2**

Report attached

9. **Hertfordshire Growth Board (HGB) – Communications Strategy and Protocols**

Report attached

10. **Hertfordshire Growth Board (HGB) – Growth Board Work Programme 2020 Updates**

Report attached

11. **Standing items**

South West Herts Joint Plan

12. **Date of next meeting**

The next planned meeting will be held on Tuesday, 30 March 2021 at 9:30am via Teams Teleconferencing unless advised otherwise.

13. **Other Part I Business**

Such other Part I Business which, if the Chair agrees, is of sufficient urgency to warrant consideration.

**PART II ('CLOSED') AGENDA
EXCLUSION OF PRESS AND PUBLIC**

There are no items of Part II business on this agenda. If Part II business is notified the Chairman will move:-

“That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item/s of business on the grounds that it/they involve/s the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Council), as defined in paragraph 3 of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

If you require further information about this agenda, please contact Stephanie Tarrant, Democratic and Statutory Services, Hertfordshire County Council on Telephone 01992 555481, or email stephanie.tarrant@hertfordshire.gov.uk. Agenda documents are available on the internet at <https://www.hertfordshiregrowthboard.com/documents>.

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Hertfordshire Growth Board Meeting Minutes

Thursday, 17 December 2020



Hertfordshire
Growth Board

Minutes

To: All Members of the Hertfordshire Growth Board
From: Legal, Democratic & Statutory Services, Hertfordshire County Council
Ask for: Stephanie Tarrant
Tel: 01992 555481

Date: Thursday, 17 December 2020

Members of the Board

Council Leaders

L Cocking, Broxbourne Borough Council
A Williams, Dacorum Borough Council
L Haysey, East Herts District Council
D Williams, Hertfordshire County Council (Chairman)
M Bright Leader, Hertsmere Borough Council
M Stears-Handscorn, North Hertfordshire District Council
C White St Albans City and District Council
S Taylor, Stevenage Borough Council
S Giles-Medhurst, Three Rivers District Council
P Taylor, Watford Borough Council
T Kingsbury, Welwyn Hatfield Borough Council

Council Chief Executives

J Stack, Broxbourne Borough Council
C Hamilton, Dacorum Borough Council
R Cassidy, East Herts District Council
O Mapley, Hertfordshire County Council
S Bijle, Hertsmere Borough Council
A Roche, North Hertfordshire District Council
A Foley, St Albans City and District Council
M Partridge, Stevenage Borough Council
G Muggerridge substitute for J Wagstaff, Three Rivers District Council
D Nolan (Managing Director), Watford Borough Council
K Ng, Welwyn Hatfield Borough Council

Hertfordshire Local Enterprise Partnership

N Hayes, Chief Executive
M Bretton, Chairman

Hertfordshire Growth Board

P Dell, Director Hertfordshire Growth

Other Officers

Mark Kemp, Director Hertfordshire County Council
Jon Tiley Hertfordshire County Council

1. Apologies

- 1.1 None.

2. Minutes

- 2.1 The Minutes of the Board meeting held on 13 October 2020 were confirmed as a correct record.

3. Constituting the Growth Board Joint Committee

- 3.1 The Board reviewed a report which detailed the final stages of implementing the Growth Board Joint Committee. Board Members noted that all Growth Board partners had taken the Joint Committee proposals via their democratic process and that if agreed, the recommendation would enable the establishment of the Joint Committee in January 2021.

- 3.2 The Board heard that concerns were raised during the democratic process at Borough of Broxbourne Council about existing joint projects within the partnership, with concerns expressed regarding potential outcomes for the Borough. The Chairman assured the Leader and Chief Executive of the Borough of Broxbourne Council that the Board and the County Council was supportive of a number of local initiatives and agreed to meet to alleviate any concerns ahead of the first Joint Committee meeting.

- 3.3 In response to a Member question, it was noted that if all partners did not join from the Committee being constituted and a partner wanted to join at a later date, the request would have to be agreed by all partners' democratic processes.

- 3.3 The Board noted that unity going forward with consensus of all partners would be preferable.

- 3.4 Patsy Dell was thanked for co-ordinating and assisting with the Joint Committee process.

David Williams

RESOLVED

- 3.5 The Board confirmed:
- a) The Hertfordshire Growth Board Statutory Joint Committee will be constituted at its first meeting on 26 January 2021 and the Integrated Governance Framework will be published on the Growth Board website as the constitution for the operation of the joint committees.
 - b) The implementation of the Growth Board Scrutiny Committee to be aligned to MHCLG confirmation of a Growth and Housing Deal, as previously agreed.

4. Proposed Agenda for The Growth Board Joint Committee 26 January 2021

- 4.1 The Board reviewed a report which appended the proposed agenda for the first meeting of the Joint Committee.
- 4.2 Board Members heard that the first proposed agenda contained all the formalities and usual updates. Speakers would be invited to following meetings based on the wishes of the Board.
- 4.3 The Board noted that they would like cross-party representation amongst the Vice-Chairs, and it was agreed that Leaders would bring Vice-Chair nominations to the first meeting.
- 4.4 The Board proposed that a rolling programme of speakers was organised, to cover topics such as the digital strategy including superfast broadband, sustainability, environment and climate change. In addition, a regular update from the LEP was requested.
- 4.5 Members discussed the impact of Covid-19 on high streets and noted the work of Bill Grimsey. Links to papers to be shared with Members. Members noted views of figures such as former Manchester City Council Chief Executive Howard Bernstein would be useful to the board and its future work.

All Leaders

Patsy Dell

Patsy Dell

RESOLVED

- 4.6 That Leaders/LEP Chair note the proposed agenda for the first Growth Board Joint Committee meeting in January 2021 (at Appendix A) and provide any feedback on content or other matters.

5. Hertfordshire Growth Board (HBG) Programmes update

- 5.1 The Board considered a report on the overall progress of the key Growth Board programmes and noted the status of projects as detailed within the appendix to the report.
- 5.2 The Board noted that Programme Board meetings in the South and North continued to be helpful and providing good oversight of progress being made across the various growth board workstreams and project. The Southern Corridor had had a recent update on the mass rapid transit project which all had been supportive of. Some broader issues around climate had been brought into projects to enable cross-programme work to take place. A written update from officers on the mass rapid transit was requested.
- 5.3 Good progress was reported for the North East, with accelerated work around recovery from the pandemic and work progressing with the help of the LEP and the involvement of town centre stakeholders. A way forward had been agreed for the cell and gene sector project.

Jonathan Tiley

RESOLVED

- 5.4 The Leaders noted the update in Appendix 1 and the overall progress across the Growth Board programme and individual workstreams since the last meeting.

6. Standing Items**South West Herts Joint Plan**

- 6.1 The Board heard that the plan was progressing well, with the consultation complete and feedback being pulled together.
- 6.2 The Board was provided with a brief update on other major programmes across the county. Members noted that the Harlow Gilston Garden Town Programme was progressing through the County Council governance process and Members requested that ambitious modal shift plans continued to be sought, to deliver sustainability ambitions. In addition, it was noted that the County Council was in the process of procuring a master developer for the Baldock development and that the developer for Brookfield Riverside remained positive about the appeal of the development and that completion of a development agreement was imminent.

7. Date of next meeting

- 7.1 First Joint Committee meeting scheduled for Tuesday, 26 January at 16:30 via Teams
- 7.2 Additional confirmed dates for Hertfordshire Growth Board 2021/22 were noted as:
- Tuesday 30 March 21: 9.30 – 11.30
 - Tuesday 22 June 21: 16.30 – 18.30
 - Tuesday 7 September 2021: 9.30 – 11.30
 - Tuesday 2 November 2021: 16.30 – 18.30
 - Tuesday 25 January 2022: 16.30 – 18.30

8. Any other business

- 8.1 None.



Hertfordshire
Growth Board



www.HertfordshireGrowthBoard.com



[@hertsgoodgrowth](https://twitter.com/hertsgoodgrowth)



Room 204, Hertfordshire County Council, County Hall, Pegs Lane, Hertford SG13 8DE

Agenda item 7

Hertfordshire Growth Board (HGB) – Work Programme 2021

Report Author: Patsy Dell, Hertfordshire Growth Board (Tel: 07949 887794)

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;

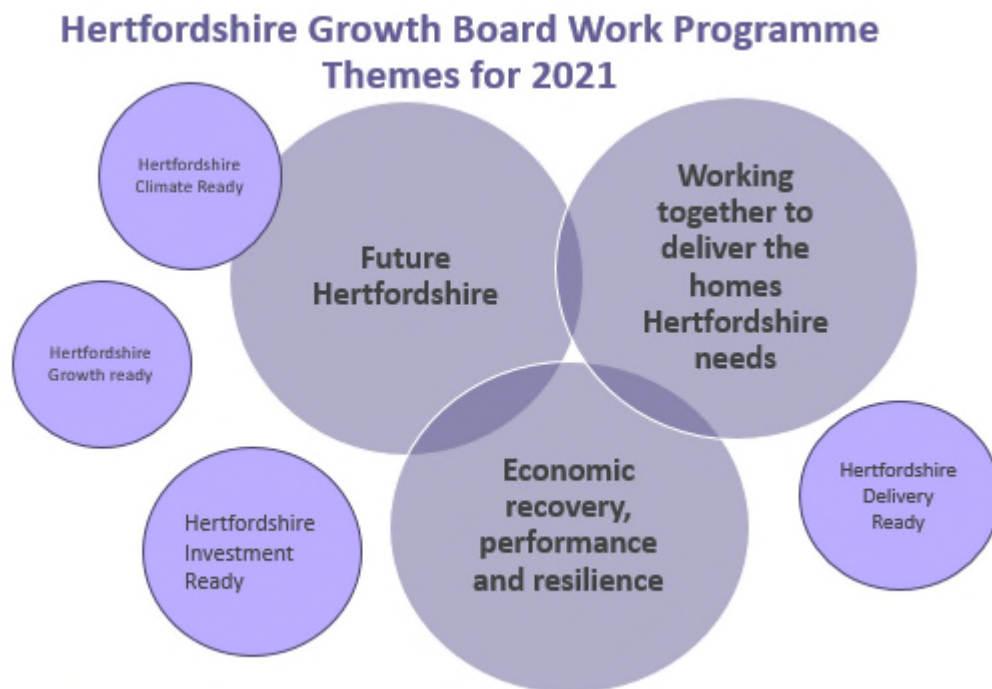
- Development of the Growth Board brand, visual identity, place narrative and website;
- Three national webinars about our work, overall a significantly raised HGB profile in 2020;
- Establishment of the statutory joint committee and development of the joint integrated governance framework.

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)																		
HGB Governance	Implementation of Joint Committee(s)		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	
	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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			0	1	1	2	0	0	1	2	0	0	1	2	2	0	1	1	2	0	1	1	2	3	0
Agenda Pack Page 15	Affordable Homes Fund	OSM/MMC project actions – facilitating the uptake of this option as part of our pipeline of sites																							
	Preparation of Housing and Growth Bid submission to MHCLG	Programme of meetings with senior officials on-going – Invite MHCLG to April Growth Board for update Briefing Herts MP's at the appropriate times																							
	Partners, investors & delivery bodies Engagement	Establish Development Delivery Forum with partners, potential investors, developers, housebuilders in conjunction with the LEP. Separate discussion events with potential investors.																							
Economic Recovery, Performance and Resilience	Hertfordshire Investment Ready	Development of a purposeful Investment Ready Strategy – to bring greater investment into Herts (both public and private sources). Investigate options such as impact and regional funds and bear down on establishing the conditions locally that need to be created to leverage in investment.																							

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			0	1	1	2	0	0	1	2	2	0	1	1	2	0	1	1	2	3	0					
			4	1	8	5	1	8	5	2	1	8	5	2	9	5	2	9	6	3	0	7	4	1	7	14
Agenda Pack Page 16		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																								

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

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			0	1	1	2	0	0	1	2	2	0	1	1	2	0	1	1	2	3	0					
			4	1	8	5	1	8	5	2	1	8	5	2	9	5	2	9	6	3	0	7	4	1	7	14
Agenda Pack Page 17	(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																								
		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																								
	Southern Corridor Programme Board	<ul style="list-style-type: none"> • Accelerating Housing 																								

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

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Workstream

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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 4 1 8 5 1 8 5 2 1 8 5 2 9 5 2 9 6 3 0 7 4 1 7 14					
Development of two E-W strategic growth corridors	oversight programme						projects such as Hemel Garden Communities, Watford Junction Quarter and Harlow Gilston Garden Town
	Northern Corridor Programme Board oversight						

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			0	1	1	2	0	0	1	2	0	0	1	2	0	1	1	2	0	1	1	2
Agenda Pack Page	Development of Common HGB Policy Programmes.	Work Programmes established, policy statements and positions being updated/prepared in 2021	To be updated/ prepared across all workstreams in 2021		Developing a framework of common policies from which HGB can lobby for developed powers/legislative changes and through which delivery projects can emerge and be assessed against.																	
	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			Common business case approach and format established.		Information gathering and detailed OBC development work.															
Joint Strategic Planning (JSP) workstreams	SWH JSP.	JSP Programme			On-going implementation programme.																	
	NECH JSP.	JSP Programme.			Development of agreed approach and forward programme of work under consideration																	

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Agenda item 8

Hertfordshire Growth Board (HGB) – Growth Board Growth Fund and Budget 2021/2

Report Author: Patsy Dell, Hertfordshire Growth Board (Tel: 07949 887794)

1 Purpose of report

- 1.1 This report updates on the Growth Board Growth Fund (GBGF), both ongoing spend and proposed budget profile for 2021. Appendix 1 includes the current and proposed budget profile.

2 Growth Board Growth Fund - Retained Business Rates update

- 2.1 The fund is drawn from the Herts Business Rates retention pilot growth pot which has been committed for use by the Growth Board. The fund has generated £4.2m (gross, excluding documented spend commitments).

3 Changes since the last report - July 2020

- 3.1 The budget spend reflects the work undertaken by the board in 2020 such as the creation of the Growth Board dedicated team, the development of the HGB website, pursuit of a Growth Deal, the Growth Corridor programmes and establishment of the Growth Board joint committee.
- 3.2 Total cumulative spend from the GBGF from 2018/19 up to the end of 2021/2022 (e.g. used for running of the Growth Board, consultants' costs, Growth Board programmes, staffing capacity and support) is profiled at £1,609,000 over the four years. This equates to a spend commitment from the fund of £33,000 (with rounding) per partner per year¹.

4 Growth Board Growth Fund – New Budget items in 2021/22

- 4.1 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.
- 4.2 The Growth Board work programmes and range of projects are moving forward, supported by teams from across Hertfordshire along with the capacity available from the HGB team and the dedicated project management resource. Our engagement with the consultants who helped us develop and set up the programme ceased in August 2020.
- 4.3 The workshop held with Leaders to agree priorities for 2021 confirmed the commitment to continuation of the work we are already focussed on, along with the additional areas we want to explore in 2021. Although we maintain our ambition to secure a growth deal with government, current national economic pressures mean that such funding options will be more limited in the next few years. Focussing on what we can do locally to increase investment into

¹ Included 2021/22 new budget commitments if approved

Hertfordshire as well as supporting our communities and businesses to weather the impacts of the virus on our economy has increased in priority for the Growth Board work in the coming year.

- 4.4 To secure the delivery and ongoing momentum of the programme, a number of our key projects will need additional support such as increased capacity and consultancy expertise in 2021. In line with the priorities agreed by the Growth Board in December 2020, a sum of £250k is recommended to be earmarked from the GBGF to invest in the projects set out below to enable them to start or keep going (as and with match funding if and where possible). The project areas and suggested potential funding are set out below:
- 4.5 Growth Board Programme Project Priority Funding:
- Housing Growth Deal/Accelerated Housing Workstream (£50k)
 - Investment Ready Hertfordshire (£60k)
 - North East and Central JSP preparation (£40k match funding)
 - Growth Corridor Projects (£100k)
- 4.6 The funding allocation of £60k for Investment Ready Hertfordshire is a new priority workstream for 2021/2 and the allocation is an estimate of what may be needed to support that work.

5 Implications

- 5.1 The Growth Board has oversight of the deployment and use of the GBGF. Hertfordshire County Council s.151 Officer accounts for the fund on behalf of the Growth Board and the s.151 Officers of the partner Councils and Local Enterprise Partnership. There are no adverse financial implications arising from this report and its recommendations, the Growth Board is using the fund in accordance with its jointly agreed priorities.
- 5.2 There are no adverse legal, equalities, environmental, sustainability or other implications arising from this report and its recommendations which support the ongoing work and priorities of the Growth Board.

6 Recommendation

- 6.1 Leaders are asked to note the report and agree the proposed budget commitments for 2021/22 (including the new £250k priority project funding) set out in Appendix 1.

Appendix 1 - Hertfordshire Growth Board Growth Fund – Jan 2021 update								
Activities to support the development of the Herts Growth Board/Growth Deal are being funded through the Herts Business Rates Pilot Growth Fund (2019/20 and 2020/2021). The fund has achieved circa £4.2m								
The table below sets out the funding drawn down so far and the proposed application of that funding in 2021/22								
Known and approved spending is profiled through to March 2022.								
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Cumulative Total £000s
		£000s	£000s	£000s	£000s	£000s	£000s	
Spending								
	Growth Board Programme Development support (1) ²	155 ³ (0)						0
	Growth Board Programme Development support (2)		240 ³ (355)					355
	Growth Board Programme Development support (3)			150 ³ (137)				137
	Growth Board Dedicated Team ⁴ - Director (1FTE) - Communications Lead (0.2FTE) - Programme Leads (1.5 FTE)			300	300			600
	Growth Board Programme Project Priority Funding (new for 2021): - Housing Growth Deal/Accelerated Housing Workstream (50k) - Investment Ready Hertfordshire (£60k) - NEC JSP (£40k match funding) - Growth Corridor Projects (100k)				250 ⁵			250

² Secured through EELGA Procurement Framework including 10 -15 % Framework Fee

³ Actuals varied in year because of contact start dates and invoicing across financial years (paid actuals in brackets)

⁴ HGB established dedicated team March 2020, budget for key roles agreed at that time

⁵ Approval of spend oversight to be via relevant Growth Corridor Programme Boards

	HGB Dedicated PMO (1FTE)			60 ⁶	60				120
	Growth Board Joint Committee Secretariat and support costs		1	3	20 ⁷				26
	Engagement events		7	2 ⁸	10				22
	Communications, Website development and hosting, HGB visual identity and brand products development ⁹			25	25				50
	Legal Advice		1	25 ¹⁰	20				50
	Room bookings, ancillary costs	5	4	1 ¹¹	3 ¹²				21
	Total Spend/Proposed Spend	0	368	553	688	TBC	TBC		1628
	Funded by								
	LGA support grant	0	39						(39)
	Contribution from Herts business rates pilot Growth Fund ¹³	0	329	553	688				1570
	Total funding	0	368	553	688	TBC	TBC		1609

⁶ PMO provided through HCC at cost

⁷ Includes new joint committee implementation and new and additional (and some one-off) Covid-related operating costs such as live streaming, on-line petitions module

⁸ Webinars used in 2020 so underspent – virtual events now being planned for March 2021 – budget to roll over

⁹ Visual identity and website development and implementation in 2020, on-going communications, website and hosting costs in 2021

¹⁰ Legal advice sought three times – MOU, Draft Growth and Recovery Prospectus (delivery vehicles) and Joint Committee Integrated Governance Framework

¹¹ Underspent because of use of Teams teleconferencing in 2020/21

¹² Virtual meetings expected for at least first two HGB joint committees, budget reduced following experience in 2020

¹³ The monetised value of in the kind support from the Hertfordshire Councils and LEP as part of delivering the Growth Board work programme is excluded.

Agenda item 9

Hertfordshire Growth Board (HGB) – Communications Strategy and Protocols

Report Author: Lucy Gravatt, Hertfordshire Growth Board (Tel: 07949 887794)

1 Purpose of report

- 1.1 This report provides a short update on the development of Hertfordshire Growth Board's Communications Strategy and Protocols.
- 1.2 Attached at Appendix A is the draft 2021 Communications Plan. This is a dynamic document which will be updated regularly to reflect progress on the Growth Board workstreams and relevant Growth Board Partner activity. As such, it will be periodically returned to the Growth Board for approval.

2 Overall Communications Strategy and Protocols update

- 2.1 This document sets out Hertfordshire Growth Board's Communications Strategy and Protocols. It outlines the results that the partnership aims to achieve and how effective communications and engagement will support the achievement of those outcomes.
- 2.2 Through the establishment of a statutory joint committee, Hertfordshire Growth Board has formalised its governance and increased transparency around its work. It now needs to formalise its communications activity with a set of agreed protocols to be taken forward by the Growth Board partners.
- 2.3 This document sets out how Hertfordshire Growth Board will achieve its core communications principle to raise the profile of its work, aims and achievements in driving growth and economic recovery.
- 2.4 Hertfordshire Growth Board's joint governance arrangements enables it to extend its network of reach exponentially via its partners. As a result, it is listed here as a key channel of reach.
- 2.5 This document sets out a series of guidelines intended to codify the approach to communications to be taken through Hertfordshire Growth Board, and to make clear the expectations of Growth Board partners.

3 Recommendations

- 3.1 That Leaders approve the Communications Strategy and Protocols and note and agree to the roll-out of the Organisational Messages set out in Section 2 of the Document.
- 3.2 That Leaders approve the draft 2021 Communications Plan, as attached at Appendix B.

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Communications Strategy and Protocols



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Introduction

This document sets out Hertfordshire Growth Board's Communications Strategy and Protocols. It outlines the results that the partnership aims to achieve and how effective communications and engagement will support the achievement of those outcomes.

This document intends to clarify roles and responsibilities and to provide guidance on how to handle media interest and communicate with others, both externally and internally. It aims to ensure that Hertfordshire Growth Board is seen to communicate in a professional and objective manner.

In all cases, Hertfordshire Growth Board's outside communications should be:

- Open and honest
- Proactive
- Responsive
- Timely
- Accessible to all users
- SMART

Section 1 OVERVIEW

1.1 Background and Context

Hertfordshire Growth Board was established in 2018 as a collective response to managing the scale and pace of growth required over the next decade and beyond. Hertfordshire has a history of successful collaborative working. In February 2020, all 12 partners signed a Memorandum of Understanding (MOU) to:

- Raise awareness of their joint working intent to Hertfordshire residents, partners, businesses and central government;
- Commit to continued collaborative place-based working across Hertfordshire;
- Set out the joint working intention between the partners; and
- Demonstrate how they will work together as equal stakeholders with different roles to manage future growth in Hertfordshire.

Through the establishment of a statutory joint committee, Hertfordshire Growth Board has formalised its governance and increased transparency around its work.

1.2 Communications Principles and Objectives

Hertfordshire Growth Board understands it has a duty to provide transparent, open and accessible information about its decision-making and activities. It has developed its own identity with a website, social media profiles and its Board Papers and Key Documents are published on its website

Its core communications principle is to raise the profile of the work of the Growth Board, its aims and achievements in driving growth and economic recovery.

Its core communication objectives are:

- To support the delivery of the key priorities identified in the Growth Board's Terms of Reference and Memorandum of Understanding;
- Support dialogue with Government and investors on the growth; challenges and opportunities affecting Hertfordshire with our local MPs acting as advocates in helping to deliver our vision;
- Further strengthen the credibility and reach of the Growth Board among key stakeholders in Hertfordshire and neighbouring areas;
- Help the Growth Board to achieve the highest standards of openness and transparency;
- To be viewed as an 'exemplar' of delivery – a leader of good practice in the successful delivery of growth-related projects and priorities.

To deliver on these objectives, we will:

- Build high quality engagement and dialogue;
- Leverage the power of our Growth Board partners and their networks to communicate with residents, stakeholders and their key audiences;
- Enhance our reach and understanding of what we are trying to achieve, using internal communications channels for everyone to feel part of a collective effort;
- Strengthen our brand by gaining positive recognition of our role in delivering growth-led activities which benefit Hertfordshire, ensuring the Growth Board brand remains synonymous with credibility, integrity impact and transparency;
- Develop Growth Board campaigns of influence which are intelligence-led and are specifically targeted at influencing behaviours and decisions among key audiences (particularly government).

1.3 Scope

This Communications Strategy and Protocols will apply to the following:

- Hertfordshire Growth Board members, the County Council, the 10 district and borough councils and Hertfordshire Local Enterprise Partnership; its team; Cabinet Members and Senior Officers when referencing the work of the Growth Board;
- Communications leads across the Growth Board partnership when promoting the work of the Growth Board;
- Partners, businesses or other organisations working in collaboration with the Growth Board.

This Communications Strategy and Protocol will apply to the following materials:

- Press releases and statements made to the media;
- Publicity by all parties such as website articles, blogs, newsletters, leaflets which reference Hertfordshire Growth Board activity or support;
- Publications which are produced by consultants contracted to Hertfordshire Growth Board.

1.4 Target Audiences

The ambition is for as many engaged audiences and partners as possible to understand the value of Hertfordshire Growth Board and to become its ambassadors, promoting the brand to as wide an audience reach as possible.

Key target audiences are therefore split into two categories:

1. an external list directed at Government, strategic partnerships, business, civic bodies; charities; education providers; think tanks, investors and other interested external partners.

2. an internal list where there is existing buy-in through membership of the Growth Board and whose networks form a critical channel of marketing reach for the Growth Board, ensuring information is disseminated geographically and that there is feedback to Hertfordshire Growth Board.





The sub-categories are as follows:

External:

Government: MHCLG/BEIS/DfT/DEFRA/DIT via Government Ministers, SPADS and local MPs/Councillors;

Strategic Partnerships: County Councils Network; East of England LGA, South East England Councils, LEP Network and Catalyst South (Hertfordshire, South East, Coast to Capital, Enterprise M3, Thames Valley Berkshire and Solent);

Education providers: University of Hertfordshire/FE Colleges and training institutions; schools;

Anchored: major corporates; established SMEs; NHS CCGs; Hertfordshire Partnership University NHS Foundation Trust, East and North Hertfordshire NHS Trust, West Hertfordshire Hospitals NHS Trust, East of England Ambulance Service Trust; Police and Crime Commission; research institutions (RVC/BRE/Rothamsted);

Major transport providers: Highways Agency; Network Rail and other rail and bus operators; Luton and Stansted Airport;

Environment: Environment Agency; pressure groups: Campaign to Protect Rural England; Chilterns Area of Outstanding Natural Beauty; Lee Valley Regional Park; Hertfordshire Wildlife Trust; Hertfordshire Community Energy Network; climate change pressure groups - Extinction Rebellion; Business Declares;

Inward Investment: DIT South East Inward Investment Services Team; developers and investors; Herts IQ and Ambassador Groups;

Other agencies: Housing associations; DWP;

Voluntary and Community Sector: Social Enterprise East of England, Herts CVS, Hertfordshire Community Foundation, faith forums and general public;

SMEs: SMEs and start-ups via business support/membership organisations; Business Improvement Districts (BIDS);

Professional/Civic bodies and think tanks/lobbying groups: TCPA, RIBA,

ICAEW, Localis, DevoConnect etc

Media: Local, Regional, National and Trade.

Internal:

Growth Board Members and CEX Co-ordinating Group (CEXG);

Growth Board Executive and Workstreams: Delivery Programme Steering Group; Joint Strategic Planning (JSP) and Southern and Northern (East-West) Growth Corridors; HIPP;

Operational: Heads of Communications (local authorities/LEP); Heads of Service;

Internal stakeholders: Herts Policy & Partnership network; Hertfordshire Economic Development Group (HEDOG); Employees; Hertfordshire Sustainability Forum; Hertfordshire Property Partnership; Hertfordshire Design Review Service.

1.5 Channels – How to reach these key audiences

Determining the channels through which to share communications or campaigns is essential to work out the right methodology to get the right message to the right audiences in the best way – and at the best time.

Different target markets access information in different ways, and any communication strategy needs to ensure that it uses the most appropriate channel to reach its target market. This is why many organisations use a multiplicity of channels to ensure messages are as widely disseminated as possible among local communities. Hertfordshire Growth Board's joint governance arrangements enables it to extend its network of reach exponentially via its partners. This is one of its most critical channels of communication, providing both excellent access to the business market as well as the local knowledge and perspective to enable a vital feedback loop which underpins the Growth Board's responsive decision-making through the inclusion of partner and grass-roots engagement. As a result, it is listed here as a key channel of reach.

- Board meetings, minutes and key documents accessible via HGB website;
- HGB stakeholder e-bulletin and internal cascade;
- MP/Ministerial engagement via face to face/letters; briefings and Westminster receptions;
- Social Media via HGB platforms and partner channels; paid-for advertising;
- Press releases distributed to local, regional, national and trade media;
- Positioning HGB key players and champions/ambassadors (e.g.: Chair, Board members and officers) as speakers at key events and conferences; interviews;
- Events – virtual or physical, staging for milestone events where target audiences are invited; sector and business-focused roundtables;
- Internal briefings for HGB partners and senior officers.

[See Appendix 1: Communication Channels]

1.6 Accessibility

This strategy will meet, as far as possible, accessibility requirements as set out by The Government Digital Service to ensure its website and associated materials can be accessed by as many people as possible. This includes those with impaired vision, motor difficulties, cognitive impairments or learning disabilities, and impaired hearing. This will be reviewed as new documents are created and on an ongoing basis

as part of the management of the website and the online presence for Hertfordshire Growth Board.

1.7 Success Criteria

The success of this strategy should be assessed with reference to:

- improvements in Hertfordshire Growth Board's profile;
- the strength of the Hertfordshire Growth Board brand;
- the breadth and depth of Hertfordshire Growth Board's engagement with target audiences;
- outcomes in decisions made by the target audiences that truly contribute to Hertfordshire Growth Board's strategic priorities.

Key data that we will use to inform judgements on our progress and performance include:

- the range of public and private partners who are engaged in the work of Hertfordshire Growth Board and attend events;
- the frequency with which key stakeholders' advocate for the work of Hertfordshire Growth Board in their own communications;
- the number of Hertfordshire Growth Board newsletter subscribers, and the number who engage with the content of the newsletter (open rates and click-through rates);
- the number of people accessing hertfordshiregrowthboard.com and the average duration of each visit;
- the number of Twitter followers, impressions and retweets;
- the number of LinkedIn connections, likes and re-posts;
- frequency and tone of coverage in local, regional, national and trade press.

Section 2 ORGANISATIONAL MESSAGES

2.1 Our values

- Shared progress with no person or place left behind – always seeing Hertfordshire as a whole;
- Responsible growth without compromising people, planet or place - always managing the impacts of our actions;
- Active stewardship of place and people – always in-touch with the issues that face our communities.

2.2 About Us (Hertfordshire Growth Board Boilerplate used as Note to Editors)

Hertfordshire Growth Board

Hertfordshire Growth Board is the way the county is now working together to manage growth. With the Hertfordshire population expected to rise by up to 175,000 by 2031, at least 100,000 new homes and jobs will need to be created over the same period. This brings opportunities and challenges. Hertfordshire Growth Board is ready to respond.

Hertfordshire Growth Board is made up of the County Council, the 10 district and borough councils and Hertfordshire Local Enterprise Partnership. Working together is

how we continue our 'joint' success and create opportunities for everyone, now and in the future. Together we are committed to working together to deliver an ambitious growth agenda to support a thriving economy, with affordable housing, a sustainable transport network, excellent schools and healthcare facilities.

Keep up to date with our progress: www.hertfordshiregrowthboard.com and follow us on Twitter @hertsgoodgrowth and LinkedIn hertfordshire-growth-board.

2.3 Hertfordshire Growth Board Partner communications

This section sets out a series of guidelines intended to codify the approach to communications to be taken through Hertfordshire Growth Board, and to make clear the expectations of Growth Board partners.

When Growth Board partners will use 'Hertfordshire Growth Board'

The Hertfordshire Growth Board name and identity should be used by Growth Board partners to promote and publicise projects and activities; and to celebrate milestones, successes and achievements. It should be used in cases where the projects/activities/achievements:

- are clearly identified in line with Hertfordshire Growth Board priorities;
- and supports Hertfordshire Growth Board key messages.

Where individual partner activities/achievements relate to Hertfordshire Growth Board priorities and messages, partners are encouraged, wherever possible, to reference that this supports the work of the wider Hertfordshire Growth Board Partnership.

How Growth Board partners will use 'Hertfordshire Growth Board'

Publicity: Where the Hertfordshire Growth Board name and identity are used, there is an expectation that:

- Hertfordshire Growth Board's boilerplate **2.2** and a link to the Hertfordshire Growth Board website, Twitter feed and media contact details should be included in any 'Notes to Editors'; and
- the Hertfordshire Growth Board communications lead should be notified in advance – allowing them to contribute, where relevant, and to enable onward promotion.

Social: Hertfordshire Growth Board members and communication leads will promote Hertfordshire Growth Board through their networks on social media and through online channels, particularly LinkedIn and Twitter. This should mean:

- following Hertfordshire Growth Board's LinkedIn Company Page and Twitter account, as well as connecting with Hertfordshire Growth Board's LinkedIn Profile;
- actively engaging with Hertfordshire Growth Board content by liking, commenting, and sharing this with wider networks to increase exposure; and
- adding #hertsgoodgrowth to social media posts relating to projects/activity/events that are relevant to the aims of Hertfordshire Growth Board;
- signing up to the Hertfordshire Growth Board digital newsletter and sharing this with relevant contacts;

- keeping up to date with Hertfordshire Growth Board’s press releases, which detail its activities and that of its partners, through the News section on the website.

A suite of digital assets has been created to support HGB partner digital communications. *[See Section 3]*

Digital/web All Growth Board partners will carry the Joint Statement at **2.2** and information about Hertfordshire Growth Board on their own website and provide links to the Hertfordshire Growth Board website.

Brand: Any use of the Hertfordshire Growth Board Logo should be visible and used in accordance with the latest relevant brand guidelines.

Media: Requests from the media will be coordinated by the Hertfordshire Growth Board’s Communication Lead.

Managing collective communications

Working in the open: The success of Hertfordshire Growth Board depends upon Growth Board partners working collectively to promote areas of common interest. There is an expectation that communications leads will work in the open – sharing, communications materials by default.

Collective planning: The Hertfordshire Growth Board communications team will maintain a high-level forward plan to ensure that the use of the Hertfordshire Growth Board name and identity in Growth Board partner communications is consistent and co-ordinated. To support this, Growth Board partner communications leads will share those elements of their local communications plans that are relevant to Hertfordshire Growth Board’s priorities and key messages.

Where the Hertfordshire Growth Board partnership undertakes collective communication activity – i.e. activity that is distinct from the work of individual partners – it will be the responsibility of the Growth Board communication leads to support this by:

- sharing local materials, stories, photos, videos etc to support the collective work; and
- promoting the collective work using their own communications channels.

Behaviours: It is important that Growth Board partners communicate in a way that is consistent with their membership of the Hertfordshire Growth Board partnership. All parties should aim to communicate in ways which:

- positively promote the work of the partnership, the importance of its priorities and its key messages;
- do not disadvantage other partners within the Hertfordshire Growth Board;
- upholds the Hertfordshire Growth Board group’s reputation as credible, reliable and authoritative – avoiding all actions and communication that could bring the Growth Board, or individual members, into disrepute; and
- ensures that comments on the policies of other organisations, including central government, local authorities and other agencies, are objective and politically neutral.

2.4 Who are the Hertfordshire Growth Board partners?

Broxbourne Borough Council
Dacorum Borough Council



East Herts District Council
Hertfordshire County Council
Hertsmere Borough Council
North Hertfordshire District Council
St Albans City and District Council
Stevenage Borough Council
Three Rivers District Council
Watford Borough Council
Welwyn Hatfield Borough Council
Hertfordshire Local Enterprise Partnership

2.5 Corporate Identity

Our communications will always use the appropriate and correct corporate identity and style as detailed in Hertfordshire Growth Board's Brand Guidelines and this Communications Strategy and Protocols. Our responses, and approach to policies and services, will be factual, objective and accurate. Comments on policies of other organisations including central government, other local authorities and agencies, will be objective and politically neutral. Requests from the media will be coordinated by Hertfordshire Growth Board's communications lead. Official responses will be given by Hertfordshire Growth Board' Chair, Director or relevant Board Member.

2.6 Tone of Voice

Hertfordshire Growth Board is a 'collaboration for growth'. We are precise and clear in our communications and the tone of voice is positive, determined and smart. Where possible, we adopt a friendly and engaging tone, using first person (we).

SECTION 3 BRANDING GUIDELINES, LINKS AND DIGITAL ASSETS

3.1

[Branding Guidelines](#)

[Hertfordshire Growth Board Narrative \[Part 1: DRAFT\]](#)

[Hertfordshire Growth Board FAQs](#)

Digital Assets: [HGB Logos](#) and [Social Media \(Twitter/Linked In\)](#)

3.2 Contact

Lucy Gravatt,
Communications Lead,
Hertfordshire Growth Board
T. 07747 762698 E. lucy.gravatt@hertfordshirelep.co.uk

APPENDIX 1

Communication channels: Part 1

GOVERNMENT DEPTS & MINISTERS/LOCAL MPs	LOCAL GOVERNMENT MEMBERS	STRATEGIC PARTNERSHIP GROUPS & EDUCATION PROVIDERS/ TRANSPORT OPERATORS	ANCHORED: MAJOR CORPORATES/ INSTITUTIONS	ANCHORED: ESTABLISHED SMES
<ul style="list-style-type: none"> • Email/ Phone call • 1-2-1 meetings • Briefing Papers MP bulletins • Events: Party Conferences; House of Commons/ Westminster receptions; sector dinners and roundtables 	<ul style="list-style-type: none"> • Face to face presentations Follow up Briefing Notes; HGB Board Papers • Events and partnership forums • Individual stakeholder bulletins to co-ordinate messaging • HGB website 	<ul style="list-style-type: none"> • Face to face presentations • Emails • Individual briefings where required to provide targeted messaging • Events (platforms/ panel discussions) • Research and annual reports 	<ul style="list-style-type: none"> • Sector roundtables /dinners • Emails 1-2-1 meetings 	<ul style="list-style-type: none"> • Business membership and support provider events • B2B marketing • Tailored content for partner sites • HGB website • Social media posts • Paid for social media advertising • Sponsorship • Email marketing campaigns • Informal networking events
PROFESSIONAL & CIVIC BODIES/THINK TANKS/PRESSURE GROUPS	VOL & COMMUNITY SECTOR/HOUSING ASSOCIATIONS	EDUCATION (SCHOOLS); GENERAL PUBLIC	INTERNAL: INFLUENCERS	INTERNAL EMPLOYEES
<ul style="list-style-type: none"> • Events (platforms/ panel discussions/ roundtables) • Informal networking and ambassador events • Research and annual reports 	<ul style="list-style-type: none"> • Events (platforms/panel discussions/ roundtables/ partnership forums) • Informal networking • Research and annual reports 	<ul style="list-style-type: none"> • Media channels • Email marketing campaigns/ HGB website • Social media posts • Paid for social media advertising • HCC Schools Channel and Primary Times 	<ul style="list-style-type: none"> • HGB workstream updates • Face to face presentations • Project management access and overview • Feedback consultations • HGB Board Papers circulated in advance 	<ul style="list-style-type: none"> • Intranet Lunch and Learn briefing sessions/ webinars • Internal channels • Case studies • Email updates/staff bulletins • HGB ambassador group (via comms leads)

Communications channels: Part 2

<p>Face-to-Face/Personal</p>	<p>1-2-1s (face to face/email/phone call): between district/county/LEP leaders/CEX Co-Ordinating Group and local MPs/Ministers; Existing relationships held at CEX/Leaders with Government departments and key Government Ministers; Networks: LEP Network; Herts Leaders; Herts LEP Board and Catalyst South; EELGA and CCN; Hertfordshire Growth Board Officer/CEX workshops; Innovation Corridor; Events (Hertfordshire Forward; Hertfordshire Housing Conference/LEP Annual Conference; British Chambers of Commerce Conference; Compact Forum); Party conferences and think tank events/platforms; MIPIM and inward investment/trade fairs: Real Estate Live, Built Environment Networking; informal networking events; Hertfordshire Growth Board owned events. Internal and team briefings: senior officers' events; staff training; lunch and learn; webinars.</p>
<p>Media & Marketing</p>	<p>Local, regional and national press/trade press and broadcast media opportunities via HGB key spokespeople for:</p> <ul style="list-style-type: none"> • PR and broadcast interviews • Vlogs and videos • Thought leadership articles from key influencers • Case Studies • Email marketing campaigns
<p>Digital (online and social)</p>	<p>Websites: Hertfordshire LEP/Local Authorities/LEP Network/HMG/Professional bodies and partner websites; HGB website with links to HGB Board Papers/Key Docs and HGP Workstream Updates; Social channels: Blogs/Vlogs/Campaign Key Messages via Twitter/Facebook/LinkedIn/YouTube/Instagram; utilising visuals: GIFS/Infographics/Photos; B2B/B2C marketing channels (via Chambers/business membership organisations/biz4Biz; Hertfordshire Growth Hub e-bulletin and business e-bulletins); Internal stakeholder e-bulletins Intranet and Internal Stakeholder Marketing Strategy via comms leads Paid for Social Media Advertising</p>
<p>Print and written</p>	<p>Annual Reports and published research papers MP Briefing Papers and MP bulletins Hertfordshire Chamber of Commerce Inspire Magazine; B2B publications Paid for print adverts/advertorials</p>

Communications channels: part 3

WEBSITES	CONTENT
HGB website	<ul style="list-style-type: none"> • Publish and promote co-ordinated marketing materials, such as press releases, blog articles, vlogs and board papers/key docs
Internal stakeholder websites (HCC/Districts/LEP)	<ul style="list-style-type: none"> • Socialise HGB project delivery and partner updates, post PR and signpost to HGB website; • Post blog/vlogs from HGB members on shared values/activity
Other external stakeholder websites	<ul style="list-style-type: none"> • Socialise key concepts/updates and signpost to HGB website
EMAIL	CONTENT
Project updates	<ul style="list-style-type: none"> • Personalised email updates from HGB Chair/Deputy Chair to key influencers and shared with HGB CEX/Leaders Group; • Key HGB project delivery updates and messaging socialised across partner e-bulletins
MEDIA & MARKETING MATERIAL	CONTENT
Press releases	<ul style="list-style-type: none"> • Circulate HGB boilerplate and communications protocol to comms leads and dynamic content calendar; keep updated media and comms lead contacts list; • Publish and promote coordinated HGB press releases with tailored content for key audience groups linked to key HGB project milestones
Interviews	<ul style="list-style-type: none"> • Agree HGB media spokespeople and key influencers for broadcast opportunities and provide proactive/reactive responses to emerging national news situations, where appropriate
Videos	<ul style="list-style-type: none"> • Socialise key HGB messaging for external and internal stakeholders
DIGITAL AND SOCIAL MEDIA	CONTENT
Digital toolkit	<ul style="list-style-type: none"> • Create a suite of social media content and digital assets to include: <ul style="list-style-type: none"> ○ Factsheet summary ○ Key audience messages and HGB hashtag and suggested social media posts ○ Digital assets; HGB logo/photos/website/social media and email banners
EVENTS	CONTENT
Internal and external events, meeting and networking opportunities	<ul style="list-style-type: none"> • Reminder at meetings to share and socialise HGB project updates and rationale; • Encourage promotion to and within their networks using identified HGB ambassadors; • Utilise wider networking opportunities to socialise key messages



Hertfordshire
Growth Board



www.HertfordshireGrowthBoard.com



[@hertsgoodgrowth](https://twitter.com/hertsgoodgrowth)



Room 204, Hertfordshire County Council, County Hall, Pegs Lane, Hertford SG13 8DE

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Hertfordshire Growth Board Communications Planner 2021

This is a dynamic document that will reviewed and updated regularly.

Month	Content	Channels	Deadline
January	Joint Governance Committee	HGB Website: Publication of Board Papers and partner notification via email/social	14 Jan
	HGB Partnership Communications and adoption of Communications Protocols	Adoption of boilerplate/key messaging on partner sites and HGB social media sharing.	After HGB BM 26 Jan
	HGB E-Bulletin: Key Priorities 2021; MRT video; Chalkdene and other HGB workstream/partner updates; Sustainable Herts Launch; HGB member profile	Optional trade press article/thought piece on governance. Social.	31 Jan
	Sustainable Hertfordshire Launch	External and internal cascade via digital and social channels Promote link to key HGB priorities	
February	Enterprise/Skills Strategy updates (linked to Economic Recovery Plan)	Publish milestones/surveys on HGB partner website and link via HGB social channels	TBC
	Real Estates Live (White Label): How Hertfordshire is to driving green recovery with focus on off-site	Panel and PR opp. (Shared platform with Herts IQ) TBC. Social.	22-26 Feb
	Countywide senior officers and leaders' events: key priorities 2021	Prepare content	
March	<i>BUDGET</i>	HGB Budget Summary: key takeaways	3 March
	Joint Governance Committee	HGB Website: Publication of Board Papers and partner notification via social/email.	18 March
	Countywide senior officers and leaders' events: key priorities 2021	Webinar	Mid-March

	HGB E-Bulletin: Budget summary; FY Priorities; New River Bridge, Living Labs and other HGB workstream/partner updates; HGB Member profile	External and internal cascade via social and partner websites.		Brought forward due to PERP
April	<i>LOCAL ELECTIONS</i>	<i>PERP</i>		
May	<i>LOCAL ELECTIONS</i> Mass Rapid Transit Public Consultation/ Revised countywide Skills Strategy OPTION: The Spectator Levelling Up Britain Summit	<i>RESULTS</i> Publish on HGB partner website and promote via HGB social Panel and PR opp TBC		Friday 7 May
June	Joint Governance Committee. New HGB Line-Up. HGB E-Bulletin: Local Election results and HGB Partner Profiles refresh; MRT awareness; Skills Strategy and other HGB workstream/partner updates Sector/business roundtables (linked to updated Economic Recovery Plan) OPTION: MIPIM Cannes OR possible South East alternative	HGB Website: Publication of Board Papers and partner notification. Social. External and internal cascade and social. HGB partner-led webinar/event linking sectors to place narrative TBC HGB presence as part of possible East of England/Catalyst South showcase.		10 June 30 June 7-10 June
July	Building Futures Conference and Awards	Possible sponsorship and PR opportunity		8 July
August	HGB webinars: rewind and review: The Voice of Authority interviews/other Joint Governance Committee	Webinars, Social; PR and interview profiles HGB Website: Publication of Board Papers and partner notification. Social.		25 August
September	HGB E-Bulletin: HGB webinars and HGB workstream/partner updates	External and internal cascade; social		30 Sept
October	Comprehensive Spending Review/Budget Joint Governance Committee	News Summary and key highlights for partner cascade; media response HGB Website: Publication of Board		NO DATE SET 21 Oct

	HGB Annual Report/Review	Papers and partner notification. Prepare content		
November	HGB E-Bulletin: HGB webinars and other HGB workstream/partner updates and JGC Opportunity Hertfordshire: rewind and review Herts IQ event	External and internal cascade and via social Webinar reviewing progress on sustainable construction one year on. Share via social.		30 Nov
December	HGB Digi-Impact Annual Report and Review HGB E-Bulletin: Annual Review	Publish report summary on website and share key highlights slide deck internally. External and internal cascade		

Hertfordshire Growth Board Social Media Strategy

Hertfordshire Growth Board's joint governance arrangements enables it to extend its network of reach exponentially via its partners' social media channels. This provides a two-way mechanism to share success more widely and amplify partner-led growth activities across the county. By sharing and re-sharing social media content we aim to increase:

- the frequency with which key stakeholders' advocate for the work of Hertfordshire Growth Board in their own communications and social media channels;
- the number of Hertfordshire Growth Board newsletter subscribers, and the number who engage with the content of the newsletter (open rates and click-through rates). Newsletters are scheduled to go out after each HGB Board Meeting to increase transparency of its work;
- the number of people accessing hertfordshiregrowthboard.com and the average duration of each visit;
- the number of Twitter followers, impressions and retweets;
- the number of LinkedIn connections, likes and re-posts;
- the reputation and recognition of the HGB brand across all digital platforms.

In order for us to achieve these goals, there is an expectation that communication leads will adhere to the protocols relating to social media activity as set out in **Hertfordshire Growth Board Communications Strategy and Protocols: 2.3 Hertfordshire Growth Board Partner communications**. All HGB organic social media content will follow the structure set out in this draft communications planner.



Hertfordshire
Growth Board

Agenda item 10

Hertfordshire Growth Board (HGB) – Growth Board Work Programme 2020 Updates

Report Author: Patsy Dell Hertfordshire Growth Board (Tel: 07949 887794)

1 Purpose of report

- 1.1. This report provides a short update on the overall progress of the key Growth Board programmes and projects since December 2020.
- 1.2. Attached at Appendix 1 are the updates from the latest Growth Corridor Programme Board meetings, held monthly to review progress on the Growth Board work programme.

2 Overall Growth Board Work Programme Update

- 2.1 The March 2020 HGB meeting agreed priority work for the rest of 2020 (at that time the period of focus for negotiations with HM Government) to cover and including:
 - Meeting the commitments set out in the letter to the Secretary of State from January 2020 on behalf of all Leaders;
 - Responding to the invitation from MHCLG to work with them to develop a proposition to secure HM Government support (including our level of ambition and clarifying what can be achieved in next five years (new models of delivery));
 - An initial portfolio of prioritised corridor delivery projects known as 'Wave 1' including:
 - Where detailed Business Cases for infrastructure interventions could be developed in time for Spending Review (SR) 2020 (i.e. before summer recess);
 - Progress that can be made over the next 0 – 5, 6 – 10 years development and delivery window;
 - Projects which will contribute to accelerated outcomes and recovery: employment sites, jobs and housing delivery (with increased affordable housing availability).
- 2.2 Item 7 on the agenda outlines the setting of new priorities for 2021.

3 Updates on Corridor Growth Delivery Programmes and workstreams – December 2020

- 3.1 Both Growth Corridors have established programme board governance arrangement and are overseeing the development of the Wave 1 projects, working to a set of agreed key deliverables and milestones. All projects have political and CEX/Senior Officer leads.

- 3.2 Project Management Office (PMO) supporting arrangements are now in place with a common suite of planning and reporting documents in use at the programme board and project team level.
- 3.3 Appendix 1 has an update from each of the corridor projects showing the most recent milestones and current project status. The majority of projects are making good progress (green rated) the small number of amber or red rated projects (or sub-components of projects) are generally so rated because of matters outside the projects control. Oversight of the projects allows the programme boards to review any actions at a Growth Board level where these would assist the project to move forward.
- 3.4 For oversight purposes the Accelerated Housing workstream has now moved to within the Southern Corridor Programme Board (but on behalf of the HGB as a whole), this builds on the close alignment needed with strategic growth sites projects within the Southern corridor.

4 Update on Place Narrative, Branding and Communications workstream

- 4.1 Item 9 on the board agenda includes the draft 2021 communications strategy, protocols and media planner for approval.
- 4.2 Press releases and social media updates have followed the progress of the Growth Board Joint Committee plans through council meetings in October, November and December. Activity in December highlighted the decision to formally constitute the joint committee in January.

5 Next Steps

- 5.1 Priorities for the coming months are to move forward with the implementation of the Joint Committee, the roll forward of the overall work programme and priorities for 2021 and to progress with the ongoing corridor programmes and project work.

6 Implications

- 6.1 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.

7 Recommendation

- 7.1 That Leaders note the update in Appendix 1 and overall progress across the Growth Board programme and individual workstreams since the last meeting.

Project	RAG Status	Description
Northern Growth Corridor		
North East and Central Herts Joint Planning work	Green	<ul style="list-style-type: none"> The latest Business Case has been shared with Board Members and was discussed at the Board on 11/01/21 to review the timeline, resources and next steps. Further discussion about timescales and funding options needed before next meeting CEX's and Heads of Planning to discuss.
Community Wealth Building	Green	<ul style="list-style-type: none"> The Cooperative and Inclusive Economy Charter was launched at an online summit by SBC on 19th November 2020, which was attended by local, regional and national stakeholders. The charter generated a lot of positive feedback. On the day, Sharon Taylor and Matt Partridge announced the ambition to secure 100 pledges in 100 days. Communications Plan is being developed to further promote the charter during January. CWB Plan pilot activities continue to be identified by SBC, lead officer to organise a pan-Herts working group with those partners interested in taking this forward Joint work with the University of Hertfordshire continues, focussed on procurement. Webinar on CWB and its potential in Herts to be organised later in the spring.
Future Growth Locations and Connectivity	Amber	<ul style="list-style-type: none"> The brief for the work programme development was signed off at the November meeting with the procurement process commencing in January 2021.
Reinvigorating Town Centres	Green	<ul style="list-style-type: none"> Constituted high level steering group with first meeting held on 8th January 2021. Upcoming actions include responding to immediate COVID-19 challenges and commissioning strategy and action plan for High Streets and Town Centres.
Growing Science & Technology Sector (Cell and gene cluster focus)	Amber	<ul style="list-style-type: none"> Held first meeting end December 2020 with LEP, Local Authorities and Chief Executive Lead. Clarity about LEP led areas and Growth Board led areas of work agreed. Short term action frame proposed with immediate place-based actions to be investigated in Stevenage including review and update of Gunnels Wood Road Area strategy LEP continue industry engagement to gather evidence on the sector and its needs, which includes supply chain & market demand studies. Initial draft Enterprise and Innovation Strategy completed.
Climate Change & Sustainability	Amber	<ul style="list-style-type: none"> Water: The draft Water Action Plan has been shared with the EA, water authorities and the Lead Local Flood Authority for review. Responses requested by 8th Jan 2021. The University of Hertfordshire and independent consultants have been engaged to provide a 'critical friend' review of the plan. The final draft is due late January 2021. Beyond this the action plan could be shared with the HGB / Growth Corridor Boards with a view to informing future project and programme options. Biodiversity: The scoping document required for us to properly understand the biodiversity baseline has been drafted with the intention for it to go out to tender in January 2021. Carbon: Work continues on the collection of data for district/borough and countywide emission baseline and the preparation of a draft action plan. Transport: The inaugural HCCSP virtual conference took place in December with good attendance and positive feedback.
Southern Growth Corridor		
Accelerated Housing	Green	<ul style="list-style-type: none"> Following meetings with MHCLG and Homes England work has commenced on reviewing the list of potential housing sites for acceleration and confirmation of the Hertfordshire Housing pipeline. Although revised criteria for new funding sources are still to be confirmed, we are being encouraged to identify both a short-term and long-term pipeline of sites. A fundamental test of eligibility for the next round of funding will be deliverability over the next four years. To commence this work, a further round of meetings with Districts will commence in January. HE supporting exploration of Strategic Partnership Bid by HGB

Mass Rapid Transit	Green	<ul style="list-style-type: none"> Strategic Narrative draft document in preparation to support business case development). On track to complete the draft Options Assessment Report and draft Appraisal Specification Report by the end of March 2021. The promotional video, including 3D imaging, is in preparation. Naming and branding work underway. Updated District Council officers about the outcome of the route options/scenarios shortlisting process and the next steps at the A414 Corridor Officers' Group meeting on 18th December 2020. Project team reviewing timing of public consultation considering the ongoing impacts of Covid-19 and timing of local elections
Harlow & Gilston Garden Town	Green	<ul style="list-style-type: none"> Collating feedback from both consultation periods still shows a broad consensus for the proposals within the Transport Strategy. The HGGT team supporting Hertfordshire County Council's Housing Infrastructure Grant (HIG) project team, to work through the governance and oversight arrangements between HGGT and HCC and to discuss the work underway on Land Assembly. Cabinet and Executive approvals have been gained at Harlow District Council and East Herts District Council respectively, agreeing the recommendation of use in principle of CPO Powers for the Gilston CPO crossings, in line with the programme.
Resetting the SE Herts economy in response to COVID-19 and climate change	Red	<p>Project 1 Park Plaza West</p> <ul style="list-style-type: none"> The prospective developer has now appointed a development team which is working on a revised master plan and delivery plan for the development of the proposed business park. Initial discussions have taken place with the Council. Project remains red rated due to timeline slippage, although positive progress is now being made.
	Amber	<p>Project 2 New Park Lane Railway Station, Waltham Cross</p> <ul style="list-style-type: none"> The initial Strategic Outline Business Case for a new station is now complete. Arrangements are being made to seek key stakeholder views Spring 2021 to help scope and take forward the scheme. The footbridge design will be refreshed as part of the rail halt development scheme given their impact on each other. Project remains amber rated due to some delays to original timeline.
	Green	<p>Project 3 Development of a new Business Park and Business and Technology Centre (BTC) – Maxwells West</p> <ul style="list-style-type: none"> RMA should be received for the main access road in January and works contract will be let soon afterwards by the private sector partners. Design of the BTC is progressing with pre-app meetings held with the LPA on 13 Jan with a view to a planning application being made at the end of January/early February.
	Green	<p>Project 4 Brookfield & surrounding infrastructure</p> <ul style="list-style-type: none"> Highways design is now being tested with results expected early 2021. The Development Agreement for Brookfield Riverside was completed on 22nd December 2020. The overall masterplan consultation with adjacent landowners commenced on 5th January 2021 with the closing date for comments being 29 January 2021. Monthly Member Board meetings being held between HCC and BoB.
	Green	<p>Project 5 Waltham Cross Town Centre Regeneration</p> <ul style="list-style-type: none"> Public Realm Design Phase 1 – Preliminary design commenced Oct 2020, due to complete March 2021. Masterplanning for redevelopment of the norther half of the town centre is underway. The Council has acquired a second property, the Pavilions Shopping Centre, which can now be incorporated into the overall town centre regeneration proposals.
Watford Junction Quarter	Amber	<p>Station</p> <ul style="list-style-type: none"> Network Rail and Kingshott close to agreeing business case for station concourse improvements; Detailed design work to start imminently with 6-month programme; Start on site in 2021; Network Rail close to confirming business case for pedestrian link bridge across rail lines; Design feasibility work to commence shortly.

	Green	<p>Systra work on transport interventions</p> <ul style="list-style-type: none"> • Technical and pre-strategic outline business case now completed; • Stage 2 work to look at more detailed design feasibility of key interventions to be commissioned.
	Green	<p>Planning Policy</p> <ul style="list-style-type: none"> • Local Plan presented to Watford Borough Council Cabinet at end of November 2020, going out to consultation in early 2021; • Supplementary Planning Guidance to be progressed during 2021.
	Green	<p>Funding</p> <ul style="list-style-type: none"> • Infrastructure Funding support request submitted to HM Government through Herts Growth Board • Stakeholder engagement with key landowners on-going; • Procurement has commenced to instruct consultants to help the Council to formulate a funding and development strategy in collaboration with landowners. Anticipating being able to commence work in March/April 2021.
Creative & Screen Industries	Amber	<ul style="list-style-type: none"> • Convened group and held first meeting end November 2020 with LEP, LA and Political lead. • Organised bilaterals with key screen industry contacts to find out more about barriers and opportunities to growth in their sector and their thoughts on what could be done by local authorities/LEP. • Contacted local authorities directly to build up evidence on the screen and creative sector and business incubation in each district. • LEP continue to gather evidence on the sector and its needs. • Future milestones include: <ul style="list-style-type: none"> ○ Setting up a series of bilaterals, producing a report of key insights - areas of consensus and divergence. ○ LEP to complete the Enterprise and Innovation strategy ○ Reconvene screen and creative working group to discuss emerging insights and the LEP enterprise and innovation strategy and agree actions to feed into report/action plan.
Hemel Garden Communities	Green	<ul style="list-style-type: none"> • The draft Spatial Vision will be presented to DBC, SADC and HCC Committees during January and February with a final draft expected early March. • Transport Plan expected to be finalised by the Summer 2021. • Scoping a brief to guide the HGC Framework Plan SPD commencing in February with The Crown Estate; expected to reach draft stage in September 2021. • Continuing work on alignment with the DBC draft Local Plan and alignment between study outputs. • Continuing work on a draft HGC Infrastructure Delivery Plan and a high-level Programme Delivery Strategy. • Awaiting outcome of grant allocation from MHCLG Capacity Fund and aligning with HGB for future SHIF funding bid. • Liaising with Aylesbury Garden Town and Harlow and Gilston Garden Town on collaborative proposals for solar bulk buy, a digital strategy and LoRaWAN data network.

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