



# **Agenda Reports & Other Papers**

Presented to the  
Meeting of the  
**Hertfordshire Growth Board**  
on  
**Tuesday, 7 September 2021**



## HERTFORDSHIRE GROWTH BOARD

### COUNCIL CHAMBER, COUNTY HALL, HERTFORD

TUESDAY, 7 SEPTEMBER 2021, 09:30AM

#### MEMBERS OF THE BOARD (14) – QUORUM 9 VOTING MEMBERS

##### **Council Leaders (11 Voting Members)**

M Bright, Hertsmere Borough Council  
L Cocking, Broxbourne Borough Council  
E Dennis-Harburg, North Hertfordshire District Council  
S Nelmes (*substituting for S Giles-Medhurst*), Three Rivers District Council  
L Haysey, East Herts District Council  
T Kingsbury, Welwyn Hatfield Borough Council  
R Roberts, Hertfordshire County Council (**Chair**)  
P Taylor (Mayor), Watford Borough Council (**Vice-chair**)  
S Taylor, Stevenage Borough Council  
C White, St Albans City and District Council (**Vice-chair**)  
A Williams, Dacorum Borough Council

##### **Hertfordshire Local Enterprise Partnership (1 Co-opted Member)**

M Bretton, Chairman

##### **Other Co-opted Members**

C Amies, Homes England  
P Burstow, Hertfordshire and West Essex ICS, NHS

#### **Covid 19 – Press and Public Attendance at This Meeting**

As required by law, the Council will be holding this meeting in person at the venue stated above. The number of press and public will be limited according to the safe capacity of the venue and any social distancing requirements and advice from the Director of Public Health in place at the time of the meeting. However, there may be occasions when the public are excluded from the meeting for particular items of business. Any such items are taken at the end of the public part of the meeting and are listed under “Part II (‘closed’) agenda”.

This meeting will also be webcast; those wishing to watch the live broadcast should go here [www.hertfordshire.gov.uk/watch-meetings](http://www.hertfordshire.gov.uk/watch-meetings)

## **1. Minutes**

The Board is invited to note the Minutes of the Board meeting held on 22 June 2021 (attached).

## **2. Public Questions**

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\*.

## **3. Public Petitions**

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](mailto:stephanie.tarrant@hertfordshire.gov.uk)

## **4. Hertfordshire Growth Board (HGB) – Work Programme 2021 Progress Report September 2021**

*Report attached*

## **5. Hertfordshire Growth Board (HGB) – Growth and Housing Prospectus**

*Report attached*

## **6. Hertfordshire Growth Board (HGB) – County Deals Update**

*Report attached*

## **7. Hertfordshire Growth Board (HGB) – Progress update Establishing the Hertfordshire Infrastructure and Development Board**

*Report attached*

## **8. Hertfordshire Growth Board (HGB) – Growth Corridor Programme Boards Work Programme Updates**

*Report attached*

## **9. Standing items**

*South West Herts Joint Strategic Plan – update by Cllr Chris White*

## **10. Date of next meeting**

*The next planned meeting will be held on 2 November 2021 at 16:30pm.*

## **11. Other Part I Business**

Such other Part I Business which, if the Chairman 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 as defined in paragraph/s ..... 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](mailto:stephanie.tarrant@hertfordshire.gov.uk). Agenda documents are available on the internet at <https://www.hertfordshiregrowthboard.com/documents>.

**QUENTIN BAKER**

**CHIEF LEGAL OFFICER**

**Hertfordshire County Council on behalf of the Hertfordshire Growth Board**

This page is intentionally left blank

# Hertfordshire Growth Board Meeting Minutes

Tuesday, 22 June 2021



**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:** Tuesday, 22 June 2021

## **Members of the Board**

### **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  
E Dennis-Harburg, 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

### **Hertfordshire Local Enterprise Partnership (1 Co-opted Member)**

M Bretton, Chairman



This meeting was chaired by C White, Lead Vice Chair.

## 1. Appointment of Chair

In accordance with Annex A to Appendix 1 of the Hertfordshire Growth Board Constitution the Board, following nomination by L Haysey, seconded by T Kingsbury, Richard Roberts was elected Chair of the Hertfordshire Growth Board, for a term of two years.

## 2. Minutes

- 2.1 The Minutes of the Board meeting held on 30 March 2021 were confirmed as a correct record.

## 3. Public Questions – Standing order 12

- 3.1 There were no Public Questions.

## 4. Public Petitions – Standing Order 13

- 4.1 There were no Public Petitions.

## 5. Presentation of the Hertfordshire and Essex Mass Rapid Transit (HERT) Scheme Strategic Outline Business Case stage

- 5.1 The Board received a presentation on Hertfordshire and Essex Mass Rapid Transit. The presentation slides can be viewed here: [HERT Presentation Slides](#).
- 5.2 In response to a Member question regarding Government support for scheme, officers advised that there had been some good early discussions with Government, which encouraged development of the Strategic Outline Business Case and the engagement taking place.
- 5.3 Members commented on the evidence base for the need for the scheme. Officers advised that the East/West scheme would provide new routes of travel for all residents across Hertfordshire, as it would link up all of the major North/South railway lines. Identification of core corridors to support the delivery of the scheme would be developed going forward.
- 5.4 In response to a Member question on the Metropolitan Line extension and how the schemes may link together, officers advised that they were working on a brief looking at opportunities around the old metropolitan line extension corridor and were also awaiting an outcome from DfT on the 'restoring our railways' bid in relation to the Abbey Line. Once those aspects were known, it would help officers refine the approach taken to connectivity long-term.
- 5.5 Officers took on board feedback from Members around the communications to the public and agreed to review the promotional video. In addition, officers noted that they

Rupert  
Thacker

were willing to attend any local district/borough meetings to share details of the scheme.

- 5.6 In response to the LEP, officers advised that they were keen to engage with local businesses and would welcome the support of the LEP.
- 5.7 The full Board discussion on this item can be viewed here at 00:6:34 [Item 5 - HERT Presentation](#).

#### RESOLVED

- 5.8 The Board noted the content of the presentation.

### 6. Hertfordshire LEP Key Sector investigations – Headlines from the recent Creative Industries and Cell and Gene cluster studies and action plans.

- 6.1 The Board received a presentation on developing key clusters: Cell & Gene – Film & TV. The presentation slides can be viewed here: [Developing Key Clusters: Cell & Gene Slides](#).
- 6.2 Members welcomed the Cell and Gene cluster. An employment issue was noted, with the need to close the level of attainment among young people and the level required by employers in Cell and Gene cluster. The Board noted that more courses were needed to upskill residents to take up employment opportunities locally.
- 6.3 The Board noted that there was a number of new studios across Hertfordshire but that in addition a significant amount of filming took place on location. Members noted the importance of having the right infrastructure to link the studios with filming locations in order to continue to attract interest of filming in Hertfordshire.
- 6.4 The full Board discussion on this item can be viewed here at 00:30:05 [Item 6 - Hertfordshire LEP Key Sector Investigations Presentation](#).

#### RESOLVED

- 6.5 The Board noted the content of the presentation.

### 7. Hertfordshire Growth Board (HGB) – Work Programme 2021 Progress Report June 2021

- 7.1 The Board reviewed a report which provided an update on the progress made with the agreed work programme for the Growth Board in 2021 and specific areas of work that were new or which the Board needed to provide a view on.
- 7.2 Members received an update on the continued engagement with MHCLG. Officers proposed a briefing for Board Members over the summer to update Members on the revised proposition (including an updated Growth and Recovery prospectus and housing pipeline) to MHCLG.

Patsy Dell

- 7.3 The Board heard that following the investigation of the feasibility of submitting an expression of interest for the Homes England Local Authority Strategic Partnership, it had been recommended not to proceed with this at the current time, however dialogue with Homes England would continue.
- 7.4 Members were given an update on the review of temporary accommodation provision across Hertfordshire. Members expressed concerns in relation to losing localism when taking a county-wide strategic approach. Officers took on board Members comments and noted that sharing some risk county-wide may provide more flexibility in accommodation choices and best practices would be shared.
- 7.5 The full Board discussion on this item can be viewed here at 00:53:21 [Item 7 - HGB Work Programme 2021 Progress Report](#).

### RESOLVED

- 7.6 1) The Board noted the progress with the work programme and the overall priorities to December 2021 as set out in the paper and in Appendix 1.
- 2) The Board additionally noted and approved the current scope of work for the housing workstream:
- i. MHCLG engagement as set out in section 3, specifically further development of the Hertfordshire Housing Pipeline and updating of the growth and recovery proposition (to be brought back to the September Growth Board for formal ratification)
  - ii. The outcome of the feasibility investigation of the merits of an Expression of Interest under the Homes England Local Authority Strategic Partnership Prospectus, (confirming not to proceed at this time)
  - iii. The developing work on a collaborative approach to Temporary Accommodation provision across Hertfordshire as set out in section 4 and the background in Appendix 3, noting the next steps in preparation of an outline business case.
- 3) The Board noted the proposed date for an introductory webinar on the work of the Growth Board for all new and existing councillors across Hertfordshire, and for the proposed series of externally focussed webinars over the summer promoting the Boards' work.

## 8. Hertfordshire Growth Board (HGB) – Investment into Hertfordshire Programme Next Steps

- 8.1 The Board reviewed a report which proposed that further work should be undertaken to complete Hertfordshire's investment strategy and associated actions as agreed at the exploratory investment workshops held in May 2021.

8.2 Members noted that the potential LEP legacy funding (as detailed at 5.1 of the report) would need to be sourced following a governance regime which was outside of the Growth Board.

8.3 The full Board discussion on this item can be viewed here at 01:14:50 [Item 8 - Investment into Hertfordshire Programme](#).

### RESOLVED

8.4 The Growth Board:

- Agreed the contents of the report and the areas identified for further development.
- Agreed the intention to undertake further work to complete the Hertfordshire Investment Strategy.
- Agreed that the Growth Board Steering Group and s151 Officers be commissioned to look at how a regional investment fund could operate within this area (scope to include principles, aims / rules), drawing on best practice from elsewhere.

## 9. Hertfordshire Growth Board (HGB) – Establishing a Hertfordshire Development Forum

9.1 The Board reviewed a report which explored the options and potential benefits from establishing a joint Development Forum for Hertfordshire.

9.2 Members expressed some concerns regarding the selection of the preferred partner being fully delegated to officers. Following discussion, it was noted that the partner could be selected in consultation with the Chair and Vice Chairs of the Growth Board. Members also commented on developing a suitable name for the forum.

9.3 The full Board discussion on this item can be viewed here at 01:18:23 [Item 9 - Establishing a Hertfordshire Development Forum](#).

### RESOLVED

9.4 The Board agreed:

- to the implementation of a Hertfordshire Development Forum (or alternative name if required) in accordance with the principles set out in this paper;
- to delegate to officers, in consultation with the Chair and Vice Chairs of the Growth Board, the selection of the preferred partner organisation and the completion of the partnership memorandum of understanding and any associated arrangements necessary to bring the Forum into being (in accordance with the principles set out in this report), and
- That the first Forum meeting should be planned for September 2021.

## 10. Hertfordshire Growth Board (HGB) – Evolving the Growth Board Governance

- 10.1 The Board reviewed a report which considered the principle of extending the co-opted membership of the Committee.
- 10.2 Members noted that they did not want to duplicate the work of the LEP Board but heard that Health Representatives and Homes England had expressed an interest in joining the Co-opted Membership.
- 10.3 The full Board discussion on this item can be viewed here at 01:27:21 [Item 10 - HGB Growth Board Governance](#).

### RESOLVED

- 10.4 The Board indicated their preference to extend the co-opted Membership to include a Health Representative and Homes England Representative.

## 11. Hertfordshire Growth Board (HGB) – Growth Corridor Programme Boards Work Programme Updates

- 11.1 The Board reviewed a report which provided an update on the overall progress of the Growth Board Work Programmes and projects since March 2021.
- 11.2 Members heard that an officer had now been recruited to support the strategic planning work for the North/East/Central Joint Planning Collaboration and preparation was underway for tendering of the joint growth study work and that a number of bids had been put forward for Community Wealth Building. Members were given an update on the Climate and Sustainability project.
- 11.3 The Board were advised that in the Southern corridor discussions were ongoing with developers with regards to Harlow Gilston Garden Town as an agreement had not yet been reached on S106 funding which meant planning applications would be delayed until September 2021. Work was commencing on Hemel Garden Communities and a planning application was moving ahead for a new business park in Broxbourne.
- 11.4 The full Board discussion on this item can be viewed here at 01:37:51 [Item 11 - Growth Corridor Programme Boards Work Programme Updates](#).

### RESOLVED

- 11.5 The Board noted the project updates in Appendix 1 and 2 and the overall progress across the Growth Board Programmes and Individual Workstreams since the last meeting.

## 12. Towards Digital Growth – Draft Framework and Priorities

- 12.1 The Board reviewed a report which and supplementary presentation on working towards a Digital Strategy for Hertfordshire. The presentation slides can be viewed here: [Towards a Digital Strategy for Hertfordshire Slides](#).
- 12.2 In response to a Member question, it was advised that the framework would bring together the digital skills required across the county as well as feed into the Skills and Employment Strategy. Members heard that an additional piece of work headlining the Growth Strategy would be undertaken on conclusion of the framework.
- 12.3 The full Board discussion on this item can be viewed here at 01:44:25 [Item 12 - Towards Digital Growth](#).

### RESOLVED

- 12.4 The Board approved the draft Framework and Priorities as attached at Appendix A, to be further developed into a final version later this year, and agreed that options to establish/address the foundation matters identified in 2.8 were to be investigated over the summer for approval and implementation to progress late summer/ early autumn 2021.

## 13. Standing Items

### South West Herts Joint Strategic Plan

- 13.1 The Joint Strategic Plan Exercise continues with visioning due to be signed off and go live in July if agreed. A communication and engagement plan and a statement of common ground were due to be approved at constituent councils in August/September. Two additional members of staff were being recruited to lead the joint approach.

## 14. Date of next meeting

- 14.1 The date of the next meeting was scheduled for Tuesday, 7 September 2021: 09.30 – 11.30AM.
- 14.2 A briefing will take place for Members in July/August 2021, with date to follow.

## 15. Other Part I Business

- 15.1 None.



**Hertfordshire**  
Growth Board



[www.HertfordshireGrowthBoard.com](http://www.HertfordshireGrowthBoard.com)



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



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

This page is intentionally left blank



# Agenda item 4

## Hertfordshire Growth Board (HGB) – Work Programme 2021 Progress Report September 2021

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

---

### 1 Purpose of report

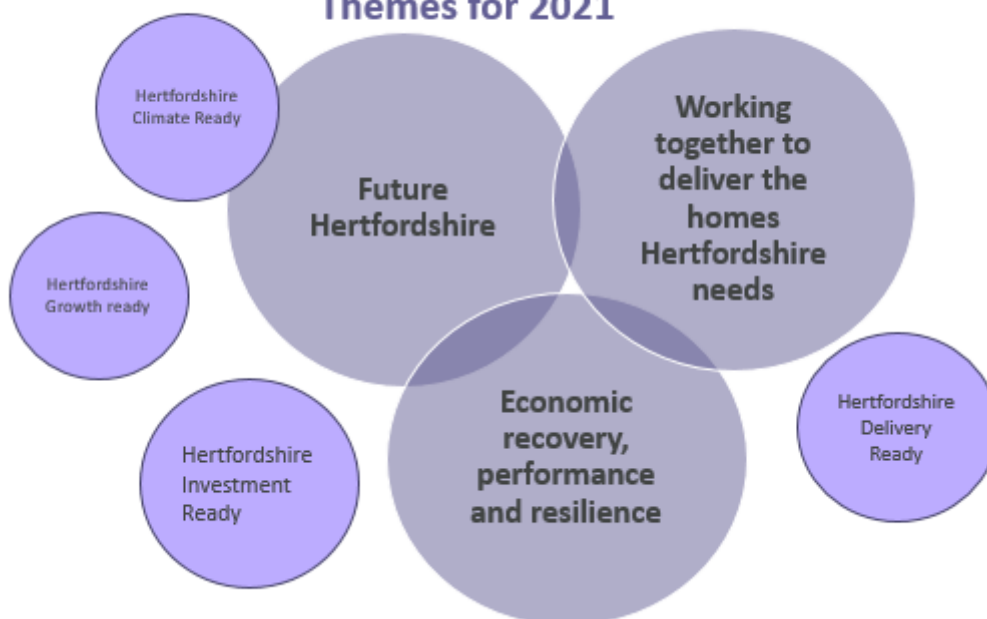
- 1.1 This report updates on progress with the agreed work programme for the Growth Board in 2021 and specific areas of work that are new or which the Board needs to provide a view on.

### 2 The 2021 Work Programme and Priorities

- 2.1 At the January 2021 Board, Leaders confirmed the priority themes for 2021 as:

- a) Economic Recovery, performance and resilience;
- b) Working together to deliver the homes that Hertfordshire needs;
- c) Future Hertfordshire.
- d) Completion of the 2020 Work programme Projects

#### Hertfordshire Growth Board Work Programme Themes for 2021



- 2.2 By December 2021 the Board's ambition is to have:

- Matured its Governance and its '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 the 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).

2.3 Attached at Appendix 1 is the Work Programme Plan to March 2022.

### **3 Engagement with HM Government**

- 3.1 As Board members will recall, officers have continued dialogue with John McManus and the team at MHCLG and colleagues from Homes England. Following their encouragement, officers have focussed on developing a robust housing pipeline and demonstration of housing delivery activity. This work is contained within the Growth and Housing prospectus at item 6 on this agenda. John Mc Manus will be briefing the Board immediately after the September 2021 meeting.
- 3.2 Hertfordshire Councils have made a number of Year 1 Levelling up and Community Renewal Fund bids for projects in Broxbourne, Hemel Hempstead, Stevenage, and Watford and the outcome of those bids are awaited.
- 3.3 County Deal pilots - an expression of interest on behalf of Hertfordshire was submitted on 13 August 2021, this is appended to item 7 on this agenda and will be discussed in the meeting.

### **4 Housing workstream update**

- 4.1 The main output of recent work from the housing workstream is contained within the Growth and Housing Prospectus at item 6 on this agenda. Any feedback from MHCLG and Homes England officials on the draft prospectus and associated work will be provided at the meeting.

#### **Temporary Accommodation in Hertfordshire**

- 4.2 The current phase of work is focussed on developing options that will be contained within an Outline Business Case and will follow the process outlined below. This work has been informed by feedback from Members at the previous Growth Board and through responses provided by Districts, Boroughs and County Council to a survey circulated over the summer period. This has provided further information and perspective on potential options to be explored.
- 4.3 The strategic focus for this joint work is on exploring appropriate and flexible accommodation choices that enhances the opportunity to reduce the overall numbers of households in Temporary Accommodation whilst maintaining important local connections for those households. Whilst consideration of county wide approaches will form part of the investigation, the objective is to assist resolution to the demand and financial challenges placed on councils. The work will aim to learn from and share existing good practice that has been developed and to build on that were possible.
- 4.4 These proposed next steps build in engagement with key officers and leading members:
- w/c 13 September 2021: Detailed discussion on proposed options with Heads of Housing group and related officer leads.

- 22 September 2021: briefing to Chief Executives Co-ordinating Group
- Early October 2021 (TBC): Engagement with Leaders / portfolio holders to review the potential options to be explored, plus engagement with Corridor Programme Boards on 4 October 2021
- 2 November 2021: presentation of Outline Business Case to Growth Board for decision to proceed and next steps

4.5 Depending on progress at outline business case stage, the next steps would then be development of a Full Business Case. The aim would be to bring that to the Growth Board in the first quarter of 2022.

## **5 Hertfordshire Investment Ready Workstream**

5.1 Work has started on preparing the Hertfordshire Investment strategy and a group of Chief Executives and s.151 officers will be scoping the content and approach. The intention is for the draft strategy to be brought to the November Growth Board.

## **6 Digital Workstream**

6.1 The draft digital framework was presented to HGB in June 2021 and the final version along with workstream capacity and programme delivery options will be at Growth Board in November 2021.

## **7 Update on Place Narrative, Branding and Communications workstream**

- 7.1 The familiarisation webinar for new and existing councillors took place on 9 July 2021 and was attended by over 100 councillors across Hertfordshire. This was an opportunity to bring all current and newly elected members up to speed on the HGB programme, building on the progress made since the last webinar on 12 March 2021. A recording of the event was distributed to all councillors and senior officers. Ninety per cent of participants said it had increased their understanding of the Growth Board's aims and ambitions, with all those taking part requesting to be kept further informed.
- 7.2 A further series of external events will take place this autumn to update stakeholders/partners on activity over the past 12 months and future priorities. These livestreamed panel discussions, sponsored by Willmott Dixon, are scheduled to take place on 7, 28 October and 25 November and will each last one hour.
- 7.3 HGB Chair Profile: Cllr Richard Roberts is to be interviewed on 2 November 2021 as part of the leader profile series on The Voice of Authority platform (TVoA). This will be available to view on the HGB YouTube channel and TVoA platform. There will be further opportunities for HGB members to be profiled in this way. Cllr Roberts will also be making the address at the inaugural Building Futures conference on 21 October 2021, setting out the challenges and opportunities for delivering growth to a wider audience.
- 7.4 Sponsorship: The Growth Board is sponsoring Hertfordshire Chamber of Commerce's Keeping the Heart in Hertfordshire campaign which aims to help businesses to recover by promoting 'buy local' and creating opportunities for Hertfordshire's talent base through apprenticeships and recruitment opportunities.

## **8 Implications**

- 8.1 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.

## **9 Recommendation**

- 9.1 That the Board notes the progress with the work programme and the overall priorities to March 2022 as set out in the paper and in Appendix 1.

## APPENDIX 1: HERTFORDSHIRE GROWTH BOARD WORK PROGRAMME Sept 21– Feb 22

### Agreed Hertfordshire Growth Board Priority Themes:

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

Future Hertfordshire			Future Hertfordshire																											
Workstream	Key deliverables	Key activities	Sep (w/c)				Oct (w/c)				Nov (w/c)				Dec (w/c)				Jan (w/c)				Feb (w/c)							
			3	0	1	2	2	0	1	1	2	0	0	1	2	2	0	1	2	2	0	1	1	2	3	0	1	2		
			0	6	3	0	7	4	1	8	5	1	8	5	2	9	6	3	0	7	3	0	7	4	1	7	4	1		
HGB Governance	Implementation of Joint Committee(s) - <b>Completed</b>		Hertfordshire Growth Board dates in 2021																											
	Review Co-opted membership to see if other partners should be involved – <b>Completed</b> . New co-opted members join from September		0	7								0	2																	
	Communications and Engagement	HGB Communications Strategy	Implementation across 2021																											
		Engagement and participation events (virtual) - two events held in 2021, three webinars planned autumn 2021	Implementation across 2021																											
Delivering the Homes Hertfordshire Needs	Strategy & Steering Group established.	Group formed & priorities agreed Housing Policy statement to be updated																												
	Strategic Partnership work	On-going housing pipeline and delivery pathway development work informed by Government discussions & accelerating housing workstream.	Prepare housing pipeline and Growth and Housing prospectus																											
		Homes England Strategic Partnership Expression of Interest Bid to Homes England Affordable Homes Fund	Affordable Homes Fund bidding prospectus published. Feasibility Investigation of the merits of submission of a Hertfordshire EoI for Local Authority Strategic Partnership. Concluded May 21 – recommendation not to proceed at this time. Completed.																											
		Temporary Accommodation Collaboration Investigation	Outline case to proceed to next stage considered at HGB in June.																											
		OSM/MMC project actions – facilitating the uptake of this option as part of our pipeline of sites	Support for the work on Herts OSM with Herts LEP continues. Planning and Development Guide for increased use of OSM in Herts commissioned, expected HGB November																											
	Preparation of Housing and Growth submission to MHCLG	Programme of meetings with MHCLG officials on-going. MHCLG Deputy Director attends and briefs Growth Board regularly.	On-going engagement with officials from MHCLG, BEIS & DfT. John McManus from MHCLG briefed HGB on 30/3/21, briefing again September HGB. Growth and Housing prospectus prepared. County Deal expression of Interest submitted 13-8-21																											
		Briefing Herts MP’s at the appropriate times	Briefings to Herts MPs on HGB work, County Deals and Levelling up Fund project bids as and when needed																											
	Partners, investors & delivery bodies Engagement	Establish Developer Forum with agreed partner, implementation Autumn																												

Workstream	Key deliverables	Key activities	Sep (w/c)				Oct (w/c)				Nov (w/c)				Dec (w/c)				Jan (w/c)				Feb (w/c)					
Economic Recovery, Performance and Resilience  Agenda Pack Page 20	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.	Investment Strategy to November Growth Board																									
		Investment Strategy and Portfolio of our investable propositions (infrastructure and schemes that are or can be made spade ready).	Funding investigations to November Growth Board																									
		Investigation of potential funding options/routes for strategic scale, part or non-commercial infrastructure projects.																										
	Digital Workstream	LEP lead, supported by HGB and partners. Draft Digital Framework presented to June HGB, final version to November HGB																										
	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 national funding streams and bidding opportunities aligned with bidding capability and expertise – progress delayed, scope to November HGB																										
Workstream	Key deliverables	Key activities	Sep (w/c)				Oct (w/c)				Nov (w/c)				Dec (w/c)				Jan (w/c)				Feb (w/c)					
Future Hertfordshire	Closer working with Health sector, ensuring wellbeing as part of placemaking (planning and delivery stages)	Working group set up with Health sector, task and finish project to enhance cross sector working and impact, particularly around infrastructure and place-making	3	0	1	2	2	0	1	1	2	0	0	1	2	2	0	1	2	2	0	1	1	2	3	0	1	2
			0	6	3	0	7	4	1	8	5	1	8	5	2	9	6	3	0	7	3	0	7	4	1	7	4	1

	Climate, Carbon and Sustainability work alignment with HGB	Alignment with the current work being overseen by Herts leaders.		Ongoing, progress being reported through Hertfordshire Climate Change and Sustainability Partnership (HCCSP)																										
	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																												
Workstream	Key deliverables	Key activities		Sep (w/c)				Oct (w/c)				Nov (w/c)				Dec (w/c)				Jan (w/c)				Feb (w/c)						
				3	0	1	2	2	0	1	1	2	0	0	1	2	2	0	1	1	2	3	0	1	2					
				0	6	3	0	7	4	1	8	5	1	8	5	2	9	6	3	0	7	3	0	7	4	1	7	4	1	
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																												
	Development of two E-W strategic growth corridors	Corridor growth opportunities and priority projects overseen by corridor programme boards,		See below. Progress on projects reported to HGB through project updates from the corridor programme boards.																										
	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. <ul style="list-style-type: none"><li>Housing</li><li>Investment</li><li>Future Hertfordshire</li></ul>																										
	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.		Information gathering and detailed OBC development work as needed across 2021 and in support of HGB submissions to HM Government Funding rounds.																										
Workstream	Key deliverables	Projects & key milestones		Sep (w/c)				Oct (w/c)				Nov (w/c)				Dec (w/c)				Jan (w/c)				Feb (w/c)						
				3	0	1	2	2	0	1	1	2	0	0	1	2	2	0	1	2	2	0	1	1	2	3	0	1	2	
				0	6	3	0	7	4	1	8	5	1	8	5	2	9	6	3	0	7	3	0	7	4	1	7	4	1	
Southern Corridor Board and Delivery Programmes	Southern Corridor Programme Board	Board oversight	Southern Corridor Programme Board dates	0				0											2											
	Southern Corridor Delivery Programmes	Accelerating Housing	<ul style="list-style-type: none"><li>Housing Pipeline monitoring</li><li>Local interventions to address housing market failure</li><li>Deploying freedoms and flexibilities from Govt to accelerate housing delivery</li></ul>	6				4										0												
				Housing pipeline validation and dialogue with MGCLG. Progress being reported through project updates.																										

Creative & Screen Industry Sector Support	<ul style="list-style-type: none"> <li>• Screen Industries new space research commissioned</li> <li>• Film &amp; TV Production Business Support and Creative &amp; Screen Industries Skills Development Programme reviewed through LEP sector action plan</li> </ul>	Progress being reported through project updates.
Harlow Gilston Garden Town	<ul style="list-style-type: none"> <li>• Integrated Transport Hubs &amp; Sustainable Mobility Behavioural Change</li> <li>• Local Employment Space &amp; Digital Implementation</li> <li>• Supporting Infrastructure Projects</li> </ul>	Progress being reported through project updates.
Hemel Garden Communities	<ul style="list-style-type: none"> <li>• Viability and Delivery Strategy</li> <li>• Stewardship Framework &amp; Approach</li> <li>• HGC Strategic Masterplan Guidance &amp; Transformational Plan</li> <li>• HGC Infrastructure Delivery Plan</li> <li>• Social Housing Delivery</li> <li>• Sustainable Energy Infrastructure Projects - Evidence Base Study</li> </ul>	Progress being reported through project updates.
Hertfordshire and Essex Rapid Transit System (HERT)	<ul style="list-style-type: none"> <li>• MRT Promotional Video</li> <li>• Options Assessment Report; Appraisal Specification Report</li> <li>• Strategic Outline Business Case</li> <li>• Sustainable Travel Towns Design</li> </ul>	Progress being reported through project updates.
SE Hertfordshire Economy	<ul style="list-style-type: none"> <li>• Park Plaza West – Sunset Studios investment confirmed</li> <li>• New Park Lane Railway Station (Waltham Cross) - Footbridge Procurement</li> <li>• New Business Park and hi-tech starter Centre: Maxwells West – Planning permission &amp; procurement</li> <li>• Waltham Cross Town Centre Regeneration - Public realm design - Phase 1</li> </ul>	Progress being reported through project updates.



		Watford Junction Interchange	<ul style="list-style-type: none"><li>• SOBC Transport Interventions (subject to funding)</li><li>• Network Rail design pedestrian link/entire station development</li><li>• Development Agreement</li><li>• Design &amp; Planning</li></ul>	Progress being reported through project updates.																											
Workstream	Key deliverables	Projects & key milestones		Sep (w/c)				Oct (w/c)				Nov (w/c)				Dec (w/c)				Jan (w/c)				Feb (w/c)							
				3	0	1	2	2	0	1	1	2	0	0	1	2	2	0	1	2	2	0	1	1	2	3	0	1	2		
				0	6	3	0	7	4	1	8	5	1	8	5	2	9	6	3	0	7	3	0	7	4	1	7	4	1		
Northern Corridor Board and Delivery Programmes <div>Agenda Pack Page 23</div>	Northern Corridor Programme Board	Board oversight	Northern Corridor Programme Board dates				2						0				0														
	Northern Corridor Delivery Programmes	Community Wealth Building	<ul style="list-style-type: none"><li>• CWB Pilot 1 Stevenage &amp; 2 North Herts</li><li>• County-wide working group established</li></ul>	Progress being reported through project updates.																											
		Future Growth Locations	<ul style="list-style-type: none"><li>• Scope review to be undertaken</li></ul>	Progress being reported through project updates.																											
		Town Centres	<ul style="list-style-type: none"><li>• Formal steering group with monthly meeting</li><li>• Health check questionnaire</li></ul>	Progress being reported through project updates.																											
		Science and Technology (Cell and Gene Focus) Sector Support	<ul style="list-style-type: none"><li>• Framework/Masterplanning/visi oning study for Gunnels Wood Road</li></ul>	Progress being reported through project updates.																											
		Climate, carbon and Sustainability	<ul style="list-style-type: none"><li>• Finalised Water Action Plan</li><li>• Biodiversity Action Plan and baselines established</li><li>• Carbon Action Plan finalised</li><li>• Transport Action Plan finalised</li></ul>	Progress being reported through project updates.																											
Joint Strategic Planning (JSP) workstreams	SWH JSP	JSP Programme		On-going implementation programme across 2021. Progress being reported through project updates																											
	NECH JSP	JSP Programme		On-going implementation programme across 2021. Progress being reported through project updates																											

This page is intentionally left blank

# Agenda item 5

## Hertfordshire Growth Board (HGB) – Growth and Housing Prospectus

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

---

### 1 Purpose of report

- 1.1 For the Board to consider and approve Hertfordshire Growth Board's Growth and Housing Prospectus for submission to MHCLG and Homes England. The prospectus is attached at Appendix A.

### 2 Background

- 2.1 Hertfordshire Growth Board has prepared this prospectus to capture relevant work on Hertfordshire's housing market and to outline how it wishes to work with HM Government and Homes England to unlock sites and increase housing delivery in Hertfordshire. The prospectus pulls together all current work on the pan-Hertfordshire housing pipeline and the associated delivery pathways. It describes the broken housing market in Hertfordshire and the support and steps necessary for Hertfordshire to increase annualised housing delivery to the adopted objectively assessed need (OAN) level.
- 2.2 Hertfordshire is keen to deliver the homes that Hertfordshire needs and to address the issues that are impacting upon the pace of delivery and causing market failure in our area. The work in preparing this prospectus has enabled us to gain a far greater and more granular understanding of the housing pipeline across Hertfordshire. This includes the sites that could be deliverable in the short term as well as the role of larger sites (of over 500 homes each) of which there are around 50 across Hertfordshire and which alone would provide around 60,000 of the 100,000 new homes needed in the county by the mid-2030's.
- 2.3 We know that infrastructure cost and timing play a big part in the pace of our housing site delivery but capacity and resources within our councils is also a factor. Hertfordshire is innovating how it increases the diversity of housing delivery and is also seeking to deliver government policy through sponsorship of initiatives such as Off-Site manufacturing, one public estate, town centre regeneration and collaborative working. This document identifies areas where targeted support would help unlock site delivery and increase capacity, helping to deliver the Hertfordshire housing pipeline and reach, and then maintain the 7,000 new homes a year OAN level.

### **3 Implications**

- 3.1 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.

### **4 Recommendations**

- 4.1 That the Growth Board approves the Growth and Housing prospectus for submission to MHCLG and Homes England.
- 4.2 That officers continue the on-going dialogue with MHCLG/Homes England officials and updates the Board on any feedback received,

# Hertfordshire Growth Board Growth and Housing Delivery Prospectus 2021

August 2021 v.4



# Growth and Housing Delivery Prospectus 2021

## Contents

1. Introduction – Hertfordshire Growth Board’s Ambitions
2. The Basis of a Growth and Housing agreement with Government
3. Our Economy and Growth strategy
4. Hertfordshire’s Broken Housing Market, Housing Pipeline, Delivery Pathway and plans to increase diversity in housing delivery
5. Transport and Infrastructure
6. Inclusive Growth
7. Digital
8. Carbon reduction, clean growth and sustainability
9. Appendices

## Hertfordshire Growth Board's Ambitions

### 1. Introduction

- 1.0 This document sets out a proposed arrangement that the Hertfordshire Growth Board (consisting of the eleven Local Authorities and Local Enterprise Partnership of Hertfordshire) propose with HM Government (Ministry of Housing, Communities and Local Government).
- 1.1 Hertfordshire's proposals as set out in this document represent a long-term approach to growth and specifically delivering the homes that Hertfordshire needs. Our plan for growth in the post-pandemic period focusses on skills, infrastructure, technology, decarbonisation and enhanced housing delivery in Hertfordshire. In this ambition Hertfordshire is also committed to playing its part in reducing its contributions to climate change impacts and the importance of helping government meet UN Sustainable Development Goals (SDGs).
- 1.2 It is these challenges that Hertfordshire intend to address through an innovative partnership with Government and through new models of locally led growth delivery.
- 1.3 There is a long and deep history of partnership working in Hertfordshire. The LEP and Local Authority boundaries are co-terminus, and in January 2021 all the Hertfordshire councils and the LEP evolved the governance of the Hertfordshire Growth Board into a formal statutory joint committee confirming the commitment to collaborative, joint working. Building on this partnership, Hertfordshire is ready to lead as a pathfinder to demonstrate how local leadership operating on collaborative principles and powers can support and drive levelling up.
- 1.4 Hertfordshire propose that to oversee its plans, the Hertfordshire Growth Board will act as the overall accountable and decision-making body. With the statutory status and governance that it provides, the Board now operates as a formal committee bringing together strong leadership, decision making and accountability. The Growth Board visibly aligns political, civic and business leadership in Hertfordshire and through new co-opted memberships of the board that are being implemented, will extend its impact more broadly in future.

### 2. Working with HM Government

- 2.1 The eleven Councils of Hertfordshire - Broxbourne, Dacorum, East Hertfordshire, Hertfordshire County, Hertsmeire, North Hertfordshire, St. Albans, Stevenage, Three Rivers, Watford, and Welwyn Hatfield, along with the Local Enterprise Partnership seek agreements with Government that would provide the area with powers and support to increase opportunities and living standards through inclusive growth and productivity improvements. Hertfordshire are seeking an agreement with Government which offers and includes:

Hertfordshire Housing and Growth Delivery Support Summary		
Hertfordshire's Housing Offer	Identified support that delivery of Hertfordshire's housing pipeline needs	Comments

<p><b>Potential for Additional Housing delivery in the period to 2026/7 – 3,000 units (short term)</b></p>	<p>The underlying work demonstrates the potential for additionality and acceleration in the Hertfordshire housing pipeline in the next few years.</p> <p>The evidence identifies a mixture of works needed to unblock delivery and overcome market failure through measures such as site assembly, site remediation and to fund uplifts in affordable housing delivery where viability issues are resulting in low or non-existent levels of affordable housing being delivered, especially on more complex regeneration sites. This work also builds on the potential to maximise the contribution of publicly owned land for the delivery of affordable housing.</p> <p>Short term additional delivery support: <b>£82m</b></p>	<p>site delivery support: <b>£82m</b></p>
<p><b>Achieving and then sustaining the Hertfordshire OAN Trajectory from 2026/7 specifically focused on advancing and securing the delivery of up to 60,000 housing units on 48 strategic sites across Hertfordshire (long-term).</b></p> <p><b>17,844 additional homes</b></p>	<p>Strategic site delivery support and measures to overcome market failure:</p> <p>[1] Technical work to bring forward sites<sup>1</sup>:</p> <p>[2] Local capacity to enable additionality in delivery and uplift annualised output to Herts OAN levels – creation of a pan- Herts strategic delivery team</p> <p>[3] Infrastructure support to address market failure on strategic sites:</p>	<p><b>£5.8m<sup>2</sup></b></p> <p><b>£1m pa</b></p> <p><b>£466,080,000</b></p>
<p><b>Diversifying the Hertfordshire Housing Pipeline delivery and innovations in housing delivery</b></p>	<ul style="list-style-type: none"> <li>- SME - £173,000</li> <li>- Accelerated Growth Funding £1m</li> <li>- Community led Housing - £110,000</li> <li>- Key Worker Housing supply - £266,000</li> <li>- MM/OSM - £1,000,000</li> </ul>	<p><b>£1,679,000</b></p>

<sup>1</sup> Refer to Appendix D for full details

<sup>2</sup> Detailed, costed assessment located at Appendix B



	- Temporary Accommodation - £130,000	
<b>Accelerating Plans for Future Growth in Hertfordshire</b>	<p>Joint Planning:</p> <ul style="list-style-type: none"> <li>SW Herts JSP (part funded by MHCLG grant)</li> <li>North, East and Central Herts JSP</li> <li>Update to the Hertfordshire Infrastructure Funding prospectus to inform planning to 2050 and under pin the JSP's</li> <li>With respect to design codes and sustainable development, an early identified activity relates to the production of a Hertfordshire Level Model Design Code.</li> </ul>	<p><b>Residual funding to complete SWH JSP - £1m</b></p> <p>Funding to complete the JSP - <b>£2.5m</b></p> <p><b>HIFP update £80,000</b></p> <p><b>Design codes £350,000</b></p>
<b>Delivering on climate change and sustainability where that supports growth and housing delivery in Hertfordshire</b>	<ul style="list-style-type: none"> <li>£5m to pilot a Hertfordshire Pattern book for sustainable, off-site manufacture/Modern methods of Construction build pieces,</li> <li>£10m to enable the delivery of carbon-neutral, new build Schools (based on the identified need in response to growth figures of over 40 new schools), 20% uplift for design and build.</li> <li>£5m to build capacity in the skills and training needed to deliver green technologies and clean construction methods (via MMC and OSM) within the accelerated housing objectives.</li> </ul>	<p><b>£5m</b></p> <p><b>£10m</b></p> <p><b>£5m</b></p>

### Hertfordshire Growth and Housing Flexibilities and Freedoms ask

A commitment from Government and local partners to work together to deliver the full potential of Hertfordshire's two strategic growth corridors.

The powers and funding that enable Hertfordshire to be able to give out grant and loan funding to encourage and help local businesses to employ apprentices, particularly in growth and construction

	related sectors. Control over targeted apprenticeship levy funding in Hertfordshire to put investment into construction and development sector related training that both supports our growth agenda and gives local people get the skills they need.
	New powers on housing and planning, including in relation to undeveloped consents, refinancing existing Council debt, flexibilities in utilisation of right to buy receipts and the extent to which land value is an allowable inclusion in viability assessments. Refer to para 4.58
	New powers for strategic spatial planning, strategic delivery and for a Strategic Infrastructure Tariff across Hertfordshire.

## Hertfordshire's commitments

- 2.2 The Hertfordshire Growth Board will work with Government to develop a full implementation plan, covering each component agreed in this agreement, to be completed ahead of implementation. Hertfordshire's delivery approach has already been established through creation of a comprehensive programme architecture and dedicated delivery teams and with a specific focus on the delivery of the priorities of the Hertfordshire Growth Board. The delivery capability will manage the development of business cases for strategic infrastructure and other programmes that achieve sustainable growth, strengthening Hertfordshire's position as a place that can pick up the pace of the items included in this prospectus.

## Governance

- 2.3 Hertfordshire have a history of successful collaborative working and the Growth Board is now a statutory joint committee. This evolution in the governance of the Board to place it on a formal and statutory footing demonstrates the commitment to realise their shared ambitions for the future prosperity of all people in Hertfordshire. Hertfordshire now have a new collaborative model of leadership, decision making and accountability that takes full advantage of the clear and simple structures that already exist in Hertfordshire. This includes the coterminous local authority, local enterprise partnership, police, and fire and rescue boundaries, and close geographic alignment with health service provision.

## Finance and Investment

- 2.4 The Hertfordshire Growth Board are developing an Investment Framework approach that will bring together its own resources, with the financial backing of Government, and with further investment from the private sector, to target resources into specific programmes and projects. The key investment objective, is to realise the agreed and shared ambition of Hertfordshire, and therefore:
- “To provide capital to stimulate local development activity, and leverage private sector investment, in support of local economic growth, and the growth of its garden cities and new settlements.”
- It is proposed that the Hertfordshire Growth Board will create a fully devolved funding programme covering all budgets for devolved functions (“Hertfordshire Investment Fund”).
- 2.5 The Hertfordshire Growth Board will use the Hertfordshire Investment Fund to deliver a programme of transformational long-term investment. The Hertfordshire Growth Board are also seeking the powers to be able to raise a Strategic Infrastructure Tariff. This would allow it to raise funding for strategic infrastructure and would operate alongside any local forms of developer contributions.

### 3 Our Economy and Growth Strategy

- 3.1 An Economic Recovery Plan was published in August 2020, alongside a £20m package of short-term interventions that supported the local economy. Over the past 12 months a suite of strategic documents has been developed to help shape the growth trajectory in Hertfordshire for the next decade.
- 3.2 These include:
- An [Enterprise and Innovation Strategy](#) 2021-2025 which draws on the county's SME base and proposes five key pillars with sustainability at its core.
  - An [evidence base](#) for a Cell and Gene Therapy Cluster Action Plan, as part of a series of Action Plans for key growth sectors such as Film & TV, Advanced Manufacturing and Enviro-tech.
  - An updated [Skills and Employment Strategy](#) which provides a roadmap out of the pandemic by accelerating and strengthening skills provision to meet employers' needs and helping businesses thrive, whilst supporting residents to reach their potential.
  - Development of 'Clean' 'Digital' and 'Inclusive' Growth Frameworks that reflect on post-Covid challenges and ensure a more responsible approach to future growth
- 3.3 Recent indicators suggest that the Hertfordshire economy is recovering well, with unemployment rates and furloughed employees declining and increased demand for jobs since April 2021. This has been evidenced by recent high-profile<sup>3</sup> investment into our Cell & Gene, Film & TV and Aerospace sectors from the likes of GSK, Sky and Airbus respectively.
- 3.4 Our focus now will be to ensure our local people and businesses really benefit from this huge upsurge in investor confidence. Our approach to skills will be vital to ensure we can provide the workforce to meet industry demands as well as addressing long term challenges such as lack of employment land and housing affordability.

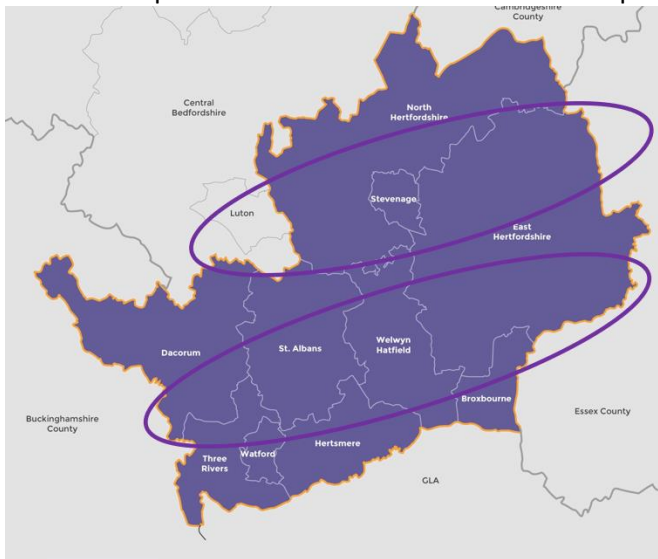
#### Hertfordshire's two strategic growth corridors

- 3.5 Hertfordshire plans to complement the economic strengths of its well established, London centric radial connections with the accelerated development of our two East – West growth corridors. Their development is being locally led and jointly planned. They are focussed on long-term strategic place making, delivering a dynamic combination of sustainable transport, digital infrastructure, affordable housing, green spaces and transformed town centre offerings needed

---

<sup>3</sup> 2020 - Sky Comcast at Borehamwood £3bn, 2021 - GSK £400m and Airbus £35m at Stevenage, Sunset Studios £700m Broxbourne

to underpin and attract local employment and job opportunities.



3.6 Plans for fast-tracking implementation are the foundations for future economic resilience and growth. The first wave of implementation projects in our ambitious growth programme were selected as pathfinders with these aspects in mind, are well under way and cover specific proposals that support:

- Driving inclusive economic growth in key industries through sector clustering, employment land availability and skills development.
- Housing delivery through an overarching acceleration programme, a set of policy interventions to support affordable housing provision and support for the implementation of our planned new garden settlements.
- Transforming Town Centres through an accelerated programme of regeneration delivery plans supporting pandemic recovery and to unlock future economic and cultural potential.
- A programme of sustainable transport solutions spearheaded by the development of the HERT (Hertfordshire and Essex Rapid Transit) system along the southern east-west corridor and including sustainable travel corridors and sustainable travel towns.
- Environmental sustainability through a coordinated Hertfordshire wide programme under the pan Hertfordshire Climate Change and Sustainability Partnership
- Ensuring no communities are left behind in Hertfordshire's levelling up plans.

#### 4. Hertfordshire's Broken Housing Market

4.1 The Hertfordshire Growth Board has identified Homes and Communities as a core Hertfordshire-wide priority, and the delivery of at least 100,000 homes by the mid-2030's, is one of its key objectives. The scale of this ambition is significant and is rooted in the recognition that the region's economic growth and sustainability is dependent upon the provision of new homes of all tenures.

4.2 Hertfordshire faces a number of housing market challenges and market failures:

- a) Increasing and continuing housing demand: Hertfordshire is already planning for over 100,000 new homes and over 100,000 jobs within the county. As a well located, attractive and thriving county not only close to London but with its own strong economy, there is strong and continuing demand for new homes in Hertfordshire. This means creating high quality

homes, in sustainable locations, for over 175,000 new residents in Hertfordshire and taking the overall population to over 1.3m.

- b) Delivery of large and complex sites: Around 50 key strategic sites (each greater than 500 homes) are proposed to meet this need across the county, including major new settlements, urban extensions, and major redevelopment projects of towns within the county. Successful and timely delivery is dependent on sites coming forward through the planning system early and investment into key infrastructure from school places, to highways and public transport, creating high quality places for people to live – with the planning system playing a crucial enabling role. Around 60,000 homes within Hertfordshire’s planned growth are to be delivered through the above large-scale sites. Their successful implementation, without the lag effect of market failure, will depend upon public sector support of various kinds to aid their delivery.
- c) Meeting changing needs: A growing and changing population means a diversified housing supply is needed, including increasing demand for accommodation for older people (those over age 75, which is expected to grow by 37%), along with increasing demand for flats and apartments for new entrants to the workforce in urban settlements, a continuing need for starter homes and family accommodation, and significant and unmet demand for quality affordable homes in both the private and public sector.
- d) Increasing the speed of delivery: Supply of new homes has not kept pace with demand. With the identified need for around 7,500 new homes each year and under 5,000 completions each year, it is clear that significant intervention is needed to meet this level of demand and tackle the root causes of undersupply. Although there is a buoyant housing market, market failure exists and can be demonstrated in the pace at which our strategic site locations are coming forward and the overall housing delivery trajectory referenced above.
- e) Providing quality, affordable homes: Hertfordshire is well located, home to a thriving mix of towns and villages, with urban and rural settlements to meet the needs of different communities. This is the backbone of the county and they need to remain prosperous places. However, the average full-time employee could typically expect to spend around 7.8 times their workplace-based annual earnings on purchasing a home and of 25 non-metropolitan counties, Hertfordshire has the second highest median earnings to average house price ratios at 10.67 times earnings.

Region code	Region name	Local authority code	Local authority name	2019	2020
E12000006	East of England	E07000098	Hertsmere	12.56	12.92
E12000006	East of England	E07000102	Three Rivers	14.29	12.92
E12000006	East of England	E07000240	St Albans	12.77	12.75
E12000006	East of England	E07000241	Welwyn Hatfield	11.41	11.45
E12000006	East of England	E07000096	Dacorum	11.29	11.10
E12000006	East of England	E07000103	Watford	10.49	10.84
E12000006	East of England	E07000242	East Hertfordshire	10.29	10.14
E12000006	East of England	E07000095	Broxbourne	10.51	9.75
E12000006	East of England	E07000099	North Hertfordshire	9.06	9.06
E12000006	East of England	E07000243	Stevenage	9.32	8.43

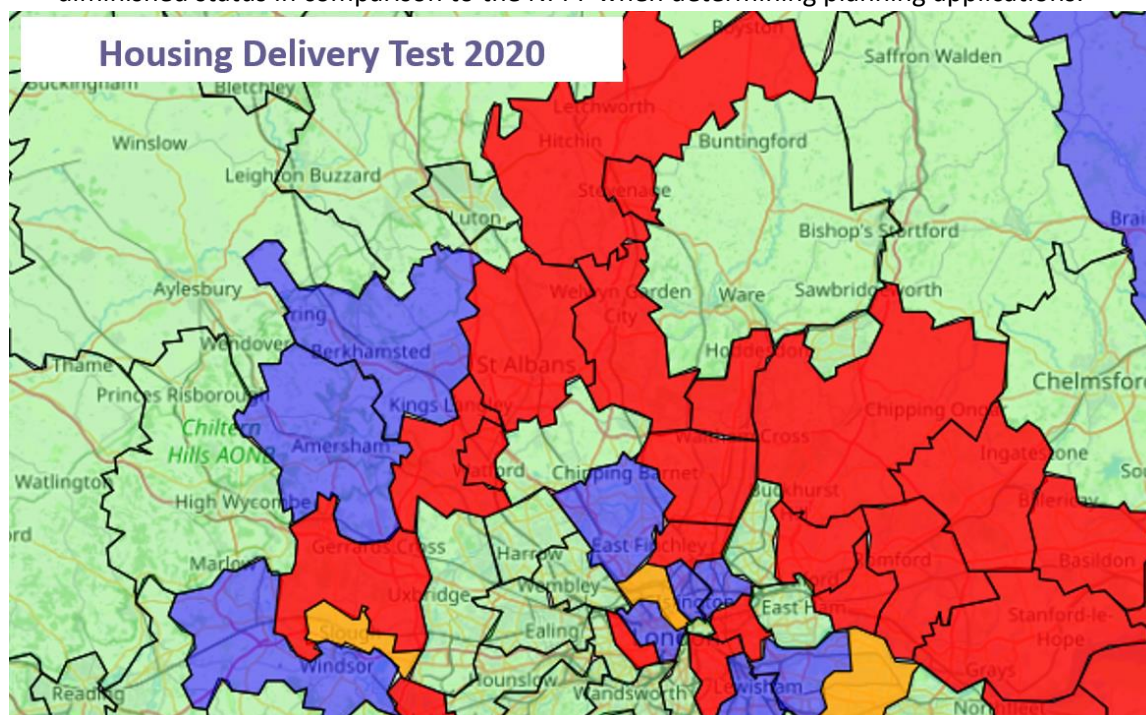
- f) The top three least affordable counties to live in England (or most expensive) are Surrey 11.48 times median earnings; Hertfordshire 10.67 times median earnings and West Sussex 10.46 times median earnings. In terms of lower quartile house prices to lower quartile earnings the picture remains largely the same with Surrey most expensive at 12.52 times lower quartile earnings; Hertfordshire second at 11.49 times lower quartile earnings and Oxford at 11.1 times



- g) Median House prices - In Hertfordshire were £400,000 in September 2020 compared with England at £249,000. Every Hertfordshire district were above the England average, ranging from £275,000 in Stevenage to £545,000 in St Albans, see below.

Rank (out of 336 LADS)	Local authority code	Local authority name	Year ending Sep 2020
13	E07000240	St Albans	545,000
21	E07000102	Three Rivers	490,000
29	E07000098	Hertsmere	460,000
49	E07000242	East Hertfordshire	410,000
57	E07000096	Dacorum	390,000
61	E07000241	Welwyn Hatfield	382,500
64	E07000103	Watford	375,000
69	E07000095	Broxbourne	367,000
71	E07000099	North Hertfordshire	360,000
135	E07000243	Stevenage	275,000

- h) The Government has introduced the Housing Delivery Test into the Planning system and uses it to monitor housing delivery at the local authority area level. This diagram shows the delivery performance in Hertfordshire with seven out of the ten local authority areas now operating under what is known as 'the presumption' regime. For Local authority areas shaded red, the presumption in favour of sustainable development must be applied - meaning relevant planning policies in adopted Local and Neighbourhood Plans have diminished status in comparison to the NPPF when determining planning applications.



- 4.3 To meet these challenges and to move toward achieving the OAN Hertfordshire has identified a framework of interventions to guide and direct its delivery programmes:

- Provide the leadership and strategic place shaping direction necessary to ensure greater control and leverage over Hertfordshire's future development
- Deliver interventions to address the failure of the market to supply including of affordable, sustainable housing
- Be an exemplar place-maker, creating high quality, well designed beautiful places and vibrant communities
- Design high quality and sustainable, environmentally friendly carbon neutral homes
- Secure investment funding to support additional and accelerated delivery of a diversified housing pipeline
- Promote local OSM and MMC opportunities to the sector and support this initiative
- Promote SME sector opportunities as part of an active diversified local housing market
- Promote learning, create economic, environmental and social value and employment opportunities
- Create programme delivery capacity to achieve the policy objectives
- Ensure affordable housing in a range of tenures is available in all parts of the county to support community cohesion.

### **The Hertfordshire Housing pipeline**

- 4.4 For the last 18 months the Hertfordshire Growth Board Partners have been examining the potential to accelerate and provide additional housing delivery both in the short and long term. We have also looked at the effect that market failure in Hertfordshire terms is having on the pace of housing delivery.

#### **Additional housing delivery opportunities in the short-term**

- 4.5 For the short term the objective had been to identify opportunities where various forms of intervention could produce an uplift in housing units completed or on site by April 2026. The summary table at Appendix A sets out the list of sites currently identified, together with their current planning status, land ownership and identification of the scale and nature of intervention required to bring units forward at a faster pace.
- 4.6 The assembly and analysis of these sites has represented a considerable commitment by the Growth Board Partners to identify and drill down into the capacity and deliverability of particular sites. There is currently a total of 27 sites listed, but as will be recognised this list is very dynamic, with delivery matters changing by the week. The total number of units identified on these sites is 5200, with the potential for just over 3000 units to be accelerated making them additional to what would have been expected without intervention.
- 4.7 The cost of delivering this uplift is currently estimated to be approximately £82 million and this comprises a mixture of works to assemble sites, remediate sites which are contaminated and to fund uplifts in affordable housing delivery where viability issues are resulting in low or non-existent levels of affordable housing being delivered on more complex regeneration sites. As an example of this, Hertfordshire's affordable housing policy approach across its 10 local planning authorities is to deliver 40% affordable housing, evidence gathered suggests that around 10% is being delivered, demonstrating a serious failure to meet local housing needs, support our economy and address existing market failures.
- 4.8 This data base of short-term opportunities and analysis represents a valuable tool for facilitating joint initiatives by the Hertfordshire Growth Board and assisting with the identification of key delivery issues across the County.

### Increased housing delivery activity in the Longer-term

- 4.9 In addition to the short-term pipeline, analysis has been carried out of longer-term housing sites of over 500 houses, which are currently programmed to start delivering in the second half of the decade. These sites are listed below and at Appendix B. Close to 60,000 new homes of the Hertfordshire identified need are allocated within large and strategic sites.
- 4.10 On their own i.e. excluding smaller sites, these sites are capable of reaching an annualised delivery rate of over 3000 houses a year and will be critical to the achievement and maintenance of housing delivery rates in the county at Objectively Assessed Need rates (>7,000 units pa) for the rest of the decade. Ensuring that there is the dedicated capacity locally to deliver this performance uplift is also a key issue.
- 4.11 However the analysis undertaken (refer to the attached spreadsheet) highlights that in order for this target to be met in Hertfordshire, there will be a need to invest in a variety of technical studies and activities, together with building technical resources and capacity across the County to support this uplifted rate of house building and place shaping. The total estimated cost of the technical studies needed alone is currently £5.8 million. It is proposed that a rolling fund is established to enable the Local Planning Authorities to be on the front foot and drive forward the delivery of these large sites. Capital investment asks to facilitate the delivery of the majority of sites to the current estimated programme have been estimates but these need to be developed, highlighting the need for the early delivery of the supporting technical assessments.
- 4.12 In a number of cases, however the sites have been subject to a large amount of preparatory works and are further advanced. Some indeed offer the opportunity of being able to deliver at least some housing Units before March 2026. In addition, for certain locations, technical work is sufficiently advanced to be able to identify and cost the interventions which could assist on bringing these sites forward in a timely fashion. This is the case for sites at Hemel Garden Communities in Hemel Hempstead, Greater Brookfield development in Broxbourne, Land North of Baldock in North Hertfordshire and at Watford Junction. These priority sites for capital investment and the current estimates of infrastructure investment required (as recyclable forward funding loans in most cases) are identified in the table below and at Appendix C.

Scheme	No of additional or accelerated units unlocked	Priority Strategic sites	Estimated Capital Funding for Infrastructure £
Brookfield Garden Village/ Riverside	1,250	<b>Broxbourne</b>  Owned by BoB, HCC and third party. The upfront costs required to bring forward the development will not be met by a developer. The amount of infrastructure required, and the costs of relocations creates a market failure in this level of upfront investment being unsustainable for anyone other than the public sector.	<b>£62,800,000</b>
North of Baldock	2,800	<b>North Hertfordshire</b>  North of Baldock (2,800 units). HCC owned site. £18,000,000 forward funding is needed for Infrastructure (bridges over railway line). These costs are informed by previous HIF bid. Infrastructure support is a way of increasing the additionality of housing delivery in the pre-2031 period through market failure remedy mechanisms. Upfront loan/recoverable funding to unlock development cashflow.	<b>£18,000,000</b>



Scheme	No of additional or accelerated units unlocked	Priority Strategic sites	Estimated Capital Funding for Infrastructure £
Watford Junction	2,794	<b>Watford</b>  Scheme being brought forward by Berkeley Homes. HSBC, Network Rail, Halkin, Solum, Coal Pensions, Canada Life, Redrow. High level assessment of infrastructure requirements and costs undertaken by Sistra, more detailed viability analysis by Deloitte. Funding for upfront Infrastructure and addressing viability.	<b>£131,000,000</b>
Hemel Garden Communities	11,000	<b>Dacorum &amp; St Albans</b>  North Hemel - 1550 (11,000 total including Dacorum and St Albans. Delivers 8000 - 10000 jobs). Multiple owners. 3 larger areas of ownership and misc. On and Off-site infrastructure requirements including new junction 8 for the M1, strategic sustainable transport infrastructure is needed to deliver new/improved cycle and walking routes.	<b>£254,280,000</b>
<b>Total Estimated Capital for Priority Sites to address market failure</b>	<b>17,844</b>		<b>£466,080,000</b>

### The Hertfordshire Housing Delivery Pathway

- 4.13 Through the work of the Growth Board, the Hertfordshire Infrastructure and Planning Panel<sup>4</sup> (HIPP), and the Hertfordshire Property Partnership <sup>5</sup>(HPP) the local housing and development delivery pathway has been scrutinised and potential improvements to its operation investigated.
- 4.14 Hertfordshire is currently establishing a new strategic engagement Forum with the development, infrastructure and construction sector and this will be used to bear down on further delivery improvements and innovations with sector partners.

<sup>4</sup> Planning Portfolio Holders and Heads of Planning Group

<sup>5</sup> One Public Estate Collaboration in Hertfordshire



### Providing Diversity in Hertfordshire's Housing supply

- 4.15 The Hertfordshire Growth Board partners have looked in detail at the delivery of the Hertfordshire Housing Pipeline and the diversity of housing output that can be stimulated as part of it. This potential approach to our housing market reduces risk and increases output, from increasing contributions by the SME sector to greater use of Off-Site Manufacturing (OSM) and Modern Methods of Construction (MMC) products to potential collaboration in the provision of Temporary Accommodation.

### Increased SME Housing supply across Hertfordshire:

- 4.16 Hertfordshire is a housing market that attracts the investment of both plc house builders and ambitious Registered Providers (RPs). The future supply of strategic residential development land that this Prospectus details is helping to feed this market appetite. Public sector investment in infrastructure and capacity is needed but will be rewarded by additional, accelerated and innovative delivery by leading suppliers.
- 4.17 However, in each of our towns, neighbourhoods, and cities there are smaller housing sites that are below the size threshold of the bigger builders (roughly 80 units). They are also below the radar of delivery focussed RPs who also exercise judicious control on overheads and delivery efficiency. These smaller sites, many of which are uncontroversial in planning policy terms, are ideal material for delivery by Hertfordshire's cohort of SME builders.
- 4.18 As part of this Prospectus, the HGB signals an intention to focus on increasing the proportion of sustainable new homes constructed by its active SMEs. Hertfordshire's SME initiative will focus on:
1. Reviewing council and one public estate procurement processes and policies to more easily enable smaller construction companies to tender for work commissioned by councils and others on *public land*,
  2. Increased contact with the SME sector through our new Hertfordshire Strategic infrastructure, development and construction Forum
  3. A county-wide fast track route to councils and RSL's buying new affordable homes off-plan from SME builders who own or can buy *private land*.

- 4.19 In relation to the first, a common set of agreed SME delivery techniques across the whole county will be produced and agreed. A consistent template policy statement for council's standing orders on procurement of construction contracts can be developed. It will enable changes to be agreed with council procurement teams that demystify and simplify tender documentation and the use of council portals.
- 4.20 For the second, we will map a county-wide pathway for councils to contract with SMEs for above and below procurement threshold purchases, year on year. Hertfordshire's SME templates will include an Invitation to Submit Proposals, a Golden Brick Development Agreement (that enables staged payments by OPE and councils to SME suppliers) and a ready reckoner to help councils quantify the target prices they can pay for new affordable homes bought off-plan.
- 4.21 Both these activities could be completed within 12 months of approval of our housing prospectus. Our target is to triple the rate of new homes supply by Hertfordshire's SMEs within 3 years. The estimated cost to implement this initiative would be:
1. £23,500 [assumes 2 days per council via retained consultancy]
  2. £15,000 per council to establish and run the first SME bidding round i.e. £150K

Total £173,500.

#### **Hertfordshire Accelerated Growth Loan Funding**

- 4.22 A key priority of Hertfordshire Growth Board is to ensure that privately owned sites contribute to new homes supply; do not stall and/or can be accelerated towards delivery including the delivery of additional homes. Only a small proportion of sites within Hertfordshire's housing pipeline are entirely within public ownership. There are multiple sites which are owned by either single or multiple private sector landowners which have not yet secured developer interest and where upfront due diligence work undertaken by site promoters/landowners has been limited or is lacking altogether.
- 4.23 Dialogue with the ten local planning authorities have identified a spectrum of technical studies and capacity support which will be essential in order to progress the pipeline. Much of this support relates to privately owned sites which in the medium and longer term would benefit from early technical due diligence work such as phase 1 site investigations, masterplans, feasibility studies, brokerage between joint landowners and other enabling activities. Such activities facilitate early delivery of these sites, especially in terms of improving their marketability to private sector house builders, who are well placed to work up scheme proposals for planning applications. If important due diligence work is undertaken without delay, this would provide increased certainty regarding barriers and associated development costs and may help to address any impediments to proceeding schemes. Commissioning these studies will result in privately owned sites coming forward sooner, thereby accelerating the pace of new homes delivery across Hertfordshire. This work is identified in more detail in Appendix D
- 4.24 Hertfordshire Growth Board proposing to set up a recoverable loan fund with Homes England that will be open to private landowners who need to undertake technical due diligence studies and research in order to bring forward their schemes. This loan will be for revenue funding activities only and will be for sites which can be accelerated towards delivery in advance of currently envisaged timescales. This will be a flexible source of funding which will be administered by Hertfordshire Growth Board's Programme Monitoring Officers (PMO) and will be dependent on the circumstances of each landowner and subject to key performance criteria being met by applicants.

- 4.25 The purpose of the accelerated loan funding will be to meet the costs of revenue activities, tailored to specific landowner needs. The private landowner would be responsible for procuring the work themselves, subject to a range of safeguards e.g. qualification of consultants. Although some funding support may be considered to assist with commissioning studies. By way of example, accelerated revenue support activities may include:
- urban design master planning
  - Feasibility studies
  - Stage 1 Geo environmental reports
  - Stage 2 intrusive investigations and lab tests
  - Capacity layout and development appraisals
  - Design and facilitation of engagement programmes with tenants and residents
  - Contractual brokerage between multiple landowners including equalisation and collaboration agreements
  - Legal advice.
- 4.26 Loan funding applications would need to demonstrate a clear route to accelerated delivery. Other criteria will include:
- In order to be eligible, sites should be capable of delivering in excess of [50] homes.
  - The applicant private landowner should have majority control of the site.
  - The site would not progress or would be slower to progress without the loan funding.
  - The funding should be spent the same financial year as the award.
- 4.27 The amount of loan funding support available and eligibility will be considered on project-by-project basis. A revolving fund of [£1m] will enable loans ranging from between [£25,000 to £100,000] to support landowners including within the public or voluntary sector in progressing sites towards delivery. Smaller or larger loans may be considered subject to demonstrating new homes delivery would be accelerated. Interest will be payable at transparent, and pre-agreed variable rates.
- 4.28 The loan funding should serve not only to accelerate housing growth ambitions of Hertfordshire Growth Board; it should also meet with wider government strategic objectives based on:
- Sites which provide confidence that early / accelerated delivery of new homes will be achieved as a result of targeted revenue support.
  - Likelihood of securing planning permission i.e. allocated sites or draft allocations
  - Supporting local policy priorities e.g. SME's, key worker housing, innovation, MMC
  - Meeting local housing needs including affordable housing
  - Brownfield sites or previously developed land
  - Best value for money based on the number of units accelerated.

### Community Led Housing:

- 4.29 Community-led housing shares the following principles:
- Meaningful community engagement and consent occurs throughout the development process. Communities do not necessarily have to initiate a scheme, or build homes themselves, though many do;
  - There is a presumption that the community group or organisation will take a long-term formal role in the ownership, stewardship, or management of the homes; and
  - The benefits of the scheme to the local area and/or specified community group are clearly defined and legally protected in perpetuity.

- 4.30 There is only one CLT in development in Hertfordshire at present at Kings Langley in Dacorum council's area. The Prospectus pledges a shared target to get one CLT established in each of the 10 council areas within 2 years of the contract with government being agreed. Given that this initiative is virtually starting with a blank slate, it is proposed that the HGB draws in the established track record of the Community Land Trust Network<sup>6</sup> (which is the established charity set up to support CLTs) and with Locality<sup>7</sup>. Both of these organisations are trusted suppliers to MHCLG.
- 4.31 The Network provides funding, resources, training and advice for CLTs and works with the Government, local authorities, lenders and funders to establish the best conditions for CLTs to grow and flourish. Locality supports local community organisations to be strong and successful. They have a team of advisors around the country who have experience working with community organisations on a range of community-led housing and community ownership projects. They can support community-led housing groups at every stage of the process. In Hertfordshire, it is likely that this will be via Marches Centre for Community Led Housing<sup>8</sup>.
- 4.32 The Network's process involves 5 stages:
1. Group - set up a new steering group, recruit members of the community, agree what they want the CLT to achieve, incorporate and develop a business plan.
  2. Site - find a suitable site, including investigating any potential problems and how much the new CLT can pay for it, then get the money to buy it.
  3. Plan - work up a full planning application, with detailed plans for affordable homes and other facilities, and get planning permission.
  4. Build – investigate and agree delivery options from self-build, using a local contractor or leaving it to a partner housing association.
  5. Live - once the CLT have people living in homes, it may work as their landlord, or oversee a managing agent or landlord it has partnered with, as well as decide how to use any surplus for the benefit of the community.
- 4.33 An action plan could be devised jointly with Community Led Homes (CLH) and Locality within 6 months of approval of the Housing and Growth Prospectus. The plan will show how capacity will be built in each council area to establish 10 new CLTs and to progress to site finding and planning. However, the Prospectus will show that this will only be the first of several joint initiatives with CLH and Locality. HBG will pledge to define a programme of future years activities that will cover all types of community led housing: cohousing, community land trusts (CLTs), community self-build, development trusts, housing co-operatives and self-help housing.
- 4.34 The ask of HM Government is the equivalent of one part time officer post for 2 years. This officer will be the single point of contact between the Network and Locality and all 10 councils plus the HGB. Assuming 86 working weeks over 2 years at one day per week, gives 86 days. Adopting an inclusive day rate of £650 gives a revenue ask of say £60K. In addition, it is assumed that the Network and Locality costs are a mix of funding they can draw in from MHCLG direct and a one-off contribution from the HGB of £50k. So total asks = £110K

## Key Worker Housing Supply

<sup>6</sup> <http://www.communitylandtrusts.org.uk/>

<sup>7</sup> <https://locality.org.uk/>

<sup>8</sup> <https://www.communityledhomes.org.uk/find-your-local-hub?county=396>

- 4.35 One of the key policy objectives of government is key worker homes supply. The nation's reliance on its key workers has been brought into sharp focus during the pandemics as has the post Brexit challenges facing recruitment and retention of staff in the NHS.
- 4.36 HGB could choose to interpret the challenge of delivering homes to meet the needs of its key workers in two complementary ways:
- Intervening to ensure that high quality and price appropriate/accessible homes are an attractor to Hertfordshire's growth industry sectors, especially the visitor economy, construction, life sciences (especially Cell and Gene Therapy) and creative and screen industries,
  - Supplying homes that attract and retain our vital public servants, especially health and social care, education and "blue light" services.
- 4.37 This means housing pipeline schemes need to appeal to specialist subject teachers, post graduate researchers, high flying head teachers, executive entrepreneurs, laboratory technicians, nurses and midwives and many more who will be essential to the realisation of Hertfordshire's growth and prosperity ambitions.
- 4.38 Hertfordshire can provide a compelling combination of location and life-style advantages to those investing in future homes supply. The HGB intends to intervene to ensure that present and future key workers benefit from this programme.
- 4.39 Builders of sites in the prospectus pipeline can be expected to participate in the First Homes Programme without the need for any actions by the HGB or councils. However, at this stage it is not possible to be sure that Hertfordshire's future supply of First Homes will be ear-marked for locally defined key worker groups. To help to overcome this risk, Hertfordshire's could commit to work with Homes England to provide:
- A dedicated equity loan scheme for eligible key worker applicants to help them buy homes on the open market on Hertfordshire's pipeline sites,
  - A dedicated shared ownership grant scheme available via Hertfordshire's Registered Providers to assist with the construction of new homes for key workers,
  - Hertfordshire's councils will work collaboratively to understand the needs of, and give priority to, Key Workers in their affordable housing allocations,
  - A new Hertfordshire key worker housing team to work with LEPs training providers and private and public sector employers to better understand local skills and labour market gaps and to engage landowners and house builders to provide off-plan reservation opportunities to attract and retain those workers identified as key,
  - A pipeline of executive homes sites which will be suited to development of high-end individual homes of exceptional architectural quality within Council tax band E or above. Attracting and retaining sector leading entrepreneurs and the business executives of the future demands effort to identify and allocate land that has a range of positive characteristics. Local Planning policy guidance will encourage the design of exceptional homes on these
- 4.40 In summary, Hertfordshire's local authorities will work collaboratively to understand local skills and key worker gaps and agree a consistent set of bespoke planning policies and conditions. The centrepiece will be a central 'hand holding' team to support key workers into new build homes. This team will help to ensure that the First Homes programme is a success.
- 4.41 To deliver this initiative would require revenue support for the establishment and 3-year operation of a 2-person Key Worker Homes Unit, hosted by the Hertfordshire Growth Board, estimated at £266,000.



### **Modern Methods of Construction (MMC)**

- 4.42 Following on from launch of the Construction Playbook by the Cabinet Office in December 2020, the Government's 2021 Budget reiterated plans to reform and modernise the way that construction work is carried out by increasing the use of MMC. A new MMC Taskforce was announced as part of the Budget to accelerate the delivery of homes built in the UK by using MMC with £10m seed funding.
- 4.43 Homes England (HE) have made increasing use of MMC a prerequisite for accessing grant funds by its Strategic Partners. HE has appointed the Building Research Establishment, University College London, Atkins and Faithful & Gould to undertake wide-ranging research themes for its six-year, 1,800 home Modern Methods of Construction (MMC) Research Commission.



- 4.44 The Hertfordshire Offsite Manufacturing Programme is streamlining the operational route to delivery by adapting planning policies, procurement routes and operational approaches to support the use of MMC to deliver sustainable growth for Hertfordshire. Hertfordshire LEP and the Hertfordshire Growth Board has set up the Hertfordshire Consortium with councils and Registered Provider members gearing up to use the Communities & Housing Investment Consortium (CHIC) not for profit MMC framework. Consortium members have begun looking for sites suitable for MMC.
- 4.45 Standardisation is also being put in place, to help the consortium members achieve economies of scale, as well as optimising good design and place-making principles. Off-site market leaders Stewart Milne Timber Systems and Elements Europe are working in partnership with the programme, to help embed the foundations for accelerated delivery, building expertise and capacity within local delivery teams.
- 4.46 Hertfordshire is also encouraging the use of MMC through Herts IQ, the county's Enterprise Zone. Together with its innovation partner BRE (Building Research Establishment), Herts IQ is attracting a cluster of smart construction and clean tech companies on prime commercial sites near J8 of the M1 in Hemel Hempstead, just outside London.
- 4.47 Across Hertfordshire, we propose to utilise the public land bank to generate increased order books for off-site manufacturers. This will be achieved by:
- Adopting a consistent development pathway to bring forward phased pipelines of smaller parcels of public land,

- All homes will be MMC, built to meet the Future Homes Standard and all will be affordable tenures (general needs and/or supported),
- The homes will be delivered through and utilising the Hertfordshire OSM Consortium
- Capital investment in these new homes to come from councils via their HRA headroom, PWLB borrowing or use of capital programmes.

4.48 All of Hertfordshire's councils face an undersupply of affordable and supported homes able to meet often complex needs of a range of vulnerable groups. Our initiative will ensure that support services are available at one and the same time as a new home.

4.49 Hertfordshire will put in place a standardised process that will begin with a search of public land banks and end with the handover of keys of new MMC homes to councils. The staged progression will be:

1. Supported Homes needs diagnostic analysis - in conjunction with Hertfordshire and West Essex integrated care system (ICS)
2. Engage with the CHIC MMC framework and assemble professional team
3. Public land ownership research
4. Long list site mapping and filtering
5. Short list site financial assessment up to RIBA Stage 2
6. Delivery and funding strategy, including business case
7. Appointment of D&B main contractor using MMC
8. Detailed planning applications
9. Construction completion and unit commissioning.

4.50 The target will be to identify and progress small site pipelines providing a minimum 150 new MMC homes across Hertfordshire, phase by phase. The extent of the initiative will be limited by the extent of smaller sites in the public sector's land bank. We will begin by searching for suitable land owned by councils. However, in conjunction with the One Public Estate team, we will progress to surplus land held by other agencies such as the blue light services in future phases.

4.51 Assuming a first phase of 150 new MMC affordable homes on 25 small sites within 5 councils in the Hertfordshire and West Essex integrated care system (ICS) area, the revenue ask will be:

Task		1 LA = 30 units	5 LAs = 150 units
1	Supported Homes needs diagnostic within Gwent RPB	£12,000	£12,000
2	Liaison with CHIC framework and assemble design team	£7,000	£7,000
2	Public land ownership research	£10,000	£10,000
3	Long list site filtering	£50,000	£250,000
4	Short list site financial appraisal up to RIBA Stage2	£50,000	£250,000
5	Delivery and funding strategy	£23,000	£23,000
6	Selection main contractor and any MMC sub-suppliers	£4,000	£4,000
7	Detailed planning applications	£100,000	£500,000



8	Construction completion and unit commissioning.	£10,000	£10,000
Total		<b>£266,000</b>	<b>£1,066,000</b>
	<b>Ask</b>		<b>£1,000,000</b>
	<b>Cost per unit</b>		<b>£7,106.67</b>

- 4.52 We will target completion of the first phase of our MMC affordable homes in years 1 -2 of our programme.

#### **Collaboration in the provision of Temporary Accommodation (TA)**

- 4.53 One of the key policy objectives of government is to improve outcomes for homeless households. The Hertfordshire delivery pathway is not only be about additionality but also about how actions will contribute to better life-chances for vulnerable and left behind members of Hertfordshire's communities.
- 4.54 The HGB is taking action to maximise the options available to local authorities in Hertfordshire to better meet their individual statutory obligations, and the housing needs for people living in TA, whilst achieving quality and value for money across the whole system. The demand for TA in Hertfordshire has doubled over the last ten years (Q3, 2020/21 = 1194) and the enduring impact of Covid-19 will add significant new demand, as initiatives to reduce rough sleeping and eviction are scaled back and the private rental sector becomes even less accessible or affordable.
- 4.55 Whilst responsibility for TA provision and management sits with each authority within Hertfordshire, the scale of future response is limited by the capacity of each. There is therefore an opportunity to build on existing county-wide collaboration and partnership working to realise significantly improved outcomes and efficiencies, which would not be achievable by individual authorities. This requires a strategic long-term approach to bring together a range of activity, existing and new, into a coordinated response.
- 4.56 In June 2021, the HGB approved the proposal to undertake a detailed options appraisal, with recommendations for change to be brought back in the autumn of 2021. The options appraisal phase of this current work will identify sustainable options for change in the how provision of suitable quality housing is provided to meet the need across Hertfordshire, whilst taking account of the legislation and guidance surrounding this area of housing provision.
- 4.57 A new full-time post (based on a 2-year contract) could be dedicated to delivering cross-border collaborative initiatives to accelerate the rate at which new homes are provided to meet the needs of homeless and vulnerable households. One new FTE post at £45K pa plus on costs = £65K pa for 2 years = £130K

#### **Proposed Housing Delivery Flexibilities and Freedoms**

- 4.58 Hertfordshire is also seeking from Government the following **freedoms and flexibilities** to provide additionality and accelerate housing delivery:

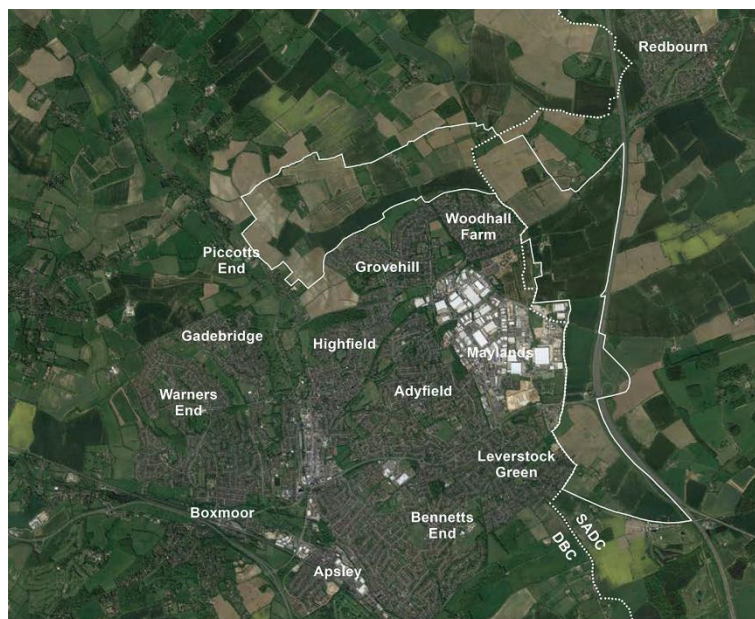
- a. A pilot scheme to address undeveloped consents in the County through the application of Council Tax Band D charge for each unit not delivered within an agreed delivery schedule or selling the land, at the cost of site to un-developed prices to Hertfordshire Growth Board or member Authorities to develop themselves or collectively.
- b. Permitting Hertfordshire's four stock holding council to refinance existing debt at PWLB certainty rate (i.e. gilts + 80bps) and without early repayment penalties to enable additional council homes to be delivered across the region. It is estimated that this could immediately release £0.5 billion for investment in new Social Rented homes.
- c. Allowing greater flexibility in how retained right to buy receipts are utilised. Hertfordshire will actively explore how different approaches to utilising right to buy receipts can facilitate the provision of much needed affordable housing across Hertfordshire. Hertfordshire offer to develop a pilot programme for this approach, working with housing associations, and sharing outcomes with other regions to facilitate a better understanding on how this can deliver additional affordable housing.
- d. Hertfordshire recognises that the inclusion of land value (price paid / EUV) may restrict the quantum of affordable housing built. Hertfordshire proposes reducing the extent to which land value is an allowable inclusion in viability assessments. Hertfordshire believes this will discourage developers from overpaying for sites in the knowledge that a subsequent negotiation with the LPA will reduce the affordable housing requirement. Hertfordshire acknowledges that developers will wish to make a fair return and therefore will pursue a policy where the financial burden of affordable housing is passed directly to the landowner. Hertfordshire acknowledge that developers must have time to adapt to this circumstance and will pursue a staged approach over a period of 5 years where the amount of land value included in a viability assessment reduces (25% increments) after year 1.
- e. The introduction of a local community levy across all developments, with a core Strategic Infrastructure Tariff across Hertfordshire with the scope to secure and pool contributions from development to fund infrastructure. This may be small projects, bigger projects such as schools and all the way up to major transport projects such as the HERT Mass Rapid Transit system for the A414 corridor.
- f. Working in partnership to maximise use of public land for more sustainable affordable homes e.g. Hertfordshire will work closely with existing partnerships, including the Hertfordshire Property Partnership<sup>1</sup> and will form innovative partnerships with Homes England and others to pursue initiatives to deliver housing at scale and pace.
- g. Giving Local Authority Partners the first option on land in public ownership. Through its close ties with the Hertfordshire Property Partnership and strong relationship with Herts Living, the local authority members of Hertfordshire are well-placed to identify opportunities.

#### **Hertfordshire's Garden Communities, Garden Towns and Strategic Sites**

- 4.59 As previously outlined, Hertfordshire has around 50 sites of over 500 units which collectively account for almost 60,000 homes in the pipeline. A number of very strategic scale sites also exist,

including those established under the Government's Garden Towns and communities' programmes.

- 4.60 The Hemel Garden Communities programme will deliver new, exemplar, comprehensively planned sustainable development on a very large scale in the west of the Southern growth corridor. In doing so, it will transform Hemel Hempstead and elements of the existing communities from its new town origins into a 21st century garden town defined by leading environmental credentials and urban design. It will deliver:



- **A mixed-use development** - to the north and east of Hemel Hempstead by 2050, creating vibrant new neighbourhoods with a minimum of 11,000 homes, of which 3-4,000 will be affordable, and 10,000 new jobs. 8,000 of the new jobs will be at Herts IQ, which will attract up to 800 new businesses with a focus on high skilled environmental technology employment, supporting the wider area's economic and labour market transformation.
- **Major transport infrastructure improvements** in the HGC and wider area, including connections to St Albans and across Hertfordshire. This includes improvements to Junction 8 of the M1 and a major contribution to shift to sustainable modes through the development of a new strategic transport corridor from Hemel Hempstead Station to Maylands, public transport corridors to Park Street, St Albans Abbey Line station/St Albans City station, new multi-modal transport interchanges and improvements to the Nickey Line strategic walk- and cycleway (a former railway line that links Hemel Hempstead, Redbourn and Harpenden).
- **In-built development features embedding sustainability, addressing climate change and promoting vibrant communities** in HGC and increasing the capacity of the wider area to respond to the climate emergency, including walkable neighbourhoods, cycling provision, local food systems, and a hub for the use of sustainable construction methods in Herts IQ. Major improvements to existing social infrastructure including schools, surgeries and new neighbourhood centres providing community facilities, including local retailing, new housing and small business spaces, located at the heart of walkable neighbourhoods.
- **A digital connectivity delivery plan and infrastructure** for HGC to provide digital innovation and support the wider transformation of Hemel Hempstead 2, including

infrastructure to support full fibre to the premises, future 5G connectivity and bring forward an open Long-Range Wide Area Network (LoRaWAN). This network can support the community as well as catalyse innovation, using a technology similar to mobile phones to send small pieces of information from a sensor to a gateway, which then delivers it to the internet. This open data model will be free to use for schools, business, the public sector and the public, which will encourage innovation.

- 4.61 The Harlow and Gilston Garden Town (HGGT) programme will deliver an exemplar new Garden Town development with 23,000 homes and 9,000 jobs. It will showcase public sector partnership working (across tiers and administrative boundaries), high quality placemaking, design quality, sustainable transport and large-scale delivery. It will set the agenda for sustainable living. Government continues to show its commitment to the HGGT programme and considers it a priority in driving economic growth and creating new communities in Hertfordshire. This has been demonstrated in the Housing Investment Grant award £172million towards infrastructure river crossing components to unlock housing delivery.

### **Land North of Baldock**

- 4.62 Hertfordshire County Council own the land known as Land north of Baldock. The land forms a Strategic allocation in the North Herts Local Plan. The site has development capacity for 2,500 homes and associated commercial development. The business case work undertaken as part of the HIF bid previously demonstrates that, whilst the Baldock North development is financially viable over the long term, it is not commercially viable without an injection of up-front funding to support both the enabling highways infrastructure and the other early infrastructure provision, such as the schools and bridge crossings. Without funding, the development could have a negative cash flow for 5-6 years, carrying a potential debt of around £80million in the first years of development. With funding this could reduce the negative cashflow to approximately 3-4 years, carrying a potential debt burden of £55million in the first years of development. Both scenarios still make borrowing a challenge, but funding support would bring forward housing delivery and make a significant contribution to the achievement of the Hertfordshire OAN within the current decade. Hertfordshire County Council is entering into a joint venture partnership with Urban and Civic Ltd to help bring forward the site, but the costs outlined above still mean that there will be a slower pace in bringing this site forward than is desirable given the demand for housing in Hertfordshire.

### **Brookfield Garden Village – Broxbourne**

- 4.63 The Broxbourne Local Plan was adopted in June 2020 and allocates Brookfield Garden village for comprehensive development including a new town centre; 1250 new homes in Brookfield Garden Village, relocations of Broxbourne's depot, and HCC's Household Waste Recycling Centre and Travellers' site. The Borough of Broxbourne Council (BoB) is working with Hertfordshire County Council (HCC) to promote a comprehensive development/ regeneration project known as Brookfield and based around the existing Brookfield Retail Park located alongside the A10 close to the centre of 'the Borough'. Brookfield has two distinct but interconnected schemes which together will deliver 1,500 homes:
- BGV - residential led development scheme, providing at least 1,250 new homes; and

- BR - is a comprehensive leisure and retail led new town centre development scheme to include at least 250 homes.

The identified market failure issue at Brookfield is the upfront infrastructure loading. Most infrastructure costs (>£60m) will be incurred upfront and triggered by the development of more than 150 homes at Brookfield. These upfront costs along with the complications/ risks associated with the asset relocations caused by the Brookfield scheme impact upon delivery, leading to delays and market failure in bringing forward the opportunity.

## Transforming Town Centres through Regeneration

- 4.64 Hertfordshire are committed to reinvigorate and reinvent its towns to respond to the challenges of COVID-19 and unlock future economic and cultural potential. It will focus on long-term strategic place making and place setting, delivering a dynamic combination of sustainable transport, digital infrastructure, affordable housing, green spaces and transformed town centre/high street offerings needed to underpin and attract local employment and job opportunities.
- 4.65 The **Watford Junction Quarter** transformation programme will create a distinctive, new urban quarter focused around a major transport hub of regional importance; a thriving town centre, mixed use neighbourhood, much needed housing, employment opportunities, enhanced retail, leisure and community offer and driving economic growth c.£3.77bn. It will deliver major regeneration with 3,000 new homes and a further 7,000 homes around the station. The substantial economic benefits include 7,000 new jobs and over £3bn in private sector investment. The station will act as a hub for proposed region-wide enhancements in public transport, in particular the East-West (S) growth corridor and an interconnection for a new potential Mass Rapid Transport system at Watford Junction. The programme comprises the following core interconnected elements:
- Expand and enhance Watford Junction Station and strategic transport infrastructure – providing an enhanced station interchange, pedestrian access via a new public access footbridge across the railway tracks to improve connectivity and station capacity.
  - Open up and connect a major town centre redevelopment site on brownfield land in order to facilitate creation of a new urban quarter delivering housing and employment space.
  - Enhanced local infrastructure (environmental and educational) to optimise the level of development to be delivered in a highly sustainable location.
- 4.66 Analysis of the investment to fund the technical studies, design work and strategic transport infrastructure for this programme is set at £132m.
- 4.67 Hertfordshire has identified a suite of interconnected projects in South East Hertfordshire to create major high value employment opportunities (c. 9,000 jobs) using the potential afforded in securing a global, world renowned Film/TV/high-tech employer into the area and businesses. This will be accompanied by new homes (c. 2,000), significantly improved rail and road infrastructure in and around Broxbourne, and providing much stronger linkages between employment opportunities, SME incubation and skills development at the southern end of the A10 alongside the regeneration of Waltham Cross town centre. Plans for fast-tracking implementation offers a key opportunity to support post COVID-19 recovery, tackling the jobs, skills and town centre regeneration challenges in south-east Hertfordshire and creating the foundations for future economic resilience.



- 4.68 In addition, there are also significant regeneration opportunities in SE Herts. Waltham Cross is the 4th most deprived lower super output area out of 676 in the county. The Waltham Cross Renaissance Plan (EN8) will help rejuvenate Waltham Cross town centre, including Park Plaza North, foot and cycle bridge over the railway to link the new jobs at Park Plaza with the housing east of the railway line and Waltham Cross town centre. It also involves remodelling of the northern end of Waltham Cross High Street as an exemplar mixed commercial/residential regeneration/redevelopment scheme incorporating the offices of a local housing association and replacement retail space as well as up to 100 new residential units. The Wickes site immediately to the north of the Council owned site is also earmarked for a mixed commercial/residential development, the estimated outputs being 250 residential units and up to 15,000 sqft of leisure/retail. The nearby Homebase site is also being promoted as a possible commercial/residential development with 225 residential units and commercial ground floor space of 10,731 sqft.
- 4.69 **Hemel Hempstead Town Centre** – a new town centre strategy is being created through inclusive partnership working led by Dacorum Borough Council, which has committed £0.5m of revenue spend to put it in place. The Strategy will aim to transform the area and repurpose key sites to meet both the changing patterns of retail spend and lifestyles post-Covid, recognising that by the mid-2050s the town's population will have grown by c50% and Hemel will have transformed into a 21<sup>st</sup> century Garden Town.
- 4.70 The Strategy will focus on design transformation and the delivery of mixed uses and c2000 new homes across a range key sites, with a vibrant community and business offer at street level. Hemel Town Centre will benefit from the route of the HERT mass rapid transit system that will commence at Hemel Hempstead rail station.
- 4.71 A new multi-agency Place Board for Hemel is being set up and aims to convene initially by October 2021 with an Independent Chair in place. Initial public and stakeholder engagement took place in summer 2021 and the new Strategy is being rolled out over the 12 months to late 2022. The work will build on the current Government-backed National Model Design Code Pilot taking place in Hemel Town Centre which is due to conclude in October 2021. Dacorum BC has also submitted a Levelling Up Fund bid to Government in June 2021 with an ask of £10m to deliver the new **Hemel Cultural Quarter** on the former Market Square. Featuring 195 new homes at upper levels, rising to 10 storeys, the new quarter will feature a new arts and cultural centre, extensive areas of public realm linking the award-winning Jellicoe Water Gardens to the main shopping area, and flexible and active street level business opportunities.

## 5 Transport

- 5.1 Hertfordshire propose to establish a new transport focused function to lead transformation of transport infrastructure and behavioural change in the County and beyond. 'Transport for Hertfordshire' will provide the strategic transport strategy and infrastructure delivery focus supporting our plans and decarbonisation of transport. Underpinned by its forward-thinking Local Transport Plan, Hertfordshire has set the county on a different path in the development of its transport system. Its transition to a more sustainable and accessible future transport network in the county is reflected in two aspects:
- A move away from a focus on car-based investment and capacity enhancement. These are now seen as a last resort because of the financial and environmental cost, question marks

over their value in the long term, and because they often perpetuate car dependence, unhealthy lifestyles and unsustainable travel behaviour. They will only be considered if they enable and enhance the ability to deliver viable sustainable transport solutions that deliver long term change.

- A growing appreciation that transport is on the verge of great change. Technology and other drivers of change look likely to challenge the trend for increased economic growth to be accompanied with increased levels of private car ownership and use. The pace of change and revolutionary impact of these technological changes has been likened to the transition from horse drawn power to the internal combustion engine and would mark an end to the dominant model of transport provision that has held sway since the mid20th century.

5.2 Four guiding principles will steer the county's approach:

- The integration of placemaking and transport planning to reduce the demand for travel.
- Allowing for the adoption and application of new technology to ensure the transport system is 'future proofed' – future ready?
- A cost-effective approach to delivery and maintenance
- An emphasis on active travel and modal shift away from the car (as set out in the Local Transport Plan and the User Hierarchy) and support for the development of sustainable ways of mass home working in Hertfordshire now and in future.

5.3 Whilst new highways schemes will still be required in some locations, a blended strategic approach combining improvements for walking, cycling, passenger transport (with the HERT) system at its core) accompanied by a package of measures to manage demand and change travel behaviours.

5.4 The development of the Hertfordshire transport system with the HERT as its spine connecting the 4 main line rail routes along with improved cycle, pedestrian and bus provision through multi modal interchanges will open up new journey options across the southern growth corridor and beyond, widening access to labour markets for key employment sites such as the Maylands and Hatfield Business Parks, Stevenage, Watford and alleviating pressure on the London Terminals. It will also act as an alternative to using the radial strategic road network such as the M25 for short – medium length journeys. New links provided to town centres will improve access throughout the day from a wider variety of origins (including proposed new developments) helping stimulate the retail, leisure and entertainment sectors and providing access to new work locations.

5.5 The county also faces an unprecedented scale of housing development in the next few decades and Hertfordshire plan to ensure that there is a strong alignment between the new strategic approach to sustainable transport provision, connectivity and the emerging spatial plans. In order to achieve these objectives Hertfordshire are seeking a partnership with government to deliver a modern, low carbon Hertfordshire Mass Transit System as set out below.

#### **Hertfordshire & Essex Rapid Transit (HERT) and Active Travel**

5.6 Hertfordshire have an exciting initiative to develop a new sustainable transport link, connecting Hertfordshire to West Essex and under-pinning strategic growth in the county. The Hertfordshire & Essex Rapid Transit (HERT) will deliver a step-change in the passenger transport network through an accessible, reliable and affordable east-west system, using new and emerging Mass Rapid Transit (MRT) technologies which connects people easily to where they live, work, study and visit in a more

sustainable way . It will support economic growth provide environmental benefits, carbon reduction and positively impact our new and existing communities.

- 5.7 The HERT is a longer-term transformational project. Hertfordshire propose that it will be delivered in evolutionary stages, optimising use of emerging technologies and providing incrementally higher levels of capacity as it is brought forwards. While the HERT system is being developed we will seek funding and deliver the short to medium term active travel components that lay the foundations for and support the eventual full HERT system.
- 5.8 The HERT will comprise an east-west transport corridor that runs from Hemel Hempstead and West Watford, with those routes joining just south of St Albans, then to Harlow in Essex and onwards to Stansted Airport. The corridor is critical in supporting current and future travel around Hertfordshire and into Essex. The road network already experiences significant traffic congestion and poor journey time reliability due to the reliance private vehicle journeys. In 2019, the County Council declared a climate emergency, and the HERT is one of the biggest opportunities to create a cleaner and more environmentally sustainable county by encouraging people out of their cars and on to a green, modern, affordable and reliable service that will support wider transformation of the Hertfordshire transport network.
- 5.9 The HERT will be a Mass Rapid Transit (MRT) system – the first of its kind in Hertfordshire. As a new, sustainable passenger transport network, the HERT will carry people in much bigger numbers than a typical private car and will provide greater convenience, reliability and frequency than a traditional bus service. One of the key features of the project will be the development of transport hubs, connecting planned routes for people cycling and walking to the HERT network, creating a seamless integrated system, and helping to reduce congestion, carbon emissions and pollution, improving the air quality for the residents of Hertfordshire now and in the future.
- 5.10 The project includes the following interconnected elements:
- HERT Business Case and Design - from initial concept through to the development of the full business case the formal Treasury Green Book business case process (Strategic Outline Business Case, Outline Business Case, Final Business Case); will be followed including work on the detailed design of the route, system and operational arrangements.
  - Enabling and supporting measures as the foundation for the HERT system – short to medium term improvements to address current problems, build extra capacity and address the feeder network for the eventual HERT system (e.g. a fast, branded bus service on congested route sections, bus priority measures, pedestrian and cycle schemes with complementary highway infrastructure improvements).
  - Wider improvements, creating an integrated transport network. Supported by sustainable travel town development and capacity improvements as part of the wider network for example, bus stop upgrades, new cycle crossing points, a Park and Ride sites to aid access for onward journeys in to Hertfordshire’s many town centres along with .the implementation of Sustainable Travel Town measures along the urban areas along the corridor.
  - Integration with the rail network for local and longer journeys
  - Ensuring that transport unlocks economic growth and major employment sites.
- 5.11 Given the significant contribution that the HERT will make to delivering growth and sustainable travel, Hertfordshire intend to submit a year two levelling up fund bid of £50m to provide



technical and professional capacity for the HERT business case development, and for the development and delivery of the early stage enabling transport infrastructure.

## 6 Inclusive growth

- 6.1 The relationship between output and inclusive growth is recognised as a key theme within Hertfordshire's economic Strategy and work of the Growth Board. Community Wealth Building provides the framework for achieving inclusive growth, equipping the Growth Board with indicators for measuring social, economic and environmental improvements. When successfully implemented, Community Wealth Building can help to underpin a well-functioning economy, where productivity and wellbeing levels are fundamentally linked.
- 6.2 A number of key growth opportunities have been identified across Hertfordshire. Community Wealth Building helps to connect local people to these opportunities and unlocks the potential for communities to drive future growth. Through the Community Renewal Fund, Hertfordshire is seeking Government support for the development of a Community Wealth Building Framework for Hertfordshire. This framework should be viewed as cross cutting, and form part of the performance indicators for other policy statements and programmes.
- 6.3 Over time, embedding Community Wealth Building in policies, strategies and delivery models will help to funnel more regeneration into target areas and, providing the local community has been prepared in advance, these monies will be held, and then recycled, for future generations. The net effect of Community Wealth Building is the involvement of more people in the development of local and regional economies, so that the benefits of growth are more widely felt.
- 6.4 An approach to increase and widen growth will support Hertfordshire to level up and:
- Reduce inequalities in parts of the County, especially New Towns /Garden Cities and South East Hertfordshire.
  - Improve incomes and employment prospects in deprived wards.
  - Develop a coordinated approach to lever new resources, including replacements for EU funding and social investment.

## 7 Digital

- 7.1 Hertfordshire has the ambition to be a digitally connected place by embedding the use of technology to improve the quality of council activities – from paying council tax to remotely monitoring potholes. This is the best signal to investors and the public of the benefits of investment. Hertfordshire's current approach to digital has been on the acceleration of adoption digital technologies to address specific ambitions, such as:
- Ensuring our new settlements are pioneers in terms of digital infrastructure
  - Exploring how digital can improve the place shaping in our urban centres (e.g. more shared work facilities and remote working)
  - Focusing digital infrastructure on key employment sites and sectors that are likely to be heavily 'data reliant' (e.g. creative, ICT etc.) building on the Hatfield Living Lab pilot
  - Capturing public data to better inform how we move people, goods etc through and around Herts using public and private transport (anticipating the advent of EV/Autonomous vehicles)
  - Using 5G to address rural connectivity where fibre costs are prohibitive

- Using digital to support a new wave of ‘working at home’ in Hertfordshire to transform London commuting patterns

7.2 However, the health check of Hertfordshire’s provision of next generation, gigabit fibre has identified that the county lags behind that of neighbouring areas and a market engagement exercise with providers recognised that perceptions needed to be improved to secure more investment. In benchmarking against areas which had accelerated fibre provision and secured significant funding from HMG, it was clear that a number of key activities had been central to their success. These were:

- Focus on driving the agenda pan-county
- Consistency of emphasis in Local Plans & Planning
- Establishing Market Information Day providers
- Improved GIS Mapping to identify public sector assets and support funding bids

7.3 Hertfordshire has now developed a comprehensive digital strategy and associated workstreams to focus on the key themes such as:

- Ongoing market engagement
- Removing barriers to development (e.g. wayleaves)
- Using public sector assets to accelerate roll-out and co-ordinating future public sector connectivity requirements
- Addressing digital exclusion and skills gaps,
- Improving business connectivity
- Ensuring digital connectivity is central to town centre regeneration

7.4 The Growth Board has identified and established the foundations that are required to move the work forward including:

- Sponsorship/ownership of this work as a priority for the Growth Board
- Establishing a ‘Digital Board’ to oversee the development of this work into a wider strategy, work with providers and steer funding bids
- Enhancing the capacity of existing resource (e.g. Connected Counties team) to power this work going forward.

## 8 Delivering Sustainability/Carbon Reduction/Climate Change in Hertfordshire

8.1 Hertfordshire is committed to playing its part in reducing its contributions to climate change impacts and tackling the effects on the county. The constituent authorities understand the importance of helping the government meet the UN Sustainable Development Goals (SDGs) and recognises the need to tackle the inequality of impact on our residents.

8.2 The Hertfordshire Growth Board has identified Climate Change and Sustainability, as vital, Hertfordshire-wide priorities. Hertfordshire and each of the constituent local authorities has endorsed the need to take action to address, plan for and mitigate Climate Change in Hertfordshire.



- 8.3 The eleven Hertfordshire local authorities and the LEP have established the Hertfordshire Climate Change and Sustainability Partnership (HCCSP) to enable the identification of the matters that need to be addressed through development and delivery of a work programme for county-wide sustainability and climate change mitigation projects. This partnership focusses on issues which are of most significance to the county, where inequality can be reduced and where joint working will have the greatest impact. The Partnership identified four topic areas for immediate attention that are relevant to the growth agenda: Water, Biodiversity, Carbon and Transport. Action plans have been prepared each of which include actions relevant to growth, housing and planning – e.g. the need for robust local plan policies seeking climate conscious developments – reducing emissions, protecting and enhancing biodiversity, safeguarding resources and enabling sustainable, active travel options.

#### Water

- 8.4 Hertfordshire is in one of the driest regions of the country and yet we are also amongst the highest water users nationally. The impacts of climate change on our water supply make it an even scarcer resource in the dryer months and the wetter months can cause flooding. The level of growth predicted in the county will lead to an increase in demand for potable water as well as an increase in pressure on the wastewater infrastructure. HCCSP has identified the following work programme to help support Hertfordshire's planned growth:

- Work with the water companies to understand the Hertfordshire water environment, scarcity, supply and demand
- Explore the concept of water neutrality in new built development proposals
- Work in partnership with water companies and the EA to develop co-ordinated campaigns to change behaviours around water usage
- Explore options for updating planning policy documents
- Ensure the protection of Hertfordshire Chalk Streams

#### Biodiversity

- 8.5 The Strategic Action Plan for Biodiversity outlines the HCCSP ambition to support the conservation and enhancement of biodiversity across Hertfordshire. The Plan seeks to address challenges around the biodiversity declines seen in Hertfordshire over the last decades. Its actions are intended to ensure that outcomes resulting from new development, agricultural practices, and local authority greenspace management, can not only halt but reverse these declines. In order to meet the national target of a net-zero country by 2050, it is likely that some carbon off-setting will be required (to account for the amount of carbon emissions that the county cannot avoid). There will also be the requirement (via the Environment Bill) to deliver biodiversity net-gains for all new developments. To support achievement of these outcomes HCCSP has identified the following work programme:

- Establishing a countywide biodiversity baseline
- Establishing a countywide approach to biodiversity net gain
- Take a strategic approach to landscape management through delivering and implementing the Hertfordshire Local Nature Recovery Strategy
- Review current planning policies to ensure provision of opportunities across the county
- Explore options/opportunities for capacity building – e.g. land availability
- Explore the need for capacity building – staff and members understanding of the requirements

#### Carbon

- 8.6 In November 2020, the UK government outlined its 'Ten Point Plan for a Green Industrial Revolution', highlighting how the UK will deliver on its net zero targets by 2050. The plan outlines the government's strategy for driving the growth of a decarbonised society by investing in sustainable infrastructure, carbon capturing technology, green energy production and regulations to underline a new commitment to sustainable development.
- 8.7 In Hertfordshire, all local authorities have committed their organisations to adopting sustainable practices, policies and plans to help reduce carbon emissions. All local authorities have completed or are committed to identifying and delivering a sustainability/climate action plan. Local authority policy on the delivery of the climate change and sustainability agenda in Hertfordshire outlines a shared commitment to identifying collaborative opportunities to deliver a decarbonised society and growth.
- 8.8 HCCSP has identified the following work programme:
- Increase consistency in carbon emissions accounting across HCCSP members
  - Embed the practice of low carbon procurement
  - Provide training to local authority staff and members, providing education on climate change and carbon literacy
  - Influence local plan policies to secure net-zero new build across the county
  - Adopt new carbon reduction technologies
  - Explore options and opportunities for renewables on all new and existing developments
  - Identify and deliver carbon reduction improvements to the domestic housing sector

#### Transport

- 8.9 The decarbonisation of transport is key to achieving climate and carbon reduction goals. To this end the Hertfordshire Climate Change and Sustainability Partnership has previously agreed a range of objectives that it wishes to see progressed in order to assist with achieving significantly lower carbon emissions from transport. The level of anticipated growth across the county will lead to increases in all forms of transport, resulting in the need for modal shift and the provision of alternatives is amplified. HCCSP has identified the following work programme:
- Deliver net zero carbon emissions for local authority transport operations by 2030
  - Work towards zero carbon emissions for Hertfordshire's transport network by 2050
  - Embed sustainable transport policies in Local Plans and prioritise the needs of sustainable travel within every planning decision
  - Only support new developments where they will have full sustainable transport access
  - Systematically pursue opportunities for active travel in everything we do
  - Look to reduce air pollution arising from local transport sources
  - Promote a shift to active travel and public transport through behaviour change campaigns and infrastructure improvements

- Facilitate a move to BEV for taxis across the county
- Facilitate appropriate EV charging networks across Hertfordshire

- 8.10 In addition to this, Hertfordshire's constituent local authorities have each initiated specific work programmes regarding climate change and sustainable development relevant to their functions and responsibilities and local geography. The County Council has also prepared and approved the Sustainable Hertfordshire Strategy which sets county-wide ambitions relating to carbon reduction, biodiversity, waste, clean air and resource efficiency.
- 8.11 In order to meet the Governments' target of a carbon neutral economy by 2050, Hertfordshire is seeking an agreement with Government that Hertfordshire will be given devolved powers and support to enable delivery of its growth commitments at the same time as a low carbon, green economy, decarbonised transport infrastructure and provide suitable opportunities for authentic carbon and biodiversity offsetting.
- 8.12 Hertfordshire would need to invest £20m of new funding to future proof Hertfordshire, build a low carbon economy and accelerate a 'green recovery' from Covid 19 via the delivery of local 'green' jobs. This will help enable the county to implement the delivery of Government ambitions set out in the Climate Change Act, Clean Air Strategy, Industrial strategy, Clean Growth Strategy and the 25 Year Environment Plan and the forthcoming requirements of the Environment Bill.
- 8.14 It is recognised that that the cost of retrofitting to meet current and future standards (of energy efficiency and general sustainability) can be up to five-times the cost of implementing measure at the build stage, and so Hertfordshire is also seeking support for a comprehensive review of the need to retrofit existing buildings and the provision of sustainable design and construction policy and guidance for new build across the county.
- 8.15 Specifically, in anticipation of changes to the Building Regulations Hertfordshire is seeking support to integrate net zero and sustainability requirements through its growth and housing delivery including interventions such as:
- £5m to pilot a Hertfordshire Pattern book for sustainable, off-site manufacture/Modern methods of Construction build pieces,
  - £10m to enable the delivery of carbon-neutral, new build Schools (based on the identified need in response to growth figures of over 40 new schools), 20% uplift for design and build.
  - £5m to build capacity in the skills and training needed to deliver green technologies and clean construction methods (via MMC and OSM) within the accelerated housing objectives.
- 8.16 These additional funds would help unlock sites, build capacity in both skills and training, and enable the delivery of sustainable developments across the county. This would further catalyse the meeting of both the Government's housing and sustainability objectives.



**Appendices:**

## Appendix A – Short term delivery sites across Hertfordshire

Authority	Site	Total Units	Accel Units	Asks/Barriers/Blocks
Borough of Broxbourne	Waltham Cross Northern High Street		100	Public realm improvements
Dacorum Borough Council	South of Fletcher Way (Cherry Bounce)	80	60	Site contamination remediation
Dacorum Borough Council	Two Waters (1)	530	150	Land purchase and affordable
Dacorum Borough Council	Paradise Depot/ Wood Lane	55	55	Site contamination
Dacorum Borough Council	St. Margaret's	46	46	Affordable
Dacorum Borough Council	HRA-Led Schemes	133	133	Site issues and assembly
North Hertfordshire District	Land east of Talbot Way, Letchworth (south of clothall common, Baldock)	200		
North Hertfordshire District	Clothall Road, Baldock	445		Site access
North Hertfordshire District	Land east of Talbot Way, Letchworth	200		
Stevenage Borough Council	Bragbury End, Stevenage	550	550	Infrastructure funding to support affordable
Stevenage Borough Council	Kenilworth Close	234	234	Affordable delivery
Stevenage Borough Council	Marymead Centre, Stevenage	70	70	Site assembly and remediation
Stevenage Borough Council	SG1 - Phase 1 (Plot A and K)	761	?	Site assembly and affordable increase
Stevenage Borough Council	SG1 - Phase 2	182	?	
Stevenage Borough Council	The Oval, Stevenage	700	450	Land assembly
		90, 86 =		
Stevenage Borough Council	Bedwell	176	176	Site assembly and affordable
Stevenage Borough Council	Cartref / Redcar Stevenage	84	84	
Three Rivers District	South Oxhey	70	70	Viability gap with land assembly
	Heysham Drive, South			
Three Rivers District	Oxhey	100	100	Viability gap with land assembly
Three Rivers District	South Oxhey Regeneration Area	80-120	100	Land assembly



Watford Borough Council	Land at Croxley View	?	?	Site prep and affordable
Watford Borough Council	Land at River well - Family Housing Phases 2	107	107	Affordable
Watford Borough Council	Land at Lower Derby Road	100	100	Site assembly and affordable increase
Watford Borough Council	122 Exchange Road		40	Site assembly
Watford Borough Council	Long spring car park		63	Parking replacement
Watford Borough Council	Town Hall Quarter	335	100	Highways and Affordable
Welwyn-Hatfield Borough	Bio Park	289	289	Affordable
<b>Totals</b>		<b>5271</b>	<b>3077</b>	

1	Hertfordshire Summary of Small Site Funding Ask and Issues													
2		Log_Ref	SCHEME DESCRIPTION	Total Units	Size (Ha)	Pre-2025	Assumed Tenure Mix (% of Affordable)	Landownership	Promoter	Additional site info	£: Capital Funding Ask	Breakdown of what the funding will be used for	What are the barriers to delivery that is preventing	Type of Market Failure
3	Borough of Broxbourne	WX-U-13	Waltham Cross Northern High Street		2.65	100	40%	BoB		Brownfield Register BR20 LA		Short term construction costs ( recoverable) and Public realm improvements (funding). Costs for public realm across entire town centre (£9.6m). Submitted bid for levelling up fund and costs are	public realm investment to catalyse private sector	Grant/loan funding. Up front investment will
4	Dacorum Borough Council	LA2	Fletcher Way (Cherry E	80	2.51	Subject to resolving	65-70% social rent plus market	DBC	DBC - Fiona Williamson /David Barrett			Contamination / Site Remediation (environmental/archaeological)	Abnormal ground conditions TBC	
5	Dacorum Borough Council										£5,950,000			
6	Dacorum Borough Council	TW_LRW	Two Waters (1)	530	3.38	Yes (150 units) depending on	10% but subject to regular viability	adam.wilsher@lcrproper.co.uk	LCR	1) Third Party land - To		Cost of providing station building, third party land purchase and increasing affordable housing provision to c.15-20%.		
7	Dacorum Borough Council										£8,000,000			
8	Dacorum Borough Council								DBC - Fiona Williamson /David Barrett	Brownfield Register BRP/003		Contaminated Land potential, which is likely considering the former uses of the site and therefore the grant would be for remediation and if any further site constraints. Planning granted	contaminated land and viability.	Potential for
9	Dacorum Borough Council										£4,100,000			
10	Dacorum Borough Council	H/11	St. Margaret's	46	1.13		100% social	DBC	DBC - Fiona Williamson /David Barrett	Draft plan ref: HH25. Some		Scheme being considered for MMC. Some issues with flooding in the locality. All units will be let at social rent. 100% social rented need HE funding to deliver	viability of social housing.	
11	Dacorum Borough Council										2,000,000			

12	Dacorum Borough Council	No Ref	HRA-Led Schemes	133			100% social	DBC	DBC - Fiona Williamson /David Barrett	Home loss payment and 2		Home loss payment (Randalls) and 2 leaseholders in one scheme (Randalls in Hemel) Garages with bedsites over. Consideration for Homes England Affordable homes grant		
13	Dacorum Borough Council										2,400,000			
14	North Hertfordshire District	BA3	Land east of Talbot Way, Baldock	200	13.34		40%	Herts CC						
15	North Hertfordshire District	BA2		445	6.7		40% plus (c.	Herts CC	TBA (imminent)	for this part of the		BA2 likely to be viable taking access off the existing highway.		
16	North Hertfordshire District													
17	North Hertfordshire District	LG3	Land east of Talbot Way, Letchworth	200	5.41		40%	Letchworth Heritage Foundation						
18	North Hertfordshire District													
19	Stevenage Borough Council	HO4_A	Bragbury End, Stevenage		19.76	550	30%	90% Predominantly Council/ 10% single	desire to develop by both parties. Looking to bring to	This is possible to deliver to the deadline		Infrastructure (HIF, Schools, Transport)	high sales/land	Abnormals (japanes
20	Stevenage Borough Council													
21	Stevenage Borough Council	HO1/9	Kenilworth Close	234	0.7	234	50%	Stevenage Borough Council	Stevenage	Deliverable by 2025. Work		Affordable (50%) and Other	0	0
											£1,380,000			

		HO1/9	Kenilworth Close	234	0.7	234	50%	Stevena ge Borough Council	Stevenage	Delivera ble by 2025. Work		Affordable (50%) and Other	0	0
21	Stevenage Borough Council										£1,380,000			
22	Stevenage Borough Council	HO1/12	Marymead Centre, Stevenage		0.65	70	100%	Council freehol d interest		This is a small site that should		Relocation of existing use / Brownfield / Landownership/ remediation costs/masterplanning	0	0
23	Stevenage Borough Council										£1,000,000			
24	Stevenage Borough Council	SG1_P1	SG1 - Phase 1 (Plot A and K)		5.93	761	0%	Stevena ge Borough Council	MACE (developme nt agreement	Demolit ion of the sites		Infrastructure (HIF, Schools, Transport), Relocation of existing use / Brownfield / Landownership and Other. Opportunity to include and will support affordable housing up to policy	0	0
25	Stevenage Borough Council													
26	Stevenage Borough Council	SG1_P2	SG1 - Phase 2			182	40%	Stevena ge Borough Council	MACE (developme nt agreement	Committ ee process with a				0
27	Stevenage Borough Council													
28	Stevenage Borough Council													
29	Stevenage Borough Council	HO1/18	The Oval, Stevenage	700	2.58	450	50%	Stevena ge freehol d with		Phase 1 of Oval with new	£2,500,000	Land assembly.		0
30	Stevenage Borough Council													
										There has been				0

31	Stevenage Borough Council	No Ref	Bedwell	90, 86 = 176		176	50%	Stevena		review of this internal	£3,175,000			
32	Stevenage Borough Council													
33	Stevenage Borough Council	No Ref	Cartref / Rodcar Stevenage	84		84	40%	Stevena ge Borough Council		In Septem ber 2020 architec			0	0
34	Three Rivers District	Little Furze School	South Oxhey	70	3.47	70	45%	HCC	TRDC (see additional site info)	Brownfi eld Register		Viability gap	HCC aspirations with respect	
35	Three Rivers District										£750,000			
36	Three Rivers District	Foxgrove Park	Heysham Drive, South Oxhey	100	1.57	100	45%	HCC	TRDC (see additional site info)	Greenfie ld Subject	£??		HCC aspirations to land value.	
37	Three Rivers District													
38	Three Rivers District	South Oxhey Phase 4	South Oxhey Regeneration Area	80-120	?	80 - 120	45%	HCC Library /Labour	TRDC (see additional site info)	Brownfi eld. Phase 4		Land assembly/ compulsory purchase	Land assembly	land assembly
39	Three Rivers District													
		H30	Land at Croxley		2	181	50% over	Hart	Hart Homes	Phases	3.85	Infrastructure (HIF, Schools, Transport) &	Capital to	HIF and

		South Oxhey Phase 4	South Oxhey Regeneration Area	80-120	?	80 - 120	45%	HCC Library /Labour	TRDC (see additional site info)	Brownfield. Phase 4		Land assembly/ compulsory purchase	Land assembly	land assembly
38	Three Rivers District													
	Three Rivers District													
39											£7,000,000			
		H30	Land at Croxley View		2	181	50% over policy compliant level of	Hart Homes/ WBC	Hart Homes	Phases 3 and 4 will be brought	3.85	Infrastructure (HIF, Schools, Transport) & Affordable Housing. £3m for affordable uplift £850k for early capital works for fast tracking ph 4 to run parallel with ph 3	Capital to deliver earlier (£0.85m) - this	HIF and Affordable Housing
40	Watford Borough Council													
	Watford Borough Council										£3,850,000		850000	
41														
		MXD12	Land at Riverwell - Family Housing Phases 2		1.2	107	36%	JV with Kier Property and	Kier Property	Currently out to tender for main	1.16	Affordable Housing: assuming £30k per affordable unit	High costs lowering affordable housing	Infrastructure clearance and provision and Affordable
42	Watford Borough Council													
	Watford Borough Council										£1,160,000			
43														
		H20	Land at Lower Derby Road		0.27	100	35%	WBC/HCC	tbc		2.00	Land Assembly = £1m and Affordable Housing = £1m	The scheme has existing trunk utilities within the	Infrastructure clearance and provision and Affordable
44	Watford Borough Council													
	Watford Borough Council										£2,000,000			
45														
		No Ref	122 Exchange Road		0.15	40	35%	WBC/Places for People	WBC/Places for People	Council requires a HE waiver	1.25	£750k to purchase PFP site, £300k for demolition and clearance of 2no. sites, Soft costs for services relating to relocation of emergency accommodation £200k	Costs of land assembly and reprovision of homes/tenants	Enablement of greater land utilisation for housing
46	Watford Borough Council													
	Watford Borough Council										£1,250,000			
47														
		No Ref	Longspring car park		0.27	63	35%	WBC	tbc	Car park site that will bring	1.40	£1.275m for podium development to retain car parking. £125k for the loss in car parking to achieve development	Costs of building over the existing car park	Infrastructure
48	Watford Borough Council													
	Watford Borough Council										£1,400,000			
49														
		No Ref	Town Hall Quarter	335	3	100	20%	WBC and	Watford Borough Council	Estimated £5m highway	14.50	Infrastructure highways diversion and MSCP and Affordable Housing (to address viability)	Public sector owned land Disparate land	Land not released
50	Watford Borough Council													
	Total			335	6.89	591					£14,500,000			
51														
			BioPark	289	1.24	289	30%	HG Group	HG Group	Council and Local Housing	c. £20m (TBC)	164 social rented units, subject to council purchasing site (pending decision). Otherwise 10% affordable.	Low private sector demand	Viable with only 10% affordable housing which is below policy
52	Welwyn-Hatfield Borough													

## Appendix B – Longer Term sites Across Hertfordshire

Local Authority	SCHEME DESCRIPTION	Total Units	Size (Ha)	Pre-2026	Started
Borough of Broxbourne	Brookfield Garden Village (see large sites)	1250	116		108131
Borough of Broxbourne	Brookfield Riverside (Linked with Garden Village)		29	250	
<b>Borough of Broxbourne</b>		<b>1250</b>		<b>250</b>	
Dacorum Borough Council	West Hemel, Adj Pouchen End Lane.	1150	62.11	350	
Dacorum Borough Council	North Hemel (Phase 1)	1550		0	
Dacorum Borough Council	Land south of Berkhamsted GUI land	850		0	
Dacorum Borough Council	East of Tring (New Mill, Marshcroft Lane and Harrow Estates) (3 linked sites)	1800		0	
		<b>5350</b>	<b>62</b>	<b>350</b>	
East Hertfordshire District Council	Whittington Way, Bishop's Stortford, CM23 4AS	794		342	yes
East Hertfordshire District Council	Station Road, Bishop's Stortford, CM23 5BL	617		530	
East Hertfordshire District Council	East of Gresley Way, Stevenage	600		400	
East Hertfordshire District Council	Land North and South of Birchall Lane, Hertingfordbury	1350		329	
East Hertfordshire District Council	The Gilston Area, north of A414	4050		700	
East Hertfordshire District Council	Land North and East of Ware	1000		283	
		<b>8411</b>	<b>0</b>	<b>2584</b>	

Hertsmere Borough Council	Land adj Little Bushey Lane & Bournehall Ave (Compass Park) - AMENDED POST PSHE	350	49	0
Hertsmere Borough Council	Land south of Elstree Road - AMENDED POST PSHE	900	33	0
Hertsmere Borough Council	Wrotham Park Land off Cowley Hill	800	65	0
Hertsmere Borough Council	Elstree Way corridor Opportunity Sites	685	8	0
Hertsmere Borough Council	Tyttenhanger Estate	2400	632	0
Hertsmere Borough Council	Potters Bar Golf Club	500	40	0
Hertsmere Borough Council	Wrotham Park West Barnet Road East Baker Street I&O	900	64	0
		<b>6535</b>	<b>890</b>	<b>0</b>
North Hertfordshire District	North of Baldock	2800	141.37	0
North Hertfordshire District	Highover Farm, Stotfold Road	700	38.89	100
North Hertfordshire District	Letchworth North	900	45.46	0
North Hertfordshire District	Luton East (west)	1050		65
North Hertfordshire District	Land north east of Luton	700		0
North Hertfordshire District	Land off Mendip Way, Great Ashby	600		0
North Hertfordshire District	Stevenage North	900		0
		<b>7650</b>	<b>225.72</b>	<b>165</b>
St Albans City & District	East Hemel Hempstead North	1600		0
St Albans City & District	East Hemel Hempstead South	1835		0
St Albans City & District	North East Harpenden	610		0
St Albans City & District	East St Albans	900		0
St Albans City & District	North West Harpenden	580		75
St Albans City & District	North St Albans	1100		75
		<b>6625</b>	<b>0</b>	<b>150</b>
Stevenage Borough Council	Land West of Stevenage	1500		390
Stevenage Borough Council	Land North of Stevenage(part), Stevenage	800	16.5 acres	525



Stevenage Borough Council	Stevenage Leisure Park, Stevenage	1000		350
Stevenage Borough Council	SG1 - Phase 3-4	1886		943
		<b>5186</b>	<b>0</b>	<b>2208</b>
Three Rivers District	Land South of Hornhill Road and Woodland Road, Maple Cross (Smaller and Larger Site)	1547	52.2	195
Three Rivers District	Land to the west of the Kings Langley Estate	893	25.5	0
Three Rivers District	Land to the south of Shepherds Lane and west of M25	760	20.8	0
		<b>3200</b>	<b>98.5</b>	<b>195</b>
Watford Borough Council	Land and Buildings at 94-98 St. Albans Road (NOTE - included in total numbers for Land at Watford Junction - MXD6)	1214		300
Watford Borough Council	Tesco Lower High Street	1200		0
Watford Borough Council	Land at Watford Junction	2794	15	300
Watford Borough Council	Land at Riverwell	1053		
		<b>6261</b>	<b>15</b>	<b>600</b>
Welwyn-Hatfield Borough Council	Land west of Brookmans Park	500	20.1	185
Welwyn-Hatfield Borough Council	North-east of WGC (Panshanger Aerodrome)	845		340
Welwyn-Hatfield Borough Council	S of WGC (Birchall W)	600	61.43	330
Welwyn-Hatfield Borough Council	Symondshyde	1500	TBC	200
Welwyn-Hatfield Borough Council	Stanboroughbury (NW Hatfield)	1750	TBC	700
Welwyn-Hatfield Borough Council	Broadwater Road West SPD Site (North)	2000	9.09 ha	332
		<b>7195</b>	<b>81.53</b>	<b>2087</b>



## Appendix C– Strategic Sites Market Failure Support

### Priority Sites for Capital Investment

Scheme	No of additional or accelerated units unlocked	Priority Strategic sites	Estimated Capital Funding for Infrastructure Support needed £
Brookfield Garden Village/ Riverside	1,250	<b>Broxbourne</b> Site owned by Borough of Broxbourne, HCC and third party. The upfront costs required to bring forward the development will not be met by a developer. The amount of infrastructure required, and the costs of relocations creates a market failure in this level of upfront investment being unsustainable for anyone other than the public sector.	<b>£62,800,000</b>
North of Baldock	2,800	<b>North Hertfordshire</b> North of Baldock (2,800 units). HCC owned site. £18,000,000 forward funding is needed for Infrastructure (bridges over railway line). These costs are informed by previous HIF bid. Infrastructure support will increase the additionality of housing delivery in the pre-2031 period by addressing initial market failure. Upfront loan/recoverable funding to unlock development cashflow.	<b>£18,000,000</b>
Watford Junction	2,794	<b>Watford</b> Scheme being brought forward by Berkeley Homes. HSBC, Network Rail, Halkin, Solum, Coal Pensions, Canada Life, Redrow. High level assessment of infrastructure requirements and costs undertaken by Sistra, more detailed viability analysis now underway by Deloitte. Funding for upfront Infrastructure and addressing viability.	<b>£131,000,000</b>
Hemel Garden Communities	11,000	<b>Dacorum &amp; St Albans</b> North Hemel - 1550 (11,000 total including Dacorum and St Albans. Delivers 8000 - 10000 jobs). Multiple owners. 3 larger areas of ownership and misc. On and Off-site infrastructure requirements including new junction 8 for the M1, strategic sustainable transport infrastructure is needed to deliver new/improved cycle and walking routes. (Appendix F refers)	<b>£254,280,000</b>
<b>Total Estimated Capital for Priority Sites to address market failure</b>	<b>17,844</b>		<b>£466,080,000</b>

## Appendix D – Technical studies needed to support additional and accelerated housing pipeline delivery in Hertfordshire

Technical Studies and Consultancy	Broxbourne	Dacorum	E Herts	Hertsmere	N Herts	St Albans	Stevenage	3Rivers	Watford	Welwyn Hatfield	Total Funding Requested by Activity
Urban Design Masterplan		£80,000	£80,000	£325,000	£380,000	£60,000	£90,000	£240,000	£40,000	£260,000	£1,555,000
Design Guides & Codes				£175,000	£200,000		£25,000	£130,000	£0	£60,000	£590,000
SPD and Planning & Development Briefs		£40,000	£140,000	£175,000			£40,000	£130,000		£130,000	£655,000
Planning Applications							£100,000	£200,000		£0	£300,000
Feasibility Studies			£140,000		£60,000	£340,000	£40,000	£160,000	£85,000	£160,000	£985,000
Stage 1 Desk Tops							£70,000	£30,000	£10,000	£0	£110,000
Stage 2 Intrusive SI's							£35,000	£0	£55,000	£40,000	£130,000
Stage 3 Geotechnical work solution, method and foundation cost plans							£60,000	£0		£50,000	£110,000
Capacity layout plan and high-level cost plans				£30,000	£10,000		£50,000		£35,000		£125,000
Designing and facilitating tenant engagement				£210,000				£90,000			£300,000
Wider stakeholder engagement											£0
Development Land Valuations				£25,000			£30,000	£15,000			£70,000
Negotiate private treaty transactions							£50,000				£50,000
Negotiate option agreements, promotion agreements, equalisation agreements and deferred land payments											£0
One public estate & public land assembly											£0
Mediation brokerage			£30,000					£30,000	£15,000	£10,000	£85,000
Analysis of delivery vehicle options								£30,000			£30,000
Managing developer selection competitions											£0
Negotiation of commercial terms HoTs to contract closure							£25,000				£25,000
Advice on land disposal/marketing options											£0
CPO legal and valuation advice and assembly				£30,000			£75,000	£10,000			£115,000
Legal Advice			£65,000	£350,000				£100,000			£515,000
Preparation of Business Cases								£50,000			£50,000
<b>TOTAL REVENUE (Technical Studies &amp; Consultancy)</b>	<b>£0.00</b>	<b>£120,000.00</b>	<b>£455,000.00</b>	<b>£1,320,000.00</b>	<b>£650,000.00</b>	<b>£400,000.00</b>	<b>£690,000.00</b>	<b>£1,215,000.00</b>	<b>£240,000.00</b>	<b>£710,000.00</b>	<b>5,800,000</b>

## Appendix E – Additional Capacity/Resources for Local Planning Authorities in Hertfordshire

Hertfordshire authorities have identified housing growth over the 13-year period to 2031 of an average of 6,425 dwellings per annum. This is an increase compared with average annual completions of 3,189 dwellings per year across Hertfordshire from 2011/12 to 2016/17. The existing capacity within councils across Hertfordshire, and particularly those tasked with larger housing pipelines and strategic sites, is insufficient to deliver the scale of new development necessary and the uplift in housing delivery needed to achieve OAN. Officer teams are already challenged with respect to existing in-house capacity and resources with either very limited or no dedicated local resources within council teams.

In order to meet the housing and economic growth objectives for the county, there is a need for additional resources to manage planning applications, undertake project management and development management. There is also an urgent requirement for supplementary capacity and expertise in order to co-ordinate and facilitate an acceleration of wide-ranging activities which are identified as necessary to unlock and accelerate housing pipeline development as indicated below: -

Local Authority	Specific examples of in-house capacity support requirements
St Albans	St Albans is seeking funding for sustainable transport studies to inform policies in the emerging Local Plan to ensure that sustainable travel is integral to the development strategy to enable more journeys by walking, cycling and public transport and to support the Borough's overall aspiration to mitigate the impacts of climate change by reducing carbon emissions from travel by car.
Broxbourne	On smaller sites WYG Tetrattech costs are being revisited. These sites need Project Management support. Waltham Cross and Northern High Street housing projects require Project Managers to drive these sites forward.
East Herts	On various sites the Council requires additional legal capacity as does the County Council legal team. With respect to the Gilston Area North of the A414, a whole team has been established drawing in huge resource – using council funding. This is building up resource pressures into the short & medium term. The area has capacity for 4000 new homes pre 2033 – with a total 10,000 (based on 300 units per year) and there is an opportunity to accelerate development, subject to additional capacity in-house.
Hertsmere	For all sites in the emerging local plan legal advice & support is needed including a Junior Barrister & senior Barrister during Examination. With respect to ensuring high quality design and sustainability, the council's aspiration is to create a design code(s) but in order to do so the authority would need additional in-house capacity/funding. Additional capacity is also needed associated with the work/ involved in co-ordinating the preparation of masterplans.
North Hertfordshire	The council requires a Planning Resource for three strategic sites plus resources/capacity for handling Reserved Matters applications and S106 Monitoring for one of the strategic sites.
3 Rivers	Transport Assessments are necessary for all sites. Design codes/masterplanning for strategic sites is required to be outsourced but will need to be co-ordinated by council officers.

<b>Welwyn-Hatfield</b>	Skills and capacity in-house necessary in order to write the SPDs for 3 x longer term sites and to work with statutory consultees on the Masterplan. Delivery expertise is also needed in-house.
------------------------	--

### **Programme Monitoring Office**

Based on the findings of the above, it is considered necessary to increase the HGB delivery team/Programme Monitoring Office (PMO) capacity to provide ongoing support to council project teams where appropriate. This would help to secure the delivery of the housing pipeline across all partner districts providing access to the PMO's services with respect to:

- Programme tools and templates including risk management and communications.
- Provision of specialised project management capacity if required.
- Access to specialist resource or signposting to relevant procurement vehicles or frameworks to access them.
- A centralised approach to risk and contingency.

An HGB Programme Manager will retain responsibility for managing the revenue budget, monitoring progress against identified milestones and identifying additional resources which may be necessary. The Programme Manager will have day to day responsibility for managing and progressing all aspects of the HGB Programme.

Appendix F – Hemel Garden Communities Infrastructure Investment Requirement	Short Term 0-5 years £000		Medium Term 5-10 years £000		Long Term 10+ years £000		TOTAL £000
	Revenue	Capital	Revenue	Capital	Revenue	Capital	
<b>Professional &amp; Technical Capacity Funding</b>	3,240	-	-	-	-	-	3,240
<b>Priority Infrastructure Projects</b>							
Improvements to M1 Junction 8 & HIQ sustainable mobility solutions	50	28,000	400	2,000	550		31,000
Northern Distributor Road	-	-	-	60,000	-	-	60,000
Multi Modal Transport Interchanges across Hemel Hempstead	-	10,000	-	-	-	-	10,000
Multi Modal Transport Interchanges East Hemel & HIQ	-	-	-	5,000	-	-	5,000
Multi Modal Transport Interchanges at Maylands Business Park	-	1,000	-	-	-	-	1,000
Nickey Line Improvements Hemel to Harpenden	-	6,000	-	-	-	-	6,000
Strategic Sustainable Transport corridor Hemel station to East Hemel Hempstead	-	-	-	30,000	-	-	30,000
Transport multimodal connectivity improvements to St. Albans	-	-	-	3,000	-	-	3,000
<b>Social Housing Delivery</b>				90,000			90,000
<b>Sustainable Energy Infrastructure Projects</b>							-
Technical Appraisal, Design, Delivery inc Design Fund	800						800
Solar Bulk Buying Mapping & Marketing	60						60

Grid Reinforcement		2,000					2,000
EV Charging Network		2,500					2,500
Passivhaus Standard Social Housing		5,500					5,500
Solar Farm		4,000					4,000
<b>Digital Connectivity</b>	30	150					180
<b>TOTAL</b>	<b>4,180</b>	<b>59,150</b>	<b>400</b>	<b>190,000</b>	<b>550</b>	<b>-</b>	<b>254,280</b>





**Hertfordshire**  
Growth Board



[www.HertfordshireGrowthBoard.com](http://www.HertfordshireGrowthBoard.com)



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



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

This page is intentionally left blank

# Agenda item 6

## Hertfordshire Growth Board (HGB) – County Deals Update

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

---

### **1 Purpose of report**

- 1.1 To update the Board on any matters arising since Hertfordshire's County Deal expression of Interest letter was submitted on 13 August 2021.
- 1.2 A copy of the letter to the Secretary of State is attached at Appendix A.

### **2 Background - Levelling Up and County Deals Background**

- 2.1 The potential for County Devolution Deals was announced by the Prime Minister through his Levelling Up speech on 15 July 2021 and this was further elaborated on in a subsequent letter from the Secretary of State for Communities and Local Government Robert Jenrick. On 27 July 2021, Local Government Minister Luke Hall and Neil O'Brien MP also held a webinar briefing session for Local Government Leaders and Chief Executives.
- 2.2 The Government will be publishing a Levelling Up white paper this autumn and ambitions for greater devolution within county areas in England will be addressed in that paper. However, areas with the 'clearest, most innovative, readily deliverable proposals that support levelling up' were asked to indicate their interest in being a County Deal pilot sooner.
- 2.3 As understood so far, County Deals require strong, visible local leadership and areas will be expected to demonstrate efficiencies in local service delivery. There is no pre-requisite for unitarisation, and the deals process is to be led by upper tier authorities working with their districts as appropriate. The Government is said to be open to a range of governance models and the nature and appropriateness of the governance structure will determine the types of deal and powers, flexibilities and funding ultimately provided in successful areas.
- 2.4 It was expected that there will be no more than a handful of pilots chosen (3 – 5 max), to be announced later in the year. Areas wanting to bid to become County Levelling up pilots needed to submit an expression of interest (EoI) letter by 13 August 2021.

### **3 Hertfordshire's County Deal initial Expression of Interest**

- 3.1 There are many reasons why Hertfordshire would be an exemplar for two-tier collaborative governance incorporating strong local leadership that is already delivering levelling up.

- 3.2 Investor confidence in Hertfordshire's key sectors and as a place to invest and do business is significant<sup>1</sup> supported by our demonstrable local political/civic/business leadership alignment and collaboration through our Growth Board.
- 3.3 Government has confidence in Hertfordshire's capacity to deliver as a place, seen in previous funding support that has come to Hertfordshire<sup>2</sup>. Hertfordshire has the scale of place, local identity and history, economic geography and visible, accountable local leadership that know our place and its communities intimately. There is effective collaboration and strong, long-term visible place leadership and joint working as demonstrated through the Growth Board and pandemic responses.
- 3.4 The Growth Board is a statutory joint committee made up of the Leaders of the eleven Councils in Hertfordshire. The County Council Leader is also the chair of the Growth Board and Hertfordshire has a coterminous LEP boundary with the Chair of the LEP a member of the Growth Board.
- 3.5 Hertfordshire has demonstrable maturity and continuity of political ambition, cooperation and stability over time and place as well as established and positive working relationships with Government Departments and Agencies. The Growth Board brings political, civic, business and soon health leadership, working together in a collaborative, systematic way locally.
- 3.6 Hertfordshire has an innovative work programme in place focussed upon agreed local priorities and strategic issues for Hertfordshire – such as investment and recovery, housing delivery and sustainability and achieving net zero. The Board is clear about the issues that need to be dealt with in Hertfordshire.

## **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. Full risk analysis and risk management assessment will be undertaken at appropriate stages as this work progresses.

## **5 Recommendations**

- 5.1 The Growth Board are invited to note the Expression of Interest letter and any matters raised in oral updates at the Board on the 7 September 2021.

---

<sup>1</sup> 2020 - Sky Comcast at Borehamwood £3bn, 2021 - GSK £400m and Airbus £35m at Stevenage, Sunset Studios £700m Broxbourne

<sup>2</sup> LEP – Local Growth Funding of £221m, Enterprise Zone at Herts IQ, Housing Infrastructure Grant £171m for Harlow Gilston Garden Town, £37.5m Town Deal for Stevenage, £10.6m Accelerated Housing at Welwyn Hatfield, £23.5m Salix Funding



The Rt Hon Robert Jenrick MP  
Secretary of State for Housing, Communities and Local  
Government  
2 Marsham Street  
London  
SW1P 4DF

**Richard Roberts**  
**County Councillor**  
**Kings Langley**

County Hall  
Postal Point: CHO238  
Pegs Lane  
Hertford  
SG13 8DE

T: 07923 139092

E:  
Richard.Roberts@hertfordshire.gov.uk

13 August 2021

Dear Secretary of State

### A COUNTY DEAL FOR HERTFORDSHIRE – EXPRESSION OF INTEREST

I am writing to you as Leader of Hertfordshire County Council and Chair of the Hertfordshire Growth Board to express our interest in discussing the potential for a County Deal to partner with government in pursuing the levelling up goals that you and the Prime Minister have recently set out.

Hertfordshire is ideally placed to be an early adopter and a flagship area, demonstrating how devolution and levelling up can be pursued at pace in a shire county that demonstrates close collaboration across its two-tier local authority partners. Hertfordshire has a vibrant and growing economy and a clearly defined footprint that is perfectly aligned with its Local Enterprise Partnership.

We would like to discuss with you how a County Deal would help us work closely with you and your officials to create jobs, deliver sustainable, inclusive growth and improve public services across Hertfordshire.

### **About Hertfordshire**

Hertfordshire is a large county with a population of almost 1.2m people with a high degree of alignment around a clearly defined economic area with a strong sense of local identity at county, town and village levels. We have a long history of close and active collaboration between public service partners, voluntary and community service organisations and businesses. We drew extensively on these relationships and approaches to provide a strong and joined up response to the Covid-19 pandemic.

First impressions of Hertfordshire may be of a leafy, well-heeled home counties area, but it is a varied, polycentric county with a diverse combination of market towns, garden cities and post-war new towns, each with their own opportunities and

challenges. We have an enviable economy in many respects but also have inequalities in life expectancy, opportunity and attainment in communities across our county that we are determined to level up and address.

### **Strong leadership and collaborative ambition**

Our governance re-enforces our approach to collaborative working and strong, transparent local leadership. The Hertfordshire Growth Board has matured since its formation in 2018 and it became a statutory Joint Committee in January 2021. It brings together the Leaders of all eleven local authorities in Hertfordshire as well as the chairs of the Hertfordshire Local Enterprise Partnership and also our Integrated Care System.

The County Council, Growth Board and its partners have a clear understanding of the specific local problems we want to address and the ambitious long-term aspirations for the people of Hertfordshire. By working together, we will fix our broken housing market, improve health and wellbeing, secure infrastructure, lift up communities at risk of being left behind, support inward investment and deliver on our carbon and net zero commitments.

This common purpose has been a driver for our work, and we have a well-established pan-county programme of deliverable and innovative projects that support Hertfordshire's places and its people. This purpose is underpinned by the collaborative governance of the Hertfordshire Growth Board, which provides enhanced accountability, scrutiny and governance structures, with ongoing countywide support for its work and central co-ordinating role.

We are already delivering Levelling Up priorities across Hertfordshire through the convening effect on local government, further and higher education, health, business and the Local Enterprise Partnership and as evidenced during the pandemic. But we want to do more. Hertfordshire is united with a common purpose: to grow Hertfordshire and the United Kingdom out of this crisis and ensure that no community is left behind.

### **A strong track record of success and inward investment**

The strength of this collaboration has further boosted Hertfordshire's reputation as a great place to invest in. Our economy delivers **£41.57bn** for UK Plc annually<sup>1</sup>. We are home to several globally significant sectors including creative media, film and TV, cell and gene life sciences and advanced manufacturing. These sectors alone have attracted over £4.1bn of new private sector investment in the past 12 months, such as:

- **Hollywood's Sunset Studios** choosing to locate its new **£700m base in Broxbourne**, creating over 4,500 permanent jobs with an estimated contribution of £300m p/a to the local economy;
- **Comcast £3bn investment in Sky Studios Elstree**, creating over 2,000 jobs, while at **Warner Bros. Studios Leavesden**, three new sound stages are being built, providing 83,000 sq. ft. of additional production space;

---

<sup>1</sup> (ONS May 2021)

- **GSK** to expand its Stevenage R&D site to create a **£400m campus**, one of Europe's largest life sciences clusters with up to 5,000 high value jobs; and
- **Airbus' £35m investment** in its new **UK space and defence HQ in Stevenage**.

This surge in investor confidence is helping to super-charge the UK's recovery and we intend to fully leverage the economic, social and environmental value from this activity, for Hertfordshire and beyond. We also have a strong local track record in delivering on the public sector support received in recent years, with over £460m <sup>(2)</sup> being invested locally to support Hertfordshire's sustainable growth priorities.

## **Our Sustainable Growth Strategy**

Our growth strategy is bold and ambitious and centred around an innovative programme that will deliver high quality, healthy places that are properly connected and digitally enabled, providing everyone with the opportunity to prosper. Programmes that enable businesses to flourish, to improve health and well-being, for people to acquire skills for the future, and homes they can afford, have over the past three years, been brought together as a coherent whole and are delivering now.

We are already working systematically, and a County Deal would enable us to gear up the work already under way in our two ambitious growth corridors, on our housing delivery pipeline, in our high streets, post-war New Towns and new Garden Communities to deliver faster and with greater certainty.

Growth and delivering net zero has been a catalyst for enhanced joint working in Hertfordshire, but our ambitions do not end there. We are already working collaboratively on a range of local service areas from One Public Estate to shared Building Control, Legal and Audit services and on the delivery of our three Garden Towns, villages and Communities.

We also have key strategic alliances such as the Hertfordshire Climate Change and Sustainability Partnership (focusing on four key climate themes of Carbon, Water, Transport and Biodiversity) and our work with NHS and other partners through our Integrated Care System. We can see huge opportunities for local communities through increased financial resilience in our local government system in Hertfordshire and we want to explore those opportunities further and together with Government.

**In summary, Hertfordshire is ready to be a trusted partner with Government offering:**

- A compelling fit with the components of place set out by you and the Prime Minister, with clear size, scale, economic geography, history, identity and extensive public service coterminosity;

---

<sup>2</sup> LEP – Local Growth Funding of £221m, Housing Infrastructure Grant £171m for Harlow Gilston Garden Town, £37.5m Town Deal for Stevenage, £10.6m Accelerated Housing at Welwyn Hatfield, £23.5m Salix Funding

- Strong local leadership exercised through transparent and politically mature governance structures operating with accountability and scrutiny that empowers local citizens in decision-making, chaired by the Leader of the County Council;
- Total clarity of ambition, purpose and focus around the specific problems we want to address, and an ambitious, innovative programme in place that is already bearing down on those problems;
- An economy that is fostering an eco-system of innovative entrepreneurs, high-growth SMEs and world-leading international corporates including a high proportion of businesses in the low carbon, digital, creative and knowledge-based industries on which the future economic success of the UK depends.

#### **Key elements of our proposed approach to a County Deal would include:**

- **Financial devolution and certainty**, including powers to retain and increase locally generated income to directly invest in infrastructure that supports our significant housing growth needs, employment connectivity and decarbonisation of new and existing homes and transport in Hertfordshire;
- **Placemaking and housing powers** to plan and deliver strategically our large-scale growth now and in the future and work across the County on super charging our housing delivery rates, delivering sustainable growth, fixing our broken housing market and improving health and well-being;
- **Local control over skills funding** – providing Hertfordshire with the flexibilities to help businesses thrive, offer residents re-skilling and up-skilling opportunities and support a culture of lifelong learning linked to the success of our key sectors. This would also help manage overheating risks in those sectors and build on longstanding strong working relationships between the Hertfordshire Local Enterprise Partnership, the Department for Work and Pensions and the County Council; and
- **Business and inward investment support** – curating an enhanced ‘arms open’ response to investment and growth in our key sectors
- **Creation of a unified Transport body** – with a wide range of aligned functions, Transport for Hertfordshire will also lead the delivery of the Hertfordshire and Essex Rapid Transit system, a key infrastructure project that delivers economic and housing growth, connectivity, active travel and transport decarbonisation in our county.

A County Deal would provide an excellent opportunity to showcase the power of levelling up for Government and improve life chances for all Hertfordshire residents – many of whom have been badly impacted by the pandemic.

As an early deal area, we can immediately build from the mature, collaborative foundations we have in place and can take a fully integrated whole system approach to tackling the county’s and the country’s key challenges. We have worked closely with your officials and Homes England over the last three years and Hertfordshire’s ambition, potential and commitment are well understood. As you will see below, the ten other Hertfordshire Leaders and the chair of the Local Enterprise Partnership are fully behind this proposal.



I would be delighted to meet with you to set out our proposals in more detail. I look forward to hearing from you.

Yours sincerely

**Richard Roberts**

**Leader of Hertfordshire County Council, Chair Hertfordshire Growth Board**

Broxbourne Borough Council  
Dacorum Borough Council  
East Herts District Council  
Hertsmere Borough Council  
North Hertfordshire District Council  
St Albans District Council  
Stevenage Borough Council  
Three Rivers District  
Council  
Watford Borough Council  
Welwyn Hatfield Borough Council  
Hertfordshire Local Enterprise Partnership

This page is intentionally left blank

# Agenda item 7

## Hertfordshire Growth Board (HGB) – Progress update Establishing the Hertfordshire Infrastructure and Development Board

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

---

### 1 Purpose of report

- 1.1 The work programme for 2021 identified the desire to establish a Developer Forum for Hertfordshire.
- 1.2 The last Growth Board agreed the principles for a co-designed partnership model where the sector leads the on-going delivery. Officers have engaged potential partners who bring experience in delivering similar arrangements elsewhere. A partner has now been chosen in consultation with the Chair and Vice-Chairs.

### 2 Shaping a Development Forum for Hertfordshire

- 2.1 The Growth Board agreed that it wants a reference group which will provide a forum for more focussed engagement between the Growth Board partners with house builders (both private and RSL), Infrastructure providers, developers, investors and their consultants. The Local Enterprise Partnership Strategic Infrastructure Board has also agreed to partner in with this arrangement and create a single, strategic body for Hertfordshire.
- 2.2 There are a number of different models around and at the June 2021 meeting the board confirmed the principles that it is looking for from the arrangement:
  - The Growth Board is looking for relevant, regular market intelligence, feedback and sector advice,
  - the ability to take soundings on growth board and partners work e.g. joint and local plans,
  - positive engagement and influence with the sector in the delivery of sustainable, good growth and placemaking (and growth board programmes),
  - feedback from the sector on barriers to delivery and closer working with the sector on joint advocacy with/to HM Government,
  - opportunity to co-design the arrangement for Hertfordshire, agree any relevant communications, terms of reference, meeting agendas and content, forward programmes, scope of participants and representative groups involved,
  - Frequency of meetings – depending upon the form that is chosen for Hertfordshire, meetings could start on a six-monthly basis and move to quarterly or a different frequency over time and if that was considered desirable,

- attendance – Growth Board members and appropriate officers from across Hertfordshire depending upon the agenda, there is also an opportunity for the members of Hertfordshire Infrastructure Planning Partnership to play an appropriate leading role in this engagement as the representative planning leads from across the councils,
- a partnering approach that provides a fully funded secretariat and support/administrative functions (potentially through a membership approach managed and administered by the providing partner).

2.3 There has been sector feedback that this initiative would be welcomed and the process of finding a partner to work with the Growth Board on this arrangement and in accordance with the preferred principles have now concluded.

2.4 The Chair and Vice chairs were consulted during the process of selecting an appropriate partner in accordance with the approval process agreed at the last board meeting.

### **3 Conclusion and next steps**

3.1 Terms of reference and a simple memorandum of understanding between the Growth Board and the preferred organisation will now be drawn up. These will clarify expectations and commitments in the creation of the proposed body, which is now proposed to be named the Hertfordshire Infrastructure and Development Board. The first Board meeting will take place in the autumn, as soon as arrangements permit. Further updates will be given at the meeting.

### **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 notes the progress made and the intention to hold the first meeting of the new body this autumn.

# Agenda item 8

## Hertfordshire Growth Board (HGB) – Growth Corridor Programme Boards Work Programme 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 Growth Corridor work programmes and projects since June 2021.
- 1.2 Attached at Appendix 1 are the updates from the latest Growth Corridor Programme Board meetings. The Growth Corridor Programme Board Political leads will provide highlights from each board at the meeting.

### **2 Updates on Corridor Growth Delivery Programmes and workstreams – June to September 2021**

- 2.1 Both Growth Corridors have established programme board governance arrangement and are overseeing the development and implementation of the 2020 and 2021 work programmes, working to a set of agreed key deliverables and milestones. All projects have political and CEx/Senior Officer leads.
- 2.2 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) there are red rated projects (or sub-components of projects). Amber rated 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.
- 2.3 Of note over the last period was progress on a number of workstreams, highlights on and related to this work include:
  - The Creative and Screen Industries group has commissioned research to better understand the extent of new screens/floorspace that is needed in Hertfordshire and to support the growth of the cluster,
  - The Science and Technology (Cell and Gene focus) is reviewing the brief for consultants for the development of a Framework/masterplan for the Gunnels Wood Road area in Stevenage, to support the Cell and gene cluster work.
  - Announcements by GSK to expand its Stevenage R&D site to create a £400m campus, one of Europe's largest life sciences clusters with up to 5,000 high value jobs; and Airbus' £35m investment in its new UK space and defence HQ in Stevenage have been welcomed
  - The Hertfordshire Mass Rapid Transit Scheme (MRT) has now been named as the Hertfordshire & Essex Rapid Transit (HERT). Stakeholder engagement started on 22 June 2021 following the last Growth Board meeting with a soft launch of the

name/branding, website [www.hertfordshire.gov.uk/HERT](http://www.hertfordshire.gov.uk/HERT)) and a short video to promote the public consultation later in the year. Early engagement with businesses and transport campaign groups, bus operators, interest groups and national accessibility campaigners is underway

- Plans for major new film/TV studios investment by Sunset Studios have just been announced in Broxbourne with the potential to create over 4,500 permanent jobs and with a value of £300m to the local economy.

### **3 Next Steps**

- 3.1 Priorities for the coming months are to continue to move forward with the committed work programme, provide support for the next stage of bids where appropriate and when we hear outcomes (Levelling Up Fund, Community Renewal Fund and County Deals) along with the roll forward of the ongoing corridor programmes and project work.

### **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 Recommendation**

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

Project	Project Lead/s	Red / Amber / Green Status	Description
<b>Southern Growth Corridor Programme Board</b>			
<b>Accelerated Housing</b>	<b>Lead Leader:</b> Andrew Williams <b>Chief Executive:</b> Claire Hamilton <b>Programme Lead:</b> Simone Chinman Russell	Green	<p><b>Accelerated Housing Delivery</b> The Growth and Housing prospectus is taking forward the work on additional and accelerated housing with Homes England and MHCLG</p> <p><b>Off-site manufacturing</b> Consortium members are currently progressing 20 sites for circa 580 new homes using OSM systems of delivery. These sites are being delivered by 10 of the members and are at various stages from initial design, to planning approval/consent to start on site. We anticipate the first homes to be completed in late 2022.</p> <p>An OSM guidance manual and pattern book are in production, both being developed with key stakeholders. The documents will set out operating principles and design, to help facilitate delivery of OSM in the county and provide an agreed range of standard specifications. The draft guide is aimed for Growth Board in November.</p> <p><b>Temporary Accommodation - County wide review</b> The strategic outline business case is under development, with the support of Campbell Tickell, who have recently been appointed, utilising the LGA Housing Adviser Programme funding recently awarded. The outline business case will consider the financial, technical and legal implications of a collaborative county-wide approach to providing temporary accommodation.</p>
<b>Creative &amp; Screen Industries</b>	<b>Lead Leader:</b> Morris Bright <b>Chief Executive:</b> Neil Hayes (LEP) <b>Programme Leads (current):</b> Jane Briginshaw, Adam Wood (LEP)	Amber	<p>Property audit: Markides Associates was jointly commissioned and funded by HGB and the LEP to carry out the study: Towards a Pipeline of TV and Film Studio Sites for Hertfordshire. Study due for completion early August.</p> <p>Industry engagement exercise underway which will feed in to the LEP's emerging sector action plan (<b>due end June/July</b>). LEP sector action plan will include commentary on <b>creative and screen industry skills</b> needs, from special effects training to carpentry, and the Markides study will inform and be informed by it.</p>
<b>Harlow &amp; Gilston Garden Town</b>	<b>Lead Leader:</b> Linda Haysey <b>Chief Executive:</b> Richard Cassidy <b>Programme Lead:</b> Tom Dewey	Green	<p>Planning application proposals for the 10,000 new home development at Gilston (as part of the Harlow and Gilston Garden Town) remains under consideration by Harlow and East Herts Councils.</p> <p>The Councils and applicants continue to work together to secure a development related funding package (through s106 Agreement) that will deliver a full range of supporting infrastructure and other</p>

			<p>service provision – transport enhancements, education provision and significant affordable housing delivery chief amongst them.</p> <p>In parallel, the Garden Town partners £171m Housing Infrastructure Grant contract with MHCLG is now in place. This will allow the delivery programme for the funded infrastructure (enhanced A414 river Stort crossing, additional river Stort crossing and a Sustainable Transport Corridor between the Gilston area and Harlow) to move to the next stage of surveying and detailed design work.</p>
<b>Hemel Garden Communities (HGC)</b>	<b>Lead Leader:</b> Andrew Williams <b>Chief Executive:</b> Claire Hamilton <b>Programme Lead:</b> Tom Dewey	Green	<ul style="list-style-type: none"> <li>• Tom Dewey, the Interim Programme Director is now in place. The team has recruited a Senior Programme Delivery Officer starting end of June and has a Communications and Engagement Officer in place.</li> <li>• The Communications and Engagement Officer is leading on developing the launch of the Spatial Vision.</li> <li>• Transport Plan preparation commenced in November 2020, expected to be finalised by the end of the summer 2021.</li> <li>• Work commenced in March on the HGC Framework Plan SPD, where The Crown Estate, Bloor Kitewood and Pigeon are the strategic landowners commissioning the work - draft outputs are expected in October 2021.</li> <li>• The team continues to align its programme plan with the DBC draft Local Plan, SADC's Local Plan schedule and The Crown Estate's (TCE) schedule for delivery.</li> <li>• Partners are also working with TCE to develop a Memorandum of Understanding.</li> <li>• A Transformation Scoping Matrix is emerging to help give clarity and ownership of all relevant proposed interventions for Hemel, including those behind Dacorum's corporate aspirations for the Hemel Place Strategy programme.</li> <li>• The team continues to work on a draft HGC Infrastructure Delivery Plan.</li> <li>• Awaiting outcome of grant allocation from MHCLG Capacity Fund and aligning with HGB for future funding bid.</li> <li>• 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.</li> </ul>
<b>Hertfordshire and Essex Rapid Transit [The HERT]</b>	<b>Lead Leader:</b> Richard Roberts (Phil Bibby) <b>Chief Executive:</b> Mark Kemp <b>Programme Lead:</b> Darren Granger	Green	<ul style="list-style-type: none"> <li>• Draft Options Assessment Report and Appraisal Specification Report have been delivered on time.</li> <li>• Engagement activity planned for Summer 2021 to showcase the HERT project including a soft launch of the name/branding and website, and to promote consultation later in the year.</li> <li>• Supplier engaged for production of promotional video and storyboard being finalised.</li> <li>• MP briefing at Westminster being arranged for mid-September.</li> <li>• Public Engagement on Strategic Outline Business Case planned for Autumn 2021. This will be a chance to get views on the Principles of the HERT (e.g. strategic narrative, vision, key requirements); The need for the HERT; The benefits of the HERT; Travel behaviours; Usage of HERT (i.e. purpose of trips); and Views on towns and stations the HERT will serve.</li> <li>• Completion of Strategic Outline Business Case by Winter 2021 ready for political sign off.</li> <li>• Submission of SOBC for funding approval in Spring 2022.</li> </ul>



Resetting the SE Herts economy in response to COVID-19 and climate change	<b>Lead Leader:</b> Lewis Cocking <b>Chief Executive:</b> Jeff Stack <b>Programme Lead:</b> Kevin Clark	Green	<b>Project 1 Park Plaza West</b> <ul style="list-style-type: none"> <li>Plans for major new film/TV studios have just been announced with the potential to create over 4,500 permanent jobs and £300m to the local economy. This has caused the RAG rating to move from Red to Green.</li> <li></li> </ul>
		Amber	<b>Project 2 New Park Lane Railway Station, Waltham Cross</b> <ul style="list-style-type: none"> <li>The initial Strategic Outline Business Case for a new station, which focused on the strategic and economic case for the scheme, is now complete. The station provides a BCR of 1.7 based on the assumptions and calculations made, which is considered 'Medium' Value for Money by DfT. We are now arranging to seek key stakeholder views Summer2021 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.</li> </ul>
		Green	<b>Project 3 Development of a new Business Park and hi-tech starter Centre – Maxwells West</b> <ul style="list-style-type: none"> <li>Planning permission granted in June 2021 for a Business and Technology Centre to provide 34,000 sq ft of B1 and B2 space to encourage start-ups and small businesses in the area. The procurement for the construction has commenced and construction will start on-site early September, with completion in the first quarter of 2023. The access road construction is underway and should be completed in the early part of 2022.</li> </ul>
		Amber	<b>Project 4 Brookfield &amp; surrounding infrastructure</b> <ul style="list-style-type: none"> <li>Highways matters are delaying progression of the scheme. This has caused the RAG rating to move from Green to Amber.</li> </ul>
		Green	<b>Project 5 Waltham Cross Town Centre Regeneration</b> <ul style="list-style-type: none"> <li>Presentations have been made to the Councils Cabinet and also the Cheshunt and Waltham Cross Development Group with favourable outcomes. A full public consultation is programmed for June and July of this year. In the meantime, the Council is promoting an application to the Levelling Up Fund to finance the Public Realm and other projects across the town centre.</li> </ul>
Watford Junction Quarter	<b>Lead Leader:</b> Peter Taylor <b>Chief Executive:</b> Donna Nolan <b>Programme Lead:</b> Julian Hart	Amber	<b>Station</b> <ul style="list-style-type: none"> <li>Network Rail and Kingshott are close to agreeing the business case for station concourse improvements;</li> <li>Detailed design work to start imminently with 6-month programme;</li> <li>Start on site in 2022;</li> <li>Network Rail reviewing business case for pedestrian link, in light of revised passenger predictions in post-Covid world.</li> </ul>
		Green	<b>Systra work on transport interventions</b> <ul style="list-style-type: none"> <li>Technical and pre-strategic outline business case - now completed;</li> <li>Stage 2 work to look at more detailed design feasibility of key interventions are almost complete.</li> </ul>

		Green	<b>Planning Policy</b> <ul style="list-style-type: none"><li>Watford draft Local Plan – Council has reviewed and responded to representations. Examination of Local Plan expected at year end.</li></ul>
		Green	<b>Funding</b> <ul style="list-style-type: none"><li>Stakeholder engagement with key landowners on-going;</li><li>Conversations on-going with Homes England to provide some revenue funding to pay for funding and development strategy work.</li><li>Market Failure support Funding request submitted with Growth and Housing Prospectus - for £131m;</li></ul>
		Green	<b>Funding and Development Strategy</b> <ul style="list-style-type: none"><li>Deloitte has been appointed to progress strategy work;</li><li>First stage of work has been commissioned and commenced – this involves contacting all landowners and carrying out baseline analysis in order to review overall work programme and deliverables;</li><li>Initial output has been reviewed by public sector stakeholders and consideration is being given to next stages of work.</li></ul>
Northern Growth Corridor Programme Board			
North, East and Central Joint Spatial Plan	<b>Lead Leader:</b> Linda Haysey <b>Chief Executive:</b> Richard Cassidy <b>Programme Lead:</b> Sara Saunders	Green	<ul style="list-style-type: none"><li>Secondment arrangements have now concluded and there is an Officer in post to project manage the commissioning of the Growth Study.</li><li>Work has now started on drafting an early project brief as well as contact being made with the host authorities procurement team to work through any potential issues prior to going to tender later this year.</li><li>The Officer has also met with the SW Herts Joint Strategic Director to discuss lessons learnt from their experience and has also reviewed the SW Herts Growth study brief to help guide the NEC project brief.</li></ul>
Community Wealth Building	<b>Lead Leader:</b> Sharon Taylor <b>Chief Executive:</b> Matt Partridge <b>Programme Lead:</b> Rob Gregory	Green	<b>Community Wealth Building Plan</b> <ul style="list-style-type: none"><li>Pilot activities led by Stevenage BC continue to be identified and these will be included in a Community Wealth Building plan.</li><li>Joint work with the University of Hertfordshire continues, focused on procurement</li><li>Pan-Hertfordshire Officer working group now established</li></ul> <b>UK Community Renewal Fund</b> <ul style="list-style-type: none"><li>A joint bid has been submitted on behalf of all Hertfordshire Districts for funding from the Community Renewal Fund to support a County-wide Community Wealth Building proposal.</li></ul>
Delivery Models for New Settlements	<b>Lead Leaders:</b> Linda Haysey/Paul Clark <b>Managing Director:</b>	Amber	A meeting with the new political and officer members of the group was held on 25 June 2021. It was agreed to seek support from the Town and Country Planning Association given their experience in this field. An initial meeting with the TCPA is due to be held in July.

	Anthony Roche <b>Programme Lead:</b> Ian Fullstone		
Reinvigorating Town Centres	<b>Lead Leaders:</b> Tony Kingsbury, Elizabeth Dennis-Harburg <b>Chief Executive:</b> Ka Ng <b>Programme Lead:</b> Jane Briginshaw	Green	<p>Refreshed priorities for the programme, building on the last steering group meeting and briefing with Cllr Elizabeth Dennis-Harburg in early July. The HGB 'offer' is being tailored to the feedback received from districts and evidence from the completed 'Vital and Viable questionnaires' which assesses the strengths and weaknesses of individual places.</p> <p>Reopening High Streets Safely, 10-point recovery checklist was launched on HGB website 27/04/21 (funded by HGB) and sent to all Herts Councils, the County Council and to March 17th workshop participants.</p> <p>Districts were invited to respond in early June with the following information:</p> <ul style="list-style-type: none"> <li>• Top 10 priorities for 'vitality and viability'- the evidence gathering exercise contained in the checklist</li> <li>• Information on Welcome Back Fund spending priorities and projects or ideas that could be helped by working collaboratively county-wide</li> <li>• Contacts to help build the Reinvigorating Town Centres network</li> <li>• Case studies</li> </ul>
Growing Science and Technology (Cell and Gene Focus)	<b>Lead Leader:</b> Sharon Taylor <b>Chief Executives:</b> Jeff Stack, Neil Hayes <b>Programme Lead:</b> Jane Briginshaw	Amber	<p>There has been <b>good</b> progress on <b>Gunnells Wood Road future place framework</b></p> <p>Representatives from HGB, Stevenage BC and the LEP met to progress the framework that will help potential investors visualise the future of the GWR area. Consultants appointed with local knowledge to draw up the brief. Draft brief close to completion for procurement to start early autumn.</p> <p><b>The LEP's Sector action plan</b> is completed in draft but has some redacted elements and still needs sign off from companies that are the subject of some of the case studies.</p>
Climate Change & Sustainability	<b>Lead Leader:</b> Linda Haysey <b>Chief Executive:</b> Matt Partridge <b>Programme Lead:</b> Julie Greaves	Amber	<p>All four of the themed action plans (Water, Biodiversity, Carbon and Transport) have been prepared with engagement from key stakeholders and have been approved by HCCSP.</p> <p>Each plan contains a list of actions which are to be implemented in the short, medium and longer term.</p> <p>All plans cover subject areas such as linking in with the planning system – Local Plans and planning applications, lobbying government where appropriate, exploring behaviour change and championing partner campaigns. For example, we are currently supporting a joint comms campaign with Affinity Water – Save our Streams.</p> <p>Other example projects include promoting and implementing water efficiency measures, aligning local policies, preparing a countywide biodiversity baseline, identifying opportunities for improving green spaces, looking into bulk purchasing schemes for solar panels,</p>

			<p>standardising data collection, actions to reduce air pollution, encouraging walking and cycling and much more.</p> <p>Now that these action plans have been prepared, the focus is on implementation and officers are exploring other areas for joint working, such as Behaviour Change and Adaptation. Additional resources to aid implementation of the action plans are also being explored and a paper setting out specific proposals in this regard was presented at the July HCCSP meeting (21<sup>st</sup> July).</p> <p>The HCCSP website is being used to host approved documents and can be viewed here: <a href="http://www.hccsp.org.uk">www.hccsp.org.uk</a></p> <p>The second HCCSP organised webinar took place on 15 July and focused on Agriculture and Biodiversity. The event was well attended and drew positive comments.</p> <p>Further to this a climate change activity update was presented at the HGB Familiarisation session that was held on the 9<sup>th</sup> July and climate change was the keynote topic for the East of England LGA AGM which was held on the same day. A key outcome from the related discussion was the decision to establish a regional Climate Change Forum which HCCSP will support.</p> <p>With regards to the Hertfordshire Green Infrastructure Strategy – LUC (Land Use Consultants Ltd) have completed an early consultation with select stakeholders to review the 2011 Green Infrastructure Strategy. Wider consultations will be held in the early Autumn 2021 to discuss the broader themes of GI. Part one of the new strategy will be a baseline review with part two focusing on analysis and delivery.</p>
--	--	--	---