Public Document Pack

Hertfordshire

Agenda Reports & Other Papers

Presented to the
Meeting of the
Hertfordshire Growth Board
on
Tuesday, 25 January 2022

Agenda

Hertfordshire Growth Board

HERTFORDSHIRE GROWTH BOARD

COUNCIL CHAMBER, COUNTY HALL, HERTFORD

TUESDAY, 25 JANUARY 2022 16:30 – 18:30

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 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
S Taylor, Stevenage Borough Council (Vice-chair)
C White, St Albans City and District Council (Vice-chair)
A Williams, Dacorum Borough Council

Co-opted Members (3)
M Bretton, Hertfordshire Local Enterprise Partnership Chairman
C Amies, Homes England
P Burstow, Hertfordshire and West Essex ICS, NHS

NOTE: 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 where there will be a link to the meeting in due course.
www.hertfordshire.gov.uk/watch-meetings

1. Minutes

The Board is invited to note the Minutes of the Board meeting held on 7 September 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*

4. Hertfordshire Growth Board (HGB) – Work Programme 2021 Progress Report January 2022

Report attached

5. Towards Digital Growth – Hertfordshire Digital Framework and Priorities

Report attached

6. Hertfordshire Growth Board (HGB) – Investment into Hertfordshire - Investment Strategy

Report attached

7. Hertfordshire Growth Board – Community Wealth Building Project

Verbal update by Rob Gregory, Assistant Director, Communities & Neighbourhoods, Stevenage Borough Council

8. Hertfordshire Growth Board (HGB) – Review of Temporary Accommodation Provision (Outline Business case)

Report attached

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

Report attached

10. Standing items

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

11. Proposed Dates for 2022 Growth Board meetings

Tuesday, 10 May 2022 – 14:00-16:00 (please note the time change - future HGB meetings are due to be held in the daytime).

Wednesday, 13 July 2022 - 09:30-11:30

12. Date of next meeting

The next planned meeting will be held on Tuesday, 8 March 2022 at 9:30am.

13. 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. Agenda documents are available on the internet at https://www.hertfordshiregrowthboard.com/documents.

QUENTIN BAKER
DIRECTOR OF LAW & GOVERNANCE
Hertfordshire County Council on behalf of the Hertfordshire Growth Board

This page is intentionally left blank

Hertfordshire Growth Board Meeting Minutes

Tuesday, 7 September 2021

HGB 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, 7 September 2021

Attendance

Council Leaders (11 Voting Members)

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
R Roberts, Hertfordshire County Council (Chair)
P Taylor (Mayor), Watford Borough Council
S Taylor, Stevenage Borough Council (Vice Chair)
C White, St Albans City and District Council (Vice Chair)
A Williams, Dacorum Borough Council

		ACTION
	Note: Declarations of interest were made in relation to Item 7 of the agenda.	
1.	**Minutes**	
1.1	The Minutes of the Board meeting held on 22 June 2021 were confirmed as a correct record.	
2.	**Public Questions – Standing order 12**	
2.1	There were no Public Questions.	
3.	**Public Petitions – Standing Order 13**	
3.1	There were no Public Petitions.	
4.	**Hertfordshire Growth Board (HGB) – Work Programme 2021 Progress Report September 2021**	
4.1	The Board received a report which provided an update on the progress on the agreed work programme for the Growth Board in 2021 and specific areas of work that are new or which the Board needed to provide a view on. Members noted that the work programme highlighted the breadth of ambition they have for Hertfordshire.	
4.2	Members expressed concern that a response to the planning bill consultation from a year ago was still awaited from HM Government. The impact of permitted development has been particularly problematic in Hertfordshire and this issue had been raised in the Growth Board response to government. The LEP advised that it had recently undertaken an extensive report on permitted development and could provide access to figures to support any further representation to Government. Discussions were to continue with regards to an exemption or special case for Hertfordshire in terms of planning.	
4.3	Members requested a summary of all of the submitted levelling up applications made across the county to consider the impact.	Patsy Dell
4.4	On the temporary accommodation plans, Members noted that consolidation of the information relating to social housing across the districts would be useful.	Patsy Dell
4.5	The full Board discussion on this item can be viewed here at 00:6:34 Item 4 - Work Programme 2021 Progress Report September 2021.	
	RESOLVED	

		ACTION
4.6	The Board noted the progress with the work programme and the overall priorities to March 2022 as set out in the paper and in Appendix 1.	
5.	**Hertfordshire Growth Board (HGB) – Growth and Housing Prospectus**	
5.1	The Board received a presentation on the Growth and Housing prospectus, work undertaken as part of our Accelerated Housing Delivery workstream. The presentation slides can be viewed here: Accelerated Housing Delivery.	
5.2	Officers advised that work undertaken had shown that new sites across Hertfordshire were not reaching full affordable housing policy compliance. Districts/boroughs were seeking to deliver 30-40% of affordable housing through local plans, but with viability this had not been deliverable.	
5.3	The Board discussed the need for developers with outstanding planning permissions to move forward and deliver the agreed homes. In addition, Members noted that new homes built under old terms and conditions should meet the standards required now and for the future.	
5.4	Members requested that the use of modern methods of construction were clarified in the prospectus as being required to be low or zero carbon methods.	Patsy Dell
5.5	In response to a member question regarding mitigating negative impacts of new developments on existing communities, officers advised that mitigation and placemaking should be built into planning processes. New developments coming forward would be required to be future proofed, sustainable and in line with the carbon net zero aspiration for Hertfordshire.	
5.6	The full Board discussion on this item can be viewed here at 00:17:34 Item 5 - Growth and Housing Prospectus.	

RESOLVED

5.7 The Growth Board:

- approved the Growth and Housing prospectus for submission to MHCLG and Homes England.
- noted officers would continue the on-going dialogue with MHCLG/Homes England officials and updates the Board on any feedback received.

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

ACTION

6.1 The Board received a report which provided an update on matters arising since Hertfordshire's County Deal expression of Interest letter was submitted on 13 August 2021.

6.2 Members heard that Government was looking at levelling up and further devolution to shire county areas. Hertfordshire had presented its expression of interest to MHCLG and had demonstrated the strong local leadership position in Hertfordshire. Following presentation, positive, reflective and well considered feedback was received. The feedback suggested that whilst the levelling up agenda in Hertfordshire was not as visible and economic decline as significant as some communities in the North, there was recognition that levelling up was just as important and necessary in some of Hertfordshire's communities. It was recognised that with the right support, Hertfordshire could do more to contribute to the national levelling up agenda, and that serious consideration should be given to including Hertfordshire in the first tranche of deals.

6.3 Members commented that an outcome may be that whilst Hertfordshire might not get cash initially, it may get powers that would help across the county e.g. powers to prevent damaging permitted development.

6.4 The Board heard that MPs were hugely supportive of Hertfordshire's application and were comfortable with the County continuing to operate under a two-tier system and the strengths the system brought.

6.5 In terms of next steps, officers advised that if Hertfordshire was to get through to the next stage, invitations for further discussions for the first wave of deals would be imminent.

6.6 The full Board discussion on this item can be viewed here at 00:46:09 Item 6 - County Deals Update.

RESOLVED

6.7 The Growth Board noted the Expression of Interest letter and the verbal updates.

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

7.1 L Cocking and C White declared an interest in item 7 due to being acquainted with one of the selected developers. They remained in the room and participated in the debate and vote.

		ACTION
7.2	The Board reviewed a report which provided an update on establishing a Developer Forum for Hertfordshire. Officers advised that in consultation with the Chair and Vice Chairs of the Board two potential partners had been selected to work with.	
7.3	The Board heard that the new forum was to be called the Hertfordshire Infrastructure and Development Board, highlighting that it was not limited to development and carried the weight of other aspirations important to Hertfordshire.	
7.4	Members noted the links to Hertfordshire's Infrastructure and Planning Partnership, which was chaired by Cllr. Haysey and noted that it was recommended that Cllr. Haysey chaired that new body for the first year, with the first meeting being planned for early November 2021. Having Leaders engaged with the new board would allow the Growth Board opportunity for greater influence over the pace of delivery and quality of development.	
7.5	The Board discussed the need to have the LEP represented at the Hertfordshire Infrastructure and Development Board and the ties and lessons to be shared from the Strategic Infrastructure Board.	
7.6	With regards to other representation, Members were advised that draft terms of reference and operating principles would be brought back to the Growth Board for Leaders to review to ensure that the new body was setting out on the right path in terms of expectations and transparency.	Patsy Dell
7.7	The full Board discussion on this item can be viewed here at 01:05:24 Item 7 - Progress update Establishing the Hertfordshire Infrastructure and Development Board.	
	RESOLVED	
7.8	The Board noted the progress made and the intention to hold the first meeting of the new body in autumn 2021.	
8.	**Hertfordshire Growth Board (HGB) – Growth Corridor Programme Boards Work Programme Updates**	
8.1	The Board reviewed a report which provided an update on the overall progress of the Growth Corridor work programmes and projects since June 2021.	
8.2	Members congratulated Broxbourne on the announcement of Hollywood Sunset Studios locating in the borough, creating over 4,500 permanent jobs locally in the film and creative industry.	
8.3	The Board noted GSK's announcement for the intention of a £400 million campus for life science, creating another 5,000 high valued	

ACTION

jobs in Hertfordshire. In addition, Airbus opened its £35 million investment in its UK space and defence HQ in Stevenage.

8.4 Members noted the opening of the co-space in Stevenage for flexible working which would hopefully attract new companies and businesses to Hertfordshire. Thanks were recorded to the LEP and Growth Board colleagues who were committed to providing opportunities for local people.

8.5 With regards to Mass Rapid Transport, Three Rivers noted the need for their communities to be able to connect into sustainable travel options across the county.

8.6 The full Board discussion on this item can be viewed here at 01:15:05 Item 8 - Growth Corridor Programme Boards Work Programme Updates.

RESOLVED

8.7 The Growth Board noted the project updates in Appendix 1 and overall progress across the Growth Board programme and individual workstreams since the last meeting.

9. Standing Items

South West Herts Joint Strategic Plan

9.1 The Board heard that the Joint Strategic Plan continued to move forward with districts looking at statements of community involvement and statements of common ground, with a view to them being signed off over the following few weeks. Engagement over the visioning was moving forward and additional staff were being appointed. Members noted key issues for consideration were around digital and sustainability.

10. Date of next meeting

10.1 The date of the next meeting was scheduled for Tuesday, 2 November 2021: 16.30 – 18.30PM.

11. Other Part I Business

11.1 None.

Hertfordshire Growth Board

www.HertfordshireGrowthBoard.com

@hertsgoodgrowth

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

Agenda item 4

Hertfordshire Growth Board (HGB) – Work Programme 2021 Progress Report January 2022

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

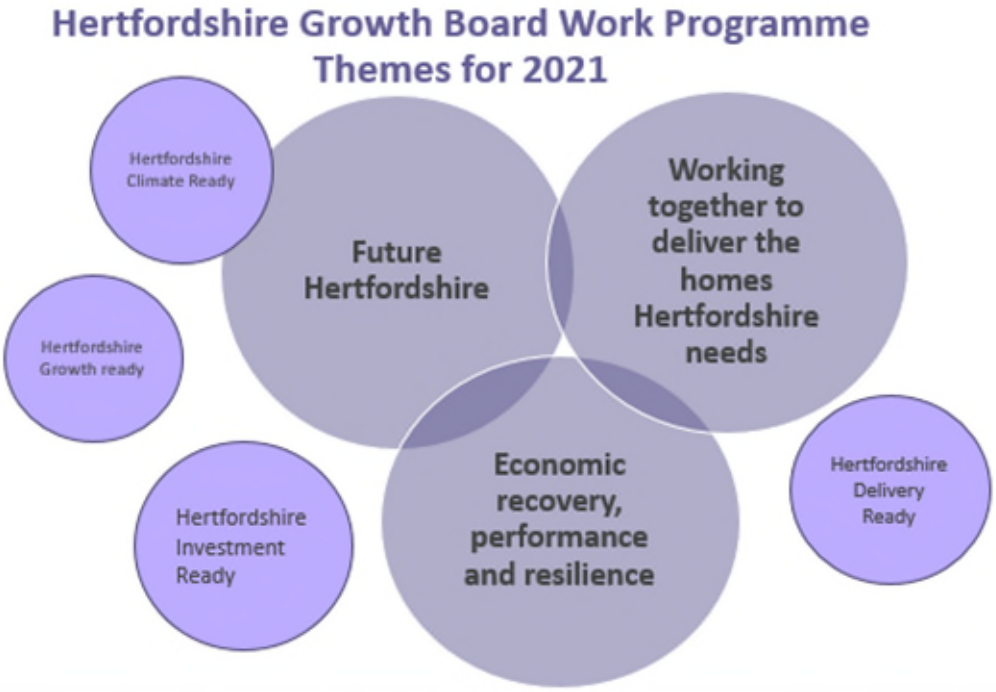
1 Purpose of report

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



2.2 By December 2021 the ambition was to have:

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

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

2.4 The Growth Board annual work programme review workshop is planned to take place in January 2022.

3 Engagement with HM Government

3.1 Dialogue continues with the teams at the Department for Levelling up, Housing and Communities (DLUHC) and colleagues from Homes England (HE). An update on the Comprehensive Spending Review (CSR) and County Deal process will be given in the meeting.

3.2 Hertfordshire Councils made a number of year 1 Levelling up and Community Renewal Fund CRF) bids for projects in Broxbourne, Hemel Hempstead, Stevenage, Watford and Welwyn Hatfield. No levelling up bids were successful but just over £3m was secured from the CRF.

4 Housing workstream update

4.1 The main output of recent work from the housing workstream is contained within the Growth and Housing Prospectus, this has been submitted to DLUHC and HE. Feedback from DLUCH/HE officials on the prospectus and associated work will be provided at the meeting.

4.2 An update on the Temporary Accommodation joint investigation and outline business case is covered at agenda item 8.

5 Hertfordshire Investment Ready Workstream

5.1 The draft Investment strategy and recommended next steps is also included on this agenda at item 6.

6 Digital Workstream

6.1 The Hertfordshire digital framework was presented to HGB in June 2021 and the final version with recommendations for next steps is covered separately on this agenda at item 5

7 Hertfordshire Infrastructure and Development Board (HIDB)

7.1 The HIDB held its inaugural meeting on 11 November 2021. Growth Board members, Chief Officers and Heads of Planning Services were invited to represent the board. Subscription levels were very good, demonstrating the high levels of industry interest in engaging with this new consultative body.

7.2 The proposed Terms of Refence (ToR) for the HIDB are attached at Appendix 2 to this report.

8 Update on Place Narrative, Branding and Communications

8.1 A further series of external events took place over the autumn to update stakeholders/partners on activity over the past 12 months and future priorities. These livestreamed panel discussions, sponsored by Willmott Dixon, were scheduled to take place on 1 November 2021, 2 December 2021 and 13 January 2022, as follows:

1 November 2021 11.00-12.00	2 December 2021 11.00-12.00	13 January 2022 11.00-12.00
Rewind and fast forward: What have the Growth Board achieved over the past 12 months and how will it be ready to respond in the future?	***Making Hertfordshire investment and delivery ready:*** How is the Growth Board and partners fast tracking recovery from COVID-19 and building the homes and infrastructure Hertfordshire needs?	***Future Hertfordshire:*** How will Hertfordshire lead a 'green' recovery and ensure that every person can benefit from good, sustainable growth?

8.2 HGB Chair Profile: Cllr Richard Roberts was 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 also made the address at the Building Futures conference on 21 October 2021, setting out the challenges and opportunities for delivering growth to a wider

audience. HGB has sponsored the Hertfordshire Building Futures Awards this year, recognising the central importance of design quality to successful placemaking.

8.3 The Growth Board is also 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.

9 Implications

9.1 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.

10 Recommendations

10.1 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 and 2.

APPENDIX 1: HERTFORDSHIRE GROWTH BOARD WORK PROGRAMME Nov 21– April 22

Agreed Hertfordshire Growth Board Priority Themes:

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

Workstream	Key deliverables	Key activities	Nov (w/c)					Dec (w/c)					Jan (w/c)					Feb (w/c)					March (w/c)					April (w/c)				
			01	08	15	22	29	06	13	20	27	03	10	17	24	31	07	14	21	28	07	14	21	28	04	11	18	25
HGB Governance	Implementation of Joint Committee(s) - **Completed**		Hertfordshire Growth Board dates in 2021 & early 2022																													
	Review Co-opted membership to see if other partners should be involved – **Completed**. New co-opted members join from September		02																													
	Communications and Engagement	HGB Communications Strategy	Implementation across 2021 – early 2022																													
		Engagement and participation events (virtual) - two events held in 2021, three webinars and new Chair's profile feature planned autumn 2021	Implementation across 2021 – early 2022																													
Delivering the Homes Hertfordshire Needs	Strategy & Steering Group established	On-going oversight in place, political oversight and forward agenda planning through CEx Co-ordinating Group																														
	Strategic Partnership work	On-going housing pipeline and delivery pathway development work informed by Government discussions & accelerating housing workstream.	Housing pipeline and Growth and Housing prospectus approved September																													
		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. Business case investigations next steps to be considered in November																													
		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 January																													

Agenda Pack Page 17

	Preparation of Housing and Growth submission to MHCLG	Programme of meetings with DLUHC officials on-going. DLUHC Deputy Director attends and briefs Growth Board regularly.	On-going engagement with officials from DLUHC, BEIS & DfT. Growth and Housing prospectus prepared and submitted September County Deal expression of Interest submitted 13-8-21
		Briefing Herts MPs 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	Nov (w/c)					Dec (w/c)					Jan (w/c)					Feb (w/c)					March (w/c)					April (w/c)				
			01	08	15	22	29	06	13	20	27	03	10	17	24	31	07	14	21	28	07	14	21	28	04	11	18	25
Economic Recovery, Performance and Resilience	Hertfordshire Investment Ready	Development of a purposeful Investment Ready Strategy – to bring greater investment into Herts (both public and private sources). Investigate options such as impact and regional funds and bear down on establishing the conditions locally that need to be created to leverage in investment. Investment Strategy and Portfolio of our investable propositions (infrastructure and schemes that are or can be made spade ready). Investigation of potential funding options/routes for strategic scale, part, or non-commercial infrastructure projects.	Investment Strategy to November Growth Board																											
	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																										

Agenda Pack Page 18

		capability and expertise – progress delayed, project priority to be reviewed	
Workstream	**Key deliverables**	**Key activities**	Nov (w/c) 01, 08, 15, 22, 29; Dec (w/c) 06, 13, 20, 27; Jan (w/c) 03, 10, 17, 24, 31; Feb (w/c) 07, 14, 21, 28; March (w/c) 07, 14, 21, 28; April (w/c) 04, 11, 18, 25
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	
	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 HIPF 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 2021/2022	
Workstream	**Key deliverables**	**Key activities**	Nov (w/c) 01, 08, 15, 22, 29; Dec (w/c) 06, 13, 20, 27; Jan (w/c) 03, 10, 17, 24, 31; Feb (w/c) 07, 14, 21, 28; March (w/c) 07, 14, 21, 28; April (w/c) 04, 11, 18, 25
Growth Corridor Programme Boards	HGB overall Strategy & Steering Group structures in place.	HGB Senior Officer Steering Group meets fortnightly	
	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 / 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. • Housing • Investment

Agenda Pack Page 19

		updated/prepared in 2021		• Future Hertfordshire
	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		Nov (w/c)					Dec (w/c)			Jan (w/c)			Feb (w/c)				March (w/c)				April (w/c)			
				01	08	15	22	29	06	13	20	27	03	10	17	24	31	07	14	21	28	07	14	21	28	04	11	18	25
Southern Corridor Board and Delivery Programmes	Southern Corridor Programme Board	Board oversight	Southern Corridor Programme Board dates								20																		
	Southern Corridor Delivery Programmes	Accelerating Housing	• Housing Pipeline monitoring • Local interventions to address housing market failure • Deploying freedoms and flexibilities from Govt to accelerate housing delivery	Housing pipeline validation and dialogue with the Department of Levelling Up, Housing and Communities (DLUHC). Progress being reported through project updates.																								
		Creative & Screen Industry Sector Support	• Screen Industries new space research commissioned • Film & TV Production Business Support and Creative & Screen Industries Skills Development Programme reviewed through LEP sector action plan	Progress being reported through project updates.																								
		Harlow Gilston Garden Town	• Integrated Transport Hubs & Sustainable Mobility Behavioural Change • Local Employment Space & Digital Implementation • Supporting Infrastructure Projects	Progress being reported through project updates.																								

Agenda Pack Page 20

Agenda Pack Page 21		Hemel Garden Communities	• Viability and Delivery Strategy • Stewardship Framework & Approach • HGC Strategic Masterplan Guidance & Transformational Plan • HGC Infrastructure Delivery Plan • Social Housing Delivery • Sustainable Energy Infrastructure Projects - Evidence Base Study	Progress being reported through project updates.
		Hertfordshire and Essex Rapid Transit System (HERT)	• MRT Promotional Video • Options Assessment Report; Appraisal Specification Report • Strategic Outline Business Case • Sustainable Travel Towns Design	Progress being reported through project updates.
		SE Hertfordshire Economy	• Park Plaza West – Sunset Studios investment confirmed • New Park Lane Railway Station (Waltham Cross) - Footbridge Procurement • New Business Park and hi-tech starter Centre: Maxwells West – Planning permission & procurement • Waltham Cross Town Centre Regeneration - Public realm design - Phase 1	Progress being reported through project updates.
		Watford Junction Interchange	• SOBC Transport Interventions (subject to funding) • Network Rail design pedestrian link/entire station development • Development Agreement • Design & Planning	Progress being reported through project updates.

Workstream	Key deliverables	Projects & key milestones		Nov (w/c)					Dec (w/c)					Jan (w/c)					Feb (w/c)					March (w/c)					April (w/c)			
				01	08	15	22	29	06	13	20	27	03	10	17	24	31	07	14	21	28	07	14	21	28	04	11	18	25
Northern Corridor Board and Delivery Programmes	Northern Corridor Programme Board	Board oversight	Northern Corridor Programme Board dates					02																							
	Northern Corridor Delivery Programmes	Community Wealth Building	• CWB Pilot 1 Stevenage & 2 North Herts • County-wide working group established	Progress being reported through project updates.																											
		Future Growth Locations	• Scope review to be undertaken	Progress being reported through project updates.																											
		Town Centres	• Formal steering group with monthly meeting • Health check questionnaire	Progress being reported through project updates.																											
		Science and Technology (Cell and Gene Focus) Sector Support	• Framework/Masterplanning/visioning study for Gunnels Wood Road	Progress being reported through project updates.																											
		Climate, carbon and Sustainability	• Finalised Water Action Plan • Biodiversity Action Plan and baselines established • Carbon Action Plan finalised • Transport Action Plan finalised	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																											

Agenda Pack Page 22

APPENDIX 2

Hertfordshire Infrastructure & Development Board
DRAFT Terms of Reference

Hertfordshire Infrastructure & Development Board ("HIDB", "The Board") is an unincorporated partnership of Councils, developers, partner agencies, and enablers in Hertfordshire.

Hertfordshire Growth Board & Key Objectives

Formed in 2018, Hertfordshire Growth Board brings political, civic, health and business leadership together to take a long-term place leadership perspective for Hertfordshire's growth. The Growth Board is a statutory body that speaks for Hertfordshire and operates with the aim to deliver the high-quality, sustainable and inclusive places and infrastructure needed by our residents and businesses over the next 15 years and beyond.

A history of partnership working has been formalised through the Growth Board, which comprises the County Council, Hertfordshire's 10 district and borough councils, Hertfordshire Local Enterprise Partnership, the Integrated Care System and Homes England, and its main purpose is to plan appropriately and respond effectively to key challenges through strong, clear leadership and governance.

The scale of growth facing Hertfordshire is significant and up to 100,000 new homes will be built and around 100,000 new jobs created by the mid-2030s, as our population grows. The Growth Board is perfectly placed to ensure that this hugely significant long-term countywide development is delivered in a fully collaborative and planned way so that sustainable, well-designed and thriving communities are created, maintained and strengthened, while our environment is respected and nurtured.

Supporting Hertfordshire's economic recovery is also critical, and the Growth Board will be instrumental in supporting the growth of our key economic sectors, influencing the pace of delivery and the quality of development in the county, with our long-term place-based vision informed by our communities.

The Hertfordshire Infrastructure & Development Board is a subsidiary group of the Growth Board, and its key objectives are:

- Unlocking barriers to the delivery of high quality, new and sustainable, development across the County
- Working in partnership to deliver an economic recovery and resilience post-pandemic
- Encouraging regional growth and inward investment to Hertfordshire

The benefits of being a member of HIDB include:

DRAFT

- An effective communication channel between the private and public sectors to remove barriers to growth and bring about sustainable and deliverable development including the homes, employment and infrastructure Hertfordshire needs.

- The opportunity to play a part in the growth of HIDB to deliver future prosperity to the County within the Government's localism agenda / structures and under the "new normal" operating environment post Covid-19.

- Working with senior decision makers to promote joint working at local authority, county and regional level.

- Quarterly meetings or more frequently as required, providing an excellent opportunity for networking and presentations on legal matters, planning, the environment, sustainability and design, as well as learning from other developers' experiences and exchanging useful contacts.

Key themes

- Information exchange, regular market intelligence, feedback and sector advice
- Taking soundings on Growth Board and partners work e.g., joint and local plans, delivery of infrastructure and development
- Positive engagement and influence with the sector in the delivery of sustainable, good growth and placemaking (and growth board programmes)
- Working towards net zero/positive carbon placemaking through innovation and modern methods of construction
- Feedback from the sector on barriers to delivery and closer working with the sector on joint advocacy with/to HM Government
- Improved access to senior decision makers from the Hertfordshire Growth Board

External Liaison and working arrangements

The Board will be an independent body supported by the Hertfordshire Growth Board, Hertfordshire Local Enterprise Partnership, Hertfordshire County Council and local authorities across the County. In addition, the Board will seek the support and engagement from relevant parts of government, particularly DLUHC (formerly MHCLG) and Homes England, who can assist in the delivery of key strategic objectives.

Membership

Developers, house builders, contractors, land promoters, agents, property lenders and investors, utility companies, solicitors, housing associations (both "for profit" and "not for profit") and other organisations involved in the delivery of high-quality development, Hertfordshire County Council and Hertfordshire district authorities

DRAFT

with the support of Department of Levelling Up, Homes and Communities, Homes England and the Hertfordshire Local Enterprise Partnership. All those with an interest in construction, development, infrastructure and regional growth in Hertfordshire.

Member subscriptions are based on the number of employees in an organisation, with rates set for 2021/22 as follows:

0 – 20 employees:	£500.00 + VAT
21 – 49 employees:	£1,500.00 + VAT
50+ employees:	£3,000.00 + VAT

Declarations of interest

All members must give a declaration of interest at the beginning of the meeting in relation to any specific agenda items where it might be considered they have an interest.

Election of the Chair

The Chair will be appointed by the Hertfordshire Growth Board for a period of one year and is solely responsible for the management of the meetings and stimulation of discussion on key topics. Thereafter chairing arrangements will be agreed by the partners.

The Chair for 2021/22 is: **Councillor Linda Haysey (Leader, East Hertfordshire District Council)**

In addition to the appointment of a Chair, member organisations will be able to sponsor quarterly meetings, and as one benefit of this they will be able to nominate a co-chair for the purposes of that meeting. The Co-Chair will begin the meeting with a presentation of up to ten minutes on a topic of their suggestion[1], will have a pre-meet with the constituent Growth Board partners and will be able to invite up to three more attendees from their organisation to attend. The Co-Chair element is ceremonial but provides prominence to the chosen sponsor at the quarterly meeting.

Meeting arrangements

The group will meet quarterly (or more frequently as required) in-person or virtually. In person meetings will include, where practicable, a remote streaming function for those who are unable to attend.

[1] The partners retain the right to review proposals under the sponsorship arrangements where this would be in conflict with the objectives of the HIDB and the work of the Growth Board

DRAFT

A HIDB Working Group has been established, made up of MPC, Curtin & Co. and representatives of the Hertfordshire Growth Board, to administer the programme of events, make key decisions and ensure the smooth running of the Board. The working group will also review membership subscriptions annually in November.

Meetings will be themed around specific development and delivery issues such as (but not limited to) skills / training, Climate Change / Zero Carbon, Building Garden Communities, Duty to Cooperate, devolution, viability, Homes England funding, specialist housing provision and healthcare.

Funding and operational matters

Hertfordshire Infrastructure & Development Board Limited will act as the vehicle through which member subscriptions will be paid. It will also be responsible for the payment of suppliers and other administrative costs as required.

DRAFT

Agenda item 5

Towards Digital Growth – Hertfordshire Digital Framework and Priorities

Report Author: Neil Hayes, Hertfordshire LEP, Anna Morrison Hertfordshire County Council

1 Purpose of report

1.1 This report provides an update on the completion of the framework to accelerate the provision and utilisation of digital technologies in Hertfordshire. The Board received a presentation on the draft Framework back in June 2021.

1.2 Attached at Appendix A is the final Framework for approval along with recommended next steps and priorities for implementing the key framework actions. The Local Enterprise Partnership and Hertfordshire County Council have identified resource requirements to take this work forward, the Growth Board is asked to match their funding contributions.

2 Background

2.1 This Framework document is part of a suite of activity aimed at exploring how Hertfordshire can achieve more responsible growth following the COVID-19 pandemic and resulting effect on the economy.

2.2 The themes of 'Digital' 'Clean' and 'Inclusive' growth were originally identified in the development of Hertfordshire's Local Industrial Strategy (LIS) developed by the LEP in 2019.

2.3 This work was put on hold in early 2020 to focus on economic recovery but has now been revisited and all three themes will be considered with the Growth Board as it moves its work programme priorities forward over 2021 and 2022.

2.4 This report seeks to:

- understand the current digital landscape in respect to the current levels of full fibre/gigabit and mobile coverage within the county.
- understand the future investment plans of the telecommunications sector in Hertfordshire.
- compare Hertfordshire with its local authority neighbours surrounding London.
- understand the market's current interest in Hertfordshire and the extent of any interest.
- ascertain how Hertfordshire is perceived by the telecom sector; do its policies attract or discourage investment?

- ascertain what role the public and private sectors can play in attracting further investment.

2.5 The insights from these different strands of work have informed the development of this Digital Framework and, specifically, the four priorities identified within it.

2.6 The most urgent priority (1) is for Hertfordshire to take urgent steps to accelerate the delivery of a high-quality digital infrastructure which is at least on a par with that of its neighbours. Hertfordshire then needs to use this infrastructure.

2.7 In seeking to achieve pervasive digitization, it must flex public sector assets, levers, and resources to the full (Priority 2). Consistent with the findings of the Made Smarter Review – led by Jurgen Maier a few years ago – there is a need to effect widespread adoption of digital technologies across businesses of all sizes and from all sectors, and within places and communities (Priority 3).

2.8 In addition, Hertfordshire needs to seize the opportunity to build a world class digital sector (Priority 4). It has some world class digital businesses – but there is scope for many more, particularly if it can nurture outstanding digital talent across its workforce.

2.9 These four elements define the basis for a wide-ranging and dynamic digital strategy and are included in the document at Appendix A.

3 Next steps and action

3.1 The Framework report proposes that a number of next steps are required to move the work forward including:

- Sponsorship/ownership of this work as a priority for the Growth Board, LEP and Hertfordshire County Council
- That a 'Digital Board' is established to oversee the development of this work into a wider strategy, work with providers and steer funding bids, the Digital Board to report progress into the Growth Board but to have wider industry representation included on it
- Enhancing the capacity of existing resource deployed upon this area (e.g., the Connected Counties team) to power this work going forward.

3.2 It is anticipated that this programme will require a combined contribution of around £160k p/a over three years to provide the capacity to take the framework forward.

3.3 The contribution is proposed to be split three ways between Hertfordshire County Council, the LEP and the Growth Board and would be reviewed

annually. The LEP contribution would be subject to the outcome of the LEP Review expected later in the year.

3.4 It is proposed that the resource is hosted by HCC to ensure collaboration with the existing Connected Counties team/work is maximised. The new Digital Board will be aligned with the Growth Board and the intention is to have that in place by 1/4/2022.

3.5 The match funding contribution from the Growth Board Growth Fund will need to be a commitment from 22/23 onwards.

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 Hertfordshire Growth Board. This work was identified as a priority by Leaders in 2021.

4.2 Financial implications are referenced above, legal compliance with national subsidy control regulations may be a requirement of delivering this work in future.

5 Recommendations

5.1 That Leaders approve the final Digital Framework and Priorities as attached.

5.2 That the Growth Board's financial contribution to this work by the LEP and Hertfordshire County Council is agreed as a commitment from the Growth Board Growth Fund budget, and

5.3 The other implementation steps set out in the Framework including establishment of a digital oversight Board are agreed.

This page is intentionally left blank

Hertfordshire

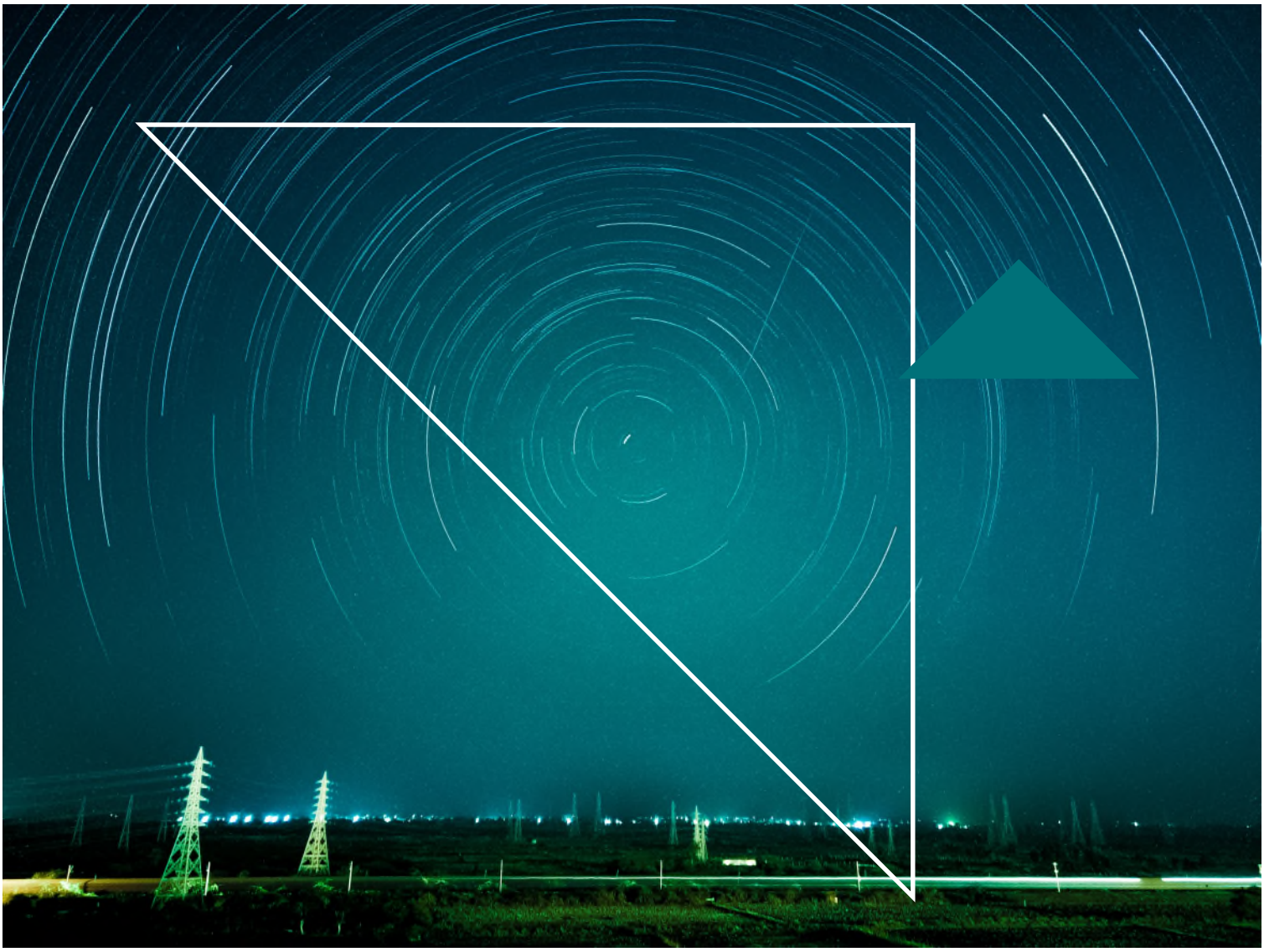
Hertfordshire Local Enterprise Partnership

APPENDIX A

EXECUTIVE REPORT

Towards Digital Growth – framework & priorities

October 2021



HGB Hertfordshire Growth Board

Hertfordshire

Introduction and purpose

In recognition of the growing importance of digital infrastructures, Hertfordshire Local Enterprise Partnership (LEP), working in collaboration with Hertfordshire County Council, has undertaken an initial 'digital landscaping' exercise. This work has also been developed with the oversight of the Hertfordshire Growth Board.

This report has sought to:

- understand the current digital landscape in respect to the current levels of full fibre/gigabit and mobile coverage within the county;
- understand the future investment plans of the telecommunications sector in Hertfordshire;
- compare Hertfordshire with its local authority neighbours surrounding London;
- understand the market's current interest in Hertfordshire and the extent of any interest;
- ascertain how Hertfordshire is perceived by the telecom sector; do its policies attract or discourage investment?
- ascertain what role the public and private sectors can play in attracting further investment.

The insights from these different strands of work have informed the development of this Digital Framework and, specifically, the four Priorities identified within it.

The intention now is to develop this Framework so that it can become a wide-ranging Digital Strategy for Hertfordshire.

Understanding Hertfordshire's 'digital landscape' – and the view of the market

The current situation

The following tables provide an overview into the availability and presence of full-fibre and gigabit capable networks as of 22nd February 2021 *(data based on Think Broadband database).*

Table 1 compares Hertfordshire's digital landscape with that in neighbouring county/unitary areas. It shows that Hertfordshire is significantly adrift in having access to FTTP (Full Fibre to the Premise) and Gigabit capable networks – in other words, digital infrastructure of a high quality. It also shows the dominance of Virgin Media in relation to overall provision.

Table 1: Comparison of current coverage in neighbouring county/unitary authorities in Southern England.

Council/Area	FFTP %	Gigabit Capable %	Virgin Media Coverage %
Hertfordshire	7.99	8.04	79.44
Berkshire	12.18	63.03	63.43
Bucks	10.26	17.96	33.72
Essex	16.16	21.50	36.82
Kent	18.54	22.43	38.55
Surrey	15.40	17.17	66.15
Slough	19.93	19.93	83.92

Further points to note include the following:

- CityFibre is currently investing in a full fibre deployment in Slough, Reading, Maidenhead and Milton Keynes;
- Openreach is currently investing in a full fibre deployment in Slough;
- Virgin Media has already completed its Gigabit upgrade in Berkshire;

The second table provides a district-level breakdown within Hertfordshire. This shows a mixed picture. St Albans is the district which appears to fare best whilst Stevenage and Watford currently have limited high quality provision.

Table 2: Current coverage overview at county, borough and district level

Council District	Superfast 30Mb> %	FTTP %	Gigabit Capable %	Virgin Media Coverage %
Hertfordshire	98.06	7.99	8.04	79.44
Broxbourne	99.31	2.98	2.98	87.59
Dacorum	98.08	4.90	4.90	78.31
East Herts	96.11	10.80	10.80	63.87
Hertsmere	98.48	7.01	7.01	82.20
North Herts	97.07	3.89	3.89	75.06
St Albans	98.28	24.33	24.33	85.04
Stevenage	99.61	1.57	1.57	91.09
Three Rivers	98.15	7.06	7.06	77.18
Watford	99.98	2.38	2.38	93.46
Welwyn Hatfield	97.26	7.76	7.76	71.38

The situation is however fluid and it is important to note the following:

- Openreach is already progressing and/or has announced full fibre investments based on the following telephone exchanges in Hemel Hempstead, Watford, Harpenden, St Albans, Codicote and Rickmansworth;
- Virgin Media has a penetration of 79% across Hertfordshire which will follow the proposed upgrade of its existing network by the end of 2021; this means that this network will be deemed gigabit capable;
- Other than St Albans, every other district within Hertfordshire is below the national average;
- Some rural parts of Hertfordshire will benefit from the Department for Digital, Culture, Media & Sport's (DCMS) 'Outside In' Fund which is focused on addressing those areas which have not been identified by the private sector as areas of potential investment.

Market Engagement

In order to understand better the current and future fibre landscape within the county, a process of market engagement was undertaken during January and February 2021. A series of individual virtual sessions was hosted by Regional Network Solutions (RNS) in collaboration with Hertfordshire County Council and Hertfordshire LEP.

The purpose of these sessions was to listen to the market and understand in more detail:

- the current levels of full fibre coverage in Hertfordshire;
- their current and future plans for full fibre investment;
- what would encourage companies to invest in further full fibre deployment?
- how such fibre connectivity could be an enabler for future public sector reform;
- what barriers are there to future investment?

The companies that took part included Fibre Carriers (Openreach, Virgin Media, CityFibre, Swish Fibre, Zayo, Zzoomm, Hyperoptic, Gigaclear, SSE Telecom) and Mobile Operators (Vodafone, 3, and EE).

Key messages from the market engagement process are summarized in Box 1.

Box 1: Key messages from market engagement, January-February 2021

- **There is real market desire interest to invest**, albeit much of this interest remains commercially confidential.
- There is clear evidence that **Hertfordshire would benefit from further investment** and would see a significant rise in the level of Gigabit capable networks which is currently below the national average of 34.6%.
- There were no clear signs that Hertfordshire would attract immediate further investment in full fibre, in sharp contrast to other neighbouring authorities. This was reflected in CityFibre's latest roll-out announcement in March, when Berkshire and Essex were included but not Hertfordshire.
- **Virgin Media's planned upgrade** of its Data Over Cable Service Interface Specifications (DOCSIS) network will result in over 79% of residences and business having access to a gigabit capable network by the end of 2021. However, while this will mean that Hertfordshire will move above the national headline average for access to gigabit capable connectivity, it may also have an impact on actual FTTP investment which potentially will reduce competition and limit opportunity. This could place Hertfordshire at a disadvantage.
- **A number of Alnets (Alternative Network Providers) remain keen to invest in Hertfordshire**. However the investment may be influenced by the presence of Virgin Media. [Although note that the presence of Virgin Media has not deterred full fibre investment in Berkshire where the Virgin Media upgrade of its network has already been completed (CityFibre is already delivering in Reading, Slough and Maidenhead)].
- **There is interest in developing a public sector anchor tenancy model** based on public sector connectivity requirements which could accelerate full fibre investment in Hertfordshire across individual councils as well as collectively across the county. This model is based on the principle that a local authority's future connectivity requirements become an anchor on a fibre network delivered through private sector investment (guaranteed rental revenue over a 10 to 15-year period but at a substantially reduced cost to councils).
- **There is general support for a market information day** to be potentially hosted by Hertfordshire LEP and Hertfordshire County Council. This would give the market insight into development opportunities and understand how further market engagement and fibre investment could be promoted.
- **Proactive marketing** of Hertfordshire's opportunities will generate further interest and investment.
- Hertfordshire appears to have only recently started to benefit from **increased investment in 5G** and this investment is primarily focused on 3 and, to a lesser extent, EE. o2 Telefonica and Vodafone do not appear to view Hertfordshire as a priority area for 5G.
- **This engagement exercise was welcomed by the market** and was viewed as a platform which should encourage further and more extensive future dialogue.
- The work of **Connected Counties** was recognised and should be seen as a key channel for future engagement in respect to both fibre and mobile coverage.

A Digital Framework for Hertfordshire

Given the context set out above – and the principal messages from the market engagement process – it is clear that Hertfordshire needs to take urgent steps to accelerate the delivery of a high quality digital infrastructure which is at least on a par with that of its neighbours. This is the first priority within our Digital Framework.

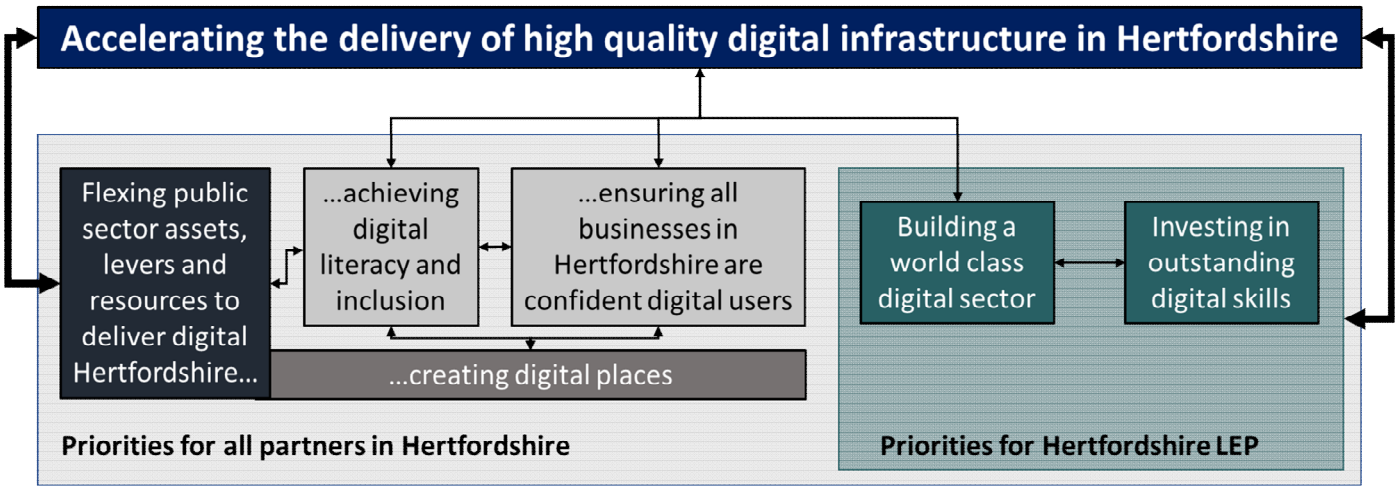
Hertfordshire then needs to use this infrastructure.

In seeking to achieve pervasive digitization, it must flex public sector assets, levers and resources to the full (Priority 2). Consistent with the findings of the Made Smarter Review – led by Jurgen Maier a few years ago – there is a need to effect widespread adoption of digital technologies across businesses of all sizes and from all sectors, and within places and communities (Priority 3).

In addition, Hertfordshire needs to seize the opportunity to build a world class digital sector (Priority 4). It has some world class digital businesses – but there is scope for many more, particularly if it can nurture outstanding digital talent across its workforce.

These four elements define the basis for a wide-ranging digital strategy – and this will be developed in more detail over the next few months. Here we describe the four overarching Priorities of the Framework which must underpin it.

Figure 1: A Digital Framework for Hertfordshire



Priority 1: Accelerating the delivery of high quality digital infrastructure in Hertfordshire

There are two main strands within Priority 1: engaging fully to ensure that the market 'works' in delivering high quality digital infrastructure, and ensuring that Hertfordshire secures central government support to accelerate the delivery process. Both elements are critical. To date, both elements have been under-powered given the scale and potential of the county. In part at least, this has reflected the county's polycentric settlement structure, compounded by the prevalence of (relatively) small district councils. Hertfordshire 'as a whole' needs to engage with the market far more effectively.

Table 1: Delivering Priority 1

Workstream	Aim/Objectives	Outcomes
Market Information Day	• to invite carriers and other key telecom infrastructure companies to hear about Hertfordshire's full fibre vision and the planned opportunities which could be of interest to the market, attracting and acting as a catalyst for further private sector investment	To accelerate full-fibre investment into the county benefiting businesses and residents
On-going Market Engagement – Fibre Carriers	• to instigate on a quarterly basis further engagement with a view to seeking an update on current and future plans across Hertfordshire • to share opportunities regarding major developments/regeneration schemes such as Hemel Garden Communities and Harlow Gilston Garden Town	Raise the profile of Hertfordshire with the market and ensure that the current level of FTTP coverage in Hertfordshire (which is currently below the national average) is increased through private sector investment
On-going Market Engagement – Mobile Operators	• to instigate on a quarterly basis further engagement with the mobile operators with a view to seeking an update on current and future plans across Hertfordshire	Improve mobile coverage and ensure that Hertfordshire benefits from future 5G investment
Securing government funding	• to explore the option of developing a sustainable business case to justify the funding of a full-fibre solution to rural public sector buildings, including schools within Hertfordshire	Hertfordshire will be prepared to bid for any future infrastructure funding where the delivery of digital infrastructure could be considered

Priority 2: Flexing public sector assets, levers and resources to deliver digital Hertfordshire

Hertfordshire's public sector has a key role in relation to digital infrastructure: it is a customer, a market maker and – through the planning system – a regulator at a local level. If the public sector was to use its assets and powers well, it could do much to 'make the market work'. Various workstreams are proposed in this context.

Table 2: Delivering Priority 2

Workstream	Aim/Objectives	Outcomes
Public assets and infrastructure	• to develop a schedule of sites (greenfield, rooftop and building) which could be offered to mobile operators	Provide a means of addressing current coverage issues and accelerating future 5G deployment
Local Plans	• to ensure that a full fibre aspiration is incorporated within draft Local Plans	Provide a clear statement to developers and the market in respect to the importance of connectivity
Mapping	• to map points of presence, infrastructure, assets and connectivity across the county with all new developments, planned regeneration schemes, social housing, private residential care homes, business parks, hubs and sector clusters	Overview of all public sector assets which could be an enabler for full fibre and/or mobile deployment Overview of sites and public sector fibre requirements as a catalyst for further private sector investment Contribute to future funding bids
Assessing future public sector requirements	• to generate a view of current connectivity provision and costs (fixed and mobile) as well as associated service delivery costs • to understand how connectivity contracts and requirements could inform the basis of future procurement	Realise potential savings and improvement in service delivery Ensure that fibre being taken out to public sector sites could extend the reach of fibre into communities which, in turn, would generate greater investment from the market
Wayleaves	• to explore how local authorities could collectively adopt a proactive approach to wayleaves	Consistent and transparent policy toward permit and wayleave fees Practical approach to providing a bulk wayleave process for telecom providers with a view to accelerating deployment
IOT LoRaWAN investment case	• to explore the merits of investing in the deployment of a public sector owned and managed LoRaWAN network	Supporting the development of local digital skills, creating a platform for local enterprise and innovation and contributing to how the public sector delivers services and supports communities and businesses

Priority 3: Achieving pervasive digitisation – places, communities and businesses

Increasingly, the deployment and use of digital technologies is a hallmark of successful places, communities and businesses. Put another way, within Hertfordshire, the intention is that no place (whether a town centre

or a village), no community or household (however young or old) and no business (however small) is 'left behind' because of digital issues.

Table 3: Delivering Priority 3

Workstream	Aim/Objectives	Outcomes
Town centre regeneration	• to align the role of digital connectivity with town centre regeneration schemes – covering fixed, mobile, wireless and IOT connectivity and services	More vibrant town centres across Hertfordshire
Digital inclusion	• to address digital inclusion within social housing through private sector investment which is encouraged to deploy a FFTP solution at no cost to local authorities or housing associations	A service which is accessible and affordable to residents (based on flexible contracts and no credit checks) and contributes to addressing social and digital inclusion within our communities.
Digital skills	• to consider how through public sector procurement social value can be generated with a focus on advancing digital skills funded and promoted by the private sector; • to examine how improving connectivity into schools could support improvement in digital skills (coding) as well as promoting digital skills within the local community, with schools potentially performing the role of a local digital skills hub; • to advance a countywide digital skills initiative which shares insights, collaborates on opportunities and becomes the point of reference for promoting private sector initiatives	Provision of basic skills required to 'get on line', which will help young people to prepare for employment; new skills in an ever changing workplace; and skills supporting more elderly and infirm residents who will benefit from digital based services.
Business connectivity	• to work with small businesses to raise awareness about the business benefit of fibre • to advance a county based business gigabit voucher scheme	Better business connectivity in all sectors, particularly across SMEs

Priority 4: Building a world class digital sector and world class digital skills

Hertfordshire has some world class digital businesses – Imagination Technologies is a case in point. However compared to other local economies in the greater south east, the digital sector as a whole is under-represented. This is, arguably, a missed opportunity. The University of Hertfordshire has clear strengths (linked for example to digital animation), and these ought to be nurturing more high profile businesses. In addition, there are clearly opportunities for digital businesses to contribute to – and benefit from – some of Hertfordshire's foremost knowledge-based sectors and clusters – notably both life sciences, and film and TV. The need to animate the digital sector is a clear one – as is the imperative to invest in associated workplace skills.

Table 4: Delivering Priority 4

Workstream	Aim/Objectives	Outcomes
Digital sector action plan	• to develop an action plan to support the growth of a world class digital sector within Hertfordshire, which has links to other key parts of the county's knowledge economy	High profile and innovative businesses creating major new opportunities
High level digital skills	• to create a supply of high level digital skills – including data science and analytics	A supply of highly skilled people and a pipeline of talent, consistent with the needs of a globally significant sector

Investing to move from Framework to Strategy

All four of the Priorities described above are critical for Hertfordshire. All four need to be developed and actioned, and our proposal is to put in place a strategic resource for this purpose. Once in place, we will be able to develop a more rounded Digital Strategy, with SMART actions and a full set of targets and accountabilities.

Creation of a County Digital Governance Board

It is proposed that a Hertfordshire Digital Board be established to have the requisite insight and oversight of this framework and the development of a fuller digital strategy.

As well as the development and refinement of an overall digital strategy for the County, the Board would also provide a coordination role to advise on related issues such as:

- public sector connectivity (not exclusively local authorities);
- IOT Strategy – opportunities for sharing and developing a countywide IOT network;
- development of countywide planning policies re. full fibre and mobile deployment;
- sharing digital initiatives – public and private sectors;
- co-ordinate responses to national funding bids.

Many successful areas have similar structures, which comprise of representatives from public authorities, related industry representatives and skills/academic bodies.

It is proposed that the Board would be supported via expanded capacity (see below) supported by HCC, the LEP and the Growth Board.

Establishing operational capacity

Whilst there is existing officer capacity within the Hertfordshire Connected Counties Team, it is very much focussed on the roll out of existing programmes and additional project management resource would be required to take this frame work forward.

In order to progress this work it is anticipated that the requisite project management, support, industry engagement and communications capacity required would be required over a three year period via a three-way contribution from HCC, the LEP and the Growth Board.

HCC is prepared to host the resource and there is a logic in ensuring engagement with the existing Connected Counties team.

One Garden City, Broadway, Letchworth Garden City, Hertfordshire SG6 3BF
01462 244700 | info@hertfordshirelep.co.uk | www.hertfordshirelep.com | Twitter: @HertsLEP

Agenda item 6

Hertfordshire Growth Board (HGB) – Investment into Hertfordshire Investment Strategy

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

1 Purpose of report

1.1 In June 2021 the Board agreed that:

- Further work should be undertaken to complete Hertfordshire's investment strategy and associated actions agreed at the exploratory investment workshops held in April. The work to be led by the Growth Board Officer Steering Group, with support from the LEP and s151 officers, including exploring how a regional investment fund could work for Hertfordshire and play a part in enabling the delivery of the strategy, reporting back to the Board in the Autumn.

2 Background - Hertfordshire Investment Ready Workstream

2.1 Earlier this year a short programme of work was undertaken which included two workshops with Leaders, representatives of the LEP and Chief Officers. These workshops agreed the programme of work forming our Hertfordshire investment ready workstream.

2.2 Hertfordshire has a track record of attracting public and private finance into certain schemes, but others are stalled in what is a challenging funding environment. The workshops provided the opportunity to discuss Hertfordshire's approach to investment, to reflect on what is possible, and assess the practical implications that these bring.

2.3 The workshops considered the learning from other places that have been successful in attracting new models of investment, and the features that they have established to be recognised as investor ready. They also assessed the potential role of Private Sector investment alongside Government and Local funding. Leaders concluded that several aspects of Hertfordshire's approach to investment should be developed further as follows:

- Finalise a strategy for investment into Hertfordshire including for major, long term, infrastructure.
- Scope Investor development work to get better as a place at helping businesses, and Government, think about investing in Hertfordshire.
- Undertake further appraisal of the investment pipeline schemes, including the pump prime funding needed to accelerate business case development and further planning for the timing of major decisions.
- Explore the potential for maximising existing funds e.g., top slice apprenticeship levy; allocation of existing funds; and others.
- Consider the potential and practical considerations of a Regional Investment Fund for Hertfordshire.

- Design of an investment framework including the appropriate governance and an investment advisory panel to provide investment appraisal and fund management capabilities.

These are considered below.

3 Hertfordshire's Investment Strategy

3.1 Hertfordshire has a clear ambition to secure public and private sector inward investment into the region to support jobs and communities. There has been recent Government investment of over £450m including Local Growth funding, HIF/HIG at Harlow Gilston Garden Town, Stevenage Town Deal, Accelerated Construction in Welwyn Hatfield, Salix sustainability & carbon projects; and capacity funding for Garden Towns/Communities. There has also been substantial private sector investment committed in Hertfordshire such as £3bn at Elstree by Sky/Comcast, also at Warner Bros in Leavesden, £700m by Sunset Studios in Broxbourne, £400m at GSK and £35m by Airbus in Stevenage along with MACE investment in SG1 in Stevenage Town Centre.

3.2 While this level of investment is significant, the overall response to the objective of maximising inward investment has lacked clear market messaging. There has been a focus on tactical decision making, with the potential for much greater recycling of investment, stronger measures of impact and greater efficiency.

3.3 Looking forward, a clearly defined investment framework, with agreed objectives, rigorous governance processes and consistent investor messaging will all enable Hertfordshire to get to where it wants to be. The starting point is the development of a compelling investment strategy. Work undertaken so far identifies that the core features of the Hertfordshire strategy will be to:

- Leverage real sector strengths:
  - Cell and Gene
  - Life Sciences
  - Film & Media
  - Modern Methods of Construction
- Focus on regeneration, large settlements, and major infrastructure opportunities.
- Demonstrate joined up, strong, visible, consistent, and pro-active political leadership. The value of this has been confirmed through the cluster work and giving clear messages to central government that we are looking to be innovative in our funding approach.
- Provide investors with a clear vision, strategy, planning landscape, and decision-making processes.
- Invite access to Officers – Chief Executives, Heads of Planning and knowledgeable core team; and
- Offer flexibility and creativity, transitioning from strategy to implementation.

3.4 An Investment Strategy will provide a basis to assess projects for potential investment and when making recommendations for investments. It will include several underlying principles:

- All investments must be made against agreed investment criteria; align with relevant Local Plans; and reflect Hertfordshire's economic priorities.
- Investments will be selected on the basis that the project is viable; carries appropriate risk and the terms are equal to or above the Hertfordshire agreed minimum level of return.

- All investments will be subject to appropriate risk, business case assessments and due diligence by an appointed Fund Advisor and must fulfil the requirements of the Investment Strategy.
- The Fund will not provide grants and the investment criteria are reviewed annually.

3.5 The draft Investment strategy incorporating these principles and our ambition and approach is attached at Appendix A. The strategy and associated work will evolve as a better understanding of the type of projects in the area is garnered, it will flex to meet changing local priorities and to reflect changes in the public and private sector funding landscape. The Board are invited to agree the investment strategy – it is a high-level document that is aimed at the investment community and Government. It is a starting point in assembling the components of Hertfordshire's investment ready approach.

4 Making Hertfordshire Investor Ready

4.1 Building on the approach and principles outlined in the investment strategy, three core themes have also been identified that will enable Hertfordshire to become a highly attractive region for investors. These are each summarised in the paragraphs below:

- **A programme of Investor Development Work**. The aim of this activity would be to address the loss of commercial floorspace that is inhibiting the growth potential of existing businesses and SMEs and may be contributing to inward investors looking further afield to deliver their expansion plans. It would also enable Hertfordshire to respond to major investment enquiries originating via Department for International Trade, as well as leading investment generation, helping potential investors source business opportunities and running targeted promotion, advertising, and public relations campaigns. The service offer would include Investment and Investor development programmes to help developers and overseas businesses and provide a centralised (single point of contact) for developers and businesses, offering access to key influencers and stakeholders to further the developer's and investor's objectives within the county. This work is anchored and aligned to the work of the LEP who will lead in pivoting greater focus on inward investment, development of the core cluster opportunities and co-ordination of activity across key sectors.
- **Building a pipeline of investable projects and schemes**. Hertfordshire's strategic growth corridors have provided the basis for identifying and capturing several major projects. Further analysis of these schemes demonstrates that a framework is needed to manage the development of the investable propositions through the business case process. This will require the skills and capacity in Hertfordshire to prepare and evaluate our project propositions collectively and ensure the projects have a compelling narrative and context. The Growth Board needs to evolve to a collective system and process for this area of work.
- **Maximising the use of existing funds.** There are several potential sources of funding that could be brought together especially if they aligned to economic, social, and environmental objectives. Further work needs to be undertaken to consider these, and the flexibilities and freedoms that Government might make available to Hertfordshire through a County Deal (for example, Tax Incremental financing, Strategic Infrastructure Tariffs) in the way that has been offered to Mayoral Combined Authority areas. The

potential to secure running cost revenue, as well as capital funding, also needs to be considered.

5 A Regional Investment Fund

5.1 Several places in the UK (including Manchester, Sheffield, Belfast, Cardiff) have developed and introduced regional investment funds. They exist where there is a requirement for public sector intervention to unlock commercial schemes that would otherwise remain stalled. The concept of the Fund would be to provide a framework and mechanism for making multiple investments into strategic real estate and infrastructure in Hertfordshire on a co-ordinated, transparent, and commercial basis. The primary objective of the Fund would be to support regeneration and economic growth across the Hertfordshire region. All investments and returns will be fully repayable and re-invested in further projects in accordance with an approved Investment Strategy and agreed priorities. The Fund would enable local development schemes to be unlocked or accelerated, delivering immediate economic outputs.

5.2 Detailed investigative work has not yet been undertaken on the principles of a Hertfordshire Fund. Experience elsewhere suggests that they require an upfront commitment of £30 - £50m. This could be provided through contributions from across Hertfordshire partners but will need to be fully investigated and considered at a later date. This initial commitment would provide access to a breadth of investment opportunities and demonstrate a firm commitment to the wider market and central government that there is a clear alignment between partners and a joint commitment towards growing the sub-regional economy. Once initial investments have been made, Hertfordshire may seek to attract additional public sector investment to support the growth of the Fund. An earlier market assessment demonstrated a healthy pipeline of schemes that could be brought forward.

5.3 The principles, constraints, and benefits of establishing a Hertfordshire Investment fund will need to be fully investigated over coming months in order to report back to the Board. It will require input and capacity from the Hertfordshire Chief Finance Officers Group plus CEx's and additional expertise that will need to be brought in.

5.4 The creation of a fund requires a specific focus that needs its own attention. This could build on the experience the LEP has acquired from the Enterprise Zone and that it has within its existing board membership. Ultimately, having a fund will:

- show government the strength of local intent tackle stalled sites / opportunity areas / priorities within Hertfordshire.
- enable schemes to be brought forward that deliver new jobs and support the growth of the local economy, including our key sectors and strategic growth locations; and
- enable HGB to play its part in accelerating delivery and give leverage with regards to other government schemes or gap funding.

5.5 To attract investment Hertfordshire will need a strong, transparent, and easily understood framework for receiving, assessing, and managing potential investments. These arrangements will be underpinned by four clear features/principles:

- Hertfordshire Growth Board will provide the governing body, agree the investment strategy, and its objectives. It will agree an annual plan and receive reports on progress.
- Hertfordshire's Investment Advisory Panel would be established as a subgroup of HGB with the responsibility of providing oversight of investment priorities and the delivery of the annual investment plan and its objectives.
- Fund management, would be a recognised function of the HGB, however with an objective and regulated fund management and assurance partner, working to the Hertfordshire Investment Advisory Panel; and
- There would be a rolling series of investments that allow for capital to be deployed and recycled on an ongoing basis.

6 Feedback and consultation

6.1 The document has been circulated to the Chief Executives Group and the Hertfordshire Chief Finance Officers Group (HCFO's) for their input. Representatives of the HCFO's participated in the workshops in April 2021 along with Leaders and Chief Executives. Matters raised include the need to understand how a Hertfordshire Fund would operate and implications for individual County, Districts and Boroughs – this will be covered in the future feasibility and investigative work.

6.2 Business input has come via the LEP with two LEP Board members providing advice and guidance at the workshop stage and on the emerging strategy document.

7 Next Steps

7.1 The need to secure investment into Hertfordshire remains a key economic priority for the LEP and the Growth Board. The areas identified through the workshops last year gave a focus to the workstream and actions were agreed that will support greater investment and investor activity.

7.2 Approval of this strategy will be a key first step in signalling Hertfordshire is investment ready. The next steps should include:

- Further development of the project pipeline – so that engagement with potential investors is backed by real investment opportunities and uptodate business cases.
- Publication of this strategy on Hertfordshire Growth Board web site – demonstrating this further step in Hertfordshire's journey in making itself investor ready.
- Engagement with professional advisors on the set up of an investment fund and support for the role of Fund Advisor.
- Investigation of the Fund options and consideration of those by HGB
- Early investigation of the feasibility of "launching' the Hertfordshire Fund in late Spring 2022, including the potential to coincide with the inaugural Real Estate Investment and Infrastructure Forum (UKREiiF), which will take place in Leeds in May 2022. This event is supported by the British Property Federation and the All-Party Parliamentary Group for Regeneration and Development as well as developers and local authorities.
- Progress updates, feasibility and costs for next steps approval via the Growth Board in March and May 2022.

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. Full financial risk analysis and risk management assessment along with any necessary legal due diligence will be undertaken as part of the detailed development of this work as it progresses.

9 Recommendations and decisions sought

9.1 The Board are asked to:

- Agree the contents of the report and the draft Investment Strategy attached at Appendix A.
- Agree the areas identified for further development to complete the Hertfordshire Investment Strategy and next steps as set out in section 7 with updates on progress to March and May 2022 HGB meetings.

APPENDIX A

Hertfordshire Growth Board Investment Strategy

October 2021

Contents

Oveview 2

Principles 3

What is the Investment Strategy 3

How will the Investment Strategy work in practice **Error! Bookmark not defined.**

How will the investment strategy be managed? 6

Marketing Strategy 7

Key Risks and Mitigations 8

Hertfordshire Growth Board Investment Strategy

1.0 The purpose of this paper is to describe the main features of an Investment Strategy for the Hertfordshire Growth Board. It represents a joined-up position between the public and private sectors in Hertfordshire with the clear intention of attracting and enabling further investment into the area.

Overview

2.0 This strategy is to operate in conjunction with a defined investment framework with agreed objectives, rigorous governance processes and consistent investor messaging that will support and enable Hertfordshire to attract the level of investment it seeks to support economic, social, and environmental projects and outcomes.

2.1 Hertfordshire has a clear ambition to secure public and private sector inward investment into the region to support jobs and communities, including growth that supports our climate change and net zero ambitions. While there has been recent Government, and substantial private sector investment, this strategy is predicated on a move to more

DRAFT

strategic source of funds, with much greater recycling of investment, stronger measures of impact and greater efficiency.

2.2 The strategic intent is to create a position that provides greater certainty and security over long-term Infrastructure Investment and one that leverages the unique position afforded by Hertfordshire. This includes programmes that support economic growth; new/large settlements and regeneration; and major infrastructure such as town travel, EV charging and mass rapid transit. The strategy sets out a compelling opportunity for public and private investors, providing significant scope to think differently about how investors could combine to drive better overall value for money, attract better levels of investment, aligned to more attractive investment propositions.

What are the principles that underpin the Investment Strategy?

3.1 At the heart of the Hertfordshire Investment Strategy is a position that:

- demonstrates scale, impact, and innovation.
- is supported by strong political and executive leadership; and
- take advantage of transformed models of delivery.

The key principles of the strategy are that it will:

- provide extended opportunities for large private investors to engage – strategic partners who can work with Hertfordshire over the medium and long term.
- bring together combinations of infrastructure, commercial operations and place creating better longer-term returns.
- establish clearly defined and understandable investment propositions that are easier to fund.
- be backed by leadership and commitment at a local level to drive the delivery of investment programmes – delivery is king.
- include a pipeline of 'investable' programmes over the medium term.
- establish Hertfordshire's credentials to attract further investors.
- be manged and reviewed on a regular basis – with strong governance, cash management, focus and engaging specialist skills.

What is the Investment Strategy?

4.1 The purpose of the Investment Strategy is to provide a basis to demonstrate to stakeholders and potential investors Hertfordshire's strategic intent to attract funding to highly attractive place-based investment propositions. It provides a mechanism to assess projects for potential investment and will also be used when making

recommendations for investments. It will be used as a reference document when approving those recommendations.

4.2 The core features of the Hertfordshire strategy are to:

- Leverage real sector strengths in:
  - Cell and Gene
  - Life Sciences
  - Film and Media
  - Modern Methods of Construction

- Focus on regeneration, large settlements, major infrastructure, and green/clean tech opportunities.
- Provide investors with a clear vision, strategy, planning landscape and decision-making process.
- Invite and facilitate access to Officers from potential developers and investors – Chief Executives, Heads of Planning, and a knowledgeable core team; and
- Offer flexibility and creativity, transitioning from strategy to implementation.

4.3 In order to respond to these features and to achieve the outcomes sought, the practical implementation of this investment strategy, is focused on Hertfordshire's two strategic growth corridors. This is described in more detail in the following section of this document.

4.4 The basis for assessing projects for potential investment and when making recommendations for investment will be that:

- All investments must be made against agreed investment criteria (to be determined); align with relevant Local Plans; and reflect Hertfordshire's economic and sustainable growth priorities.
- Investments will be sought and selected on the basis that the project is viable; carries appropriate risk and the terms are equal to or above the Hertfordshire minimum level of return.
- All investments will be subject to appropriate risk, business case assessments and due diligence by an appointed Fund Advisor and must fulfil the requirements of the Investment Strategy.
- This Investment Strategy is founded on commercial best practise, is sufficiently flexible and will be actively managed to cater for a changing political and economic environment.
- It will evolve the type of projects in the area mature, local priorities vary and as the public and private sector funding landscape changes overtime.

DRAFT

How will the Investment Strategy work in practice, and transform Hertfordshire's approach to long term infrastructure funding?

5.0 The proposed new approach aims to address the significant challenges of the existing system and provide a flexible, appropriate structure that can bring together stakeholders and investors in order to accelerate schemes, provide better value for money and higher returns on investment.

5.1 The basis of this approach reflects Hertfordshire's two strategic growth corridors. These spatial areas have clear identity and there is an established understanding of the potential within them to bring together social, environmental, and economic returns that can be achieved for their respective communities and businesses. This requires and builds on:

- a far stronger model of strategic spatial planning that joins together an integrated network of transport and connectivity, with thriving prosperous places, and new business and commercial opportunities.
- a developing pipeline of schemes, each backed by an appropriate business case, that connect together as a coherent whole, as well as having individual merit.
- a transformed delivery mechanism, that brings together the public and private sectors capacity and capability, to work jointly on design and implementation of the programme as a whole as well as the individual schemes within it; and
- the Hertfordshire Growth Board providing an appropriate governance and decision-making body.

5.2 With these components in place, the Investment Strategy seeks to align to the objectives of the spatial area by bringing together Government Investment, Private Investment and Local Investment. This structure is not intended to create one whole single flexible investment pot, or to co-mingle funding that has been secured for very specific purposes. More-over, it seeks to enable the strategic area to operate as though it is backed by a "regional bank".

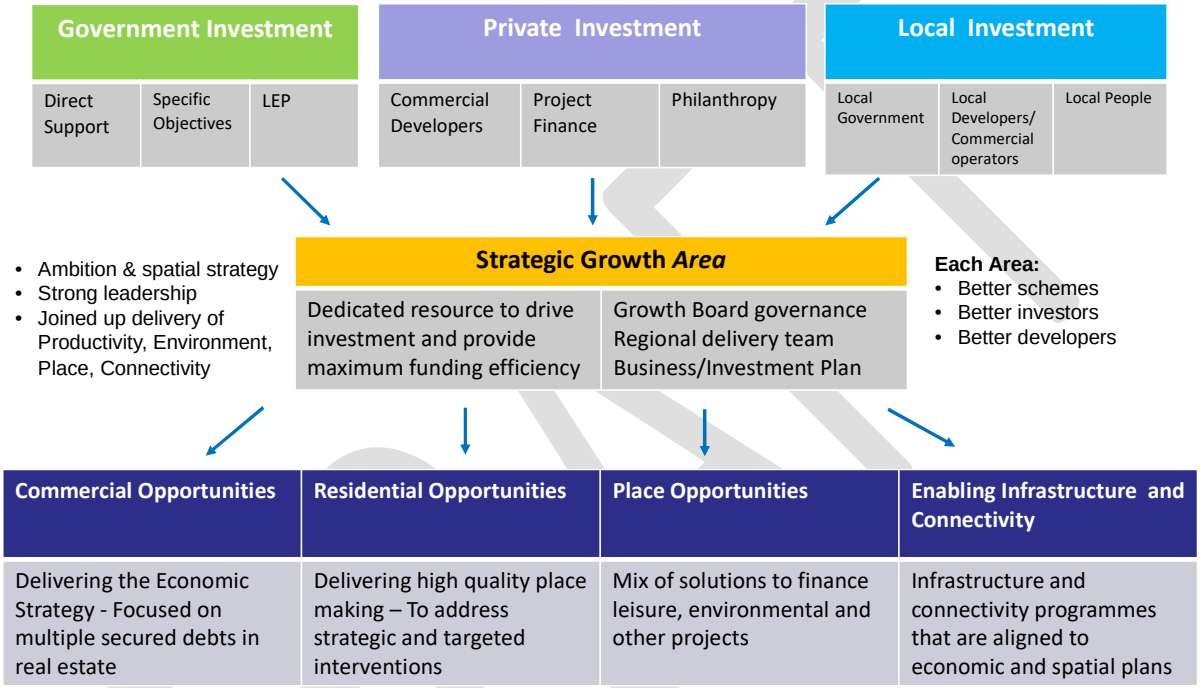
5.3 This provides for a number of highly significant advantages:

- It is easier to attract funding at scale – all investors can see the strength of the long-term proposition(s).
- It provides clear definition of the strategic role of national and local government investment – either in strategic infrastructure and/or to act as an anchor for private investment.
- It will attract better commercial Investment – investors want to work together, and a holistic approach will bring in the best investors for each scheme type.

DRAFT

- Individual investment decisions can be taken alongside one another, improving sequencing, and reducing overall costs.
- It provides for the need for a much stronger focus on returns on investment, for each investor; and
- National and Local Government will have greater confidence that it is securing the full return on national infrastructure investment.

5.4 In summary it provides a structure for private, public, and local funds to be brought together, to achieve the objectives of each strategic growth area, and is illustrated in the diagram below:



How will the Investment Strategy be managed?

6.0 The Investment Strategy has the potential to lead to the creation of an independent Fund that can support local projects across the Hertfordshire region on behalf of Hertfordshire Partners. Any fund will only exist when there are programmes or initiatives that are backed by a business case and investor ready. To maintain objectivity in decision making, it is recommended that the funding mechanism is supported by an independently appointed Fund Advisor.

6.1 The Fund Advisor will be responsible for sourcing, undertaking due diligence, documenting and management of all investments in accordance with the agreed Investment Strategy, reporting directly to an appointed Investment Board, which in turn will report to the Hertfordshire Growth Board. The Fund Advisor will be funded by the

Growth Board and will be responsible for attracting investment to meet the specific requirements of each funding opportunity.

6.2 This approach ensures the Hertfordshire Growth Board maintains its responsibility for strategy, has full oversight of activity and retains key final decision making. Decisions will be based upon clear recommendations from the Fund Advisor, with requisite FCA authorisations.

How will investments and projects be prioritised?

6.3 In the event there are a range of 'oven ready' opportunities to invest in across the region at any one time, it is necessary to have a mechanism in place to prioritise investments in accordance with this Investment Strategy.

6.4 A matrix will be developed to assess and select projects that offer the most in terms of outputs but are still appropriate to the Strategy. In practice this is seldom required as projects move at different paces and a large pool of projects that are investment ready immediately would be unusual. This approach builds on existing experience such as the systems developed by the LEP to evaluate Local Growth Fund. It will not necessarily result in allocations being shared out across the county, but instead will be based on the Growth Board agreed priorities including merits of each business case and its supporting detail.

6.5 The underlying principles of selecting investments (other than economic outputs) will be that the project is viable; carries appropriate risk and the terms are equal to or above the minimum target level of return. It is anticipated that where schemes have a viability gap, the project sponsor, alongside the appointed Fund Advisor, will need to consider complementary methods of improving viability. There are various interventions that could be considered. These have included elsewhere:

- Government grant
- Council providing a Put Option to the developer at loan level, providing security of exit
  Council pre-purchasing or pre-letting
- Council guaranteeing a rental level for a short period

6.6 The Fund Advisor should be involved as early as possible with these discussions to ensure that the minimum intervention necessary is employed.

How will individual investments be monitored?

6.7 Once funds are legally committed, there follows a significant process where more work is undertaken to clear any conditions to allow

DRAFT

drawdown. After investments are made and capital is deployed, the loans need to be monitored to ensure the funding terms are complied with and that the underlying properties are delivered (thereby protecting the Fund's security). This will be carried out by an appointed project monitor paid for by the borrower in accordance with standard market practice.

6.8 In accordance with standard practice, it will be important to ensure that performance is monitored on a regular basis. This will comprise both economic outputs and financial performance monitoring. The intention of these economic output measures is to demonstrate the added value of the investments made and the economic benefits to the sub-region. Statistics will then be used to build the case for securing additional public funding for investment in the Fund.

6.9 Financial performance monitoring will be undertaken in accordance with standard market practice. The Fund Advisor will be responsible for ensuring investments underwritten meet the minimum return requirements and monitor the cumulative returns to the Hertfordshire Partners.

What is the marketing strategy?

7.0 Creating a distinct investment brand for Hertfordshire, building on work already undertaken, will be of critical importance to its success as has been demonstrated in other similar regional Funds in the UK. An effective marketing and engagement strategy will ensure that it enters the thought process of anyone intending to deliver development in the area.

7.1 The marketing strategy for the Fund will be in two stages. The first stage will involve soft marketing of the Fund prior to launch. This involves meeting with developers, investors, and local stakeholders, to enable a pipeline of investments to be developed. At the same time, the establishment of an online web presence is recommended.

7.2 It is then proposed that there should be a launch event with advertisements in the local and national press. The press coverage and launch event will provide a local, regional, and national platform to attract investment and developers into the region. Once launched and a track record of investments is established, the next stage will be to work to bring forward new opportunities across the region with existing project sponsors and other potential third-party funders.

What are the key risks and mitigations?

8.0 The following headline risks have been identified:

- Market risks – includes changes in market conditions, economic and political environments, debt markets, taxation policy and currency movements.
- Property risks – relating to the building or site, risks considerations include environmental, structural, tenant, legislative, planning and rates.
- Developer risk – relating to developer, contractor insolvency.
- Reputational – concerning liability surrounding investments, public perception of investments made and adhering to responsible and sustainable practice.
- Legal – regarding changes in legislation for carrying out such activities, as well as public and property owners' liability.
- People – adequate availability of personnel with the appropriate skills and expertise to deliver the objectives of the Fund.

8.1 The proposed governance structure and due diligence processes should be adopted with immediate effect to mitigate these risks as far as possible.

DRAFT

Hertfordshire Growth Board

www.HertfordshireGrowthBoard.com

@hertsgoodgrowth

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

Agenda item 7

Hertfordshire Growth Board – Community Wealth Building Project

Report Author: Patsy Dell Hertfordshire Growth Board

1 Purpose of report

1.1 To provide Board Members with a verbal update from Rob Gregory (Assistant Director, Communities & Neighbourhoods, Stevenage Borough Council) on the Community Wealth Building Project.

2 Recommendation

2.1 The Growth Board are invited to note the information shared within the verbal update.

This page is intentionally left blank

Agenda item 8

Hertfordshire Growth Board (HGB) – Review of Temporary Accommodation Provision (Outline Business case)

Report Author: Roger Barratt,
Cex Lead Officer: Claire Hamilton, Chief Executive, Dacorum Borough Council
Lead Member: Andrew Williams, Leader, Dacorum Borough Council

1. Purpose

1.1 The attached Outline Business Case (OBC) (Appendix 1), investigates the joint options available to local authorities in Hertfordshire to better meet the housing need for people living in Temporary Accommodation (TA), whilst achieving quality and value for money.

1.2 The paper seeks approval from members of the Hertfordshire Growth Board (HGB) to further develop the recommended options set out below, into Full Business Cases that will include consultation through the appropriate Local Authority decision process as required, before returning to the Growth Board.

2. Background

2.1 The strategic case for this work, approved by the Growth Board at its meeting of 22 June 2021, identified the potential value of investigating the merits of adopting a joint, coordinated and innovative response to the supply and management of TA accommodation in Hertfordshire.

2.2 Detailed work has been undertaken with all of Hertfordshire's local authorities to investigate gaps in accommodation provision and options for joint working, 11 options were initially identified as having potential to meet the objectives of the work within three overarching generic blocks of activity:
Block 1 - Closer working.
Block 2 - Joint Working, and.
Block 3 - New Builds or Acquisition,

2.3 Each option provides the potential opportunity for different levels of joint working between authorities depending on local policy and need.

2.4 Following consultation with officers and Leaders from all Hertfordshire councils, the options have been refined to 6 areas of focus that are recommended for more detailed investigation and development into a Full Business Case.

2.5 It is recognised that not all options will be suitable for a pan-Hertfordshire approach and may be more suited to a smaller number of councils to engage in joint working. This will be determined during the development of the Full Business Case.

2.6 The principle that households will be kept close to existing social networks in line with legislation and guidance when placed in TA is fundamental and will be a guiding principle for this work.

3. Recommended next steps

3.1 Following wide ranging consultation across the local authorities in Hertfordshire, the following six areas of activity have attracted the most interest from authorities and also have the highest potential to impact on the supply and management of accommodation used for housing homeless households, building on existing policy and practice as appropriate.

3.2 These areas also support the original vision and outcomes as outlined in the Strategic Outline Case. Each option is described in more detail in the OBC attached at Appendix 1.

Shortlist of options for further development	
Block	**Option**
Block 1	Development of a Hertfordshire TA Predictive Model to better understand manage future demand
Block 1	Development of a Hertfordshire wide procedure for setting maximum rates for private sector TA
Block 2	Development of options for the joint procurement and management of Private Rented Sector accommodation to prevent homelessness and for move on from TA
Block 2	Development of a multi-district or Hertfordshire wide Housing First service, building on lessons from existing practice
Block 3	Collaborative development of new build accommodation to let as PRS, TA or supported housing
Block 3	Development or commissioning of Hospital Stepdown accommodation to aid the recovery of patients without accommodation

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 financial appraisal along with any necessary legal due diligence will be undertaken as part of the detailed development of this work as it progresses.

5. Recommendation

5.1 The Growth Board is asked to approve the Outline Business Case including:

1) Further detailed investigative work on each of the six options to inform final recommendations for the preferred options in a Full Business Case (FBC). The FBC will contain a detailed appraisal for each option:
    - Including evaluating against criteria designed to assess each option's alignment with the vision and outcomes sought for this work;
    - preparing a financial model and financial appraisal of each option;
    - identifying funding streams and assets as required for each option (capital and revenue);
    - the level of involvement by authorities in Hertfordshire for each option;
    - a delivery programme for each option recommended to be adopted.

This page is intentionally left blank

REVIEW OF TEMPORARY ACCOMMODATION PROVISION:

OUTLINE BUSINESS CASE

Growth Board: 25 January 2022

Lead Officer: Claire Hamilton, Chief Executive, Dacorum Borough Council

Lead Member: Andrew Williams, Leader, Dacorum Borough Council

---

DOCUMENT INFORMATION

Document Owner	Roger Barrett

DOCUMENT APPROVALS

Role	Name©	Signature	Date
Project Sponsor	Claire Hamilton		
Project Lead	Roger Barrett		
Growth Board			

RELATED DOCUMENTS

Name	Approval	Date
Temporary Accommodation in Hertfordshire Summary Paper *(embedded below)* Temporary Accommodation in H	Corridor Boards – Southern & Northern	24 May 2021
Review of Temporary Accommodation: Strategic Outline Case *(embedded below)* 07c.-Item-7-Appendix-3-Review-of-Temp	Hertfordshire Growth Board	22 June 2021

CONTENTS

Document information 1
Document approvals 1
Related documents 1
Contents 2
1. Strategic vision and context 3
2. Options development 7
3. Economic case 13
4. Commercial case 15
5. Financial case 16
6. Management case 17
7. Recommendations & next steps 20
Appendix 1: Hertfordshire Temporary Accomodation figures: end march 2021 21
Appendix 2: Temporary Accomodation expenditure 23
Appendix 3: Temporary Accomodation provision case studies 24
Appendix 4: Stakeholder survey results 26
Appendix 6: Shortlisted outline business cases 30

1. STRATEGIC VISION AND CONTEXT

The case for making an investment in a coordinated set of TA solutions and management processes was outlined in the Strategic Outline Case.

The overall vision is 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 temporary accommodation, whilst achieving quality and value for money across the whole system.

In a number of targeted areas this may be better achieved by local authorities and partners working together to co-ordinate their efforts, both to increase the supply of suitable accommodation to meet the different needs of homeless households with varying characteristics, and to manage existing accommodation more efficiently and effectively.

It is recognised that this does not mean a "one size fits all" approach or that accommodation can be pooled across the whole county, bearing in mind the need for households to remain close to their support networks and the legal requirements within the homelessness legislation to make local placements wherever possible.

Expected outcomes

The local delivery of TA means that an effective, joined-up approach is likely to be highly beneficial in providing a better service to homeless households and in terms of achieving efficiencies for the councils. A coordinated framework is expected to deliver:

- Improved outcomes and life chances for households who are temporarily homeless;
- Accommodation provided meets the standards as defined in the guidance;
- Increased return on financial investment in provision of temporary accommodation.
- Reduced reliance on bed and breakfast, hotel or similar private sector accommodation;
- Consistent planning of TA in response to modelled local demand and needs;
- Effective use of publicly owned land and assets to support delivery of homes;
- Maximised opportunities for sharing expertise and learning from good practice through a whole system collaborative approach.

National context

Nationally, the government has pledged to end rough sleeping by the end of the current parliament, and also has targets to increase overall housing supply significantly.

The Covid-19 pandemic caused unprecedented action across the country from March 2020 to accommodate people who were sleeping rough or at risk of doing so through the Everyone In initiative.

This led to an increase in the use of various kinds of TA for single people and an increase in both capital and revenue funding to accommodate and support people at risk of sleeping rough.

Covid-19 also led to a national reduction in the number of families who became homeless and need to be accommodated in TA as a result of the national eviction ban and restrictions

on landlords serving notice. However, as these arrangements come to an end, furlough payments are ended, and the temporary increase in Universal Credit during the pandemic is withdrawn, there are fears amongst local authorities across England that homelessness will increase, especially amongst families, resulting in an increased demand for TA over the coming months and years.

The contents of the forthcoming Spending Review are unknown at the time of writing. However, it seems likely that whilst increased funding towards meeting the Government's goal of ending rough sleeping is likely to continue, the uplift to Local Housing Allowance rates to match 30th percentile rents in April 2020 may not keep pace with inflation, leading to decreasing affordability of private rented sector accommodation to people on low incomes over the medium term.

Hertfordshire context

The demand for TA in Hertfordshire has doubled over the last ten years, and the enduring impact of Covid-19 is likely to 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.

Statutory responsibility for homelessness including TA provision sits with each local housing authority within Hertfordshire, with the scale of future response limited by the capacity of each. However, there are real opportunities to build on existing collaboration through greater formalisation of partnership working to realise significantly improved outcomes and efficiencies, not achievable as individual authorities.

TA is offered to households who seek help from their council and are assessed as homeless, eligible for help and owed 'a rehousing duty', where there is no suitable settled accommodation available to meet that duty straightaway. In Hertfordshire, the latest published quarterly data shows 1191 households living in TA[1], in December 2011 the number was 481 households. The latest figures for households living in TA are presented in Appendix 1.

In 2019/20, Hertfordshire councils spent £5,695k[2] on TA provision, returning £4,870k of income, with a resultant net current expenditure of £825k. The balance between income and expenditure was however very variable between different local authorities and between different types of TA, with B&B and other nightly paid accommodation being the most expensive. Homelessness administration and prevention work by the districts and HCC resulted in an additional £9,002k net current expenditure (see breakdown in Appendix 2).

Good practice in Hertfordshire

There are many examples of good practice in preventing and relieving homelessness and providing accommodation for homeless households. However, in a number of cases, these are limited to a minority of districts and therefore may present an opportunity for expansion of provision to more districts and/or learning from best practice within the county.

Examples include:

- A number of local authorities are already delivering Housing First programmes to accommodate people with higher support needs for whom traditional hostel provision can be both ineffective and more expensive.

[1] MCHLG dataset (Q4, 2020/21)

[2] 2019/20 – MHCLG Revenue Outturn Summary (10 districts & HCC)

- Some councils are involved in accommodation purchase, either directly by the council or through local authority owned companies to meet housing need in the long term and deliver locally owned assets which may grow in value.
- The Hertfordshire Accommodation Cell provides a forum for dissemination and exchange of information and effective joint working across the county to ensure the successful provision of accommodation and appropriate support to anyone who is rough sleeping or at risk of rough sleeping.
- The Hertfordshire Joint Housing Protocol is designed help children's services and housing authorities deliver the local accommodation offered to care leavers and prevent homelessness. The protocol sets out commitments as corporate parents, and how these will be delivered in practice.

In seeking to create an exemplar model for the delivery and management of TA, Hertfordshire can reference successful approaches already delivering benefits in other council areas. Three examples are provided in Appendix 3

Service Needs

The household composition of those living in temporary accommodation in Hertfordshire largely reflects regional and national patterns, however there are significantly fewer households with children (45% compared with the national figure of 62% in March 2021), whilst there are significantly more single adult males (34% compared with the national figure of 19%).

There is evidence of increasing complexity of need amongst households presenting as homeless and the delayed impact of Covid-19 is likely to drive additional demand from families presenting as homeless. These would be driven specifically through a significant rise in unemployment, a rise in rent and mortgage payments, and in evictions, now the temporary ban has been lifted. There is already evidence of increased levels of domestic abuse and more people experiencing mental health problems. These factors, especially when the Domestic Abuse Bill comes into operation, are likely to increase homelessness for families and single people, reversing the stable family numbers in TA seen since 2017.

The emerging risk is that the financial costs of delivering homelessness services for significantly more households will increase the cost of temporary accommodation to a level unknown in Hertfordshire. A large increase in temporary accommodation costs has the potential to place councils at risk of significant budget overspends.

Challenges facing Temporary Accommodation providers

A survey of the 10 Hertfordshire districts along with Hertfordshire children's services and adult services showed a pattern of increasing demand and a lack of specialist supply to meet the needs of some client groups (summary responses are set out in Appendix 4):

- All stakeholders expected need to outstrip current supply in the coming period
- Gaps in provision were identified for particular client groups by all or most authorities. These included:
    - Specialist & supported accommodation to meet the needs of people with mental health problems and complex needs;
    - Hospital 'step-down' accommodation for patients leaving hospital without suitable accommodation to return to;

- Accommodation for single people aged under 35;
- Accommodation for larger families, especially those affected by the overall benefit cap;
- Accommodation with disability adaptations;
- Affordable Private Rented Sector (PRS) accommodation.

- Needs to address funding, land availability, remodelling stock, and defining need with commissioners were all identified;
- Children's services made us aware of gaps in provision of suitable accommodation for care leavers awaiting an allocation of social housing.

More specifically, districts identified the following client groups harder for them to house:

Difficult to House Client Groups	
Client Group	**Response**
People with mental health problems	9
People with physical impairments requiring adapted accommodation	9
People with complex needs	9
Under 35s	8
People affected by the overall Benefit Cap	8
Larger families	8
People being discharged from hospital	6
People with No Recourse to Public Funds	5
Victims of domestic abuse	4
People leaving prison	3
Rough sleepers	2

This largely correlated with reported ability to access specialist accommodation for the following client groups:

Ability to Access Specialist Accommodation	
Accommodation	**Response**
Rough sleepers	7
People with complex needs	7
Victims of domestic abuse	6
People leaving prison	5
People with mental health problems	4
People with physical impairments requiring adapted accommodation	3
Larger families	1
People being discharged from hospital	1
Under 35s	1
People with No Recourse to Public Funds	1
People affected by the Overall Benefit Cap	0

In some cases, despite access to specialist accommodation, this was not sufficient to meet demand for the majority of districts. For example, for people with complex needs, where despite 7 respondents reporting access to specialist accommodation, 9 said that this was a group who were difficult to accommodate.

2. OPTIONS DEVELOPMENT

Work on developing potential options for detailed development work has involved, desk research, consultation with officers and elected members in each of the participant local authorities, and on the results of the survey of local authorities which invited respondents to indicate their level of interest in different options for working together.

As set out earlier the options were themed to aid analysis as set out below:

Block 1: Closer Working (non-contractual)

Options developed using existing Senior Housing Options Manager or strategic resources at low or zero cost – requiring a small contribution from each district to commission any work strands where there is no district council capacity, or the work strand requires expertise that is not available

Block 2: Joint Commissioning

Options to be delivered County wide or through smaller partnerships between districts or groups of district councils.

Each initiative listed would likely require a local authority financial contribution where an authority has opted into being part of the partnership for that initiative.

Detailed cost benefit analysis would need to be completed for each initiative that is selected for further consideration.

Block 3: New Build and Acquisition

Each initiative listed would require significant capital funding, but would also result in the ownership of capital assets. Unless all of this funding were to come from government grant e.g. through Homes England, then participant local authorities would need to invest their own capital or work with investment partners.

Revenue funding for support not covered by housing benefit or other rental income would also be required.

Longlist of Options

The following 11 options were identified for consideration, grouped by block.

Longlist of Potential Options	
Block	**Option**
Block 1	Single Homelessness Pathway, Complex Needs
Block 1	Countywide protocol for provision of TA for Domestic Abuse
Block 1	Hertfordshire TA Predictive Model
Block 1	Herts-wide procedure for setting rates for private sector TA
Block 1	Emergency TA support system

Longlist of Potential Options	
Block	**Option**
Block 2	Joint procurement/management of PRS accommodation
Block 2	County/District Accommodation Hub
Block 2	Multi-district or Herts-wide Housing First
Block 3	Collaborative accommodation purchase to let as PRS, TA, supported housing
Block 3	Collaborative development of accom. to let as PRS, TA or supported housing
Block 3	Hospital Stepdown accommodation

These can be briefly described as follows:

Block 1.

Single Homelessness Pathways, e.g. for people with Complex Needs

Development of TA Pathway models for each major vulnerable client group that can then be used by individual districts or districts working together to frame their commissioning decisions.

Countywide protocol for provision of TA for Domestic Abuse

Development of a County-wide protocol for the provision of safe TA for victims of domestic abuse who have to leave their accommodation and are assessed as not being safe in the district they present to. This could be extended to cases requiring witness protection.

Hertfordshire TA Predictive Model

Development of a Herts wide 'TA Predictive Model' to help authorities set targets month by month for managing or reducing TA numbers. The model would enable better control of Temporary Accommodation demand (into TA) and supply (out of TA) and be able to be used as a 'live performance tool' by Councils.

Herts-wide procedure for setting rates for private sector TA

Development of a Hertfordshire agreement setting maximum rates for private sector TA such as B&B, nightly lets and Private Sector Leased (PSL) for each district, similar to the approach taken by London Councils through the Inter Borough Accommodation Agreement (IBAA).

With this a possible option could be to join the existing London IBAA system to assist with monitoring of compliance with the Herts procedure and to avoid being outbid by London Boroughs for TA in Hertfordshire.

Emergency TA support system

Development of an emergency TA mutual support system allowing any Herts authority in an emergency where they have no access to TA to call on assistance from other districts

Block 2.

Joint procurement/management of PRS accommodation

Development of options for joint procurement and/or management of PRS and leased properties across the county. This could range from jointly employed PRS procurement staff working on behalf of more than one district, to the development of a Herts wide social

letting and management agency tasked with significantly increasing access to the PRS as move on accommodation from TA and to prevent homelessness. Districts could opt into the agency to procure their PRS needs or keep their existing arrangements.

County/District Accommodation Hub

Commissioning of a County/District accommodation hub for the procurement and management of TA to meet any of the statutory duties owed under the Housing Act, Children Act, or Adult Social Care legislation with the objective to reduce costs to the County and districts and improve standards.

This could include developing a framework or Dynamic Purchasing System for commissioning or joint commissioning of different types of TA that could be used by any participant council.

Multi-district or Herts-wide Housing First

Commissioning a multi-district or Herts wide Housing First service to help address the current difficulties in accommodating homeless households with complex needs. This work would build on the good practice currently underway in Hertfordshire

Block 3.

Collaborative accommodation purchase to let as PRS, TA, supported housing

Work together to purchase properties, to let as PRS, TA and/or supported housing. This could include working with housing associations or other partners such as institutional investors and might involve setting up or making use of an existing local authority owned company. Options might include:

- Purchasing suitable empty homes
- Purchasing street properties
- Buying back ex Right to Buy stock
- Purchasing newly completed small developments
- Purchase and conversion of suitable commercial accommodation under PDR rules

Collaborative development of accommodation to let as PRS, TA or supported housing

New build of accommodation available for use by more than one district e.g. on publicly owned sites on district borders or with good transport links. This could be specifically aimed at client groups who many districts currently find difficult to accommodate e.g. larger families, people with mental health problems, people with complex needs, under 35s. This could include:

- Use of Homes England or one Public Estate capital programmes to deliver sufficient TA or supported housing units
- Making use of local authority owned land and/or assets for accommodation for homeless households
- Working with Registered Providers and investment landlords to look at the potential for build to rent schemes as move on accommodation from TA

Hospital Stepdown accommodation

Work with the NHS to build, acquire or lease accommodation offering specialist step down accommodation for hospital patients no longer needing a hospital bed but without suitable accommodation for their recovery. This could be delivered close to major hospital sites and be accessible to patients from all the Hertfordshire districts using each hospital.

Working Scope

Following consultation on these 11 options with officers and elected members in a series of meetings, these options have been narrowed to a list of 6 shortlisted options based on the priorities identified by councils.

Reasons for not prioritising the other five options include:

- Options where councils have already made significant progress e.g. a complex needs pathway or a domestic abuse protocol.
- Impact perceived to be limited e.g. an emergency TA support system
- Main elements can be combined with a shortlisted option e.g. elements of the County /District accommodation hub can be included in work to develop options on collaborative procurement of PRS accommodation
- Complex to implement, not well enough supported by officers, and a number of authorities already have their own schemes e.g. collaborative accommodation purchase

This leaves a working scope of 6 shortlisted options as set out below with probable timelines for delivery. One-page summaries of the potential benefits, challenges and logistics of each of these options are available at Appendix 5.

Working Scope		
Objective:	**Block 1: Closer Working (non-contractual)**	
	Key activities / deliverables	**Timeline**
	Develop a Herts-wide procedure for setting rates for private sector TA	6-12 months
	Develop a Hertfordshire TA Predictive Model	6-12 months
Objective:	**Block 2: Joint Commissioning**	
	Key activities / deliverables	**Timeline**
	Joint procurement/management of PRS	1-2 years
	Multi-district or Herts-wide Housing First	6-12 months
Objective:	**Block 3: New Build and Acquisition**	
	Key activities / deliverables	**Timeline**
	Collaborative development of TA or supported housing	3-5 years
	Hospital Stepdown accommodation	1-2 years

Potential Benefits

The table below sets out potential benefits of each of the shortlisted options. Further development work will be needed in the next phase in order to work up programmes in more detail and quantify the likely benefits:

Potential Benefits		
Objective	**Block 1: Closer Working (non-contractual)**	
Activity	**Develop Herts-wide procedure for setting rates for private sector TA**	
Benefit		**Measure**
Monetisable	Reduced costs of TA by limiting rates paid in each district	Prices paid
Quantifiable	Greater availability of PRS by reducing profits on TA and reducing TA used by London boroughs (if included)	PRS supply, London IBAA statistics
Qualitative	Greater transparency and reduction in disputes between districts	
Activity	**Develop a Hertfordshire TA Predictive Model**	
Benefit		**Measure**
Monetisable	Reduced use of B&B and other expensive TA	H-Clic returns, budgets
Quantifiable	Increased supply of suitable TA better matched to scale and nature of demand	H-Clic returns, budgets
Qualitative	Better quality TA more adapted to the range of different client groups	Reductions in tenancy failure
Objective	**Block 2: Joint Commissioning**	
Activity	**Develop options for joint procurement/management of PRS**	
Benefit		**Measure**
Monetisable	Greater use of PRS resulting in less use of B&B and other expensive TA	H-Clic returns, budgets
Quantifiable	Increased efficiency and market penetration	Increased PRS supply - total and per officer
Qualitative	More local allocations of properties as a result of collaboration and agreed allocations system. Increased access to PRS for different client groups e.g. care leavers	Data from councils
Activity	**Multi-district or Herts-wide Housing First**	
Benefit		**Measure**
Monetisable	Possible government grant support. Reduced expenditure on supported housing and B&B	Budgets
Quantifiable	More clients accessing Housing First accommodation and support. Less failed tenancies	Council data
Qualitative	Increased wellbeing, reduced crime, improved health, better managed substance use	Outcomes Star or similar metric
Objective	**Block 3: New Build and Acquisition**	
Activity	**Collaborative development of TA or supported housing**	
Benefit		**Measure**

Monetisable	Might attract capital grant funding. Will create capital assets and revenue income. Reduced use of B&B and other expensive TA.	Council data
Quantifiable	Better quality accommodation for hard to house client groups. Increased development of sites and new accommodation supply	Council data
Qualitative	Better use of sites. Less repeat homelessness. More equitable supply of accommodation for low income households	
Activity	**Hospital Stepdown accommodation**	
Benefit		**Measure**
Monetisable	Less use of B&B. Less hospital readmission	Council data, NHS data
Quantifiable	Better recovery. More placements into suitable settled accommodation. Reduced rough sleeping.	Council data
Qualitative	Better support for patients post-hospital stay. Less early mortality. Improved collaboration between NHS, Adult Services and Housing	

Benefits Constraints and Dependencies

The following table sets out see of the potential constraints and issues in developing each option.

Benefits Constraints and Dependencies	
Objective	**Block 1: Closer Working (non-contractual)**
Activity	**Develop Herts-wide procedure for setting rates for private sector TA**
Constraints	Requires as many councils as possible to join to be effective and for the agreed rates to be adhered to by all parties.
Management	Will require some monitoring of prices paid, which will increase admin burden on council officers to some extent. Joining the London IBAA agreement would require payment of a small fee to cover IT and monitoring costs.
Activity	**Develop a Hertfordshire TA Predictive Model**
Constraints	Depends on quality of data. Protection against radical unknowns is limited, especially if these impact in the short term
Management	Likely to require information sharing and regular model updating.
Objective	**Block 2: Joint Commissioning**
Activity	**Develop options for joint procurement/management of PRS**
Constraints	Impact limited if individual districts maintain competing procurement activity. Cannot eliminate affordability issues where rental market diverges too far from LHA.
Management	Joint team may require some staff secondment/relocation. Involves delegation and some loss of control by individual authorities. Might require setting up a legal entity.

Activity	**Multi-district or Herts-wide Housing First**
Constraints	Requires revenue funding. Requires suitable properties to be made available by social landlords.
Management	A joint scheme may involve reduce control by individual councils.
Objective	**Block 3: New Build and Acquisition**
Activity	**Collaborative development of TA or supported housing**
Constraints	Availability and viability of sites. Availability of capital and revenue funding. Time to deliver new accommodation. Legal requirements to place households locally. Planning permission.
Management	Requires agreement around joint approach to development of sites owned by or located in one council. Requires agreement on allocation of accommodation between councils once developed
Activity	**Hospital Stepdown accommodation**
Constraints	Requires sites or existing buildings. Requires revenue funding from e.g. Better Care Fund. NHS bodies would need to be in agreement.
Management	Move On arrangements would be needed via both housing and adult social care

3. ECONOMIC CASE

A more detailed appraisal of each recommended option will be undertaken to develop concrete recommendations for their implementation and how these contribute to system change in how the provision of temporary accommodation is managed and delivered across Hertfordshire.

Clear financial benefits and disbenefits will be included to enable a clear strategic choice to be made as to the efficacy of a collaborative approach to the supply of temporary accommodation that more closely meets the needs of households.

The appraisal of options for change will include a legal assessment of the implication of recommendations made (See Appendix 4 SOBC for the legal framework that governs TA).

Critical Success Factors

To ensure clear and robust recommendations for implementation are made, each option will be assessed using the following criteria:

Strategic Fit & Business Need - The option meets the programmes agreed objectives, related business needs and service requirements

Potential Value for Money and Efficiency Savings - The option maximises the return on the required spend and offers Best Value for Money as well as delivering efficiencies.

Potential Achievability -The option is likely to be delivered in view of the ability to assimilate, adapt and respond to the required level of change including timescales.

Supply-side Capacity & Capability - The option is likely to match the ability of the service providers to deliver the required level of scope/services, volume and business functionality.

Potential Affordability - The option implementation will be assessed to ensure a balance between cost of change and benefit to be delivered.

Economic Considerations	
Objective	**Block 1: Closer Working (non-contractual)**
Activity	**Develop Herts-wide procedure for setting rates for private sector TA**
Scale, Scope, Location	Across all districts who subscribe
Service Solutions	A shared mechanism for setting rates for private sector TA
Service Delivery	Data collection and monitoring through a lead authority or contracted out
Implementation	6 to 12 months
Funding	Revenue
Activity	**Develop a Hertfordshire TA Predictive Model**
Scale, Scope, Location	Potentially across all districts and commissioners who subscribe
Service Solutions	A shared model for managing TA throughput
Service Delivery	Within each authority or commissioner, with a central coordinator
Implementation	6 to 12 months
Funding	Revenue
Objective	**Block 2: Joint Commissioning**
Activity	**Develop options for joint procurement/management of PRS**
Scale, Scope, Location	Potentially across all districts and commissioners who subscribe
Service Solutions	One or more joint teams. Potentially through establishment of a company or contracted out
Service Delivery	Marketing, procurement activity by officers, tenancy sustainment activity, housing management activity.
Implementation	1 to 2 years
Funding	Revenue funding for staffing, landlord incentives, marketing
Activity	**Multi-district or Herts-wide Housing First**
Scale, Scope, Location	Group of some or all districts working with the county council
Service Solutions	Joint commissioning. Joint approach to landlords
Service Delivery	Contracted out to voluntary sector, or could be delivered directly. Partnership agreement with social landlords
Implementation	6-12 months
Funding	County and districts provide revenue funding. Possibility of government grant
Objective	**Block 3: New Build and Acquisition**
Activity	**Collaborative development of TA or supported housing**
Scale, Scope, Location	Specific schemes, potentially developed and managed between neighbouring districts
Service Solutions	Bespoke accommodation where delivery is currently difficult
Service Delivery	In partnership with commissioners and specialist support providers
Implementation	3-5 years

Funding	Potential capital and revenue funding to be investigated
Activity	**Hospital Stepdown accommodation**
Scale, Scope, Location	Focused on Hertfordshire's two acute hospitals
Service Solutions	Supported units and independent living units
Service Delivery	Collaborative working between NHS, commissioners and districts
Implementation	1-2 years
Funding	Capital and revenue funding options to be explored with NHS

4. COMMERCIAL CASE

Governance and Commercial Considerations

Three guiding principles have been agreed to ensure that each District and County Commissioner can access and support the programme in a way that meets their needs:

- Identifying potential for joint working on new supply;
- Improving effectiveness of access to and managing existing TA stock;
- Flexibility of involvement in the proposed options.

A joint approach to procurement and commissioning would build shared capacity across the county which is greater than within a single authority.

For example, a joint approach to the procurement and management of PRS accommodation could be approached in a number of ways, ranging from:

- A virtual team of PRS procurement officers employed by different districts cooperating with each other, doing joint marketing etc.;
- One district employing procurement and potentially management officers to work across the county;
- Setting up a jointly owned local authority owned company to procure and potentially manage PRS accommodation across participating districts;
- Putting a contract out to tender for one or more organisations to procure and potentially manage PRS and/or PSL accommodation across the county.

Ultimately, an objective to become self-sufficient in TA and alternatives to TA across all authorities through new build, purchase and procurement schemes, based on mapping the gaps in authority owned emergency and longer-term TA for families and single people, could substantially lower the costs of TA for each authority in the medium to longer term.

In achieving this, however, important considerations will need to be addressed within the development each option (where relevant) in relation to allocation of properties, relocation or secondment of staff, management of each council's financial risk, compliance with the legal requirements within the homelessness legislation on suitability of accommodation and local placement.

The exit arrangements for any participant council in any option, which subsequently decides they no longer wish to participate will also be carefully considered.

5. FINANCIAL CASE

The priority of the financial case for the programme would be to ensure the sustainability of TA provision, in particular, addressing the high net cost of nightly paid (£370k), and bed-and-breakfast (£733k) accommodation, re-sourcing and managing that provision as cost effectively as possible. Additionally, working within a whole-system approach of maximising housing options, homelessness prevention and tenancy sustainment. The table below summarises initial thinking on the overall affordability of the project over the life of the investment and identify capital and operating funding requirements.

Financial Considerations	
Objective	**Block 1: Closer Working (non-contractual)**
Activity	**Develop Herts-wide procedure for setting rates for private sector TA**
Capital/Investment	Either setting up an IT monitoring system, if required, or paying a contribution to join the London system
Revenue	Small ongoing maintenance and monitoring charges
Savings	Savings realised by controlling prices as has happened in London
Activity	**Develop a Hertfordshire TA Predictive Model**
Capital/Investment	Initial investment in training and coaching required, to knit into end-to-end business processes, and to load the system with operational data
Revenue	Minimal, although an Excel-based App. could be developed, to make the solution more robust
Savings	This control process could reduce numbers in TA by up to 20%, if reviews result in timely action to resolve issue identified, maximising utilisation
Objective	**Block 2: Joint Commissioning**
Activity	**Develop options for joint procurement/management of PRS**
Capital/Investment	Relatively low. Additional office space might be required. Additional staff to undertake procurement/ management
Revenue	Funds required to pay staff, for marketing, and landlord incentives
Savings	Increased PRS access leading to reduced use of more expensive accommodation i.e. B&B and self-contained nightly paid units
Activity	**Multi-district or Herts-wide Housing First**
Capital/Investment	Minimal, unless dedicated properties for Housing First are procured or developed
Revenue	Funds required to pay for support to HF clients
Savings	Savings from less use of more expensive hostel accommodation or B&B. Potential wider savings to health and criminal justice systems
Objective	**Block 3: New Build and Acquisition**
Activity	**Collaborative development of TA or supported housing**
Capital/Investment	Substantial capital funding could be available
Revenue	The terms of the potential capital funding are not yet clear, but may not include revenue funding
Savings	Savings from reduced use of B&B, self-contained nightly paid units

Activity	Hospital Stepdown accommodation
Capital/Investment	Better Care Fund is a possible source. Capital funding might be available for development if needed.
Revenue	Would need to work with NHS to establish level of interest and potential revenue funding.
Savings	Can deliver savings by reducing delayed discharge and hospital readmission

The programme of work proposed by this OBC is unlikely to reduce the total costs incurred by temporary accommodation in the short term, if homelessness demand rises as expected. However, in the medium and longer term, there is opportunity for rationalisation and reduction of the county's current spend on temporary accommodation provision and associated services, as well as an improved customer experience by provision of more suitable accommodation and support.

The priority of the financial case will be to ensure the sustainability of TA provision, in particular, addressing the high net cost of nightly paid (£370k), and bed-and-breakfast (£733k) accommodation, re-sourcing and managing that provision as cost effectively as possible. Additionally, working within a whole-system approach of maximising housing options, homelessness prevention and tenancy sustainment.

External backing and Funding

Grant funding bids were submitted to the Housing Advisors Programme (HAP) and Hertfordshire Property Partnership which were successful. This funding will help the programme to fund the provision of bespoke support and advice in order to fully understand the legal and financial considerations/issues associated with developing a collaborative approach to managing the provision of temporary accommodation. This funding should also enable the identification of any key risks/issues at an early stage which can then be effectively managed and mitigated.

Hertfordshire's One Public Estate regional partners have expressed interest in the programme and recommended that the programme explores the options of submitting a bid at a future funding round.

6. MANAGEMENT CASE

Management case

There is a strong management case for adopting a shared approach to TA management, with approaches, protocols and pathways that support those most in need across the county, underpinned by the consistent and efficient application of shared standards, supply and demand modelling, and the oversight of statutory compliance and reporting. This would build upon existing joint working, such as the Hertfordshire Accommodation Cell set-up in response to Covid, the Joint Housing Protocol to support young homeless and care leavers, and a rough-sleeper tracker and health assessment framework.

Developing a Hertfordshire-wide procedure for setting rates for private sector TA would enable rates to be agreed across Hertfordshire for payments for different types of TA of different sizes, reducing the administrative demand on individual districts.

Robust demand and supply modelling would enable authorities to improve the monitoring and control and throughput of cases in TA, identifying 'blocked' cases. Similarly, a TA Predictive Model would help authorities set targets month by month for managing or reducing TA numbers. The model would aim to better control demand (into TA) and supply (out of TA) and be able to be used as a 'live performance tool' by Councils.

Governance arrangements

In the event that this proposal receives formal approval, a project will be established to deliver the required services and will be managed using a formal project management methodology.

A cross organisational steering group is in place in order to develop the OBC for the temporary accommodation programme. The group is comprised of a team of district and county colleagues with complementary professional, technical and specialist skills in order to progress the identified programme of work.

During the options development phase EQIA and implications relating to use of personal data, along with sustainability and climate change will be assessed.

This programme will build upon existing joint working, such as the Hertfordshire Accommodation Cell set-up in response to Covid, the Joint Housing Protocol to support young homeless and care leavers, and a rough-sleeper tracker and health assessment framework.

Timetable

A detailed programme plan covering the development and approval of preferred options will be developed if this OBC is approved.

Programme assurance

Input and assurance will continue to be drawn from several independent county groups during the business case development process. These include:

- Heads of Housing;
- Heads of Planning;
- Heads of Property;
- Homeless & Rough Sleeping Cell;
- Financial and legal input as required for each authority
- Hertfordshire County Council resources.

Risk Management

If the OBC is approved, a comprehensive Risk Management Strategy will be developed to effectively manage and monitor risks and issues as they are identified during the further investigation of the potential options. However, an initial high-level risk assessment has been conducted, with a summary provided below:

Risk Reference	Description of Risk	Severity (H/M/L)	Mitigation
R1	A financial or legal issue is identified through the investigation of options available, which impedes the development of a more central approach	**High**	Specialist external bespoke support has been procured to identify any issues at an early stage of the investigation
R2	There is a lack of buy-in from Local Authority's to the proposals identified through the work of the programme	**Medium**	A cross organisational steering group has been established to ensure that all LAs are effectively represented. The final proposals made as a result of the options appraisal will be passed through local decision-making structures to obtain approval
R3	The financial model developed to support the delivery of a central approach does not deliver a fair balance of investment for all local authorities	**Medium**	A cross organisational steering group has been established to ensure that all LAs are effectively represented. The final proposals made will be passed through local decision-making structures to obtain approval from individual LA
R4	The programme does not obtain the required funding or backing to deliver the recommended options.	**Medium**	Funding has been successfully obtained from the LGA Housing Advisors Programme and Hertfordshire Property Partnership to fund the cost of an external consultant to offer bespoke advice. One Public Estate have indicated that the programme may meet the criteria to apply to a future funding round This work falls within the remit of the Growth Board Affordable Housing programme and will be aligned to future bids for funding as required

Communications and Stakeholder Management

Clear, open communication and collaborative working between stakeholders will be critical in developing and delivering any option moving forward. A communications and stakeholder management plan will be developed if the OBC is approved.

Change Management Arrangements and Requirements

The strategy, framework and plan for dealing with the management and delivery of change, including communications and engagement, will be developed if the OBC is approved.

7. RECOMMENDATIONS & NEXT STEPS

Approval to proceed

It is recommended that the board approves further detailed development work on the following six options for joint working, which are described in more detail in this paper:

1. Development of a Hertfordshire Temporary Accommodation Predictive Model;
2. Development of a Hertfordshire wide procedure for setting maximum rates for private sector temporary accommodation;
3. Development of options for the joint procurement and management of Private Rented Sector accommodation to prevent homelessness and for move on from temporary accommodation;
4. Development of a multi-district or Hertfordshire wide Housing First service
5. Collaborative development of new build accommodation to let as PRS, TA or supported housing;
6. Development or commissioning of Hospital Stepdown accommodation to aid the recovery of patients without accommodation.

Approval to proceed

The Growth Board is requested to approve the Outline Business Case that recommends:

- Further detailed work on each of the six options to inform final recommendations for the preferred options in a Full Business Case (FBC). The FBC will contain a detailed appraisal for each option:
    - Including evaluating against criteria designed to assess each option's alignment with the vision and outcomes sought for this work;
    - preparing a financial model and financial appraisal of each option;
    - identifying funding streams and assets as required for each option (capital and revenue);
    - the level of involvement by authorities in Hertfordshire for each option;
    - a delivery programme for each option recommended to be adopted.

APPENDIX 1: HERTFORDSHIRE TA QUARTERLY FIGURES: END MARCH 2021

Table are for illustrative purposes only and do not reflect the current picture

Households in Temporary Accommodation by District/Borough & Relative %		
District	Households in TA in March 2021	Relative % of County Total
Broxbourne	191	16%
Dacorum	258	22%
East Hertfordshire	63	5%
Hertsmere	81	7%
North Hertfordshire	135	11%
St Albans	79	7%
Stevenage	126**	11%
Three Rivers	64	5%
Watford	110	9%
Welwyn Hatfield	84	7%
Total	*1191*	*100%*

* Latest published data set collated by MCHLG/DLUHC (March 2021).
** Data taken from a previous quarter.

Household composition of those living in TA and Relative %*			
Household Composition	England	East of England	Hertfordshire
Total households with children	62%	53%	45%
Couple with dependent children	16%	12%	10%
Single parent with dependent children - Male	3%	4%	4%
Single parent with dependent children - Female	38%	36%	30%
Single adult male	19%	26%	34%
Single adult female	11%	14%	15%
All other household types	12%	9%	7%

* Latest quarterly data set collated by MCHLG/DLUHC (end of March 2021).

Households by type of TA and Relative Percentage*			
Type of Accommodation	**England**	**East of England**	**Hertfordshire**
Private sector accommodation leased by a LA or a registered provider	27,960 (29%)	1,140 (18%)	37 (3%)
Nightly paid, privately managed accommodation, self-contained	24,240 (25%)	810 (13%)	121 (10%)
Local authority or Housing association (LA/HA) stock	21,770 (23%)	2,410 (39%)	594 (50%)
Bed and breakfast hotels (including shared annexes)	11,170 (12%)	670 (11%)	188 (16%)
Hostels (including reception centres, emergency units and refuges)	5,570 (6%)	830 (13%)	231 (19%)
Any other type of temporary accommodation (incl. private landlord)	4,740 (5%)	350 (6%)	20 (2%)
Total	**95,450**	**6,220**	**1,191**

* Latest quarterly data set collated by MCHLG/DLUHC (March 2021).

APPENDIX 2: TA EXPENDITURE

Table are for illustrative purposes only and do not reflect the current picture

Hertfordshire TA and Homeless Expenditure 2019/20 (RO4 – 10 districts & HCC)			
Cost Element	**Total Expenditure**	**Total Income**	**Net Current Expenditure**
TA Expenditure			
Nightly paid, privately managed accommodation	£1,225,000	(£855,000)	£370,000
Hostels (non-HRA support)	£2,204,000	(£2,696,000)	(£492,000)
Bed and Breakfast accommodation	£1,080,000	(£347,000)	£733,000
Private managed accommodation leased by RSLs	£16,000	£0	£16,000
Directly with a private sector landlord	£1,030,000	(£717,000)	£313,000
Other temporary accommodation	£140,000	(£255,000)	(£115,000)
	£5,695,000	**-£4,870,000**	**£825,000**
Homelessness Expenditure			
Administration	£6,019,000	(£1,503,000)	£4,516,000
Prevention	£5,587,000	(£1,101,000)	£4,486,000
	£11,606,000	**-£2,604,000**	**£9,002,000**
Hertfordshire TA and Homelessness Expenditure	**£17,301,000**	**-£7,474,000**	**£9,827,000**

APPENDIX 3: TA PROVISION CASE STUDIES

Capital Letters

Capital Letters is a publicly owned social business founded in 2019 by 14 London Boroughs, with a current membership of 20 boroughs, supported by £38m MHCLG Flexible Homelessness Support Grant. It has pooled the procurement activity of these boroughs to access an improved supply of good quality accommodation, to prevent and relieve homelessness, and where necessary for use as temporary accommodation. It alleviates the costs to boroughs of providing accommodation and to encourage greater efficiency, provide extra staffing, IT and other resources to increase supply and improve the service offered to both tenants and landlords.

Capital Letters is opening up new sources of supply within the private sector, by providing confidence and assurance in the product offered to landlords, switching a landscape of competition between boroughs for supply to one of collaboration, that can better intervene and manage the market, to:

- Minimise disruption to homeless people on a council's waiting list by placing them as locally as possible, reversing the trend in out-of-borough and out-of-London placements;
- Reduce the use of nightly paid temporary accommodation and ensure that properties are allocated more locally;
- Provide a mixture of Private Rented Sector properties let by owners to households nominated by the boroughs, or directly leased from landlords and managing agents;
- Reduce costs through collaborative and efficient ways of working and, wherever possible, to end a council's statutory homelessness duty;
- Provide a high quality one-stop service to landlords and managing agents, offering them fast payment and other incentives.

By 2022 and within three years of launch, Capital Letters expects to have helped 20,000 homeless households into accommodation and have up to 13,000 homes under management, with an establishment of 270 staff and an annual income of £238m.

Broadland and South Norfolk District Councils

The two Councils (operating within a shared model since January 2020) are redesigning their housing service to create a Best-in-Class model, encompassing prevention and relief of homelessness, temporary accommodation management, and housing services transformation, funded by the LGA's Housing Advisor Programme (HAP). Senior stakeholders have worked collaboratively to understand their vision and aims, unique operating circumstances and specific strategic and operational priorities:

- Agreeing an overarching set of design principles with a Joint Member Working Group, who oversaw a review of Allocations Policy to ensure the target model would meet the specific requirements of both councils;
- Understanding local context and need, through the analysis of service data, a digital survey of recent service users;
- Understanding of the national context and cross-sector best practice.

The resultant Accommodation Pathway Model is the first of its kind in the UK to deliver a holistic housing service to a whole community regardless of their immediate need. It consists of:

- An Allocations Policy that is flexible, compliant and sustainable, making best use of the housing stock, whilst ensuring individuals are aware of their potential housing choices;
- Digitally enabled Accommodation Pathways that open-up realistic choices for those exploring their housing options, whilst protecting vulnerable individuals and households who need additional assistance in resolving their housing problems;
- A Temporary Accommodation Pathway that provides flexible capacity, delivered when needed through partnership arrangements, and sustained through accurate forecasting and utilisation modelling;
- A Target Operating Model that ensures policy is delivered in a robust, fair and compliant manner, through simplified and digitally enabled business processes, that streamline customer journeys and consequently release resources to support service objectives;
- A Partnership Framework that provides targeted support to sustain tenancies wherever possible, and access to support such as benefits and employment, health, and care services, that help individuals to access and sustain more permanent accommodation;

Enfield Housing Gateway

Housing Gateway was established by Enfield Council as an independent company in 2014 to reduce an anticipated £3.3m budget pressure associated with housing families in temporary accommodation.

Since 2014, Housing Gateways has delivered 544 purchased homes, providing accommodation for over 750 homeless households, avoiding the need for costly nightly paid accommodation. Properties have also been bought specifically for people with learning disabilities and a number redeveloped to accommodate more bedrooms. It has also improved the quality, availability and security of private rented accommodation for those at risk of homelessness.

Since 2014, Housing Gateway has built an asset base of £129m and retained earnings of £11m, realising savings of at least £1m per year for Enfield Council, £7m in total since 2014. It has ambitious goals to expands its portfolio by at least a further 250 properties by 2023, and to develop an ethical lettings agent diversifying its product range, preventing homelessness as well as providing alternatives to temporary accommodation to a wider client base. The Council has also made a commitment of £5m equity investment and low rate, short-term borrowing to support this expansion of the company's portfolio, which is projected to grow in value to £259m.

APPENDIX 4: STAKEHOLDER SURVEY RESULTS

Current TA Arrangements		Yes	No
Q6	Are there some forms of TA you would prefer not to use?	8	2

Q6: Are there some forms of TA you would prefer not to use?

- B&B
- Nightly lets
- Hotels
- Private sector leased units
- Shared facility units

Q12/Q13: TA standards used and how enforced?

- None
- Hotels poor quality
- Regulatory standards applied
- Accessibility standards applied

TA Demand		Yes	No
Q7	Do you anticipate an increase in the demand for TA	12	0
Q8	Can you meet demand from current provision?	6	6
Q11	Do you have a model to predict the numbers of TA units?	3	8

Q9: What are your plans to meet this demand?

- Additional supply
- Increase supply for additional homeless people
- RSAP resources
- Prevention

Q10: What would be your preferred type of accommodation to meet this demand?

- Council stock
- Self-contained units rented on a continuous basis
- Supported accommodation

PRS		Yes	No
Q15	Are you able to source as much PRS as you would like?	2	10

Q14: What are your current arrangements for sourcing PRS?

- Private sector access scheme
- Ad-hoc
- Through Children services
- Dedicated team or officer; through TA team
- High street letting agents

Q16: What are the main barriers to accessing PRS?

- High cost; market rent well above LHA
- London impact; Not enough supply locally
- UC not making direct payments to landlords
- Stigma of housing homeless

Q17: Difficult to house client groups (12 being hardest to house)	0-12
People with mental health problems	10
People with complex needs	10
People with physical impairments requiring adapted accommodation	10
Larger families	9
Under 35s	9
People affected by the overall Benefit Cap	9
People being discharged from hospital	7
People with No Recourse to Public Funds	6
Victims of domestic abuse	5
People leaving prison	4
Rough sleepers	2
Other (please specify)	2

Q18: Ability to Access Specialist Accommodation for: (0 being unable to access)	10-0
People affected by the Overall Benefit Cap	0
Larger families	1
Under 35s	1
People being discharged from hospital	1
People with No Recourse to Public Funds	1
People with physical impairments requiring adapted accommodation	3
Other (please specify): *1 respondent noted Housing First*	3
People with mental health problems	4
People leaving prison	5
Victims of domestic abuse	6
People with complex needs	7
Rough sleepers	8

Future Need		Yes	No
Q19	Hospital stepdown accommodation	8	2
Q21	Challenges in the provision of Rural TA?	2	9
Q22	Hampered by competition from London boroughs?	8	3

Q20: Are their gaps in move-on provision?

- Specialist supported accommodation; hospital stepdown; larger/adapted homes
- Permanent accommodation; RPs not taking households with complex needs
- Affordable accommodation

Q23 & Q24: Type of additional accommodation needed and challenges securing it?

- Specialist supported accommodation; PRS supply
- Supported units for single people; family accommodation
- Complex needs; dispersed accommodation for single people/HMOs
- Funding, land, remodelling stock, defining need with commissioners

Collaborative Working Initiatives	Yes	Unsure	No
Single homeless pathway (complex needs)	10	2	0
County wide protocol for provision of Domestic Violence TA	10	2	0
Develop a Herts procurement framework for TA	9	1	1
Out of Area Placement Policy	9	3	0
Developing a TA rent setting framework	9	3	0
Herts. wide approach to acquisition of PRS homes	9	3	0
Develop a Herts wide TA Predictive Model	9	3	0
Emergency TA support system	8	3	0

Collaborative Working Initiatives	Yes	Unsure	No
Delivering TA through joint commissioning	7	4	1
Developing a County/District accommodation hub	7	3	2
Joining the London IBAA	7	1	3
Self-sufficient in TA across all Herts authorities through new build and purchase schemes	7	1	3
Developing a performance framework for TA	4	3	3
joint procurement of modular accommodation	4	1	5
Jointly owned co. to procure & manage properties	3	6	2
Single TA service across Herts	3	5	3
Single housing options Service across Herts	1	4	4

Block 1: Develop a Herts-wide procedure for setting rates for private sector TA

Maximum rates could be agreed across Hertfordshire for payments for different types of TA of different sizes

How would it work?	Maximum rates compared to LHA could be set by host districts for nightly paid shared singles, doubles, triples etc.; self contained nightly paid studios, 1-beds, 2 beds etc.; self contained leased; landlord incentives for PRS. Rates should not be breached by either host district or districts making out of area placements. An option could be to join the London IBAA agreement		
Timescales:	Could be done in a few months. If joining London IBAA, timing would need to be negotiated	**Access to funds (C/R)**	No significant issues, but any monitoring would have a small ongoing cost.
Set-up costs:	Either setting up an IT monitoring system, if required, or paying a contribution to join the London system	**Savings:**	Savings could occur by keeping prices down, as has happened in London
Benefits:	Reduced TA prices, avoidance of disputes, fairness	**Challenges:**	If a monitoring system is set up, this will require regular data capture and input on placements. Monitoring and reports will have a small cost. If no monitoring system, system would have to rely largely on trust. Requires all districts making out of area placements to join in order to work well

Block 1: Develop a Hertfordshire TA Predictive Model

Will enable a LA to accurately predict how much TA will need moving forward whilst ensuring that the right households are placed into the right accommodation and only occupy that accommodation for the shortest period of time they need it

How would it work?	Straightforward control and monitoring sheets will enable a LA to monitor the lifecycle of every TA case (Relief and Main Duty) at 35 customer journey statuses. Providing a live case management tool to predict TA demand (into TA) and supply (out of TA)		
Timescales:	The model could be operational across Hertfordshire by the start of the 2022/23 financial year	**Access to funds (C/R)**	The model is Excel-based will require minimal capital or revenue investment. As a development, an Excel-based App. could be developed, to make the solution more robust
Set-up costs:	An initial investment in training and coaching would be required, to knit into end-to-end business processes, and to load the system with operational data	**Savings:**	This simple control process could reduce numbers in TA by up to 20%, if reviews result in timely action to resolve the issue identified
Benefits:	Makes best use of TA resources by sharpening-up real-time management and monitoring processes. It will also help households to navigate through TA quickly to move through TA quickly and with an increased likelihood of a sustainable long-term outcome	**Challenges:**	The success of the model is wholly dependent on being fully embedded within operational and management processes and that data is added accurately and changes of status are updated in real-time, to support dynamic tracking and supply/demand prediction

Block 2: Multi-district or Herts-wide Housing First

A Housing First service could be commissioned across Hertfordshire or between a number of districts

How would it work?	Districts, working with the county, could develop a Housing First Service aimed at reducing their current difficulties in finding suitable accommodation for homeless households with mental health problems and complex needs		
Timescales:	Could be done in a few months if agreed and funding available.	**Access to funds (C/R)**	Might attract MHCLG funding if they wish to run with Housing First following the current pilots. Might be a cost effective alternative investment for HCC adult services compared to high needs hostel accommodation.
Set-up costs:	Revenue funding for staff each managing case loads of around 7. Possible capital finding for development of dedicated HF accommodation on identified sites	**Savings:**	Could deliver significant savings compared to high needs hostel or B&B accommodation. Also savings to criminal justice and health services and may reduce future need for adult social care
Benefits:	Scale may be insufficient for individual districts to set up a programme. Joint programme may be more likely to attract external support and to engage effectively with Hertfordshire RPs to provide accommodation	**Challenges:**	May be difficult for each district to assess scale of need. Resident choice of accommodation is important in HF and this may lead to difficulties in securing enough accommodation where it is needed. RPs may have reservations about housing people with support needs

Block 2: Develop options for joint procurement / management of PRS accommodation

Pool resources to procure PRS accommodation and if desired offer management services to PRS landlords

How would it work?	There are different options. These include: a virtual team of PRS procurement officers employed by different districts cooperating with each other, doing joint marketing etc.; One district employing procurement and potentially management officers to work across the county; setting up a local authority owned company to procure and potentially manage PRS accommodation across the county; Putting a contract out to tender for one or more organisations to procure and potentially manage PRS and/or PSL accommodation across the county		
Timescales:	Could be done within a year	**Access to funds (C/R)**	Funds would be required to pay staff and to pay a greater number of landlord incentives if PRS procurement increases significantly. Marketing budget
Set-up costs:	Relatively low. Additional office space might be required. Additional staff to do the procurement/ management	**Savings:**	Increased PRS access leading to reduced use of more expensive accommodation i.e. B&B, self contained nightly paid
Benefits:	Reduced competition and duplication, and greater efficiency. Smaller districts get access to a more focused PRS procurement service. Potential to offer a better service to landlords. Possibility of attracting central government support. Could procure properties for children's services and move on from supported housing to end duties	**Challenges:**	Needs to allocate properties fairly between host districts and districts placing out of area, based on level of contribution. Could be in competition with existing district services if these are retained separately. Could be issues with secondment/transfer of staff. Involves risk sharing and some loss of local control.

Block 3: Collaborative development

Districts could work with the growth board and Herts cc. to build new accommodation to accommodate homeless households as PRS, TA or supported housing

How would it work?	The Hertfordshire Homes and Communities Group is actively pursuing a bid to Homes England/MHCLG (now LUHC) for funding from the Affordable Homes Fund. This could make substantial funding available to help meet the needs of households across Herts. Some joint development between two or more districts could be agreed to met the needs of groups who are more difficult to house e.g. larger families, adapted properties, under 35s, people with mental health problems.		
Timescales:	Likely to take several years to fully implement. Will be part of the wider approach to development across Herts.	**Access to funds (C/R)**	Substantial capital funding could be available. The terms of this funding are not yet clear, but may not include revenue funding.
Set-up costs:	Contributions from districts, county and/or investment partners may be required	**Savings:**	Savings from reduced use of B&B, self contained nightly paid
Benefits:	Opportunity to develop high quality, bespoke accommodation where delivery is currently difficult. Joint approach to development could avoid duplication and enable some sharing of accommodation provision between districts.	**Challenges:**	Accommodation will need to be sufficiently local to meet obligations on suitability. Risk sharing and allocation arrangements will need to be determined. Viability of schemes will need to be assessed based on available funding. Scale of opportunity may be limited compared to the scale of need..

Block 3: Hospital Stepdown accommodation

Provision of dedicated step down accommodation for homeless patients leaving hospital needing a place to recover, and step up accommodation to avoid the need for hospital admission

How would it work?	Existing step down accommodation is mainly geared towards elderly patients with an identified social care need and can struggle to deal with homeless patients. Dedicated homelessness hospital stepdown beds have worked elsewhere and are currently being funded in 13 Integrated Care System (ICS) areas using the DHSC Out of Hospital Care Fund. There could be a possibility to access one or more existing buildings or develop dedicated accommodation with capital grant to help meet this need for all Herts districts		
Timescales:	Could be done within a year. Dedicated new build accommodation would take longer	**Access to funds (C/R)**	Would need to work with NHS to establish level of interest and potential revenue funding. Better Care Fund is a possible source. Capital funding might be available for development.
Set-up costs:	TBC. Might come from NHS or Better Care Fund but move on accommodation from Step Down would be districts' responsibility.	**Savings:**	Can deliver savings by reducing delayed discharge and hospital readmission
Benefits:	Makes sense to work together, as small number of main hospitals cover all of Herts. Identified need in survey.	**Challenges:**	Will require funding, which may or may not be available. Move on arrangements from step down remain with districts. May not be appetite from NHS

Agenda item 9

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 September 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.

1.3. Attached at Appendix 2 is a draft letter from the Revitalising Town Centres Group. The Growth Board is asked to submit the letter to the new Minister for Levelling Up, Homes and Communities.

2 Updates on Corridor Growth Delivery Programmes and workstreams – September to December 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 no red rated projects at the moment. Amber rated projects are generally so rated because of matters outside the projects control. The current rating system for Growth Corridor projects has been in place for the last 12 or so months. A review of the rating system is now considered necessary and will be informed by the Growth Board annual review.

2.3 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.

2.4 Of note over the last period was progress on a number of workstreams, highlights on and related to this work include:

- The Growth Study consultants brief for the North East and Central Joint planning collaboration work is out to procurement
- The consultants brief for the 'Vision, Opportunity Plan and Design Guide' for the Gunnels Wood Road area in Stevenage is out to procurement to support the cell and gene cluster work.
- The investigation of new film/tv floorspace needs in south west Hertfordshire has now concluded and 'Greenlit Hertfordshire: working towards further film and TV studio development opportunities for the county' has been completed and is informing the workstream work on this vitally important economic cluster.

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 (Levelling Up Fund, Community Renewal Fund, shared prosperity Fund and County Deals) along with the roll forward of the ongoing corridor programmes and project work.

3.2 The annual review of progress will take place before the January 2022 Growth Board meeting.

4 Town centres workstream

4.1 Attached at Appendix 2 is the letter from the workstream group that is proposed to go to the Minister from the Board. The political lead will highlight the concerns for High Streets and Town centres from permitted development changes.

5 Implications

5.1 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.

6 Recommendations

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

6.2 That the Board provides any feedback on the suggested letter at Appendix 2 and agrees a final version to be submitted to the Minister/Department for Levelling Up, Homes and Communities.

APPENDIX 1

Combined Northern and Southern Growth Corridor Delivery Programme Updates (Dec 2021)

Delivery Project	Programme Lead/s	Red / Amber / Green Status	Description
NEC and Northern Corridor programme Board			
NEC JSP	**Lead Leader:** Linda Haysey **Chief Executive:** Richard Cassidy **Programme Lead:** Sara Saunders	Green	The Growth Study was published for tender w/c 15th November and the closing date for potential bidders is 7 January 2022. Contract commencement is expected to be around late Feb/early March.
Community Wealth Building	**Lead Leader:** Sharon Taylor **Chief Executive:** Matt Partridge **Programme Lead:** Rob Gregory	Green	UK Community Renewal Fund • It was announced on 3 November 2021 that the 'Community Wealth Building Together' bid to the UK Community Renewal Fund was successful in securing £700,000. • The bid focussed on a delegated grants programme at a local level to help connect residents to employment opportunities and to support small businesses and social enterprises to innovate and drive further local growth as well as the creation and support of Strategic Procurement and Planning Working Groups to develop the Community Wealth Building approach throughout Hertfordshire. • In light of a later than anticipated funding award the original spend deadline of March 2022 has been extended until the end of June 2022. • An initial discussion with District & Borough Council partners concerning delivery of the programme took place on the 8 November 2021. The programme will need to be delivered at pace to meet the spend timeframe. District Working Group • The district / borough working group continues to meet and share good practice. • The group will function as a cross Hertfordshire project board for the Community Renewal Fund activities to include the two delegated grant delivery schemes and both working groups. • Dacorum Borough Council continue to work on strategic planning and social value to help drive further social investment at a local level linked to their planned growth and development. This work will be supported through the Community

			Renewal Fund project through the Strategic Planning Working Group. • Stevenage Borough Council has recently approved a revised Cooperative Procurement Strategy which will further strengthen efforts to embed the Community Wealth Building agenda including use of the Social Value Portal. Procurement, as a topic more broadly across Hertfordshire, will be considered by one of the targeted working groups as part of the Community Renewal Fund programme.
Delivery Models for New Settlements	**Lead Leaders:** Linda Haysey, Elizabeth Dennis-Harburg/Paul Clark **Managing Director:** Anthony Roche **Programme Lead:** Ian Fullstone	Green	The group has agreed how it will move forward with this work stream. The work programme has been agreed through to the early New Year, with dates in the diary. Good session held with TCPA on 13 September. Very interesting session on 8 October reflecting on the lessons to be learned from the HGGT project. Next session, from HYAS on infrastructure and viability considerations was held on 17 November. Regular meetings being held between political and officer leads.
Reinvigorating Town Centres	**Lead Leaders:** Tony Kingsbury, Elizabeth Dennis-Harburg **Chief Executive:** Ka Ng **Programme Lead:** Tobias Barker (Interim)	Green	The working group has been engaging with the Institute of Place Management to discuss how they could support this workstream going forward. They have produced a proposal that will enable "Vital and Viable" assessments to take place in each of the districts. The programme held a sub-group meeting on 18th November to review the proposal and agree next steps. Once the proposal is agreed with each of the districts, it is expected that individual workshops will be held at district level, involving key stakeholders identified to review what is happening to their town and city centres, detailed assessment of the 25 local priority factors for vitality and viability, exploring priorities for the future and partnership structure model. A letter has been finalised regarding the impact of changes to permitted development rights on the programme and wider growth ambitions, to send to HM Government on behalf of the Growth Board. The final draft was shared at the HIPP on 6 October 2022 for endorsement, with the final version included in the rescheduled January 2022 HGB papers for sign-off. The Growth Board have successfully recruited a Programme Lead officer with resource to support

			this work over the next 12 months. They joined the working group in December 2021. Future milestones: • Next formal working group meeting to be scheduled for December • Rollout further diagnostic activity with IPM • (Commission) strategy and action plan for High Streets and Town Centres based on the evidence and on individual needs and HGB offer
Growing Science and Technology (Cell and Gene Focus)	**Lead Leader:** Sharon Taylor **Chief Executives:** Jeff Stack, Neil Hayes **Programme Lead:** Tobias Barker (Interim)	Amber	A cornerstone of this workstream will be the development of a framework for the Gunnels Wood Road area, and to assess potential opportunities beyond this area. A brief has been prepared and is now being discussed with potential consultants. Partners have agreed a shared funding approach for the work. Tendering processes will restart in January, estimated time required for that stage is 4-6 months, with the timescales for the three elements - vision, opportunity and design code, having their own timelines and individual milestones that will be agreed with the appointed consultant. Other projects Since the last meeting of the NEC Board several key milestones have been achieved. Planning consent has been granted for a £65m new life sciences facility in Stevenage town centre, to be developed by Reef Estates as a European site for Autolus, a cell and gene operator. The land sale has completed, and a ground-breaking ceremony took place on 8 November. GSK have announced their intention to seek a development partner to expand the current campus into a leading European life sciences facility, creating up to 4,000 new jobs. We await further updates on the progress of this procurement. Herts LEP have allocated £1m to Hertfordshire County Council to work on the design stage for highways changes to the south of Gunnels Wood Road, with full funding sought through the Levelling Up Funding bid and now endorsed by the Stevenage Development Board.
Climate Change & Sustainability	**Lead Leader:** Linda Haysey **Chief Executive:** Matt Partridge	Amber	All four of the Strategic Action Plans (Water, Biodiversity, Carbon and Transport) prepared by HCCSP were formally launched at this month's HCCSP COP26 event.

	Programme Lead: Julie Greaves		The countywide biodiversity baseline work has now started via a contract with consultants WSP and with input from the HMWT. It is hoped that this work will be completed by the end of this financial year. Two new subgroups have been formed to commence work to develop plans which will focus on Behaviour Change and Adaptation. The initial meetings to define the scope of work for the behaviour change group have taken place with all relevant actions from the approved plans identified and collated. Next steps will include setting out a work programme and key milestones for delivery of county level communications campaigns. The initial workshop and meetings to define the scope of work and begin the stakeholder mapping for the adaptation plan have also taken place. The next steps will include the identification of relevant officers (outside of the climate change and sustainability remit) at each local authority. It is anticipated that a further countywide workshop will be needed in the New Year to review the work to date and scope out the interdependencies. The recruitment process for a shared project officer resource was successful. It is hoped that the new officer will be in post by the end of the year. This will be a valuable additional resource to the HCCSP. The postholder will support the performance monitoring and delivery of the themed action plans along with horizon scanning for grant and/or other funding opportunities. Roll out of the HCCSP sponsored Energy Saving Trust app to households across Hertfordshire will begin very soon. <u>Update to Green Infrastructure:</u> A draft Part 1 of the Hertfordshire Green Infrastructure Strategy has been reviewed by HiPP/HCC and LUC (Land Use Consultants) are preparing the final edits. This section of the study is to 'set the scene' and provide an update on policy and context since publication of the 2011 strategy. This document essentially covers the 'strategic review of green infrastructure in Hertfordshire' section of the brief. For Part 2, two workshops were held on the 21st and 22nd October 2021 and were well attended. The focus of the workshops were GI themes, best

			practice and delivery mechanisms. Discussions were also held around the projects listed in the 2011 document to ascertain if any were still ongoing or implemented. The draft Part 2 will be available for review in January 2022 and the complete Strategy is on schedule to be published in Spring 2022.
Southern Corridor Programme Board			
Homes and Communities	**Lead Leader:** Andrew Williams **Chief Executive:** Claire Hamilton **Programme Lead:** tbc	Green	**Accelerated Housing Delivery** The accelerated housing proposals were presented to the Growth Board in September and have been incorporated into the Housing and Growth Prospectus, which has now been shared with the Department of Levelling Up, Housing and Communities (DLUHC). Following initial feedback from Homes England on the Short-Term Housing pipeline, further work is being undertaken to review those sites requiring either more information or more work to be progressed. Further discussions will then take place with Homes England about future options for progressing delivery **Off-Site Manufacturing** Support is continuing to be provided to the Hertfordshire OSM consortium members to assist them in identifying opportunities to use an OSM system approach to schemes they are progressing within their business plans. Whilst the formal support from ARK is completed, ARK are supporting the next 3 consortium meetings through to summer 2022. The OSM Consortium have completed and circulated 10 factsheets to members. National Model Design Code – Dacorum BC has been selected to pilot the creation of a model design code and meetings have taken place with the Dacorum lead for this work with the view to collaborating to include OSM within the project. This collaboration is ongoing and will also link into the guidance manual. Pattern books – the pattern books were presented to members at the consortium meeting on 30th September. Members will be able to engage with either supplier on any scheme and have access to a suite of standard house types to utilise in maximising the quality of schemes, increasing efficiencies, and driving sustainability standards.

			OSM manufacturing facility – Herts LEP/Herts IQ are currently working with three OSM companies to encourage them to construct an OSM factory in Hertfordshire. **Temporary Accommodation - County wide review** The strategic case for this work, approved by the Growth Board at its meeting of 22 June 2021, proposed the potential value of adopting a coordinated range of approaches to the supply and management of TA accommodation in Hertfordshire. This includes building on existing good practice, with the aim of better meeting the housing need of people living in Temporary Accommodation (TA), whilst achieving quality and value for money. Following detailed work with all of Hertfordshire's local authorities to investigate gaps in accommodation provision and options for joint working, 11 options were initially identified as having potential to meet the objectives of the work within three blocks of activity: 1. Closer working; 2. Joint Working, and; 3. New Builds or Acquisition. Following consultation with officers and elected members from all Hertfordshire councils, the options have been refined to 6 areas of focus that are recommended for more detailed investigation and development into a Full Business Case. It is recognised that not all options will be suitable for a pan-Hertfordshire approach and may be more suited to a smaller number of councils to engage in joint working; this will be determined during the development of the Full Business Case. The principle that households will be kept close to existing social networks in line with legislation and guidance when placed in TA is core to the work. The Outline Business Case (OBC) has been finalised and awaits approval by Hertfordshire Growth Board. The approval will allow for the development of full business case and implementation plans for the recommended options.
Creative & Screen Industries	**Lead Leader:** Morris Bright **Chief Executive:** Neil Hayes (LEP)	Amber	The working group has met twice since the last update, with constructive discussions around key activities that can be progressed whilst awaiting the final version of the LEP's emerging sector action plan (due to be completed early 2022).

	Programme Leads (current): Adam Wood (LEP), Tobias Barker (Interim)		A further separate officer-led subgroup was arranged to discuss the possibility of setting up a centralised Hertfordshire TV & Film office, as a "1 stop shop" for production companies to liaise with the public sector. The initial meeting found some broad areas of interest for pursuing further research and engagement with wider stakeholders to develop the proposal further. The next action is for the group is to compile a survey to understand how each district currently operates their location requirements for filming and see how this proposal can best complement existing arrangements. The Markides Associates study: 'Greenlit Hertfordshire: working towards further film and TV studio development opportunities for the county' was presented to the working group in draft in late September 2021 and has now been completed.
Harlow & Gilston Garden Town	**Lead Leader:** Linda Haysey **Chief Executive:** Richard Cassidy **Programme Lead:** Naisha Polaine	Green	The HGGT project is now moving from a policy making focus towards the delivery phase of the project. HGGT work priorities are as follows: 1. HGGT – Next Steps for the Partnership - Governance Review 2. HGGT Delivery Programme The project delivery programme has been fundamentally reviewed and reset. The 2021/22 HGGT Work Programme aims to deliver the overarching objective of **co-ordinating and enabling delivery** of 14,000 homes by 2033, along with associated infrastructure, delivering the **Garden Town Vision**, principles and guidance that has been agreed by the 5 partner councils (a copy of the programme overview is attached in this link). The key strategic priorities for 2021/22 are: o Delivering the Garden Town Vision of quality, beautiful and sustainable places o Enabling the Infrastructure Foundations for Growth o Maximising and Accelerating Delivery with a focus on outcomes by 2025 o Ensuring our Governance is Fit for the Future a) Gilston Villages 1 – 6 Planning Application Planning application proposals for the 10,000 new home development at Gilston (as part of the Harlow and Gilston Garden Town) remain under consideration by Harlow and East Herts Councils. Committee meetings are likely to be in Spring 2022. 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 service provision – transport enhancements, education provision and significant affordable housing delivery chief amongst them. b) Full planning applications for the river crossings, (infrastructure to be funded initially by the Government Housing Infrastructure Grant (HIG)), were due to be considered by East Herts Planning Committee on 16th November and Harlow Planning Committee on 17th November. However, one day in advance of the first committee meeting, lengthy additional representations, including points of a legal nature, were submitted by two landowners in the vicinity of the application and wider Gilston sites. The committee meetings have been postponed in order to enable the additional representations to be considered fully. New committee meeting dates will be scheduled as soon as possible. 3. Funding The primary source of external funding for the HGGT project has, to date been Garden Town Capacity Funding; Government funds applied for via Homes England in September 2020. The funding award announcement for 2020-21 was made in June 2021 for £475,000. The HGGT Partnership was invited to bid for 2021-22 Capacity Funding at the end of November 2021; the deadline for bid submissions is 17th December 2021. Leaders and CEO's of the 5 partner councils have agreed the following framework which sets the strategic direction and priorities of the bid that will be submitted. • **HGGT's primary purpose** is to **co-ordinate and enable delivery** of 14,000 homes by 2033, along with associated infrastructure, delivering to the **Garden Town Vision**, principles and guidance that has been agreed by the 5 partner Councils. • HGGT's **Strategy** is to provide and coordinate **an operational framework across LA boundaries,** agreed by all 5 partner Councils, that defines priorities needed to meet, if not accelerate, the delivery of the strategic growth. In 2022/23 HGGT will: • Continue to be **the holder of the Garden Town Vision** for the 5 Local Authorities and coordinate them to achieve that ambition • Map **the Garden Town's technical programme** showing milestones to deliver the planned housing, jobs & infrastructure and implement

			rigorous **Programme Management of the overall garden town growth** to meet delivery trajectories • Develop the **Rolling Infrastructure Fund** for the 5 Local Authorities to collect developer contributions and HIG repayments; providing the method to deliver critical enabling infrastructure for the future • Develop and implement the **Stewardship Body** to ensure that new community assets are held long-term • Co-ordinate partners across the functional economic area to develop an **economic growth strategy** to foster inclusive growth • Support the **regeneration delivery** of Harlow Town Centre and neighbourhoods
Hemel Garden Communities	**Lead Leader:** Andrew Williams **Chief Executive:** Claire Hamilton **Programme Lead:** Tom Dewey	Green	HGC Transport Plan • Work on the HGC Transport Plan continues to progress forward. A full draft of the Plan has now been received from the Consultant team and is being reviewed by officers through the forum of the Transport Subgroup of HGC. The Plan focusses on a series of 'Big Moves' to bring about modal shift and behaviour change to sustainable transport. A plan for engagement activities is being developed which is proposed to be undertaken in two phases; initial high-level engagement in Feb/Mar followed by consultation on the plan in the summer. HGC Framework Plan • HGC Framework Plan is the key study that will shape the strategic infrastructure and spatial requirements for Hemel Garden Communities. The work is being progressed by David Lock Associates, landowners within the growth area and HGC. A draft programme, key issues log has been produced by the working group to ensure decisions are made and engagement occurs with all relevant audiences, as well as a range of stakeholder workshops to obtain input into the FP issues and opportunities. A draft spatial plan has been produced which is in the process of review by the partners. • Presentations have been made to DBC Spatial Planning Overview and Scrutiny Committee and SADCs Local Plan Advisory Group on key workstreams during November. Communications and Engagement • A Communications and Engagement Strategy has been prepared and has been shared for review with the HGC Comms and Engagement Subgroup. This forms the basis of approach to engagement, with an Action Plan being developed off the back of this.

			• Support has been commissioned to develop a HGC branding and a website as a resource and engagement portal for the programme which will be launched in early 2022. Recruitment • Recruitment process of an Independent Chair will commence in January 2022 • Permanent HGC Programme Director role recruitment has now concluded and an announcement will be made prior to the Christmas break
Mass Rapid Transit - Hertfordshire & Essex Rapid Transit (HERT)	**Lead Leader:** Phil Bibby **Chief Executive:** Mark Kemp **Programme Lead:** Darren Granger	Green	• Public Engagement commenced on 18 Nov 2021 and runs until 28 Jan 2022. Full details can be found at www.hertfordshire.gov.uk/HERT, including access to the virtual exhibition room, brochure and survey. • The survey includes questions on: - How they travel – mode, purpose and main issues they experience with passenger transport, - Whether they agree with our vision, - Views on the towns and stations the HERT will serve, - What would make public transport attractive to use, - What types of journey they would use the HERT for, - Whether they agree with the benefits of the HERT and support the project • 3-minute promotional video has been released and is available to view on HCC's YouTube channel https://www.youtube.com/watch?v=EAQFFO2dg3I and also on the Growth Board website www.hertfordshiregrowthboard.com/2021/11/18/introducing-the-hertfordshire-to-essex-rapid-transit-hert/ • Stakeholder engagement with businesses and transport campaign groups, bus operators, interest groups and national accessibility campaigners ongoing, along with a programme of briefings and 1-2-1s with key regional and local stakeholders. • MP Briefing in Westminster planned for 25 Jan 2022. • Completion of Strategic Outline Business Case by early 2021 ready for political sign off. • Submission of SOBC for funding approval in Spring/Summer 2022.
Resetting the SE Herts economy in	**Lead Leader:** Lewis Cocking	Green	**Project 1 Park Plaza West** Plans for major new film/TV studios have just been announced with the potential to create over 4,500

response to COVID-19 and climate change	**Chief Executive:** Jeff Stack **Programme Lead:** Kevin Clark		permanent jobs and £300m to the local economy. This has caused the RAG rating to move from Red to Green. Discussions with the Planning Authority are ongoing. The current programme is for submission of a planning application in March 2022 with a probable decision July 2022. Assuming that is positive, construction work is expected to commence in late 2022.
		Amber	**Project 2 New Park Lane Railway Station, Waltham Cross** Views on the initial strategic outline business case were sought in July 2021 at a meeting with DfT. They confirmed support for the project is critical from the Train Operation Company and Network Rail. The next key step is therefore to establish and ensure Network Rail's and the operators' requirements are met so they can fully support the project and give it a much stronger chance of funding and getting onto the Rail Network Enhancement Pipeline in Control Period 7 (2024-2029).
		Green	**Project 3 Development of a new Business Park and hi-tech starter Centre – Maxwells West** • The access road is on target for completion in January 2022. Broxbourne has now let the build contract and the construction company occupied the site on November 29 2021. The contractual completion date for the centre is 5 December 2022.
		Amber	**Project 4 Brookfield & surrounding infrastructure** • The submission of planning applications is now programmed for Q2/3 of 2022 with a planned public consultation in Q1. Ongoing discussions still being held with Homes England on possible engagement in the project. Pre app discussions are in train with the LPA.
		Green	**Project 5 Waltham Cross Town Centre Regeneration** A full public consultation started in September 2021 and closed on 3 October 2021. The Levelling Up Fund bid was unsuccessful and the Council is still awaiting the feedback, however the Council has been encouraged to resubmit the bid in the next round in February 2022. The results of the public consultation exercise show a high level of support for the proposals.
Watford Junction Quarter	**Lead Leader:** Peter Taylor	Amber	**Station** • Network Rail and Kingshott still hoping to agree changes to concourse, however covid has impacted retail trade and this has impacted on

	Chief Executive: Donna Nolan **Programme Lead:** Julian Hart		the land deal negotiations. The financial position is being reviewed and agreement is anticipated in early 2022. • Network Rail has submitted a funding request to DoT for £1m for a pedestrian bridge – all going well, this would be signed off in early 2022. Design would proceed for 12 months to explore pedestrian bridge feasibility and confirm costs.
		Green	**Planning Policy** • Watford draft Local Plan – Council has reviewed and responded to representations. Examination of Local Plan expected at year end. • One of the Deloitte workstreams (see below) has included reviewing watertightness of planning policy and how to manage landowner relationships going forwards to ensure comprehensive regeneration takes place. A recommendation arising from this is to review whether the site should remain excluded from CIL. Otherwise, apart from a few minor tweaks, the planning policy position is considered robust.
		Green	**Funding** • Stakeholder engagement with key landowners on-going. • Homes England has provided a contribution towards the revenue funding costs of the Deloitte work.
		Green	**Funding and Development Strategy** • Deloitte has been appointed to progress strategy work. • 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. Initial output has been reviewed by public sector stakeholders. • Next stages of work have now been agreed and are being progressed.

Hertfordshire Growth Board

East-West Northern Growth Corridor Programme Board
Reinvigorating Town Centres

Letter highlighting the impact of changes to permitted development rights on the Re-invigorating Town Centres programme and wider growth ambitions, to be sent to HM Government on behalf of the HGB

Dear Minister

Permitted Development Rights in Town Centres

We write to share our deep concern over the impact of the new Permitted Development Rights which are taking effect in towns and high streets across Hertfordshire and the rest of the country.

Working together through Hertfordshire Growth Board, we are passionate and committed to supporting our town centres and high streets to thrive beyond the Covid-19 pandemic.

We recognise the world around is us changing greatly, affecting communities throughout the county. Almost one in five shops in England now lie empty, with continued growth of online shopping and different customer trends presenting challenges for traditional retail and many cities, towns and villages. Working with communities, retailers, property owners, and developers, it is vital that we create bright, vibrant and sustainable plans for the future.

No two places are the same. Some high streets are adapting well to meet changing needs. Others need greater transformation to meet the needs and aspirations of our communities. Through our 'Transforming Town Centres' programme, we will engage with communities and partners in local town centres and high streets – harnessing local leadership, ideas, energy and investment to create a brighter future.

As you and your new Department for Levelling Up, Housing and Committees develop plans for the future, we welcome the focus on local leadership being empowered to drive change and the focus on the need to enhance pride in place, particularly in town centres.

However, we are concerned that the introduction of new Permitted Development Rights in town centres could have a destructive effect in Hertfordshire. The local shops and facilities treasured by our communities must continue to play a prominent role in our towns and villages, and we are

concerned that broad powers to convert retail premises to residential use may lead to lasting damage.

New residential accommodation can make a positive contribution to high streets and town centres, bringing life, vibrancy and footfall for retailers. However, we firmly believe that new residential accommodation should be attractive, sustainable, and in the right location. Developments should make appropriate contributions for local infrastructure and make a positive contribution to local communities.

At heart, we uphold our belief that planning works best when the local community, councillors and developers work together to shape local areas and deliver the new homes that are necessary.

We trust you agree with our views on localism and will ensure that any emerging policy protects the rights of our local communities.