



# **Agenda Reports & Other Papers**

Presented to the  
Meeting of the  
**Hertfordshire Growth Board**  
on  
**Wednesday, 15 March 2023**



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## **HERTFORDSHIRE GROWTH BOARD**

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### **COUNCIL CHAMBER, COUNTY HALL, HERTFORD**

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**WEDNESDAY, 15 MARCH 2023 15:00 – 16:30**

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#### **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 (Vice-Chair)  
L Haysey, East Herts District Council  
R Henry, Stevenage Borough Council  
T Kingsbury, Welwyn Hatfield Borough Council  
S Nelmes, Three Rivers District Council  
R Roberts, Hertfordshire County Council (Chair)  
P Taylor (Mayor), Watford Borough Council  
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  
S Johnson, Homes England  
P Burstow, Hertfordshire and West Essex ICS, NHS

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#### **Press and Public Attendance at This Meeting**

As required by law, the Council will be holding this meeting in person.

Webcasting: This meeting of the Cabinet will be filmed and webcast live on the internet and will also be recorded and published on the Council's website. All parts of the room can be seen or heard by the camera or microphones and any members of the press and public present in the Council Chamber at any time during the meeting are likely to be included in the webcast and recording.

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".

Those wishing to watch the live broadcast should go here:

[www.hertfordshire.gov.uk/watchmeetings](http://www.hertfordshire.gov.uk/watchmeetings)

The Council Chamber is fitted with an audio system to assist those with hearing impairment. Anyone who wishes to use this should contact main (front) reception.

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## **1. Minutes**

The Board is invited to note the Minutes of the Board meeting held on 12 January 2023 (attached).

## **2. Public Questions**

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

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

## **3. Public Petitions**

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

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

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

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

## **4. Hertfordshire Growth Board – Presentation by Watford Borough Council – Update on Watford Regeneration**

*Presentation – Mayor Peter Taylor and Managing Director Donna Nolan*

## **5. Hertfordshire Growth Board (HGB) – Refreshed priorities, Work Programme, and actions March 2023**

*Report attached - Patsy Dell*

## **6. Hertfordshire Growth Board (HGB) – Work Programme Progress Report March 2023**

*Report attached – Patsy Dell*

## **7. Hertfordshire Growth Board Presentation – Joint Strategic Planning progress in Hertfordshire**

*Presentation – Cllrs Linda Haysey and Chris White. Sara Saunders and Chris Outtersides.*

## **8. Date of next meeting**

*The next planned meeting will be held on Wednesday, 7 June 2023, 11:30 – 13:00.*

## **9. Other Part I Business**

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

## **PART II ('CLOSED') AGENDA**

### **EXCLUSION OF PRESS AND PUBLIC**

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

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

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

**QUENTIN BAKER**

**DIRECTOR OF LAW & GOVERNANCE**

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

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# Hertfordshire Growth Board Meeting Minutes

Thursday, 12 January 2023



**Hertfordshire**  
Growth Board

# Minutes

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

**Date:** Thursday, 12 January 2023

## Attendance

### Council Leaders (11 Voting Members)

M Bright, Hertsmere Borough Council  
L Cocking, Broxbourne Borough Council  
S Nelmes, 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  
P Taylor (Mayor), Watford Borough Council  
R Henry, Stevenage Borough Council  
C White, St Albans City and District Council  
A Williams, Dacorum Borough Council

### Co-opted Members

Neil Rutledge (*substituted for M Bretton*), Hertfordshire Local Enterprise Partnership  
P Burstow, Hertfordshire and West Essex ICS, NHS

**1. Minutes**

- 1.1 The Minutes of the Board meeting held on 8 September 2022 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) – Governance arrangements: Nomination of new Vice Chair and Approval of the Hertfordshire Police and Crime Commissioner as a new Co-opted Board Member**

[Officer Contact: Patsy Dell, Hertfordshire Growth Board, Tel: 07949 887794]

- 4.1 The Board received a report which set out an update to the Governance of the Board. The Growth Board had a politically balanced set of Chair and Vice Chairs. With changes to the Leader at Stevenage Borough Council in late 2022, a new Vice Chair nomination was needed.
- 4.2 Councillor Elizabeth Dennis-Harburg was nominated by Richard Henry to become a Vice Chair. This was seconded by Councillor Chris White.
- 4.3 At the meeting on 8 September 2022, it was agreed that it would be desirable for the Police and Crime Commissioner (PCC) to be invited to join the Growth Board as a co-opted (non-voting) member.
- 4.4 Councillor Sarah Nelmes proposed that the Police and Crime Commissioner (PCC) for Hertfordshire be appointed as a co-opted (non-voting) Board Member. This was seconded by Councillor Morris Bright.
- 4.5 The full Board discussion on this item can be viewed here at 00:10:20 [Item 4 - HGB Governance arrangements.](#)

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**RESOLVED**

- 4.6 The Board:
- i) Agreed the nomination for a new vice-chair; Councillor Elizabeth Dennis-Harburg
  - ii) Approved an additional co-opted member. The Police and Crime Commissioner joined the Growth Board in that capacity with effect from January 2023.

**5. Hertfordshire Growth Board – Presentation: Harlow Gilston Garden Town, progress towards the vision**

[Officer Contact: Patsy Dell, Hertfordshire Growth Board, Tel: 07949 887794]

- 5.1 The Board received a presentation from Guy Nicholson, Independent Chair of Harlow Gilston Garden Town Board and Naisha Polaine, Garden Town Director on the progress with Harlow Gilston Garden Town. The presentation can be viewed here: [Harlow Gilston Presentation Slides](#)
- 5.2 Members heard that Hertfordshire County Council and East Herts District Council were two of five partners in the development of Harlow Gilson Garden Town, alongside Essex County Council, Harlow District Council and Epping Forest District Council. A Joint Committee approach was being proposed with a joint constitution to deliver urban regeneration at scale.
- 5.3 The Board welcomed the update and queried in terms of construction costs rising, if discussions were filtered back around contributions rising, including developer contributions. Members heard that the challenge fell around how viability was assessed going forward with the build price being unpredictable.
- 5.4 Members commented on the planned health infrastructure and the requirement for it to be fit for present needs and adaptable for future needs. The Board heard that health was a key concern of the community, and that health provision planning was taking place on a number of levels. The plans for Harlow Gilston Garden Town in principle included the proposed relocation of Princess Alexandra Hospital, which would release a site within Harlow for 600-800 new homes. The relocation of the hospital would reimagine healthcare and what the site may be able to deliver. It was noted that decisions were still awaited from Government around when the relocation may go ahead. In terms of local health care, dialogue was ongoing with service providers to ensure the needs of the projected population growth could be met. Discussions were also ongoing around the

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Latton Priory site which highlighted some of the complexities around the projection of services required. It was noted that the Integrated Care Board were keen to support developing plans.

- 5.5 The Board discussed the way the development would be designed to manage out within a new community. Members noted the challenge as 23,000 new homes were proposed and would bring new residents to the area alongside the 90,000 existing residents living there. It was noted that there was working ongoing with the existing community across Harlow to understand any concerns. It was noted that local community leaders were to be involved to bring local knowledge/experience. It was essential to review the project as a whole to create a successful area going forward.
- 5.6 Members highlighted that health care (including co-location) and facilities were two key features for future engagement and discussions to create a fit for purpose estate. An update report would be welcomed back to the Board in the Autumn.
- 5.7 The full Board discussion on this item can be viewed here at 00:12:30 [Item 5 - Harlow Gilston Garden Town update](#).

## RESOLVED

- 5.8 The Growth Board noted the information contained within the presentation.

## 6. Hertfordshire Growth Board – Economy Briefing from Hertfordshire Local Enterprise Partnership

[Officer Contact: Patsy Dell, Hertfordshire Growth Board, Tel: 07949 887794]

- 6.1 Members received a presentation from Neil Hayes, Hertfordshire Local Enterprise Partnership which shared an overview of the Herts economy Q2 2022. The presentation can be viewed here: [Herts LEP Presentation](#).
- 6.2 The Board heard that unemployment had begun to fall again, however employment levels had also started to fall with around 18,000 people choosing not to re-enter the labour market.
- 6.3 The number of start-ups verses the number of businesses that had folded was reviewed, with more businesses folding that starting in 2020. It was noted there was variability across the county and data was being reviewed to understand the figures. Concerns were noted as Hertfordshire was only just above the UK average for high growth firms, with huge variation across the county.

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- 6.4 The LEP and Partners response to the challenges faced were set out, with attention given to addressing barriers to entering the labour market, exploring skills programmes and targeting resources.
- 6.5 In response to a Member question regarding the decline in the numbers in the workforce, it was noted that a number of different factors were affecting peoples choices. Travel into London was happening less and the nature of the workforce was changing, with more people looking to work reduced hours. Recruitment and retention required further consideration and as the economic strategy evolved, a more local forum would be used to review all barriers.
- 6.6 The full Board discussion on this item can be viewed here at 01:03:00 [Item 6 - Economy Briefing from Herts LEP](#).

### RESOLVED

- 6.7 The Growth Board noted the information shared within the presentation.

## 7. Hertfordshire Growth Board (HGB) – Re-invigorating Town Centres Workstream

[Officer Contact: Jenny Foster, Hertfordshire Growth Board, Tel: 01992 556621]

- 7.1 The Board received a report which provided an update on the progress of the re-invigorating town centres workstream in supporting district/ borough councils with the increasing challenges facing Hertfordshire's town centres and high streets.
- 7.2 High streets and town centres were identified as an area for monitoring back in 2019 and work had been undertaken with the Institute of Place Management to establish as baseline of information, which was initially to support the welcome back funding in 2021. A follow up survey on the general town health was commissioned in 2022 and this highlighted some prospering town centres whilst others struggling. To enable growth across the county, vibrant and prospering town centres needed to be secured.
- 7.3 Work had been undertaken alongside savethehighstreets.org, who had developed three offers of support for the county. Up to five thousand pounds worth of support was requested from the Growth Board Growth Fund for each district/borough to support the programme.

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- 7.4 Members discussed whether areas should have to bid for funding so that funding was provided where it was most needed. It was noted that more money could be contributed by district/boroughs for specific support and that districts/boroughs could pool funding together for projects. Officers confirmed that the money would be used to target areas highlighted and outcomes would be measured.
- 7.5 The Board recognised the importance of sharing best practice across high streets and town centres.
- 7.6 The full Board discussion on this item can be viewed here at 01:18:00 [Item 7 - Re-invigorating Town Centres Workstream](#).

**RESOLVED**

- 7.7 The Board approved funding of up to £5,000 per district/ borough council to provide the support offer for high streets and town centres and ongoing monitoring of the local economic situation in these locations across Hertfordshire.

## **8. Hertfordshire Growth Board (HGB) – Work Programme Progress Report January 2023**

[Officer Contact: Patsy Dell, Hertfordshire Growth Board, Tel: 07949 887794]

- 8.1 The Board reviewed a report which provided an update on the progress with the current Growth Board work programme and specific areas of work which were new or which the Board needed to provide a view on, since the last meeting took place in September 2022.
- 8.2 Members acknowledged the update at appendix A. Progress had been made with the digital work programme and bids were being taken forward alongside meetings with the sector/marketplace. The Board were updated on the latest digital connectivity meeting including progress with project Gigabit. Market information was being gathered with the change in working environments being established. Concerns were noted around the level of infrastructure required in harder to reach areas across rural Herts, however these were being addressed. Officers were thanked for their support on the project.
- 8.3 The next meeting of the Hertfordshire Infrastructure and Development Board was due to take place on 8 February 2023 and Leaders, Chief Executives and Heads of Planning were encouraged to

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attend. The meeting would cover influencing the development sector and would be themed around housing.

- 8.4 Work was progressing with the planning resilience and capacity task and finish group. It was noted that the lack of planning capacity in the market remained an issue and the group were trying to support the cohort locally to develop their careers within Hertfordshire and stay in the public sector.
- 8.5 The full Board discussion on this item can be viewed here at 01:26:10 [Item 8 - Re-invigorating Town Centres Workstream](#).

## RESOLVED

- 8.6 The Board noted the progress with the work programme, workstream projects and the overall priorities as set out in the paper and at appendix A.

## 9. Hertfordshire Growth Board (HGB) – Temporary Accommodation Joint Work: Options Development

- 9.1 The Board received a report which provided an update on the progress made developing the recommended options available to local authorities in Hertfordshire to better meet the housing needs for people living in Temporary Accommodation (TA).
- 9.2 Members heard that progress was being made, with key milestones implemented over the past few weeks. The temporary accommodation predictive model was now live and would help all partners manage supply and demand for temporary accommodation and the effectiveness of this would be monitored over the next few months.
- 9.3 Officers advised that the level of demand for supportive accommodation for those with ultra-high-level needs was being refined and the leads were proactively looking across the county for sites with ongoing discussions with the Department for Levelling Up, Housing & Communities and Homes England around potential funding.
- 9.4 Another £20,000 from the Housing Advisers Programme had been secured to support the workstream, bringing the total external investment to £65,000.
- 9.5 In response to a Member question, officers confirmed that there had been a rise in homeless applications across the county in relation to refugees, asylum seekers and Homes for Ukraine Scheme. Heads of Housing were monitoring the situation closely and it was noted that there was the opportunity to apply for Government funding for

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accommodation in relation to Ukrainian households that were settled in Hertfordshire. A coordinated approach and shared thinking would be beneficial and would be tasked to the Heads of Housing Group.

Claire  
Hamilton

- 9.6 The full Board discussion on this item can be viewed here at 01:29:45 [Item 9 - Temporary Accommodation Joint Work: Options Development](#).

## RESOLVED

- 9.7 The Hertfordshire Growth Board noted the progress made across the three workstreams.

## 10. Standing Items South West Herts Joint Strategic Plan

- 10.1 The Board heard that the next stage of plan making was to commence following the process set out in the adopted statement of common ground. Draft spatial options were to be produced and taken through the Joint Strategic Plans own systems, followed by a further regulation 18, public consultation.

## 11. Date of next meeting

- 11.1 The date of the next meeting was noted as Wednesday, 1 March 2023\* at 11:30am.

\*this meeting was subsequently rearranged to Wednesday, 15 March 2023 at 3:00pm.

## 12. Other Part I Business

- 12.1 None.

## PART II ('CLOSED') AGENDA

### EXCLUSION OF PRESS AND PUBLIC

The Chairman moved:

"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 of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information."

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**1. Hertfordshire Growth Board (HGB) – Film Office Business Plan**

- 1.1 The Minute for this item of business is set out in the separate Part II Minutes.

**CHAIRMAN**.....

CHAIRMAN'S INITIALS



**Hertfordshire**  
Growth Board



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

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# Agenda item 4

## Hertfordshire Growth Board – Update on Watford Regeneration

Report Author: Patsy Dell Hertfordshire Growth Board

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### **1 Purpose of report**

- 1.1 To provide Board Members with a presentation from Mayor Peter Taylor and Managing Director Donna Nolan from Watford Borough Council, who will provide an update on the regeneration of Watford.

### **2 Recommendation**

- 2.1 The Growth Board are invited to note the information contained within the presentation.

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# Agenda item 5

## Hertfordshire Growth Board (HGB) – Refreshed priorities, Work Programme, and actions March 2023

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

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### **1 Purpose of report**

- 1.1 In late 2022, a review was undertaken of the work of the Herts Leaders Group and the Hertfordshire Growth Board in delivering effective system and place leadership for Hertfordshire.
- 1.2 Consultants were commissioned to help support this work and the development of new strategic priorities. Conclusions from the review and proposed next steps for the work programme to 2025 are set out in this paper and the consultant's report is attached at appendix A.

### **2 The Hertfordshire System and Growth Board**

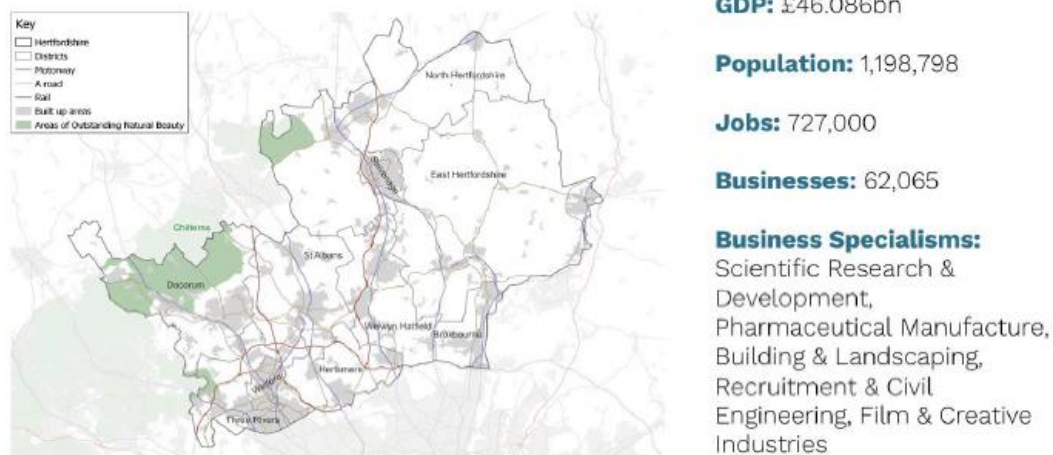
- 2.1 The Hertfordshire Growth Board was set up in 2018 in recognition of the need to work together (albeit in a number of different roles) for the greater benefit of Hertfordshire. At that time, the focus was very much on collaborating around delivering housing growth, infrastructure, and strategic planning along with the ambition to secure a growth deal with HM Government. Appendix B contains the original adopted terms of reference.
- 2.2 From there the Growth Board developed a clear set of ambitions and areas of focus, established a joint work programme and programme/project management architecture and dedicated team. Encouraged by senior officials, contact was made with Government a number of times to discuss growth deals. The Growth Board transitioned into a Statutory Joint Committee in 2021.
- 2.3 With the change in policy at National Government level to focus on Levelling Up from late 2019, the widespread recognition of a climate emergency in 2020, the impact of the global pandemic in 2020-2022, the widespread impact of the war in Ukraine and the current cost of living crisis, the focus of the board, the drivers for its work and the joint priorities and ambitions have necessarily shifted.
- 2.4 There is clear commitment in the Hertfordshire Local Government system to maintain a collective approach to priority setting and problem solving through the Herts Leaders Group and the Growth Board despite these pressures. This intention is indicative of the strength of relationships and

commitment to continue to collaborate for the greater good of Hertfordshire.

- 2.5 The consultant's report outlines the work undertaken with Herts Leaders and senior officers over recent months and the development of an intended set of priorities and focus for 2023 – 25.

### 3 Strategic Context for Hertfordshire

- 3.1 Hertfordshire has a strong and diverse economy with particular sector strengths in life sciences and the film and creative sector. The diagram below provides a contextual economic overview.



Sources: ONS GDP by ITL regions 2020, ONS Census 2021, ONS Jobs Density 2021, ONS Business Counts 2022, Metro Dynamics analysis of Business Register and Employment Survey 2021, Ordnance Survey 2022

- 3.2 Taken as a whole Hertfordshire's economy performs better than the national average, making a net contribution to UK Plc but with above and below UK average productivity being observed across the county. Skills levels are high in a number of areas, but the overall picture is mixed. Digital connectivity is variable across Herts.
- 3.3 A shared analysis of the most significant external factors impacting upon Hertfordshire was developed. Key external trends and their impact upon Hertfordshire are summarised in table 1:

Table 1 – PESTLE analysis

PESTLE Analysis	
<b>P</b>	<b>Political</b> - The uncertain global and national political contexts are creating long-term instability for Hertfordshire on various fronts – particularly around devolution, levelling up, funding and public trust in politics
<b>E</b>	<b>Economic</b> – the cost of living crisis and rising inflation has created a fragile environment for residents, businesses, the council and overall levels of development, especially in terms of housing construction.
<b>S</b>	<b>Social</b> – Our ageing population poses complex challenges, whilst overall our population continued to grow in a way that feels unsustainable
<b>T</b>	<b>Technological</b> – Consensus around the benefits of improved technology and the use of technology within services, but difficulty in navigating the associated risks such as digital exclusion or user reluctance
<b>L</b>	<b>Legal</b> – Capacity is a challenge in planning, as is policy uncertainty. Inefficient procurement procedures serve as a barrier to quick decision making and development.
<b>E</b>	<b>Environmental</b> – The differing narratives around environmental improvement and sustainable development create ambiguity around the 'right' course of action. Sustainable development delivery needs to consider the current housing stock situation as well as the availability of local skills to make improvements.

### 3.4 Hertfordshire's strengths, challenges, and opportunities were identified as follows:

Table 2 – Strengths and Challenges

Strengths	Challenges
<ul style="list-style-type: none"> <li>• Diverse economy with high-value industries (film, cultural, life sciences)</li> <li>• Net contributor to the UK economy</li> <li>• Geographical proximity to key infrastructure assets and locations, alongside natural beauty and desire for people to live here</li> <li>• High educational achievements, resulting in extremely well-educated residents</li> <li>• Strong relationships between local government leadership</li> <li>• Strong cultural and heritage assets</li> </ul>	<ul style="list-style-type: none"> <li>• Growing and ageing population</li> <li>• Recruitment and capacity challenges, particularly in key sectors such as health and social care and the risks of this leading to a health care crisis</li> <li>• Polycentric (both a strength and challenge)</li> <li>• Too much retail space, with associated challenges for high streets</li> <li>• Constant renewal needed to support an aging population and fill workforce gaps</li> </ul>

Table 3 – Opportunities

Opportunities
<ul style="list-style-type: none"><li>• Green and sustainable housing growth (right size, location)</li><li>• Transport and digital connectivity between towns</li><li>• Strengthening university’s research output and better aligning FE provision with the skills demands of growing industries</li><li>• Hybrid working creating opportunities for town centres</li><li>• Existing growth projects and corridors linked to growth</li></ul>

**4 Place Leadership priorities in Hertfordshire 2023 – 2025**

4.1 The review discussions not only developed priority areas for growth in Hertfordshire but also identified overarching drivers, reflecting the ambition to encourage the right economic growth for people and planet. It will be important for Hertfordshire to ensure these holistic and cross cutting drivers are owned and addressed along with the identified priority areas of focus.



**Hertfordshire Priority Areas of Focus**

4.2 The following diagram identifies the four priority areas of focus developed through the review. They are a set, which along with the drivers should be seen as mutually reinforcing and mutually dependent in term of their potential to impact upon and deliver the kind of growth Hertfordshire is seeking. The narrative that follows outlines the impact that focus on these priorities is intended to have.

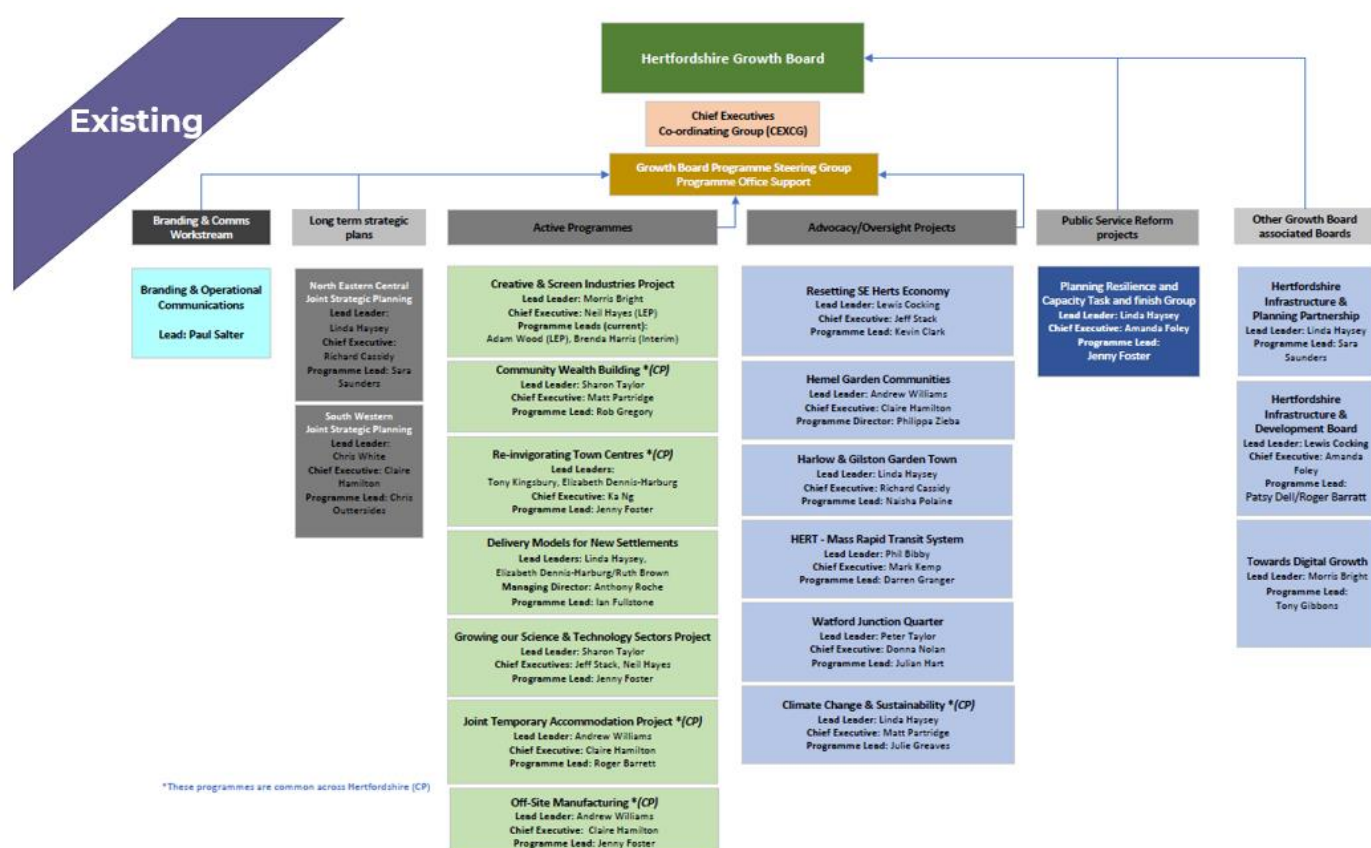


- 4.3 **Capital Projects** – The extent and nature of capital projects across the county and the current funding landscape led members of the Growth Board to highlight the need to make more of what is being achieved. A new investment case for Hertfordshire should be produced that makes the county proposition more impactful and attractive than the sum of its individual schemes.
- 4.4 **Housing Affordability and Supply** – Ongoing growth pressures and high targets make this a clear, continued shared priority for the Growth Board. Whilst influencing and improving this situation will continue to be challenging, collective focus should now turn to supporting a more sustainable and inclusive type of growth that provides housing for those most in need.
- 4.5 **Connectivity** – The rise in hybrid working, the climate emergency and a reduction in commuting to London have highlighted the gaps and weaknesses in local public transport and digital infrastructure across the whole of Hertfordshire. It is recommended that the Growth Board develops proposals for more immediate transport improvements and digital solutions.

- 4.6 **Skills, Sectors, Recruitment and Retention** – the pandemic and Brexit have exacerbated workforce shortages and retention challenges and are affecting many of Hertfordshire's high growth and essential sectors. A complex challenge such as this would benefit from collective leadership and deeper collaboration, for example to convene sector leaders and skills providers in a more concerted and coordinated way to develop solutions that provide opportunities for local people.

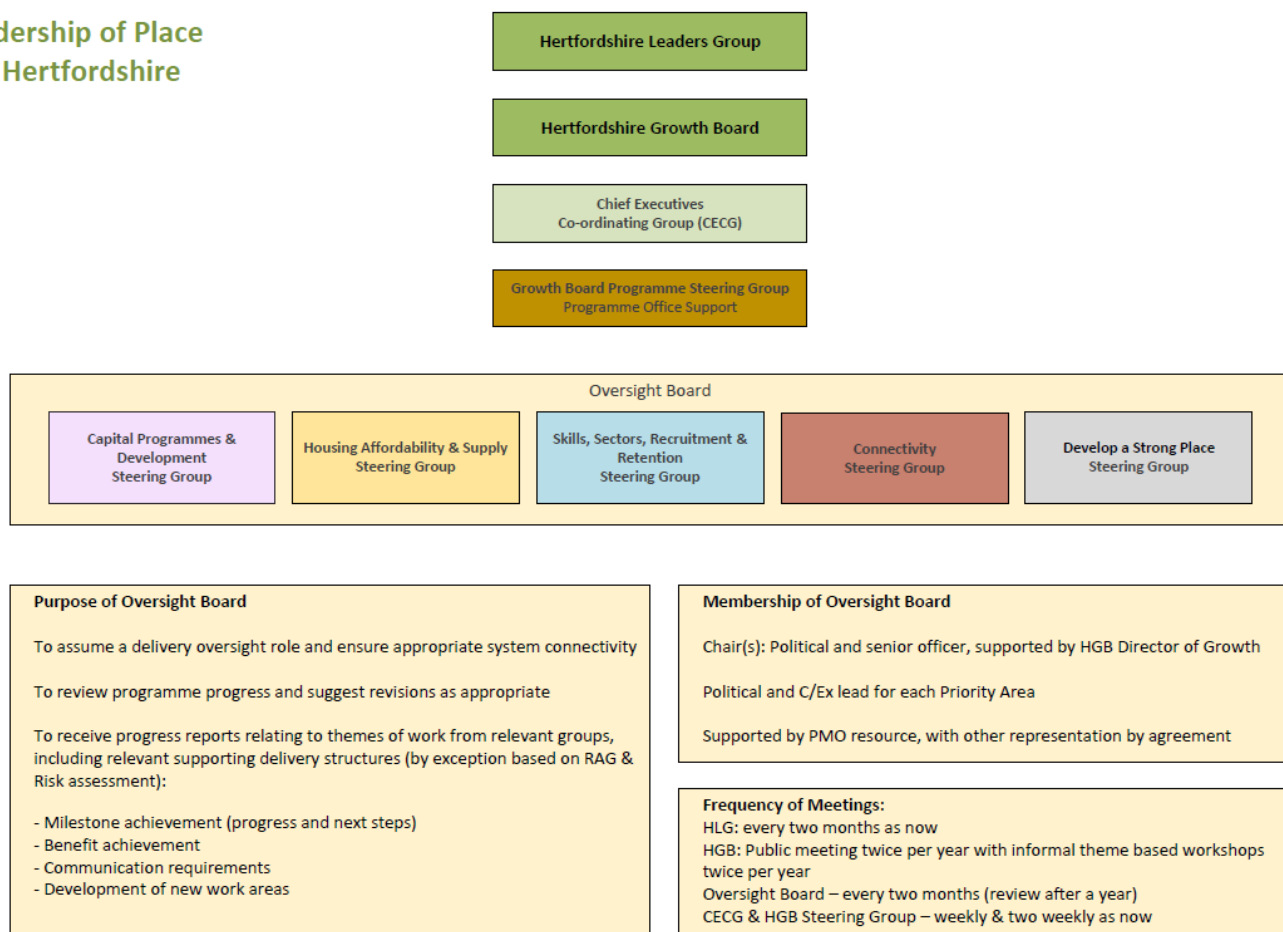
## 5 Evolving the Growth Board Work Programme and Governance 2023 – 2025

- 5.1 Implementation of the new drivers and priority areas of focus will require transformation of the existing work programme. The table at Appendix C maps the new programme and existing and new projects identified to date. More work is needed to scope these in detail and provide clear understanding of their impact. System partners e.g. from the health system will be invited to help scope and support the development of this further detail over coming months. A further paper will be brought back to the June 2023 Growth Board to confirm the new work programme.
- 5.2 The existing Growth Board work programme reflects previous priorities and a range of ongoing, task and finish and oversight projects that will be completed, stood down or reprioritised going forward. The diagram below outlines the existing programme and project architecture.



- 5.3 Programme and project governance were discussed as part of the review and a change to form a new Oversight Board to replace the existing twin programme board architecture has been proposed (see diagram below). Some of the detail of how this will work will need to be developed following the meeting, including clarity about the levels of political engagement and sponsorship of projects within the programme.

### Leadership of Place in Hertfordshire



- 5.4 The effectiveness and operation of the Growth Board meetings were also considered as part of the review. The change to form a statutory joint committee in 2021 was recognised as an important step and one that provides greater transparency of the board's work. However, the formality of the statutory committee as currently operating was considered on occasions to inhibit informal strategic conversations that need to take place and which have underpinned the value of the cross party, cross geography, cross tier working relationships at the heart of the Herts Leaders Group and the Growth Board.
- 5.5 To address this, it is proposed that following the Growth Board meeting in June 2023, a change is made to the meeting cycle to move to two formal meetings a year. The Board may choose to meet informally on other occasions. This would be consistent with the Growth Board constitution.

- 5.6 The review also identified a wider ecosystem of working groups across the Hertfordshire Local Government system that ideally would be closely aligned with the priorities being considered here. Many of these are officer or member groups that meet to ensure co-ordination of business as usual or operate to deliver specific task and finish projects. Actions to ensure improved alignment and co-ordination (if beneficial) are also suggested for inclusion in the work programme.

## **6 Next steps**

- 6.1 Given the work that has taken place through the review it will now be important to confirm next steps and continue momentum into implementation. The proposed next steps after the meeting and in preparation for the scheduled June 2023 and November 2023 Growth Board meetings are as follows:
- a) Officers to arrange further focussed workshop sessions (with available Leaders, CEx's, senior officers and other partners e.g. from the health system) to do a more in-depth scope of the expectations from the priority work streams and define the vision/outputs/changes required. This will enable a more detailed work programme and priorities including impact measures to be agreed.
  - b) Plan for implementation of changes to the operating frequency and format of the Growth Board meetings, starting from after the June 2023 meeting.
  - c) Further discussions with Leaders on the implementation of the new Oversight Board and arrangements for political and Chief Executive sponsorship across the work programme.
  - d) Socialising the new priorities - Previously a number of joint events were held with the Executive and Cabinet/LEP Board members of all the partners to share awareness of the Growth Board work and priorities across the Hertfordshire local government and LEP system. Similar events also took place with all the partner's leadership teams. It is recommended that a new set of familiarisation events are undertaken later in 2023.
  - e) Identifying the other working groups in the wider local government system and engaging them on alignment with agreed priorities where possible

## **7 Conclusions**

- 7.1 The Herts Leaders Group have undertaken this review to reaffirm their commitment to positively working together as the Local Government system in Hertfordshire. They have taken stock of the external landscape

within which they operate and refreshed their priorities and overarching drivers to address the issues currently bearing down on Hertfordshire.

- 7.2 The need to foster a culture of deep collaboration around place leadership and good economic growth is supported, as is delivering on collective climate change responsibilities and healthier communities.
- 7.3 The current Growth Board operating model, priorities and work programme are being reshaped which will ensure they are additive and support the achievement of the new priorities.

## **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 Herts Leaders Group and the Growth Board.

## **9 Recommendations**

- 9.1 That the Board:
  - a. Agrees the final version of the consultant's report (Appendix A) and summary of the work undertaken to refresh the joint place leadership priorities for Hertfordshire
  - b. Agrees the set of joint priorities and cross cutting drivers identified in the consultant's report and in this paper (section 4)
  - c. Agrees the proposed Growth Board governance and programme/project management changes set out in this paper (section 5)
  - d. Agrees the high-level work programme approach and identified components set out in this paper (Appendix C)
  - e. Agrees the proposed next steps and actions set out in this paper (section 6).

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# **Economic priorities for Hertfordshire 2023-2026**

**A report for the Hertfordshire Growth Board and Leaders' Group**

February 2023



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# 1. Introduction and purpose of this report

## Introduction

Metro Dynamics was commissioned by the Hertfordshire Growth Board and Hertfordshire Leaders Group to support a refresh of Hertfordshire's economic priorities. Metro Dynamics is an economics consultancy supporting local authorities, LEPs and investors to develop inclusive local economic and investment strategies. We work throughout the UK with a range of places from large urban metropolitan areas to counties, and we have drawn from our experience in these places in this piece of work for Hertfordshire.

The Growth Board first developed their shared priorities in 2019 and, although annual prioritisation and planning had continued as expected, the impact of global and national events including the Covid-19 pandemic, Brexit, the war in Ukraine, rising inflation and the cost-of-living crisis on the local economy make the case now for a deeper review of priorities.

## Approach

The work to support this refresh was undertaken in the period between November 2022, and January 2023. Given the collective nature of the Growth Board, which covers several local authorities and public sector partners in Hertfordshire, there was a clear requirement for this piece of work to focus on building consensus around shared priorities, based on a collective understanding of Hertfordshire's challenges and opportunities. To this end, the approach to this commission to refresh Hertfordshire's economic priorities has included:

- Interviews with each of the Mayors, Leaders and Chief Executives, of the Hertfordshire district and county authorities, the Police and Crime Commissioner (PCC) and the Chair and Chief Executive of the Local Enterprise Partnership (LEP)
- 3 structured workshops to iteratively develop and test thinking on the new priorities:
  - A first workshop with Leaders, PCC and LEP Chair to create a shared analysis of the external factors most impacting Hertfordshire and its strengths, challenges and opportunities in this context
  - A second workshop with Leaders, the PCC, LEP Chair and Chief Executives to test themes surfaced through interviews and agree shared priorities from these, building on the shared view on strengths and challenges, as well as key changes to governance and other enablers
  - A third workshop with Chief Executives to refine priorities further and discuss implications for implementation
- High level research on the Hertfordshire economy, horizon scanning and analysis of the current policy landscape and insight from other local places.

The emphasis of this approach and its output, the refreshed priorities, has been on this iterative process of joint agreement and consensus by Leaders. The refreshed priorities themselves have been informed by the observations and recommendations drawn from Metro Dynamics' work with other places but have been shaped in the language of Leaders

and Chief Executives and reflect the discussions and shared position developed during this work.

### **Purpose of this report**

This report is intended for the Hertfordshire Growth Board and Leaders Group, to support decisions over what the economic priorities of the Growth Board for the next three years should be and what is required to develop an impactful Growth Board work programme. It sets out the strategic context within which the economic priorities refresh should be considered, recommendations on the economic priorities and areas of focus of the Growth Board and on the enablers required, such as changes to governance and ways of working. It is intended as a description of what the Growth Board could achieve in specific thematic areas and how it might do this, as opposed to a detailed work programme or business plan.

## **2. Strategic context**

In 2019 the Hertfordshire Leaders Group and chair of the Local Enterprise Partnership, working as the Hertfordshire Growth Board, developed a shared agenda for encouraging economic growth in Hertfordshire. Identifying the key areas of collaboration, common cause and focus, the Growth board then developed a joint work programme to deliver the agreed shared ambitions for Hertfordshire as a place. The agreed 2019 priorities were then largely embedded into strategic documents at both county and district level, and a series of projects, workstreams and working groups mobilised for delivery.

These 2019 Growth Board priorities are shown in the table below.

<b>Infrastructure</b>	<ul style="list-style-type: none"><li>• To encourage forward funding arrangements to accelerate the development of infrastructure projects.</li><li>• To align infrastructure developments with carbon commitments; this includes the promotion of green transport and electric vehicles.</li><li>• To grow the strategic East-West corridor through enhance transport connections, which also incorporates green infrastructure.</li><li>• To drive the implementation of the Hertfordshire &amp; Essex Rapid Mass Transport (HERT) by accelerating planning permission and coordinating strategic partners.</li></ul>
<b>Housing</b>	<ul style="list-style-type: none"><li>• Address the various failures in the housing market, to ensure that housing stock aligns with the future needs of Hertfordshire.</li><li>• To build sustainable housing which suits the future demography of communities, but which does not detract from the attractiveness of existing places.</li></ul>
<b>Economy</b>	<ul style="list-style-type: none"><li>• To support key growth sectors, such as life science, construction, creative industry and the visitor economy.</li><li>• To support local jobs to decrease necessity on London commutes</li></ul>

- To develop a strategic planning approach to overcome some of the problems with current local plan system.
- To manage pressures of London driven growth.

However, since 2019 much of the external political, policy, economic, environmental, and social landscape has changed; the Brexit transition, the Covid-19 pandemic, War in Ukraine, and the cost-of-living crisis pose new and complex challenges for Hertfordshire. Furthermore, current government policy around levelling up raises questions for the South East and Hertfordshire, particularly in terms of securing investment to respond to new and existing local challenges. The intention to maintain a collective approach to priority-setting and problem solving despite such pressures, is indicative of the strength of relationships and commitment to collaboration for the greater good of Hertfordshire.

Through individual and group discussions, Hertfordshire Leaders developed a shared analysis of the most important external factors impacting Hertfordshire and the potential implications for driving local economic growth, as a starting point for agreeing new priorities. It is notable that despite the significant challenges facing the UK as a whole, Hertfordshire is in a comparative position of strength, as a net contributor to the national economy, and has demonstrated a good level of resilience to recent shocks. The strengths and challenges of the Hertfordshire economy are discussed in more detail later in this report.

Key external trends and their impact on Hertfordshire can be summarised as follows:

**Political.** The uncertain global and national political contexts are creating long-term instability for Hertfordshire on various fronts – particularly around devolution, levelling up, funding and public trust in politics.

**Economic.** The cost-of-living crisis and rising inflation has created a fragile environment for organisations and residents. This includes residents who have not previously experienced hardship and private and public sector organisations, particular those working in housing construction.

**Social.** Population trends indicate an increasingly ageing population in Hertfordshire, placing further demand on health and social care services, whilst the overall population continues to grow in a way that feels unsustainable in terms of housing supply and infrastructure.

**Technological.** Digital innovation and the shift towards hybrid working presents an opportunity for Hertfordshire businesses and residents, requiring digital connectivity and infrastructure to be improved across the county and support provided to those that are digitally excluded or reluctant.

**Legal.** Upcoming changes to planning legislation and wider policy will demand capacity from key services to navigate and embed the change. Inefficient procurement procedures caused by current legislation serve as a barrier to quick decision making and development.

**Environmental.** The differing narratives around environmental improvement and sustainable development create ambiguity around the ‘right’ course of action. Sustainable development

needs to consider the current housing stock situation, as well as the availability of local skills to help make improvements.

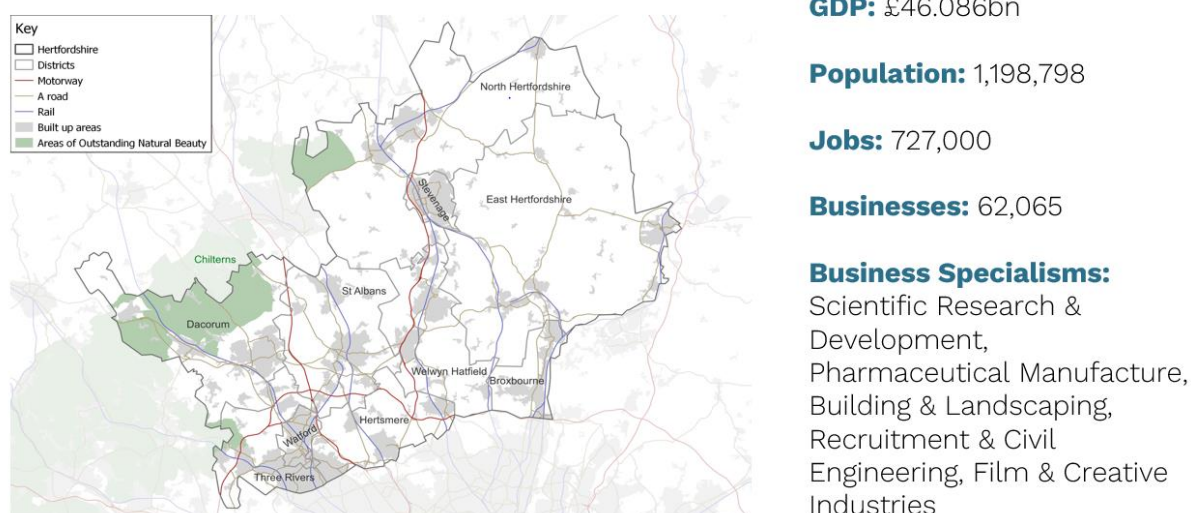
Taking this assessment as a whole, there are a range of external trends impacting the Hertfordshire economy, resulting in an operating environment of renewed complexity. Some of these, such as shifts in the economic, social, political and environmental landscapes, serve to compound each other and escalate the potential problems to solve, but underlying strengths mean that the Hertfordshire economy is relatively resilient. The importance of Hertfordshire to the UK economy and its potential to deliver prosperity for even more local people, means the Growth Board should focus on further leveraging its strengths and assets through a more collective and coherent approach to driving good growth for local residents and the UK as a whole.

The next section explores Hertfordshire's strengths and challenges in more detail.

### 3. Hertfordshire's strengths and challenges

A shared view of Hertfordshire's strengths and challenges was discussed and refined through interviews and workshop with Leaders, Chief Executives and the leadership of the PCC and LEP, informed by high-level research on current economic performance and comparison with other places.

**Figure 1. Local overview**



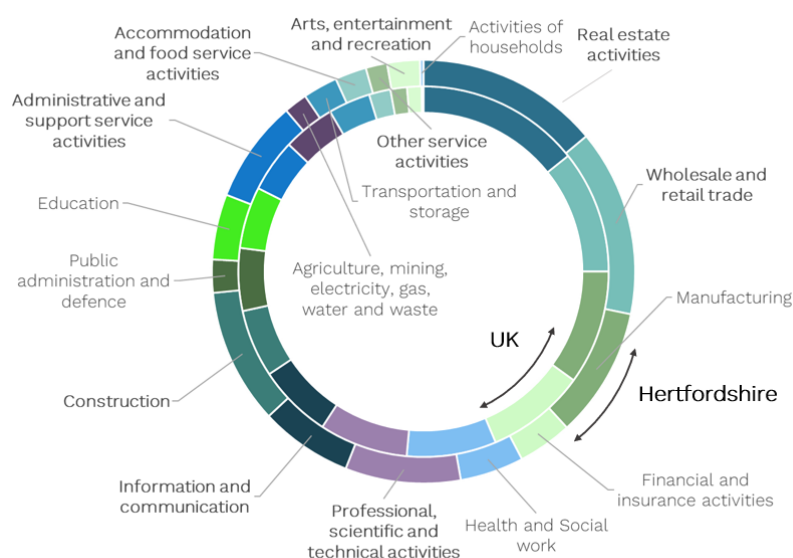
Sources: ONS GDP by ITL regions 2020, ONS Census 2021, ONS Jobs Density 2021, ONS Business Counts 2022, Metro Dynamics analysis of Business Register and Employment Survey 2021, Ordnance Survey 2022

#### Strong and diverse economy

As of 2021, Hertfordshire had a population of 1,198,798 people, with 727,000 in work. It had a GDP of £46.086bn, accounting for 2% of the economic output of the UK, with approximately 62,065 businesses; Hertfordshire therefore has a greater number of businesses per resident than seen nationally, indicating a greater level of economic resilience and dynamism. Film and Creative industries, pharmaceutical manufacturing and

life sciences are particular local sectoral strengths, with several nationally and globally significant businesses and clusters.

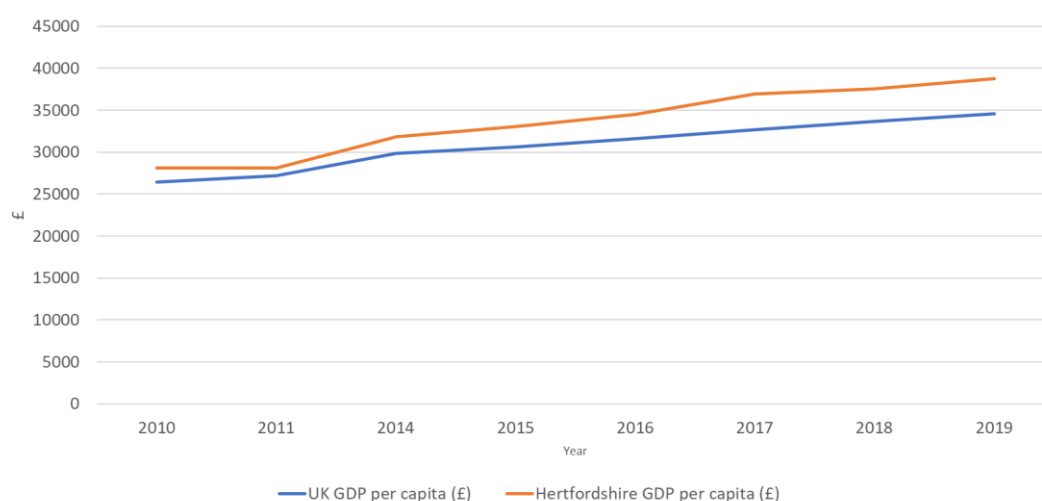
**Figure 2. GVA by Sector**



Source: ONS Regional Accounts 2021

Figure 2 outlines the proportion each sector contributes in terms of GVA to the Hertfordshire economy compared to national averages, where the inner circle represents the UK, and the outer circle represents Hertfordshire. The diagram shows that Hertfordshire has a larger share of its total GVA in construction, professional, scientific, and technical activities, wholesale and retail, admin and support services, and arts, entertainment, and recreations than the national average. Discussions with the Growth Board highlighted good working relationships held at the individual local authority level with the major employers in each sector. Taken as a whole, Hertfordshire's economy performs better than the national average; this is demonstrated by figure 3, which shows GDP per capita as being consistently higher than the UK every year since 2010.

**Figure 3. GDP per Capita**

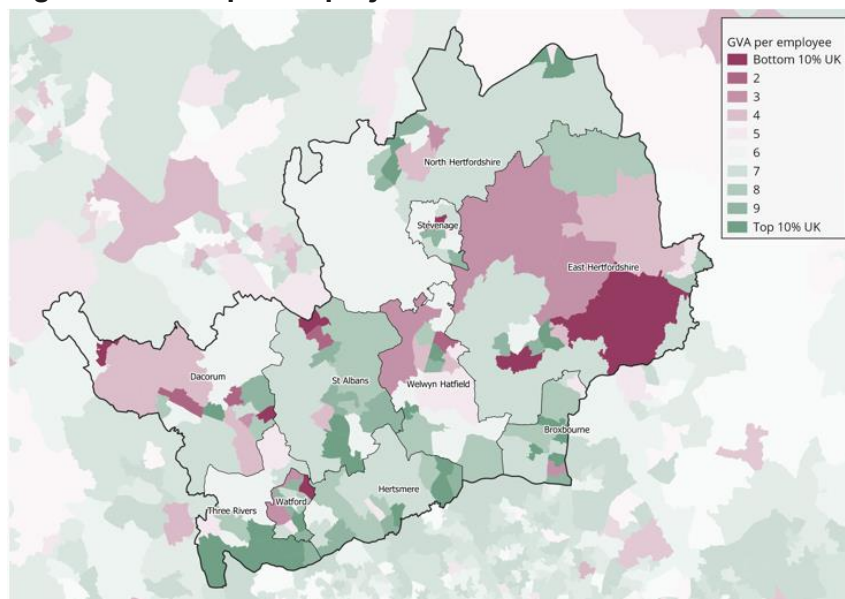


Sources: ONS GDP ITL Regions, ONS Population Estimates 2020

### Good levels of productivity

Hertfordshire performs relatively well on employee productivity compared to the national picture; many of its more densely populated localities in Three Rivers, Watford, Hertsmere, and St. Albans score in the top 10% for GVA per employee in the UK (GVA denotes the value of output goods and services, minus the cost of the inputs and raw materials used up in production; therefore, GVA per employee is an indicator of the labour productivity within a given sector). Figure 4 describes the GVA per employee in Hertfordshire based on small-level geographies of around 1500 residents.

**Figure 4. GVA per Employee**



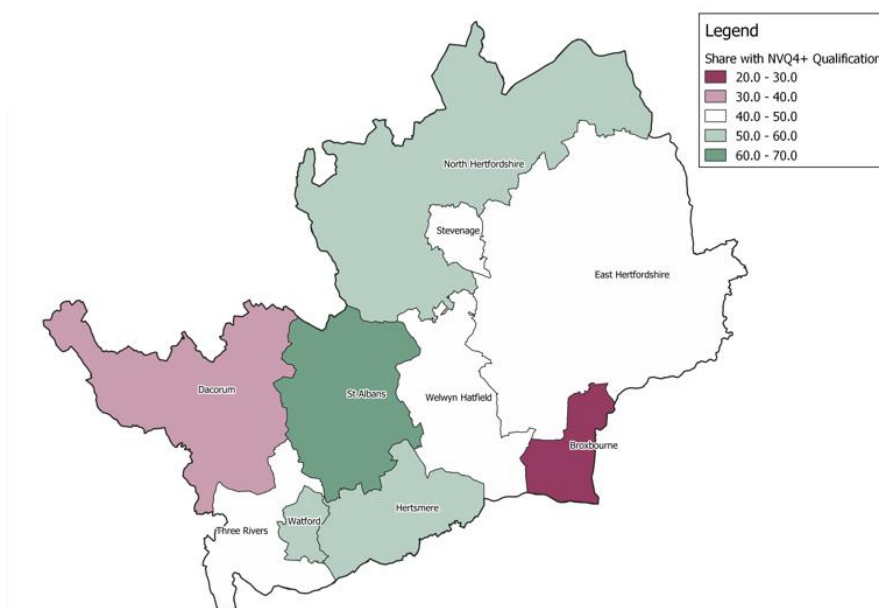
**Sources:** Metro Dynamics analysis of ONS GVA at small-level geographies, ONS Business Register and Employment Survey 2021

Whilst the overall picture of productivity is strong, Hertfordshire has lower GVA per employee for some of its more rural geographies in East Hertfordshire and Dacorum; however, it is worth noting that considering incomes and employment in these areas are strong, it could be that residents commute to work away from these areas, or that they are mainly retirees. The more densely populated areas which score poorly on GVA per employee, such as those in Watford, Stevenage and Dacorum, are of greater concern.

### Some variation in skill levels

One of the key indicators of productivity is the level of skills in the workforce. In terms of higher qualifications Hertfordshire has a mixed picture, with St. Albans, North Hertfordshire, Watford and Hertsmere having a high percentage of individuals with NVQ4+ qualifications; however, Dacorum and Broxbourne has a significant dearth of individuals with degree or equivalent qualifications as demonstrated by figure 5.

**Figure 5. NVQ4+ Qualifications**

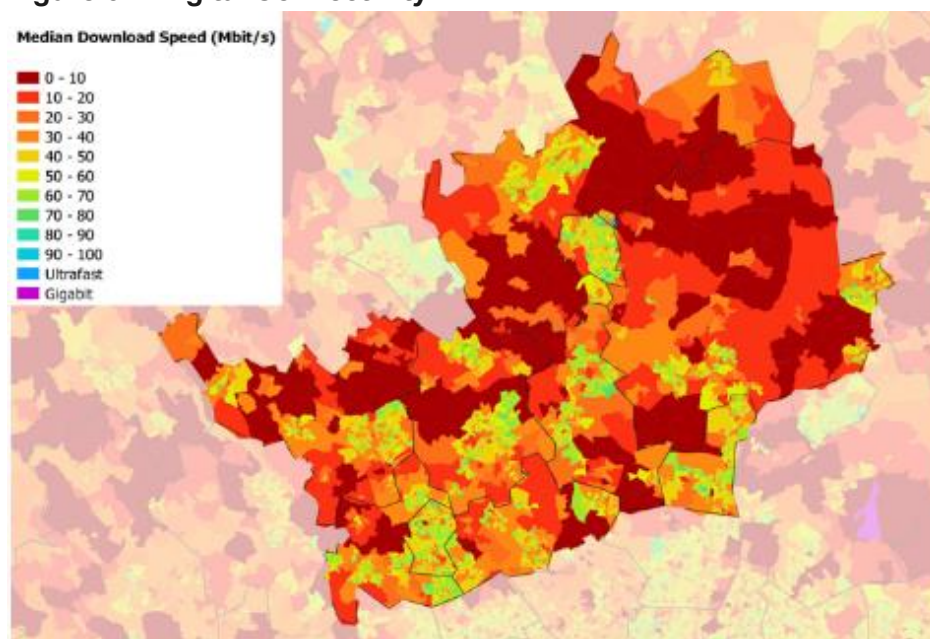


Sources: ONS Annual Population Survey 2022

### **Pockets of low digital connectivity**

Similarly, the quality of digital infrastructure is a key component of driving productivity improvements. The digital connectivity picture in Hertfordshire is highly variable; Watford and Broxbourne on average have some of the highest average download speeds in the country, but many less densely populated places in East Hertfordshire and Dacorum have medium download speeds of only 0-10Mbit/s. The national average download speed is approximately 51.48Mbps. The poor digital connectivity of these places pose a significant barrier for individuals and business to access an economy. The high geographical variation in digital connectivity across Hertfordshire is demonstrated by figure 6 below.

**Figure 6. Digital Connectivity**

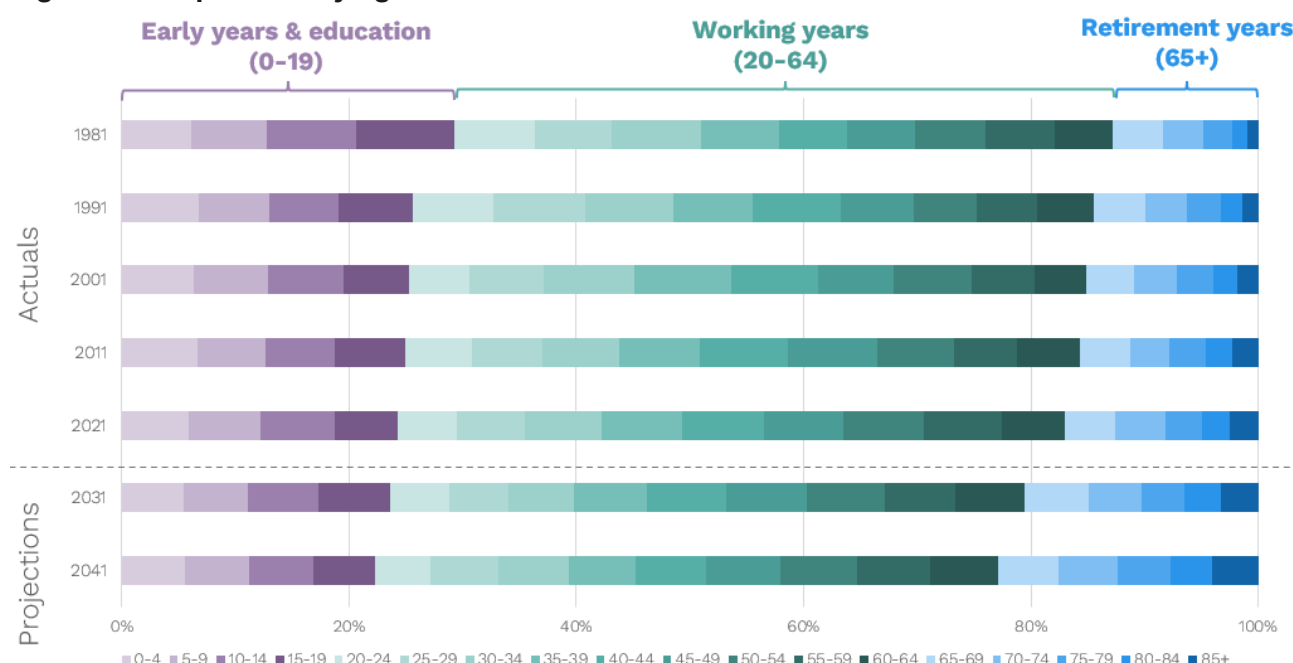


Source: Ofcom Connected Nations 2021

## Ageing population

Like the whole of the UK, Hertfordshire is faced with long term demographic challenges which threaten productivity and growth, whilst increasing the demand for health and social care services and spending. As demonstrated by figure 7, from the 1980s the population share of retirement age individuals has steadily increased in the country, whilst there has been a decrease in the amount of working-aged people. By 2041 the percentage of over 65's in Hertfordshire is set to increase by approximately 10%, up to 27% of total population. Economically, this demographic shift means there is a decreasing base of net tax contributors whilst net tax dependents steadily increase; these shifts are a threat to the county's economic potential, and an increase in the burden on public services and public goods. The ageing population problem will exacerbate Hertfordshire's social care recruitment challenges. It will also add to the housing affordability problem, as well as issues around the suitability of the current housing stock.

**Figure 7. Population by age**

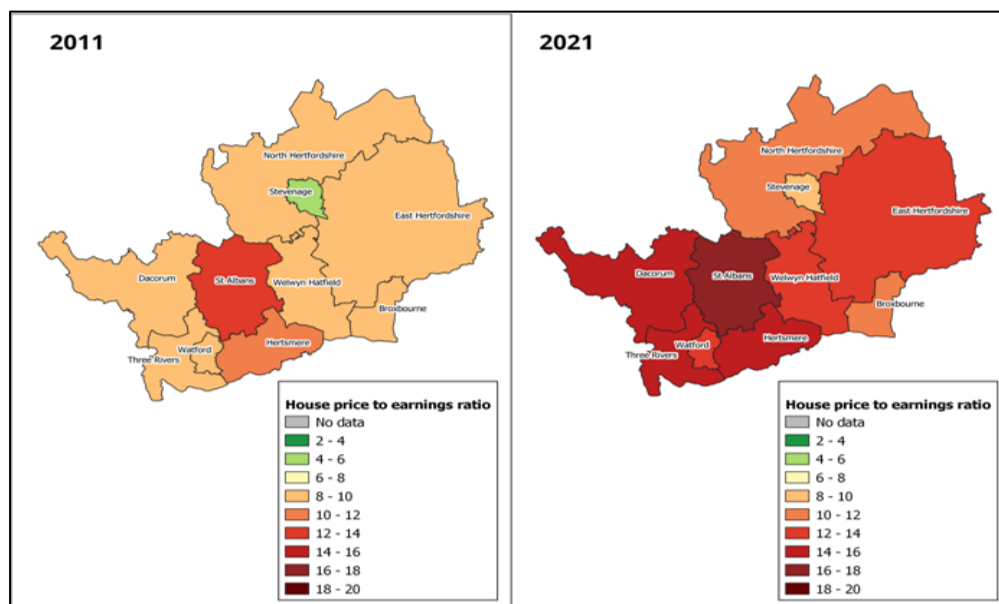


Sources: Various Censuses, 2018-based population projections

## Issues with housing affordability

Housing continues to be a key issue for Hertfordshire; figure 8 shows the extent to which the affordability of housing has worsened over the last decade. In 2021 a typical full-time employee in the UK could expect to spend 9.1 times their salary on housing, whereas for the average individual in Hertfordshire they could expect to spend approximately 13 times their salary. Rising median house prices to median earnings ratio are a threat to Hertfordshire's economic growth, as it reduces the ability to attract and retain younger families, as well as undermining consumer confidence by constraining household disposable income.

**Figure 8. Median House Prices to Median Earnings Ratio**



Source: DLUHC 2021

Overall, the data indicates Hertfordshire performs well against national averages on wages, productivity, health and employment; it also has some key growth sectors in film, life sciences, and construction. However, there are some significant challenges which complicate the county's ability to prosper and capitalise on future growth opportunities: namely an ageing population, digital connectivity issues and the lack of affordable housing and skills variations.

Discussions with Leaders and Chief Executives and comparison with other places indicate some additional strengths and challenges, pertinent to driving economic growth. This includes high levels of development, the state of local public transport, concerns over key worker recruitment and retention, the polycentric nature of the area and its proximity to London. The latter two factors can be considered as both a strength and a challenge, as the many vibrant urban areas and the push and pull of the capital make Hertfordshire an attractive place to live and a more complex place in which to support economic growth.

### **Poor local public transport**

Although fast public transport connections are available to and from London, providing economic and leisure opportunities to a vast amount of the Hertfordshire population, public transport within Hertfordshire is insufficient to connect residents with local job opportunities or to encourage modal shift to lower carbon forms of transport. The Hertfordshire to Essex Rapid Transit (HERT) is a major infrastructure project, highlighted in the 2019 Growth Board priorities, but this is a long-term ambition, which because of its substantial funding requirement, is unlikely to be able to deliver improvements in the short term.

### **Large amount of development activity**

Compared with many other places in the UK, Hertfordshire has a large amount of ongoing and planned capital programmes and projects, of all sizes. This indicates a healthy and dynamic local development market and, with stretching housing targets set to continue and sustainability becoming more of a central focus locally, this presents both challenges and opportunities. Growth pressure from London and high profile nearby developments such as the Ox-Cam Arc will continue to create demand for development, creating further pressure on critical infrastructure for these schemes to be viable. Although there are good local relationships with Homes England, Government capital funding is reducing, and so opportunities to attract alternative investment into the local development market should be explored.

### **Workforce recruitment and retention**

The Hertfordshire economy is highly buoyant, with several high-growth sectors creating a high demand for skilled labour. The draw of higher salaries in London and pockets of lower attainment levels locally mean that the local workforce is not currently meeting this demand. Public sector organisations are increasingly struggling to recruit and retain essential staff such as health, social care and police key workers. Housing affordability in comparison to the salary levels of these jobs, as well as the higher London salaries are cited as key components of this issue. There are concerns that the challenges in retaining and recruiting health and social care staff in particular has the potential to escalate the post-covid healthcare crisis.

### **Strong local government relationships**

A key strength for Hertfordshire is the longstanding history of collaboration across local government. The Growth Board is a reflection of this and has established a model for collaboration which is being assessed in other southern counties. During the Covid-19 Pandemic local government collaboration within Hertfordshire was particularly strong. A good example of this is the weekly meeting of the Leaders Group, which provided a regular space for information sharing, problem solving and collective action in a rapidly changing environment. The informal nature of this engagement was also noted as a key part of its success. In refreshing the priorities for the Growth Board one lesson to be learnt from recent experience is about the value of mixing informal meetings, with full formal meetings. It will also be important to extend the Growth Board's work to the wider 'public sector family' including key leaders from the Integrated Care Partnership and Further Education providers.

From research and discussions, it can be concluded that the Hertfordshire economy is performing well, with its strengths having provided a level of resilience against the shocks of the last decade. If the Growth Board is to fulfil its potential in supporting good economic growth in a way that works for all residents across the county, this will require a refocussed approach. The ambition should be to utilise economic collaboration to grow the size of the good growth prize. This opportunity underpins the recommended priority areas of focus, set out in the next section of this report.

## **4. Priority areas of focus**

This section contains recommendations for the economic priorities of the Hertfordshire Growth Board over the next 3 years. They are informed by individual discussions with the Growth Board members, Chief Executives and leadership of the PCC and the LEP, analysis

of external trends, knowledge and insight from elsewhere and group workshops. It is recommended that these priority areas are taken forward, tested and developed into a refreshed programme of work for the Growth Board, with resources and key performance indicators sourced and agreed. It is notable that discussions with the Growth Board which have informed the priorities also highlighted a desire for the Board to assess current activity in each area and prioritise activity that will be additive as a point of principle. The result of this should be a more focused and streamlined programme which will be more likely to deliver impact and more able to respond to further change.

### **Drivers for economic growth**

Discussions and workshops have focused not only on priority areas for economic growth, but also the drivers of it, in line with contemporary economic practice which aims to take a more holistic view of a local economy. The Growth Board have articulated four drivers of economic growth in Hertfordshire, reflective of the Growth Board's renewed ambition to encourage the right kind of economic growth for people and the planet. This is described in more detail below, and in figure 9.

- **Health** – recognising the importance of health in work and at home and the potential damage that can be caused by long-term ill health to individual and business economic activity and prosperity. The impact of the pandemic on Hertfordshire's population health is still emerging, and so close attention to evidence and joint working around solutions will be important in the near future as part of driving economic growth.
- **Sustainability** – ensuring that the economy grows within the means of finite natural resources and that Hertfordshire's natural assets, which benefit health and wellbeing as well as the economy, are protected. In the current energy crisis and ongoing energy security concerns, there is an existential threat to many businesses and indeed to residents, which must be understood and managed.
- **Inclusion** – understanding the scale and nature of inequality across the county and targeting interventions to enable everyone to benefit from local economic prosperity. Although relatively prosperous, Hertfordshire has pockets of deprivation that could become exacerbated in the current climate, preventing the declining working age population from realising its potential and contributing to further workforce shortages. The characteristics and impact of these pockets should be collectively known and owned.
- **Resilience** – nurturing and protecting Hertfordshire's strengths and characteristics that have helped the local economy be resilient against external shocks, so that this resilience can continue in the face of this uncertain future. Hertfordshire's economy is relatively diverse meaning it has not been overly impacted by specific sector issues or supply chain challenges. These underlying strengths should be preserved to mitigate growing threats such as the impact of Hertfordshire's ageing population on labour market resilience.

**Figure 9. Drivers for good economic growth in Hertfordshire**



It is recommended that these drivers for good economic growth are collectively adopted and owned by the Growth Board alongside its refreshed economic priorities. This will enable a more holistic approach to driving economic growth that recognises the interrelationships and dependencies that must be facilitated within the Hertfordshire economy.

### **Priority areas of focus**

There are four priority areas of focus, drawn from discussions with the Growth Board, workshops, research and evidence from elsewhere, which are recommended to be taken forward as the Growth Board's refreshed economic priorities. These represent the areas that members of the Growth Board shared in common as the issues that require a greater collective focus and economic collaboration to address. They form a focused group of key priorities, as opposed to an exhaustive list. These priorities areas are summarised below and illustrated in figure 10.

**Capital Projects** – The extent and nature of capital projects across the county and the current funding landscape led members of the Growth Board to align on a need for holistic, coordinated working across Hertfordshire projects as a whole place-based portfolio. Given the high number of schemes when compared to others, it is recommended that an investment case for Hertfordshire is produced that makes the Hertfordshire proposition more impactful and attractive than the sum of its individual schemes.

**Housing Affordability and Supply** – Ongoing growth pressures and high housing targets made housing a clear, continued shared priority for the Growth Board. Whilst influencing and improving this situation will continue to be challenging, collective focus should now turn to supporting a more sustainable and inclusive type of growth that provides housing for those most in need.

**Connectivity** – The rise in hybrid working, the climate emergency and a reduction in commuting to London have highlighted the gaps and weaknesses in local public transport and digital infrastructure across the whole of Hertfordshire, that require more near-term collective action than in the previous Growth Board priorities. It is recommended that the Growth Board develop and bring forward more immediate transport improvements and digital solutions to support the shift to more sustainable modes.

**Skills, Sectors, Recruitment and Retention** – Workforce shortages and retention challenges have been exacerbated by Brexit and the pandemic and are affecting many of Hertfordshire's high growth and essential sectors in different ways. A complex challenge such as this makes a case for collective leadership and deeper collaboration, to convene sector leaders and skills providers in a more concerted and coordinated way to develop new solutions that provide opportunities for local people.

These priorities should be considered and developed as a set, as they are mutually reinforcing and mutually dependent in terms of their potential impact on good economic growth in Hertfordshire. This speaks to the interconnected nature of the opportunity facing the Growth Board, to encourage further and more inclusive growth from an already strong base, which will require a multi-strand response across capital projects, housing, connectivity and skills to unlock. This holistic thinking should be applied in the development of this priorities into a refreshed programme of work for the Growth Board.



**Figure 10. Priority areas of focus**

The scope, strategic case and proposed actions for each of these priority areas is set out in the rest of this section, along with a case study or example from elsewhere. These descriptions are intended to set out the high-level proposition for each theme as a starting point for development by the Growth Board and are not exhaustive.

Capital projects	
<b>Vision</b>	To develop a compelling investment pitch for Hertfordshire that brings in new funding and delivery partnerships with long term pension fund investors, through leveraging ESG investment goals. A Hertfordshire infrastructure and regeneration proposition and connected portfolio of projects is likely to have the scale and variety to attract investors looking to work strategically with places to gain financial and place-based benefits.
<b>Strategic case</b>	In comparison to other similar sized places, Hertfordshire has a significant amount of capital programme activity including major housing development, substantial town centre regeneration, and business and employment sites which, when combined on a Hertfordshire footprint, are on a much larger scale than in many other places. There is a growing funding gap not only for key development but also for critical enabling infrastructure to make these capital projects viable, in part because the LEP no longer has access to Local Growth Funding. There is therefore a need to seek out alternative financing through creating a more strategic, larger scale Hertfordshire opportunity for private, institutional investors, who will also bring new thinking and ideas to improve schemes and places. This in turn can then leverage additional sustainable and economic outcomes linked to ESG investment goals.

<b>Potential actions</b>	<ul style="list-style-type: none"> <li>▪ Review the 2018 infrastructure prospectus and subsequent work done by the Hertfordshire LEP to build a collective view of the current state and where the Growth Board can add value.</li> <li>▪ Review and update the existing Hertfordshire place narrative into a Hertfordshire Investment Prospectus, agreed, owned and supported by the Growth Board and its partners.</li> <li>▪ Agree a programme of engagement to bring the prospectus to the market, including at key regeneration and infrastructure events such as the UK Real Estate Investment and Infrastructure Forum (UKREiF).</li> </ul>
<b>Case study</b>	<p><b>West Midlands Combined Authority.</b> The Mayor of the West Midlands, Andy Street, launched £15bn of housing, regeneration, commercial and infrastructure development opportunities to international investors at the 2022 MIPIM property conference. MIPIM is the world's leading real estate event, bringing together over 20,000 property professionals from around the world, including over 4,000 investors, representing hundreds of billions of pounds in capital. The Mayor unveiled more than 20 diverse development opportunities from across the region, put forward by local authorities and all featured in the <a href="#">West Midlands Investment Prospectus 2022</a>. By working together, the West Midlands aim to use its profile and convening power to bring together and support investors, developers, occupiers, landowners and other partners, who are passionate about placemaking, delivery and innovation and bring essential finance into the region.</p>

## Housing affordability and supply

<b>Vision</b>	<p>To increase the supply of affordable housing solutions for specific resident cohorts, achieved through targeted innovation and cross-sector partnership, for example between developers, the Growth Board and the NHS. This work should focus on cohorts most in need, namely lower income, young people, the elderly population and key workers, at the Hertfordshire level to benefit from economies of scale and efficient partnership working.</p>
<b>Strategic case</b>	<p>Housing supply and affordability has been a priority of the Growth Board and Hertfordshire authorities more broadly for several years. The local market looks set to continue to be economically constrained, which will pose significant short term delivery challenges to existing programmes. Furthermore, discussions with the Growth Board noted relatively difficulties in engaging developers in more innovative approaches to affordable housing.</p> <p>In this context, and in addition to these existing programmes, the Growth Board should focus on developing and piloting targeted solutions to improve the affordability and supply picture for key population cohorts, such as key workers, older and younger people. To do this, the Growth Board should explore partnerships with investors and developers specifically looking to make a wider social impact on places, beyond financial returns, an approach described as place-based impact investing. This approach requires coordination and development at a Hertfordshire level, to bring the right scale of investment opportunities.</p>

	This work should build on the innovation that has already been achieved in off-site development and design standards.
<b>Potential actions</b>	<ul style="list-style-type: none"> <li>▪ Review current large developments, developer relationships and target cohorts to shortlist potential sites as opportunities for piloting new solutions.</li> <li>▪ Take these opportunities, framed with the updated Hertfordshire place narrative, to institutional investors and developers interested in delivering social benefits for local places.</li> <li>▪ Co-design pilots, drawing on ideas including key worker housing, area retrofit financing and delivery and downsizing space for elderly residents.</li> </ul>
<b>Case study</b>	<p>Place-based impact investing (PBII) is a new approach to bringing investment into places, based on forming partnerships between local authorities and institutional investors looking to make a social impact on places as well as a financial return. PBII is different from traditional impact investing, as it aims to bring private finance to a linked portfolio of schemes in a place that will together have a social impact. Local authorities engaging in PBII are focusing mostly on housing and regeneration schemes, as well as clean energy and infrastructure. They are also exploring the art of the possible, as investors interesting in this approach are also offering project development capacity to bring new ideas, approaches and solutions to each place and in this way co-develop the place-based investment portfolio.</p> <p>This is a new approach and so reference material can be drawn from the <a href="#">Impact Investing Institute</a>, which is currently supporting places to pilot PBII. PBII should be considered by the Board as a way of increasing affordable housing for those that most need it, through working with socially motivated investors who can help to bring similarly minded developers to Hertfordshire.</p>

<b>Connectivity</b>	
<b>Vision</b>	The vision for this priority is practical yet impactful improvements to hyper-local transport and digital infrastructure, to make Hertfordshire a more sustainable and attractive place to live and work. This will require a more targeted, granular and incremental approach to improving physical and digital connectivity, coordinated at the county scale for efficiency. There should be a dual focus on making a near-term impact on this critical enabler for growth, whilst maintaining support for longer term, more transformational projects such as HERT.
<b>Strategic case</b>	Public transport within Hertfordshire is of insufficient frequency and coverage to enable modal shift away from personal cars, decarbonisation and growth of businesses located in Hertfordshire. It is recommended that the Growth Board focus on key nodes to drive hyper-local transport and infrastructure and active travel, to make a near-term impact, facilitating this at a Hertfordshire-wide level to bring economies of scale and manage dependencies. This is a bottom-up approach to transport improvements, linking nearby towns and villages, and leveraging Section 106 and wider investor partnerships linked to existing housing and commercial developments.

	<p>The rise in digital business and hybrid-working following the pandemic creates a further opportunity for Hertfordshire businesses and the local workforce with travel to London less of a necessity. However, to support business growth and these new ways of working, Hertfordshire's many digital 'dead spots' must be addressed. Collective working across Hertfordshire to facilitate both physical and digital connectivity is likely to have a greater impact and bring additive benefits.</p>
<b>Potential actions</b>	<ul style="list-style-type: none"> <li>▪ Review current public transport provision across Hertfordshire and prioritise in order of nodes most needing improvement, joining up similar interventions</li> <li>▪ Review areas of low digital connectivity and work with bodies such as BDUK to make a case for private investment at a Hertfordshire scale.</li> <li>▪ Pilot and develop Hertfordshire branded digital platforms to support Hertfordshire-wide travel and hybrid working, such as apps and portals to link residents with travel options and co-working spaces across the county.</li> </ul>
<b>Case study</b>	<p>Norfolk County Council have developed a locally tailored transport improvement plan focused on transport around and between the county's many <a href="#">market towns</a>. This started with a series of studies around each market town node to understand current public transport and active travel provision and issues, and to understand future demand from growth and new developments. This information was used to identify hyper – local changes set out in agreed and costed market town implementation plans.</p>

## Skills, sectors, recruitment and retention

<b>Vision</b>	<p>To promote deeper collaboration on a more inclusive and thriving local job market, where more local people can access high-quality employment opportunities in one of Hertfordshire's many high-growth and essential sectors. This means closer working across Hertfordshire with FE colleges, skills providers and major employers such as the NHS to monitor and respond to skills shortages in key sectors, building on the work already completed by the Hertfordshire LEP.</p>
<b>Strategic case</b>	<p>Hertfordshire is a buoyant local economy, with high-growth businesses demanding a highly skilled workforce, but that doesn't benefit enough local residents. Furthermore, critical sectors such as health, care and hospitality are struggling to recruit. FE colleges and skills providers should be more integrated into the system leadership of Hertfordshire's economy.</p> <p>It is recommended that the Growth Board collectively convene skills providers, colleges and employers at a Hertfordshire level around key sectors, to enable better collaborative working and problem solving to match supply and demand. Working as a single, pooled Hertfordshire skills leadership, a clear set of Hertfordshire-wide medium-term skills objectives should be developed and the contributors to upskilling, such as health and wellbeing, evidenced and understood. From this collective strategic basis, this group should input into strategic documents such as the Hertfordshire Chamber of Commerce LSIP, as well as more broadly looking to champion, scrutinise and broker skills improvement across the county.</p>

<b>Potential actions</b>	<ul style="list-style-type: none"> <li>▪ Review LEP and local authority work on skills and sectors to understand gaps and how the Growth Board can add value with any further interventions.</li> <li>▪ Convene skills leaders from across Hertfordshire, for example in a joint skills committee with the LEP, to problem-solve around skills mismatches and define skills objectives</li> </ul>
<b>Case study</b>	<p>Greater Manchester Combined Authority have a leading approach to skills leadership and place-convening around skills. Building on the convening and advocacy power of the Mayor, the CA have brokered close relationships between skills providers of all sizes, employers and the local authorities. This skills leadership group have shared objectives and agenda for championing and developed solutions to labour market challenges. GMCA regularly publish research and reports to support policy change locally and nationally, and to support local scrutinization and oversight of skills progress.</p> <p>In neighbouring Buckinghamshire, Buckinghamshire Business First acts as a vehicle close working between skills providers, employers and the public sector, with a joint skills hub and several programmes aimed at solving local labour market issues.</p>

## 5. Governance and enablers

To set up the Growth Board for success in delivering its refreshed priorities, it is recommended that changes are made to three key enablers. These recommendations have been drawn from observations of how the Growth Board is currently operating in comparison to other places, feedback from members of the Growth Board and Chief Executives and considerations on what will be required to deliver the four shared priorities. The three enablers are set out below.

### **A culture of deeper economic collaboration**

The Hertfordshire Growth Board was originally set up and constituted in preparation for the ultimately unsuccessful Growth Deal with Government in 2019, followed by engagement in a potential devolution deal in 2021. At the same time, LEP programme funding has been reduced and there is now a greater expectation that economic development is a function that needs to align with democratic accountability. For that reason, County areas that do not have devolution arrangements have been taking steps to strengthen their local authority collaboration to drive economic development. With this in mind, it is recommended that the Growth Board now focus more sharply on fostering a culture of deep collaboration around encouraging good economic growth, as the core collective objective. This will enable members of the Growth Board to develop a programme of work that directly responds to the

strengths and opportunities specific to the Hertfordshire economy, ready for any future shifts in Government economic policy and creating a stable environment for potential investors.

In other similar local economies, a culture of economic collaboration is often supported by a series of principles for joint working, shown below. The suggested principles for this set out below, were developed in a workshop with Hertfordshire Leaders and Chief Executives and are informed by the work that Metro Dynamics has conducted for other major southern county areas.

As the collective leadership of our local economy, we will:

- **Grow the size of the prize** by creating genuinely new opportunities and increasing strategic ambition.
- **Promote the county for inward investment** and leverage in funding that wouldn't be available without it.
- **Unlock mutual advantage in major developments** by identifying the links between places and schemes.
- **Co-ordinate major organisations across the system** through all partners having skin in the game and the incentive to collaborate long-term.

These principles aim to bring clarity of purpose across key components of local economic growth. It is recommended that the Growth Board formally endorses these principles, as a signal of the collective commitment to your shared purpose.

### **Blended governance**

Growth Boards and similar joint economic bodies have over the years deployed a range of governance models, from formal to informal, arms-length and integrated. Growth Board members and Chief Executives have reflected on the ways of working of the Board so far, and have emphasised that whilst the formal, public meetings of the Board provide a useful 'shop front' for conducting business in an open and transparent way, there was also benefit to the regular informal meetings established during the pandemic.

It is recommended that the Growth Board move to a blended model of formal and informal governance meetings, to allow for greater space for collaborative discussions and creative problem solving across the priority areas of focus. This could also include more joint Growth Board and LEP Board meetings, a model that is being developed by the Cambridge and Peterborough Combined Authority, and which is the basis of the Buckinghamshire Growth Board. The Hertfordshire Growth Board, whether formal, or informal, or joint with the LEP, should continue with the same stewardship and resourcing by officers as a formal board.

The following key features for Hertfordshire's future economic governance were drawn from discussions with Leaders and Chief Executives, and are set out below to provide specific local requirements:

- Varying the location and meeting format with a mix of more frequent informal meetings, with fewer formal ones aimed at external parties such as investors.
- Smaller, more focussed list of priorities around which meaningful problem-solving can take place

- Including different stakeholders where relevant, especially from critical anchor institutions, such as FE and the NHS
- Reviewing emerging devolution options and other enabling mechanisms where relevant
- Reflecting on what worked well in the governance and collaborative relationships during Covid as positive example, much of which was focussed on specific tasks.
- Commissioning chief executives as collective place leaders to support and work alongside elected Leaders.

### **System capacity**

As a vehicle for economic collaboration, joint working under the auspices of the Growth Board must apply not only to system leadership, oversight and decision-making but also to system capacity, resourcing and delivery. This will require closer and more involved joint working by the Hertfordshire Chief Executives and senior officers, as well as the elected Leaders themselves. This means providing a robust and consistent layer of senior coordination and leadership to develop and grip the new work programme, as well as developing solutions and problem-solving in regular meetings, mirroring the Growth Board. This will enable more to be made of shared resources at all levels.

### **Pitching the Hertfordshire opportunity**

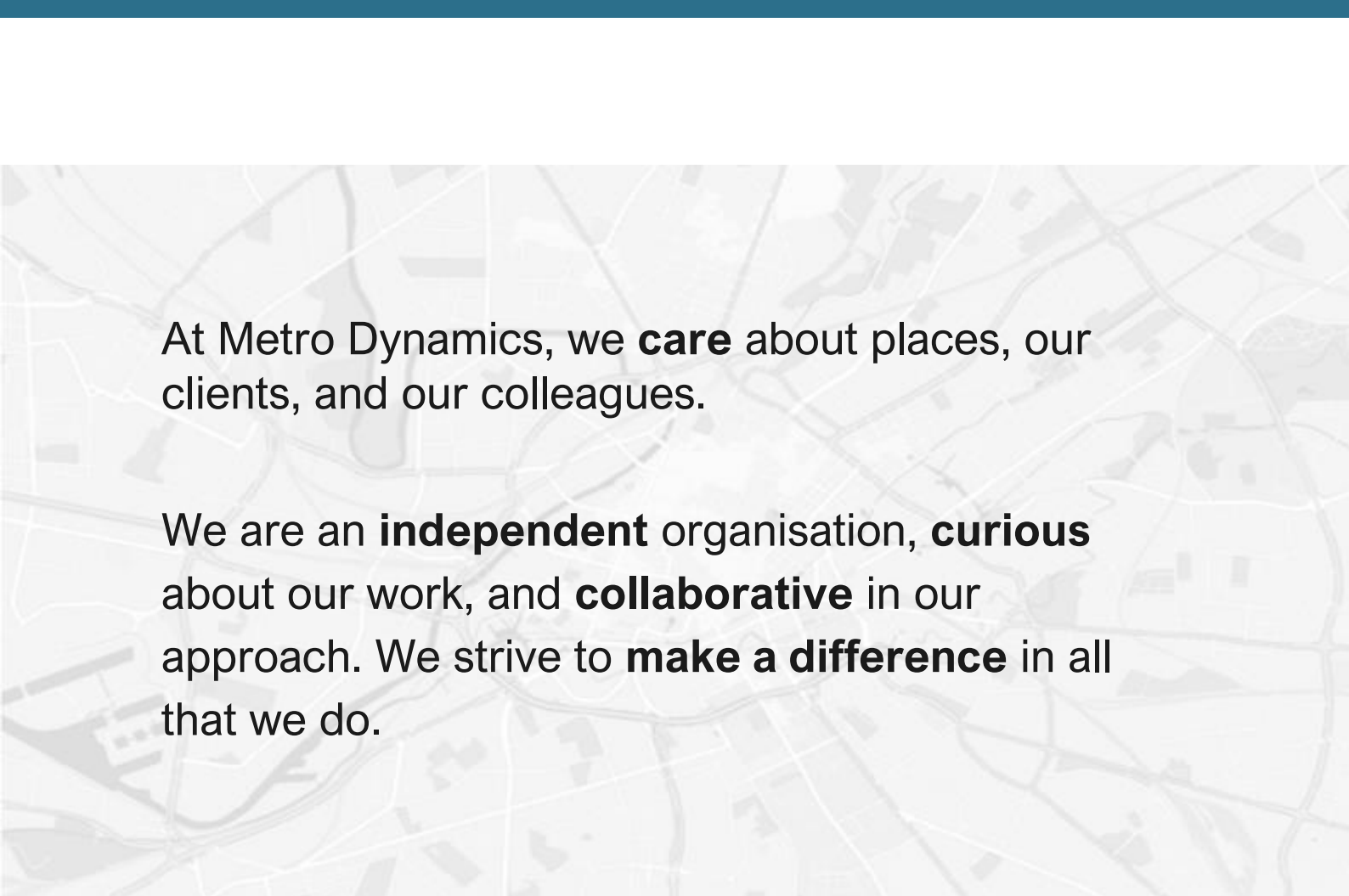
There is an opportunity for Hertfordshire Leaders and chief executives to do more to lobby and campaign together for the whole-Hertfordshire opportunity, with private organisations such as developers and investors, and public sector partners in national government alike. Outside of a formal growth or devolution deal, there are many opportunities for brokering new and innovative ways of working with Government, leveraging relationships with MPs and local business leaders to support this. It is recommended that Hertfordshire update its previously unused strategic place narrative for use as a single narrative with which to pitch the Hertfordshire proposition to public and private sector audiences.

## **6. Next steps**

The process of refreshing Hertfordshire's economic priorities has demonstrated that there is a good level of alignment between members of the Growth Board on the key problems to solve and the priority areas of focus to address these. This suggests there is a strong basis from which the Growth Board should carry out the following immediate next steps.

- 1. Ratifying the priority areas of focus and enablers** – the priorities should be formally recommended, discussed and ratified if acceptable by the Board.
- 2. Recasting the Growth Board governance model** – establish informal regular meetings of the Growth Board to provide space collaboration and problem solving. A series of principles to underpin and guide governance should also be developed.
- 3. Increasing and strengthening the Chief Executives group** – establish regular informal meetings to mirror those of the Growth Board for Chief Executives. The focus of these meetings in the first instance should be on developing the work programme, and then on gripping delivery and problem solving.

4. **Developing a new programme of work** – the focus of the new priorities and the clarified purpose of the Growth Board should be translated into a new, streamlined work programme, with shared resources and clear metrics to enable progress management. This should start with a first principles assessment of the activity required to further define and deliver the priority areas of focus, to ensure that activity is only resourced if directly contributing to these strategic themes.
5. **Creating a Hertfordshire investment proposition** – as a first delivery action, the previous strategic place narrative should be reviewed and refreshed to be used as a key product across all four economic priorities, to convene new partners and pitch the Hertfordshire opportunity. As a priority, this should be used as the basis for a Hertfordshire investment proposition, with a portfolio of investible capital schemes that can be taken to market.



At Metro Dynamics, we **care** about places, our clients, and our colleagues.

We are an **independent** organisation, **curious** about our work, and **collaborative** in our approach. We strive to **make a difference** in all that we do.

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## **APPENDIX B**

### **HERTFORDSHIRE GROWTH BOARD – TERMS OF REFERENCE**

1. To ensure alignment of spatial, economic and infrastructure plans for Hertfordshire in order to safeguard and maintain Hertfordshire's unique quality of life and prosperity.
2. To develop a Memo of Understanding between the County Council, District and Borough Council's, and the LEP about how we will work together as equal partners with different roles, to manage future growth well in Hertfordshire.
3. To bring together the work of the emerging South West Herts Joint Planning and North, East and Central Herts Joint Planning groups, ensure strategic infrastructure requirements are identified and fed into the Hertfordshire Infrastructure and Funding prospectus.
4. To oversee the development and maintenance of the Hertfordshire Infrastructure and Funding prospectus and advise the County Council, the LEP and Local Transport Board on key infrastructure priorities needed to support economic and housing growth.
5. to develop innovative joint financial models and to seek external funding opportunities to fund the development and delivery of key infrastructure projects.
6. To monitor the development and delivery of agreed infrastructure projects.
7. To work with the Hertfordshire LEP on the development and delivery of the Local Industrial Strategy including the development of key employment sites.
8. To maintain particular focus on the regeneration of Hertfordshire's New Towns, and the development and delivery of new Garden Towns/communities.
9. Act as the voice of Hertfordshire to Government, the emerging Sub National Transport bodies, Homes England, Highways England, Network Rail, and TfL to ensure Hertfordshire's infrastructure needs are heard and recognised in future investment priorities and funding.
10. To work with strategic partners across our borders to ensure effective coordination of cross border issues, decisions and infrastructure needs e.g. authorities in the LSCC, Oxford-Milton Keynes-Cambridge Corridor, Central Bedfordshire and Luton, London.
11. To guide the work of the Hertfordshire Infrastructure and Planning Partnership in relation to common cross cutting planning issues e.g. Viability Assessment, the development of CIL, Skills and Capacity, Quality Standards for new development.

12. To develop a Strategic Growth Narrative for Hertfordshire and negotiate a Growth Deal with Government to secure long term infrastructure funding and planning freedom and flexibilities.
13. To develop a long term strategic vision that sets out the broad spatial economic and infrastructure framework for Hertfordshire to 2050.

## **HERTFORDSHIRE GROWTH BOARD MEMBERSHIP**

- Leaders of Hertfordshire County Council and all Hertfordshire Borough/District Councils
- Chair of HIPP
- Chair of LEP
- Chair of South West Herts Joint Planning Group
- Chair of North, East and Central Herts Joint Planning Group
- Other Public Sector Leaders e.g. NHS
- Observers from Highways England, HMCLG, DfT, Police and Crime Commissioner
- Observers from Surrounding Counties and emerging SNTBs.

## **FREQUENCY OF MEETINGS**

- At first – monthly meetings to establish work programme, develop trust and commitment.
- Then quarterly meetings.

## **GROWTH BOARD – OFFICER SUPPORT GROUP**

- Comprising:
  - Director of Environment and Infrastructure HCC
  - Executive Director of LEP
  - Directors/Heads of Planning for Districts/Boroughs
  - Representative from NHS

## Appendix C – Proposed Work Programme 2023 – 2025 [DRAFT]

Priorities:	Capital programmes: Infrastructure and Development	Housing	Skills, sectors, recruitment and retention	Connectivity	Better Place
<b>Overarching programme elements – addressing drivers:</b> <ul style="list-style-type: none"><li>• Preparation of a joint Economic Strategy/Vision for Hertfordshire</li><li>• Refreshed Place narrative and Place advocacy approach (including a review of Hertfordshire More for Life)</li><li>• Greater and more effective engagement with the Health system (ICS/ICB/ICP) and identification of the health related issues we want improving/to support</li><li>• Effective integrated working with the Hertfordshire Climate Change and Sustainability Partnership</li></ul>					
<b>Priority themed programme elements – initial set of components:</b>					
<ul style="list-style-type: none"><li>• Update the Hertfordshire Infrastructure Funding Prospectus</li><li>• Establish the Hertfordshire Investment Fund and approach – building on the existing investment strategy work</li><li>• Marketing Hertfordshire the place - Growth Board representation at UKREiiF 2024</li></ul>	<u>Growth Board and partners housing delivery activities:</u> <ul style="list-style-type: none"><li>• Influencing Housing delivery</li><li>• Specialist housing delivery</li><li>• Temporary accommodation</li><li>• Key Worker housing</li><li>• Housing delivery capability</li></ul> <u>Legacy work from the Investment zones Eol's</u> <ul style="list-style-type: none"><li>• (e.g., supporting the delivery of Hemel Garden Communities)</li></ul>	<u>Skills and wider employment support:</u> <ul style="list-style-type: none"><li>• audit/scrutiny with LEP and partners – where are the gaps in this?</li></ul> <u>Recruitment and retention:</u> <ul style="list-style-type: none"><li>• Planning resilience Task and Finish Group</li><li>• Herts Property Partnership</li></ul> <u>Legacy work from the Investment zones Eol's:</u> <ul style="list-style-type: none"><li>• Life sciences sector pipeline of sites and aligned support</li></ul>	<u>Short to medium term public transport connectivity</u> (awareness and activities) – <ul style="list-style-type: none"><li>• e.g. Transport for Hertfordshire</li></ul> <u>Digital Hertfordshire Board</u> <ul style="list-style-type: none"><li>• (already has a programme)</li></ul> <u>Long term projects</u> <ul style="list-style-type: none"><li>• HERT</li></ul>	<u>Growth Board role for strategic project support/advocacy and scrutiny on schemes:</u> <ul style="list-style-type: none"><li>• Harlow Gilston Garden Town</li><li>• Hemel Garden Communities</li><li>• Watford Junction Quarter</li><li>• Brookfield Garden Village and Riverside</li><li>• Stevenage SG1 Regeneration</li></ul>	

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# Agenda item 6

## Hertfordshire Growth Board (HGB) – Work Programme Progress Report March 2023

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

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### **1 Purpose of report**

- 1.1 This report updates on progress with the current Growth Board work programme and specific areas of work that are new or which the Board needs to provide a view on. The last Growth Board meeting took place on 12 January 2023.

### **2 The Growth Board Work Programme and Priorities**

- 2.1 The Growth Board is currently reviewing its priority themes and work programme and item 5 on this agenda confirms the proposed priorities for 2023 - 25.

### **3 Work Programme Updates**

#### **UK Shared Prosperity and Levelling Up Funds (UKSPF)**

- 3.1 The UK Shared Prosperity Fund allocation has been confirmed and Hertfordshire District and Borough councils have received their first allocations of UKSPF.
- 3.2 Levelling Up Fund round two bids were submitted by Broxbourne, Dacorum and Watford Borough Councils last year. £14m was subsequently confirmed and awarded to Broxbourne to invest in projects in Waltham Cross.

#### **Digital Workstream**

- 3.3 The Hertfordshire digital framework was approved by HGB in January 2022 and the working team and Digital Board are now fully operational. The board has approved priorities including bidding for further national funding and a market engagement day took place in December 2022.
- 3.4 Next steps include the relaunch and unpausing of the Rural Gigabit Voucher Scheme. There will be a focus on establishing supplier contact following the Market Information Day and a review of future Project Gigabit options in unserved areas with BDUK.

## **Hertfordshire Infrastructure and Development Board (HIDB)**

- 3.5 The HIDB entered its second successful year of operation with a membership of over 50 organisations. Attendees for each quarterly meeting now exceed 100 plus people, demonstrating the high levels of industry and sector interest in engaging with this consultative body.
- 3.6 The meetings have been focussed on key issues for the sector and the Growth Board, including capacity and resilience for growth delivery, delivering sustainable growth, regeneration, and the cost-of-living crisis. The February 2023 meeting focussed on housing delivery.
- 3.7 Growth Board Leaders, Portfolio Holders, Chief Executives and Heads of Planning Services represent the board and lead the sector level engagement through the HIDB events. Cllr Lewis Cocking has taken over as Chair for the second year of the HIDB.

## **Hertfordshire Planning Resilience and Capacity Task and Finish Group**

- 3.8 The Task and Finish group are taking forward the action plan actions agreed last year. The project to investigate a joint planning application validation service has commenced and a consultant has been appointed to support this work. Sector partners and the Growth Board have contributed towards the cost.
- 3.9 Following the successful symposium for planning staff held at the end of November, a planner's mentoring scheme has been launched and a new Continuing Professional Development programme is at an advanced stage of preparation.

## **Hertfordshire Film Office**

- 3.10 The Film Office business plan was approved last meeting and a new Film Office Manager has been appointed to take this project forward. Project mobilisation will accelerate in March 2023, when the new manager starts.

## **Temporary Housing Accommodation Joint Investigation project**

- 3.11 The Temporary Accommodation working group and Member oversight group have continued to move this joint work forward and most recent progress includes:
- The development of a new Predictive Model for temporary accommodation focussed on operational improvements to aid response to the need for TA. The model includes a process that aggregates approved data from all authorities, enabling county wide view of TA numbers. The products were implemented in January 2023 across housing authorities in Hertfordshire. An evaluation process is running alongside, and an initial evaluation report is due in early April 2023.

- **Ultra-High Needs:** The focus here, following discussion with the Heads of Housing stakeholder group, is on the cohort of homeless people with complex needs, that do not fit a Housing First / other pathway approaches. The work has been influenced by the launch of government funding that focusses on the 18 to 25 yr. group in North Herts. Joint work is underway to respond to the funding round, with a submission aimed at the June 2023 funding window.
- **Hospital Step Down:** System wide interest in pursuing a collaborative approach to developing such a facility has been confirmed. Data is now available to support the need in relation to discharge of homeless people from the Watford Acute Hospital Trust. A visit has been made to a similar facility in Oxford. Potential delivery partners, sites and funding have been identified and work is underway to finalise the operational governance with key partners.

### **Growth Corridor Programme Boards – Project Updates**

3.12 The updates from active projects are attached at Appendix A.

### **Joint Strategic Planning Activities**

3.13 The Board will receive a presentation on the progress of both of the joint planning collaboration groups.

## **4 Implications**

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

## **5 Recommendations**

5.1 That the Board notes the progress with the work programme, workstream projects and the overall priorities as set out in the paper and at Appendix A.

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# Appendix A Delivery Programme Updates (March 2023)

Delivery Project	Programme Lead/s	Red / Amber / Green Status	Description
<b>North East and Central Hertfordshire Joint Planning Work</b>			
NEC JSP	<b>Lead Leader:</b> Linda Haysey <b>Chief Executive:</b> Richard Cassidy <b>Programme Lead:</b> Sara Saunders	Green	<p>Stage 1 of the Growth Study is now complete. The Programme Board agreed to undertake a strategic visioning exercise to inform stage 2 of the Growth Study. The brief for the strategic visioning work was shared with and then agreed by the Heads of Planning in December 2022, procurement started in early January 2023.</p> <p><b>Next steps:</b> Strategic Visioning: Interviews with consultants took place in early February 2023 and appointment will take place so work can start in March 2023. Overall timescales to be confirmed once consultants have been appointed.</p>
Delivery Models for New Settlements	<b>Lead Leaders:</b> Linda Haysey, Elizabeth Dennis-Harburg/Ruth Brown <b>Managing Director:</b> Anthony Roche <b>Programme Lead:</b> Ian Fullstone	Green	<p>Initial desktop learning and review sessions were completed last year. Two site visits took place to Ebbsfleet on 20 September 2022 and Chelmsford on the 17 October 2022; a review meeting took place on 2 November 2022 to consolidate learning from the two site visits.</p> <p><b>Next steps:</b> Focussed sessions on some of the key themes emerging e.g. developing a vision, stewardship, constraints. Next session to be held in the new year on long term stewardship.</p>
Reinvigorating Town Centres	<b>Lead Leaders:</b> Tony Kingsbury, Elizabeth Dennis-Harburg <b>Chief Executive:</b> Ka Ng <b>Programme Lead:</b> Jenny Foster	Green	<p>A report was taken to Growth Board in January 2023 recommending that additional support be offered to District/ Boroughs for targeted High Streets support. The report was supported. The support offer is being refined and rolled out over the next two months. Progress will be reported to Growth Board in early 2024.</p> <p>The working group will continue to meet to consider the economic situation across our high streets and town centres.</p> <p>Officers continue to attend HEDOG and the Innovation Corridor Town Centres Forum to gather intelligence across and neighbouring authorities.</p>

			<b>Next steps:</b> <ul style="list-style-type: none"> <li>Save the High Streets offer to be detailed and circulated to District/ Borough colleagues.</li> <li>Project management support to be provided by Hertfordshire County Council to support roll out of individual projects.</li> <li>KPI's to measure success of projects to be developed and finalised.</li> </ul>
Growing Science and Technology (Cell and Gene Focus)	<b>Lead Leader:</b> Sharon Taylor <b>Chief Executive:</b> Jeff Stack, Neil Hayes <b>Programme Lead:</b> Jenny Foster	Green	<p>This workstream is well established. The masterplan vision for Gunnels Wood Road draft baseline work has been circulated, a follow-on workshop with the steering and working group has been held, business engagement is due to be carried out over the spring 2023.</p> <p>The construction of the Autolus life science headquarters in Stevenage Town Centre is well underway with partial handover completed in November 2022 and completion due in April 2023.</p> <p>Developers are promoting a 300k sqft mixed life science and retail, town centre regeneration project at the Forum in Stevenage, due to be considered by Planning Committee in February 2023. Pre-app discussions have commenced in relation to the GSK site. The design for the GWR roundabout has been finalised. A report will be presented in March 2023 to the Hertfordshire County Council Highways and Transport Cabinet Panel.</p> <p><b>Next steps:</b> Continue according to the programme with engagement sessions with stakeholders/ steering groups. Gunnels Wood Road vision and masterplan completion is likely September 2023.</p>
Climate Change & Sustainability	<b>Lead Leader:</b> Linda Haysey <b>Chief Executive:</b> Matt Partridge <b>Programme Lead:</b> Julie Greaves	Green	<p>Behaviour Change Strategic Action Plan: Autumn: Approval. Developing principles to inform scope of potential campaigns. Collaborating with HCC's Behaviour Change Unit and University of Hertfordshire on next steps. Jan-Mar 23: Project proposals to be shared with HCCSP.</p> <p>Solar Bulk Buy Scheme – Autumn: 100,000 letters sent to residents: 13,000 registered interest. Dec: 2,329 individuals accepted offer and committed to installation.</p> <p>Sustainable Warmth Board – HCCSP Project Lead Officer representing Hertfordshire and will report to officers on progress. Partnership working to support draft of sustainability delivery plan for NHS. Drafting coordinated response to consultation on amendments to the NPPF, aligned with the Hertfordshire Infrastructure and Planning Partnership (HIPP).</p>

			<p>£1,600 saved per authority in Adaptation Training for officers</p> <p><b>The Hertfordshire Green Infrastructure strategy</b> has been completed. The strategy will complement the District's Local Plan evidence base and, with respect to the County Council, some of the recommendations will be taken forward in the Local Nature Recovery Strategy.</p> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>HCCSP Chair and Lead CEO calls with each Portfolio Holder and Lead Officer taking place over the next 2 months</li> <li>Redrafting of Strategic Action Plans to update and align regional stakeholders' approaches, acknowledging changes to NPPF, LNRS and similar.</li> <li>Working with University of Hertfordshire on net zero projects via a funded, dedicated Research Assistant: £21,230 secured for inward investment.</li> </ul>
<b>Southern Corridor</b>			
<b>Temporary Housing Accommodation joint project</b>	<p><b>Lead Leader:</b> Andrew Williams</p> <p><b>Chief Executive:</b> Claire Hamilton</p> <p><b>Programme Lead:</b> Roger Barratt / Jenny Foster</p>	Green	<ol style="list-style-type: none"> <li><b>Predictive Model</b> The work focusses on operational improvements to aid response to the need for Temporary Accommodation (TA). The model includes a process that aggregates approved data from all authorities, enabling county wide view of TA numbers. The products were implemented in January 2023 across housing authorities in Hertfordshire. An evaluation process is running alongside, and an initial evaluation report is due in early April 2023.</li> <li><b>Ultra-High Needs:</b> The focus here, following discussion with the Heads of Housing stakeholder group, is on the cohort of homeless people with complex needs, that do not fit a Housing First / other pathway approaches. The work has been influenced by the launch of government funding that focusses on the 18 to 25 yr. group in North Herts. Joint work is underway to respond to the funding round, with a submission aimed at the June 2023 funding window.</li> <li><b>Hospital Step Down:</b> System wide interest in pursuing a collaborative approach to developing such a facility, data is now available to support the need in relation to discharge of homeless people from the Watford Acute Trust. A visit has been made to a similar facility in Oxford. Potential delivery partners, sites and funding have been identified and work is underway to finalise the operational governance with key partners.</li> </ol>

			<b>Next Steps:</b> <ol style="list-style-type: none"> <li>1. Support to implementation continues with evaluation report due April 2023.</li> <li>2. Further develop business case potential sites and funding bid.</li> <li>3. Finalise business case for sign-off to proceed</li> </ol>
<b>Creative &amp; Screen Industries</b>	<b>Lead Leader:</b> Morris Bright <b>Chief Executive:</b> Donna Nolan <b>Programme Leads (current):</b> Adam Wood (LEP), Brenda Harris	Green	<p>Excellent overall progress:</p> <ul style="list-style-type: none"> <li>• Industry Panel has been set up and held its third meeting on 1 December 2022.</li> <li>• Industry Panel has approved the action/ delivery plan. Focus is: progressing supply of talent, business support, commercial property requirements (studio and ancillary), digital and visitor agenda</li> <li>• Film &amp; TV Action Log created</li> <li>• Herts Film Office (HFO) business plan has been agreed by the Industry Panel, by the CSWG, HGB and HLG</li> <li>• Funding for HFO is confirmed from UKSPF plus HGB and LEP support contributions</li> <li>• LEP Sector Lead appointed Jan 2023</li> <li>• Film Office Manager appointed starts – March 2023</li> </ul> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Preparation of final HFO Business Plan – now completed</li> <li>• Launch event for CSI sector strategy and action plan (likely to be Autumn/Winter 22) – on hold pending progress on action delivery</li> <li>• CSWG terms of reference drafted to oversee HFO to be approved at next meeting</li> <li>• Work plan for film office manager to be agreed</li> <li>• Co creation events outlined at next meeting</li> <li>• Milestone Review</li> </ul>
<b>Harlow &amp; Gilston Garden Town (HGGT)</b>	<b>Lead Leader:</b> Linda Haysey <b>Chief Executive:</b> Richard Cassidy <b>Programme Lead:</b> Naisha Polaine	Green	<ul style="list-style-type: none"> <li>• HGGT Vision established and agreed by 5 Council Partners: embedded in the three local plans of East Herts District Council (EHDC), Epping Forest District Council, (EFDC) and Harlow District Council (HDC) and endorsed by Essex County Council (ECC) and Hertfordshire County Council (HCC).</li> <li>• HGGT is the Strategic Growth in and around Harlow, comprising 10,000 new homes at Gilston and a further 13,000 homes at East of Harlow, Latton Priory and Water Lane with 16,000 new homes projected for delivery by 2033.</li> <li>• This dashboard updates on Gilston only as part of the Hertfordshire growth area.</li> <li>• A Master Programme has been developed and agreed by members in April 2022.</li> <li>• The 2019 HGGT Infrastructure Delivery Plan is currently being updated and will go to HGGT Board on 20th March.</li> </ul>

			<ul style="list-style-type: none"> <li>• The Gilston planning application with EHDC was approved subject to s.106 on 28/2/23.</li> <li>• A Strategic Transport Planning Forum (STPF) of all 5 partners has been set up to consider cross boundary issues.</li> <li>• The Gilston Stewardship Strategy Application is out for consultation to enable review for committee and conditional planning consent.</li> </ul> <p>The scoping of the Land Assembly Refresh is underway.</p> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• The HGGT Master Programme has been refreshed and presented to members.</li> <li>• HGGT Stewardship Charter for all HGGT strategic sites to be presented at March 23 HGGT Board.</li> <li>• The HGGT IDP anticipated publication is in Q4 2023.</li> <li>• Continue to coordinate partners to input to the Gilston planning application.</li> <li>• Developer Forums being held to ensure early developer engagement across the sites, next meeting to be held 07/02/2023.</li> </ul>
<b>Hemel Garden Communities</b>	<p><b>Lead Leader:</b> Andrew Williams</p> <p><b>Chief Executive:</b> Claire Hamilton</p> <p><b>Programme Director:</b> Phillipa Zieba</p>	Green	<ol style="list-style-type: none"> <li>1. Framework Plan and Transport Plan progressing with conclusion scheduled for Q1 2023</li> <li>2. Quality Review Panel established with Design South East and separate Framework Plan and Transport Plan panels undertaken</li> <li>3. Homes England funding secured to implement active travel infrastructure projects in 2023</li> <li>4. Establishment of a Councillor Review Group to widen Member engagement</li> <li>5. Website established and Comms &amp; Engagement Strategy prepared</li> </ol>
<b>Mass Rapid Transit - Hertfordshire &amp; Essex Rapid Transit (HERT)</b>	<p><b>Lead Leader:</b> Phil Bibby</p> <p><b>Chief Executive:</b> Mark Kemp</p> <p><b>Programme Lead:</b> Darren Granger</p>	Green	<p>Technical work on the Strategic Outline Case (SOC) has now concluded and this is helping to establish the context and key principles from which to formulate the preferred route, mode choice and the enabling complementary measures.</p> <p>Following the unsuccessful Restoring Your Railway Fund bid for improvements on the Abbey Line any alternatives to heavy rail will be incorporated within the HERT project.</p> <p><b>Next steps:</b></p> <ol style="list-style-type: none"> <li>1. Convert the DfT focused SOC into a Prospectus for the HERT that can be used to underpin LTP5, support partners such as the LPAs, EEH and the LEP in their policy development and present to potential funding partners, whilst keeping the ultimate vision for the HERT in high profile.</li> <li>2. Move the focus and effort towards understanding, capturing, co-ordinating, developing and making best use of the opportunities for the enabling complementary initiatives that will help create the foundations and building blocks for the HERT, including route selection.</li> </ol>

			3. Develop brief for Outline Business Case and commission this stage of the project.
<b>Resetting the SE Herts economy</b>	<b>Lead Leader:</b> Lewis Cocking <b>Chief Executive:</b> Jeff Stack <b>Programme Lead:</b> Kevin Clark	Amber	<p>Five separate elements for the programme have been identified and milestones for each set out in the table.</p> <p><b>Park Plaza West</b> Film studios now in progress on site no anticipated problems</p> <p><b>Brookfield</b> – Planning Committee set for 15 March 2023, objections received from Natural England and Historic England all being mitigated, other objections also being mitigated.</p> <p><b>Park Lane Railway Station</b> – still awaiting final letter of support.</p> <p><b>Maxwells</b> Handover due end of February 2023 marketing has commenced and managing agents engaged</p> <p><b>Waltham Cross Renaissance</b> LUF funding of £14.3 million secured for the public realm and other elements. Full details of contracts to be received.</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• PPW – Site preparation works underway, building expected to start April 2023</li> <li>• PLRS – Continue to liaise with Network Rail Brookfield Planning applications being considered for determination in March 2023</li> <li>• Maxwells Building handover and final works to be carried out.</li> <li>• WXR – Programme of works for LUF bid to be developed</li> </ul>
<b>Watford Junction Quarter</b>	<b>Lead Leader:</b> Peter Taylor <b>Chief Executive:</b> Donna Nolan <b>Programme Lead:</b> Julian Hart	Amber	<p>Watford Junction rail lands has been adopted as a Strategic Development Area (SDA Watford Gateway) in the new Local Plan.</p> <p>Tentative confirmation has been received that DfT have signed off £1m design funding for upgrading Watford Junction station.</p> <p>The Council is in discussion with Network Rail on the area to be considered for a future masterplan and planning application for redevelopment of the rail lands. Network Rail is currently considering its delivery options. Initial indication that NR willing to prepare planning application for whole land area.</p> <p>Next Steps Continued liaison with Network Rail to discuss how to progress project.</p> <p>Liaison with Homes England regarding their role.</p> <p>Monitoring commencement of design work on the station to ensure this is done in an integrated way.</p>

<p><b>Towards Digital Growth</b></p>	<p><b>Lead Leader:</b> Morris Bright <b>Chief Executive:</b> Neil Hayes (LEP) <b>Programme Lead:</b> Tony Gibbons</p>	<p>Green</p>	<p>Priority 1 – Accelerating Delivery</p> <ul style="list-style-type: none"> <li>Project Gigabit – Supplier Questions are being evaluated ahead of planned ITT in March. Intervention areas in Herts are yet to be confirmed officially.</li> <li>Market Information Day – Session has now successfully taken place with digital/mobile suppliers engaged with. Outcomes are being finalised.</li> </ul> <p>Priority 2 – Public Sector Assets</p> <ul style="list-style-type: none"> <li>BDUK are reviewing GigaHubs programme viability and may follow Project Gigabits launch in a different format</li> <li>Small Cell small scale pilot ready to roll out in one area.</li> </ul> <p>Priority 3 – Pervasive Digitisation</p> <ul style="list-style-type: none"> <li>LEP Top-up funding bid successful. Progressing towards voucher relaunch and promotional activities.</li> <li>DfE Project – Select Hertfordshire Primary schools will be targeted for gigabit coverage mid-late 2023.</li> </ul> <p>Priority 4 - World Class Digital Sector</p> <ul style="list-style-type: none"> <li>LEP are reviewing this priority and progress.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Relaunch and unpausing of Rural Gigabit Voucher Scheme in Hertfordshire.</li> <li>Project Gigabit scheduled to begin ITT in March 2023.</li> <li>LEP top-up funding promotional activities beginning mid-2023.</li> <li>Establishing supplier contact following the Market Information Day.</li> <li>Finalise governance and planning arrangements.</li> <li>Review of future Project Gigabit options in unserved areas with BDUK.</li> </ul>
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# Agenda item 7

## Hertfordshire Growth Board Presentation – Joint Strategic Planning progress in Hertfordshire

Report Author: Patsy Dell Hertfordshire Growth Board

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### **1 Purpose of report**

- 1.1 To provide Board Members with a presentation from Councillor Linda Haysey (East Herts District Council), Councillor Chris White (St Albans City and District Council), Sara Saunders (Planning & Building Control, East Herts District Council) and Chris Outtersides (SW Herts Joint Strategic Plan Director), who will provide an update on the Joint Strategic Planning progress in Hertfordshire.

### **2 Recommendation**

- 2.1 The Growth Board are invited to note the information contained within the presentation.

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