

Agenda item 8

Hertfordshire Growth Board (HGB) – Mission Delivery Arrangements

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1 Purpose of report

- 1.1 This report summarises progress made in the delivery and governance structures for each of the six Hertfordshire Growth Board (HGB) Missions.

2 Recommendation

- 2.1 It is requested that the Growth Board agree the implementation of the delivery arrangements outlined in this report.

3 Background

- 3.1 In January 2024, HGB agreed a new Vision and six Missions for Growth in Hertfordshire. To oversee the delivery of each of these Missions, a paper was presented to the Growth Board in March proposing a set of principles of how each Mission would be delivered. These principles would ensure both clarity and consistency on how progress towards the Missions would be managed.

4 HGB Vision and Missions

- 4.1 During November and December 2023, consultation was undertaken with Hertfordshire residents, businesses, and stakeholders on what the key priorities are for growth in Hertfordshire. 4379 responses were received which helped shaped the Vision and six Missions agreed by HGB in January 2024.
- 4.2 Each mission has a set of strategic goals and actions in delivering the Mission. These broadly align to the emerging government priorities for the parliamentary term and will be frequently reviewed to ensure planned activity reflects and evolves with local and national policy development.

5 Delivery arrangements

- 5.1 In March 2024, it was proposed to HGB that a consistent approach was required in the delivery of each Mission to ensure there was clarity and transparency in how each of the Missions would be managed. This proposal included the principles that each Mission should have:

- A HGB sponsor(s) (or delegate as appropriate) to be a champion for the Mission, provide strategic direction, agree deliverables, priorities, and provide a link with the Growth Board.
- Lead Officer(s) from the HGB (or delegate as appropriate) to provide expertise and knowledge of the subject area, working with the sponsor(s) to oversee progress, support delivery and engagement with partners.
- A Mission Steering Group with representatives from relevant organisations who will advise, support delivery, monitor, and challenge progress as well as providing expertise.
- A delivery plan outlining key deliverables and the dates by when they should be delivered, with six monthly progress reports and an annual deep dive to the HGB.

6 Progress

- 6.1 For three of the Missions, well established strategic groups already exist to help drive their delivery. These include the Hertfordshire Climate Change and Sustainability Partnership for the Sustainable County Mission, the Digital Connectivity Board for the Digital Access Mission and Hertfordshire Economic Board for the Economy Mission. For the other three Missions, it has been necessary to establish a new Mission Steering Group.
- 6.2 Appendix 1 provides an overview of the proposed delivery arrangements for each Mission. Although arrangements will vary depending upon objectives, most Missions have adopted an approach of having a Strategic Steering Group (consisting of elected members and providing strategic oversight of the Mission) supported by an officer group (to ensure delivery).
- 6.3 For the new groups, where Elected Member representation is proposed, Leaders of local authorities in Hertfordshire will be invited to consider and nominate a representative. It is proposed that Steering Group member representation will have political and geographical balance. Each steering group should consider gender and diversity balance where possible.
- 6.4 Work programmes previously undertaken under the remit of the Growth Board are being reviewed and where necessary, re-aligned with the appropriate Mission. This includes the Screen Industries Working Group, which provides strategic support to the Hertfordshire Film Office and its programme of activity. It is proposed that strategic oversight is moved into the governance arrangements of the Economy Mission. Reinvigorating Town Centres work has completed and next steps on this programme are being reviewed with the lead Chief Executive and Chair of the working group.
- 6.5 Each Mission Steering Group will also co-ordinate their work with any existing partnerships where relevant. For example, the new Housing Mission Steering

Group will work with the Hertfordshire Property Partnership and Hertfordshire Infrastructure and Planning Partnership, amongst others.

- 6.6 While developing terms of references for the new Steering Groups, it has been noted that there are considerable variances in the terms of references for existing partnerships, particularly in relation to how long chairs/vice chairs undertake their role for. It is therefore recommended that the chair and vice chairs of each steering group should undertake their role for two years, at which time it will then be considered for nominations. This approach would provide clarity and consistency for all Steering Groups.

7 Managing and reporting progress

- 7.1 Progress reports would be made every six months (October and March) and include details on objectives delivered and any progress challenges. In addition to the six monthly progress reports, a 'Deep Dive' would be undertaken on each Mission annually. The proposed schedule for these Deep Dives is:

Mission	Proposed Deep Dive Date
Sustainable County	Jun-24
Healthy and Safe Places for All	Oct-24
Right Homes, Right Places	Oct-24
Transport for Hertfordshire	Jan-25
Digital Access for All	Jan-25
World Class Economy	Mar-25

Appendix 1: Delivery Arrangements for each Growth Board Mission

	World Class Economy	Digital Access	Transport for Hertfordshire
Steering Group Arrangements	Hertfordshire Economic Board (previously Herts LEP)	Existing HGB Digital Connectivity Board (with expanded membership to increase representation)	New Transport for Hertfordshire Strategic Group
Members	Local Authorities. Businesses. Skills providers.	Member of Hertfordshire Economic Board Industry Education/skills: TBC Officers from HCC, Dacorum Borough Council and Broxbourne Borough Council	Local Authorities: (2 x representatives from each Local Strategic Plan Partnership). Transport providers.
HGB Sponsor/ representative	Adrian Hawkins Cllr Jeremy Newmark Mayor Peter Taylor Cllr Richard Henry Cllr Richard Roberts	Mayor Peter Taylor	TBC
Lead Officers	Neil Hayes Director of Economy and Skills, HCC	Tony Gibbons Senior Project Manager, HCC	Rupert Thacker Interim Director of Transport, HCC Amanda Foley, Chief Exec, St. Albans DC Mark Doran, Exec Director Growth and Environment, HCC
Supporting Groups		Digital Connectivity Programme Team	A new Mission Delivery Group consisting of officers from all authorities in Hertfordshire
Existing programmes/ groups to align or engage with	Screen Industries Working Group		

	Sustainable County	Healthy & Safe Places for All	Right Homes, Right Places
Steering Group Arrangements	Hertfordshire Climate Change and Sustainability Partnership with amended terms of reference to reflect Growth Board priorities	New Healthy & Safe Places Mission Strategic Group	New Housing Mission Strategic Group
Members	Representative from each local authority. Hertfordshire Economic Board.	LA Planning Reps Public Health. Integrated Care Board. Police and Crime Commissioner. Voluntary sector.	LA Planning & Housing Reps. Adult & Children's Social Care. Housing Associations. Homes England.
HGB Sponsor/ representative	Cllr Adrian England (current/tbc)	Proposed - Rt Hon Professor Paul Burstow, Chair, Hertfordshire and West Essex Integrated Care System	TBC
Lead Officers	Matt Partridge, Chief Executive Stevenage Borough Council, Lynne Ceeney, Director of Environmental Sustainability, HCC	Richard Cassidy, Chief Executive East Herts District Council Donna Nolan, Chief Executive Watford Borough Council Sarah Perman Director of Public Health, HCC Sharn Elton, Matt Webb, Rachael Donovan - ICB	Colin Haigh, Director of Growth & Place, HCC, Anthony Roche, Managing Director, North Herts District Council Claire Hamilton, Chief Executive, Dacorum Borough Council
Supporting Groups	Herts Sustainability Officers Group with representatives from all Hertfordshire authorities.	Mission Delivery Group to be established	Technical Expertise Group consisting of officers from Hertfordshire authorities
Existing programmes/ groups to align to or engage with	Hertfordshire Infrastructure and Planning Partnership, Hertfordshire Nature Recovery Partnership	Heads of Planning Group Place Based Health Inequalities Group Hertfordshire Health and Wellbeing Board Integrated Care Board and Health and Care Partnerships	Hertfordshire Infrastructure and Planning Partnership Hertfordshire Property Partnership Herts Heads of Housing