

Agenda Reports & Other Papers

Presented to the
Meeting of the
Hertfordshire Growth Board
on
Wednesday, 22 January 2025

HERTFORDSHIRE GROWTH BOARD

**Hosted by: Hertsmere Borough Council; Elstree Way,
Borehamwood WD6 1WA**

Wednesday 22 January 2025, 11:30 – 13:30

MEMBERS OF THE BOARD (16) – QUORUM 9 VOTING MEMBERS

Council Leaders (11 Voting Members)

M. Mills-Bishop, Broxbourne Borough Council
A. England, Dacorum Borough Council
B. Crystall, East Herts District Council
S. Boulton (*substituting for R. Roberts*), Hertfordshire County Council
J. Newmark, Hertsmere Borough Council (Chair)
D. Allen, North Hertfordshire District Council
P. De Kort, St Albans City and District Council
R. Henry, Stevenage Borough Council (Vice Chair)
S. Giles-Medhurst, Three Rivers District Council
P. Taylor (Mayor), Watford Borough Council (Vice Chair)
M. Holloway, Welwyn Hatfield Borough Council

Co-opted Members (5)

P. Burstow, Hertfordshire and West Essex ICS, NHS
A. Hawkins, Hertfordshire Local Enterprise Partnership Chairman
J. Krause, Homes England
J. Ash-Edwards, Hertfordshire Police and Crime Commissioner
Professor W. Wills, University of Hertfordshire

1. Minutes

The Board is invited to note the Minutes of the Board meeting held on 17 July 2024 (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 Director of Law and Governance of Hertfordshire County Council by 10am at least five working days before the meeting.

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

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

4. Spotlight on Hertsmere Borough Council’s Growth Ambitions and Priorities

Presented by: Cllr Newmark Leader Hertsmere Borough Council and Sajida Bijle Chief Executive Hertsmere Borough Council

Paper attached

5. ‘Right Homes, Right Places’ Housing Mission Deep Dive

Presented by Julia Krause Homes England, Cllr De Kort, Leader St Albans City and District Council, Claire Hamilton, Chief Executive St Albans City and District Council, Colin Haigh, Director of Growth and Place, Hertfordshire County Council County Council

Paper attached

6. Healthy and Safe Places For All Mission Deep Dive

Presented by: Paul Burstow Chair of the Hertfordshire and West Essex ICB and Ben Martin Associate Director of Planning, Infrastructure and Economy, Watford Borough Council

Paper attached

7. Hertfordshire Growth Board (HGB) – proposed draft budget for 2025/26 financial year

Presented by: Forogh Rahmani, Director of Hertfordshire Growth Board

Paper attached

8. Hertfordshire Growth Board: Advocacy, Communication & Engagement Plan

Presented by: Forogh Rahmani, Director of Hertfordshire Growth Board

Paper attached

9. Other Part I Business

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

Date of next formal public meeting: *Wednesday 16 July 2025, 11:30am*

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



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

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

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

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

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Hertfordshire Growth Board Meeting Minutes

Wednesday, 17 July 2024



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: Wednesday, 17 July 2024

Attendance

Council Leaders (11 Voting Members)

M. Mills-Bishop, Broxbourne Borough Council
A. England, Dacorum Borough Council
B. Crystall, East Herts District Council
R. Roberts, Hertfordshire County Council
J. Newmark, Hertsmere Borough Council (Chair)
D. Allen, North Hertfordshire District Council
P. De Kort, St Albans City and District Council
R. Henry, Stevenage Borough Council (Vice-Chair)
S. Nelmes (*substituted for S. Giles-Medhurst*), Three Rivers District Council
P. Taylor (Mayor), Watford Borough Council (Vice-Chair)
M. Holloway, Welwyn Hatfield Borough Council

Co-opted Members (4)

P. Burstow, Hertfordshire and West Essex ICS, NHS
N. Rutledge (*substituted for A. Hawkins*), Hertfordshire Local Enterprise Partnership
J. Krause, Homes England

The full Board Meeting can be viewed here: [Hertfordshire Growth Board - 17 July 2024](#).

1a. Appointment of Chair

- 1.1 In accordance with Annex A to Appendix 1 of the Hertfordshire Growth Board Constitution, 'with effect from the Annual General Meeting 2023 the appointment of the Chair and Vice Chair shall be decided annually as the first substantive item of business at the AGM'.
- 1.2 Nominations for Chair were received for Councillor Jeremy Newmark from Councillor Peter Taylor and Councillor Richard Roberts from Councillor Mark Mills-Bishop. Both Councillors addressed the Board.
- 1.3 Following a vote, Councillor Jeremy Newmark received a majority. Councillor Richard Roberts withdrew from the election process and Councillor Jeremy Newmark was appointed Chair for the following year, as agreed by the Board.

1b. Appointment of Vice-Chairs

- 1.4 In accordance with Annex A to Appendix 1 of the Hertfordshire Growth Board Constitution 'the Board shall elect two Vice-Chairs at the time of appointing the Vice-Chairs, the HGB shall decide which of them takes priority if the Chair is absent and both of them are present'.
- 1.5 Following nomination by Councillor Richard Roberts, Councillor Richard Henry was appointed as a Vice-Chair, as agreed by the Board.
- 1.6 Following nomination by Councillor Sarah Nelmes, Mayor Peter Taylor was appointed as the priority Vice Chair in the absence of the Chair and both Vice-Chairs present, as agreed by the Board.

2. Minutes

- 2.1 The Minutes of the Board meeting held on 17 January 2024 (Part I) were confirmed as a correct record.

3. Public Questions – Standing order 12

- 3.1 There were no Public Questions.

4. Public Petitions – Standing Order 13

CHAIRMAN'S INITIALS

4.1 There were no Public Petitions.

5. Three Rivers Introduction

[Officer Contact: Joanne Wagstaffe, Chief Executive Three Rivers District Council]

5.1 The Board received a presentation from Three Rivers District Council. The presentation can be viewed here: [Presentation - Three Rivers](#)

5.2 Members were welcomed to Three Rivers and noted that the district was coming up to 50 years old. It was noted that the district had a low population of those aged 25-34 but there was increased life expectancy. The unemployment rate was above national average at 4%, however claimants of Universal Credit below the national average at 2.2%.

5.3 The Board heard that Three Rivers had reduced its carbon consumption in a number of areas and strived to be net zero by 2045. Members heard about plans to help residents retrofit their homes to make them more energy efficient.

5.4 Members were given an overview on the natural areas across the Three Rivers district and the impact on the wildlife.

5.5 Thanks was given to Three Rivers District Council for hosting the Board.

5.6 This item can be viewed here at 00:56:30 [Item 5 - Three Rivers Introduction](#).

RESOLVED

5.7 The Growth Board noted the information shared within the presentation.

6. Hertfordshire Growth Board (HGB) – Budget Summary for 2023-24 and 2024-25 Forecast

[Officer Contact: Forogh Rahmani, Hertfordshire Growth Board, Tel: 01992 588233]

CHAIRMAN'S INITIALS

- 6.1 The Board received a report which summarised the Hertfordshire Growth Board (HGB) spend during the year 2023/24 and the forecast spend for 2024/25.
- 6.2 Members acknowledged that there was a £20,000 initial allocation, detailed in Table 2, for a professional consultant to evaluate Growth Board activity. Members agreed that there was now a move towards delivery and agreed to pause and revisit the allocation in January 2025.
- 6.3 This item can be viewed here at 01:10:25 [Item 6 - Budget Summary 23-34 & 24-25 Forecast](#).

Forogh
Rahmani

RESOLVED

- 6.4 Leaders noted the content of the report and agreed:
- the budget outturn for 2023-24 set out in Table 1 above, and
 - the proposed budget and commitments for 2024-25 set out in Table 2, subject to the pause and reconsideration of the initial £20,000 required for Growth Board evaluation.
 - that funds remaining at the end of 2024/25 (forecasted to be £852,000) are used to fund Growth Board activity in 2025/26, subject to annual review.

7. Hertfordshire Growth Board (HGB) - Advocacy Plan, Communications & Engagement Approach

[Officer Contact: Forogh Rahmani, Hertfordshire Growth Board, Tel: 01992 588233]

- 7.1 The Board reviewed a report which detailed proposals for the Hertfordshire Growth Board's (HGB) Advocacy Plan and engagement approach to promote the county's opportunities and challenges to the next government.
- 7.2 Members welcomed the proposals and noted that there was a lot of opportunity across Hertfordshire. In light of the new Government and Local MPs, Members valued the clear pathway to engagement.
- 7.3 The Board acknowledged Deputy Prime Minister, Angela Rayner's desire to engage with County Councils, and in turn, district councils around Growth and were conscious that Leaders did not provide mixed messages from different parts of the county.

CHAIRMAN'S INITIALS

7.4 Members noted that Hertfordshire was polycentric and that it needed to increase productivity in relation to consumption. A key area for consideration was transport and reviewing how centres were joined.

7.5 The Board requested further detail behind the high-level plans and officers agreed to organise a workshop to discuss plans further.

Forogh
Rahmani

7.6 This item can be viewed here at 01:13:15 [Item 7 - Advocacy Plan, Communications & Engagement](#).

RESOLVED

7.7 The Growth Board supported the proposed Advocacy Plan, Communications and Engagement Approach.

8. Hertfordshire Growth Board (HGB) – Mission Delivery Arrangements

[Officer Contact: Forogh Rahmani, Hertfordshire Growth Board, Tel: 01992 588233]

8.1 The Board received a report which summarised the progress made in the delivery and governance structures for each of the six Hertfordshire Growth Board (HGB) Missions. Due to time constraints, the report was taken as read.

8.2 This item can be viewed here at 01:22:55 [Item 8 - Mission Delivery Arrangements](#).

RESOLVED

8.3 The Growth Board agreed the implementation of the delivery arrangements outlined in this report.

9. Hertfordshire Growth Board (HGB) – Sustainable County Mission Deep Dive

[Officer Contact: Forogh Rahmani, Hertfordshire Growth Board, Tel: 01992 588233]

9.1 The Board received a report and subsequent presentation on the Sustainable County Mission Deep Dive. The presentation can be viewed here: [Presentation - Sustainable County Mission Deep Dive](#)

CHAIRMAN'S INITIALS

- 9.2 Members heard that since inception in 2020, at the request of the Hertfordshire Leaders Group, Hertfordshire Climate Change & Sustainability Partnership (“HCCSP”) had delivered policy and on-the-ground interventions across the county, progressing the sustainability agenda through information sharing, cross-working and stakeholder engagement.
- 9.3 Board Members reviewed a number of milestones for the Hertfordshire Climate Change & Sustainability Partnership, alongside suggested time scales and resource requirements.
- 9.4 This item can be viewed here at 00:28:20 [Item 9 - Sustainable County Mission Deep Dive](#).

RESOLVED

- 9.5 The Board:
- supported the proposed approach to implementing the Sustainable County Mission and associated Goals as outlined within the report, including the work programme outlined at Appendix 1.
 - agreed to task officers with the development of the associated resourcing strategy.
 - agreed to receive a further report once the strategy had been produced.

10. Spotlight: Decarbonisation across Hertfordshire

[Officer Contact: Lynne Ceeney, Director of Environmental Sustainability Hertfordshire County Council]

- 10.1 The Board received a presentation on decarbonisation across Hertfordshire. The presentation can be viewed here: [Presentation - Decarbonisation across Hertfordshire](#).
- 10.2 Board Members were provided with an overview of decarbonisation opportunities and challenges in Hertfordshire, which included current activity across the public and private sectors, the role of local and central government and potential solutions and approaches to take forward in future work programmes. Members noted that the investment strategy would need to be positioned correctly to enable maximum benefit.

CHAIRMAN'S INITIALS

ACTION

10.3 Members heard that Hertfordshire Futures held its launch event last week and were working to build a new economic strategy, in which Hertfordshire Futures were fully intending to speak to investors around decarbonisation.

10.4 Members agreed to receive a further technical briefing session.

Lynne
Ceeney

10.5 This item can be viewed here at 00:49:10 [Item 10 - Decarbonisation across Hertfordshire](#).

RESOLVED

10 The Growth Board noted the information shared within the presentation.

11. Other Part I Business

11.1 None.

12. Date of next meeting

12.1 The date of the next meeting was noted as Wednesday 22 January 2025.

CHAIRMAN.....

CHAIRMAN'S INITIALS



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8



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

Spotlight on Hertsmere Borough Council's Growth Ambitions and Priorities

Item presented by: Cllr Jeremy Newmark, Leader Hertsmere Borough Council Sajida Bijle, Chief Executive Hertsmere Borough Council

1 Purpose of report

- 1.1 To provide Board Members with an introduction and update on the growth ambitions and priorities within Hertsmere Borough Council.

2 Recommendation

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

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Agenda item 5

'Right Homes, Right Places' Housing Mission Deep Dive

Item Presented by: Cllr Paul De Kort, Leader St Albans City and District Council, Claire Hamilton, Chief Executive St Albans City and District Council, Colin Haigh, Director of Growth and Place, Hertfordshire County Council

1 Purpose of report

- 1.1 This item, together with an accompanying presentation, seeks to provide a deep dive into progress to date and the proposed approach to contribute to the delivery of the Right Homes, Right Places housing mission for Hertfordshire.

2 Recommendations

- 2.1 That the Growth Board support the proposed next steps for the Topic Expert Group as set out in Section 8 of the report.

3 Background

- 3.1 Hertfordshire has a number of well-understood housing challenges. There were nearly 5,400 built homes in 2023/24, which is the highest in any year since 2001, but the recently finalised National Planning Policy Framework (NPPF) has set a new standard method target of 10,096 homes per year for the county.
- 3.2 The average house in Hertfordshire costs twelve times the average salary.
- 3.3 There are currently 18,500 households on housing waiting registers, about 5,200 households owed a duty under the Homelessness Reduction Act and last year £16m was spent on temporary accommodation. Please refer to Appendix 1.
- 3.4 There are a number of already well-established housing partnerships across Hertfordshire, with stakeholders from both the public and private sector. Please refer to Appendix 2. The Right Homes, Right Places housing mission will link into these partnerships, leaning and drawing in their expertise to address the mission's strategic goals, seeking local solutions. The Right Homes, Right Places housing mission will have strategic oversight.
- 3.5 The Right Homes, Right Places housing mission must operate within the legislative and national framework, along with local policy and strategies. The mission will seek to employ solutions to address local challenges, and welcomes

the HGB's advocacy plan and opportunity for HGB to lobby central government over key issues.

- 3.6 The Right Homes, Right Places housing mission overlaps with a series of other HGB missions, notably Healthy and Safe Places for All and Transport for Hertfordshire. The missions are developing their collaborative working relationships.

4 Delivering the Goals

- 4.1 This report sets out how the Right Homes, Right Places housing mission group will contribute to deliver the agreed strategic goals.
- 4.2 While a number of housing partnerships were already in existence across Hertfordshire, encompassing a range of public and private sector stakeholders, the first year of the mission has focused on setting the governance and framework for future delivery.
- 4.3 The work programme for 2024/25 is set out in Appendix 3. As the end of the financial year approaches, the work programme for 2025/26 is being discussed and finalised. The key tasks will be (a) to create a 'One Knowledge Point' for public housing projects taking place in Hertfordshire, so there is greater opportunity for partnership working between districts, developers, housing associations and others (b) to prepare and maintain a pipeline of development sites, ready to bid for and secure public funding to help unblock any obstacles to their delivery, (c) to update the Development Quality Charter or ensure that aspirations for high quality and sustainable development are incorporated into planning policies and (d) to progress long-term strategic planning for the county.

5 Resourcing the Goals

- 5.1 Existing resources will be utilised to contribute to the delivery of the Right Homes, Right Places strategic goals. It is possible that additional ad-hoc resources may be required as the mission progresses, and these needs will be addressed at the time.
- 5.2 Resources are likely to be required for task and finish pieces of work, with an identified goal for a prescribed period of time. It is envisaged these resources will be of a general nature, and specialisms will be drawn upon from within the organisation and existing partnerships.
- 5.3 The Government's recent budget has introduced a number of measures to increase housing delivery and to provide more affordable and other specialist housing.

6 Data, Performance, Reporting

- 6.1 A number of existing datasets have been pulled into one dashboard to easily identify the influence of the Right Homes, Right Places housing mission across key areas. In addition, a series of new data sets have been requested, and these will be developed over coming months to ensure the mission has a clear set of performance indicators to measure all strategic goal outcomes.
- 6.2 As an aide memoire, the HGB agreed strategic goals and success measures are shared in Appendix 5.

7 Challenges and Risks

- 7.1 A key risk is the availability of staff and their resources within the HGB member organisations.
- 7.2 Ensuring that the housing mission links into the other missions. This will be mitigated by regular meetings between mission leads to ensure that strategic goals align but do not overlap or contradict one-another.
- 7.3 Partnership working across established groups such as Herts Planning Group (HPG), Herts Infrastructure and Planning Partnership (HIPP), Herts Infrastructure and Development Board (HIDB), Herts Property Partnership (HPP) and Herts Heads of Housing (HHH), as well as with Homes England, housing associations and others will be crucial to the delivery of this mission.

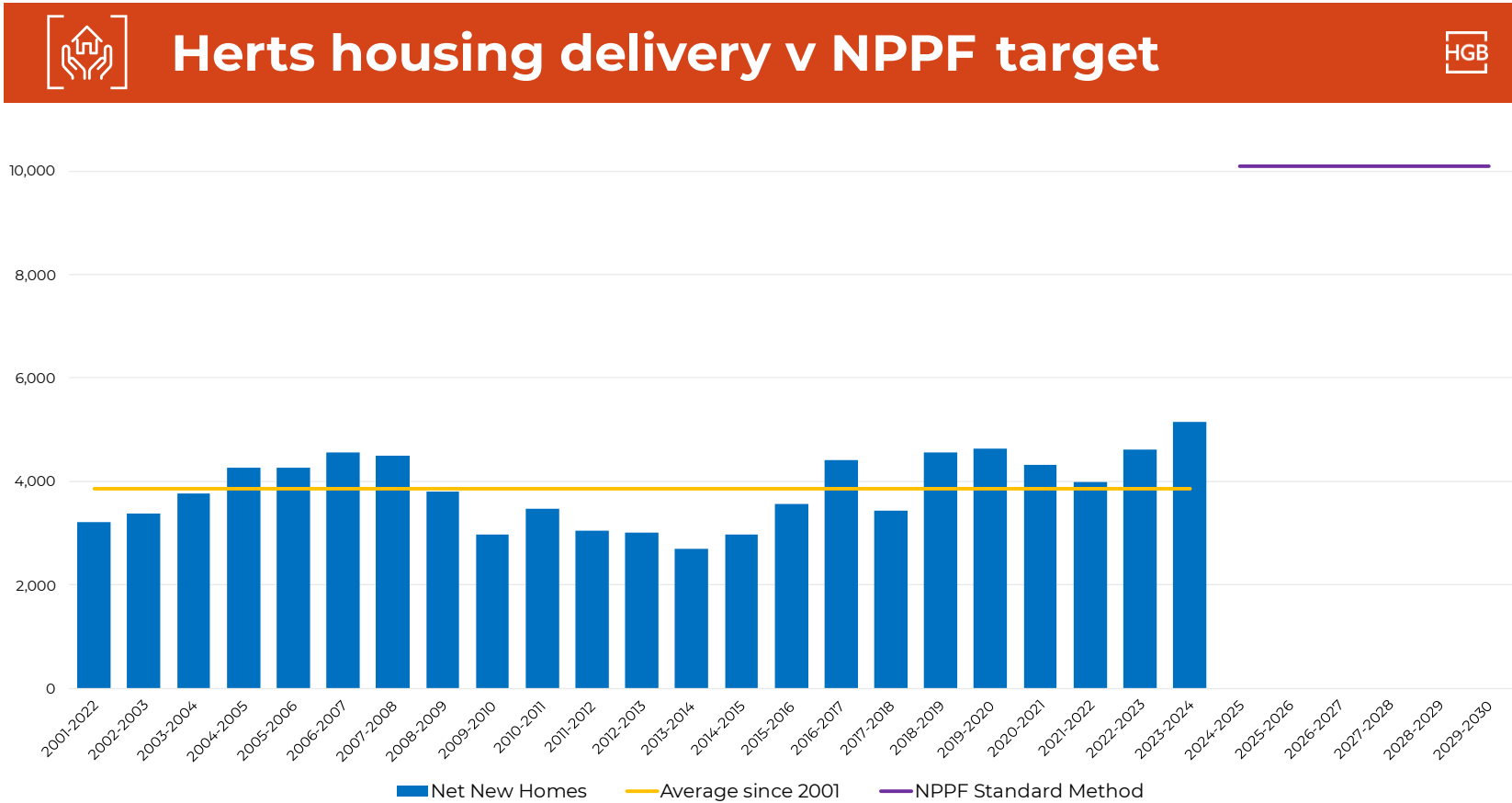
8 Next Steps

- 8.1 The next steps and work programme for the Right Homes, Right Places housing mission are in Appendix 4. This includes evolution of the 'One Knowledge Point' idea for public sector housing projects, reviving the *Housing First* initiative, updating the Development Quality Charter and progressing Joint Strategic Plans.

Appendix 1: Current Data

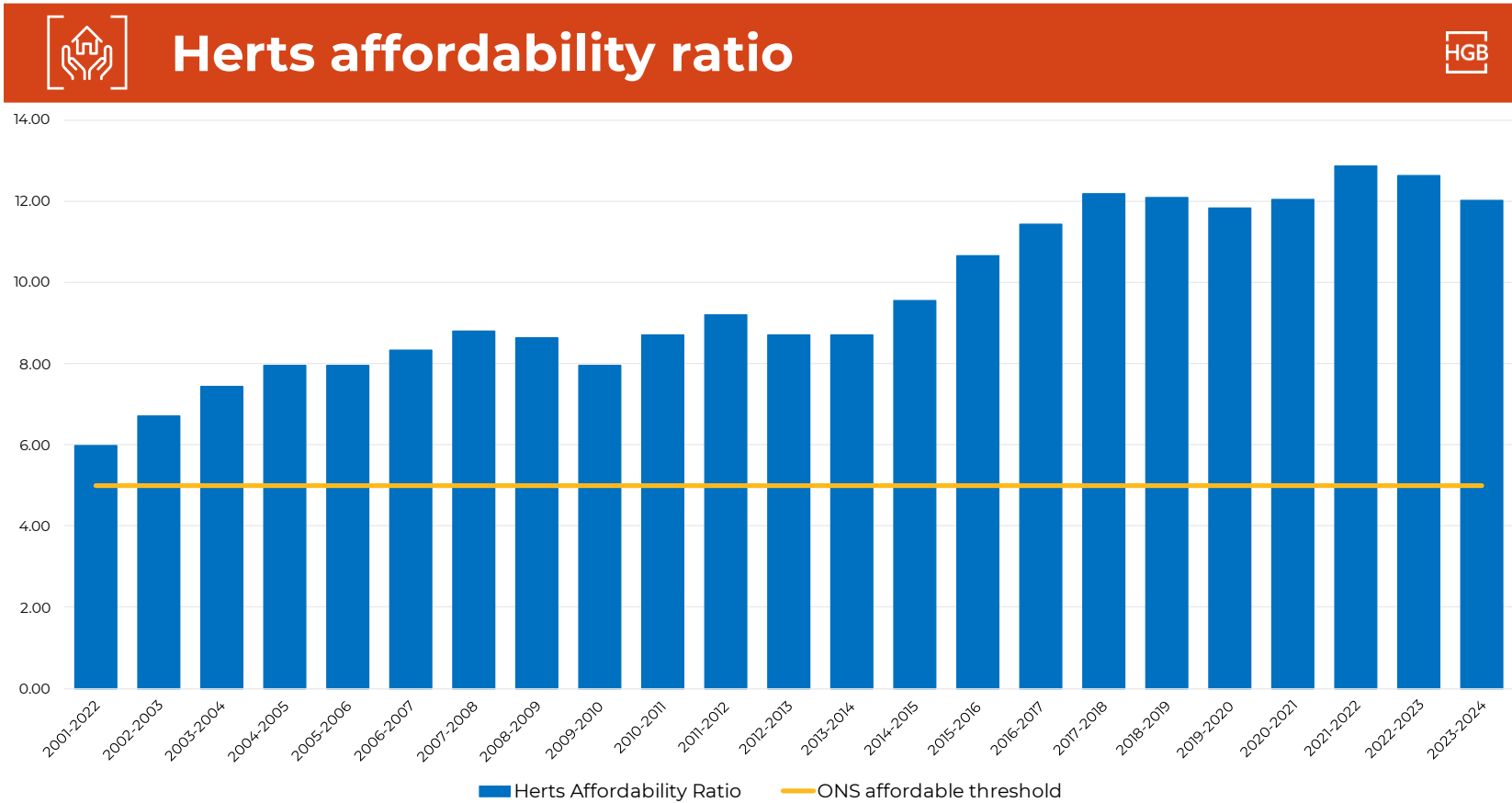
Herts housing delivery v NPPF target

Herts build more homes in 23/24 than in any year since 2001, but it is less than half the target set by the new NPPF.



Herts affordability ratio

The affordability ratio of average house prices to average salary has doubled in the last twenty years, and is significantly about the 5.0 threshold suggested by the Office for National Statistics.



National Planning Policy Framework

The recently finalised NPPF sets a standard method target of 10,096 homes per year for Hertfordshire.

	Previous method	Consultation method	New method
Broxbourne	634	735	775
Dacorum	1,016	1,313	1,355
East Herts	1,041	1,173	1,265
Hertsmere	731	959	1,034
North Herts	910	992	1,018
St Albans	885	1,544	1,660
Stevenage	470	498	478
Three Rivers	640	739	832
Watford	850	800	831
Welwyn Hatfield	910	834	848
Herts total	8,087 per year	9,587 per year	10,096 per year

Appendix 2: Established Housing Partnerships

Housing Partnership	Lead Officers	Purpose
Herts Planning Group (HPG)	Sara Saunders (East Herts)	Meeting for heads of planning to discuss countywide planning matters.
Herts Infrastructure & Planning Partnership (HIPP)	Sara Saunders (East Herts), Colin Haigh (HCC)	Meeting for executive members for planning, infrastructure, transport to discuss countywide matters. HIPP often coordinates responses to government consultations on the NPPF and other changes to the system.
Herts Infrastructure & Development Board (HIDB)	Forogh Rahmani (HGB), Colin Haigh (HCC)	Meeting for councils and developers, to discuss all issues affecting development and infrastructure.
Herts Property Partnership (HPP)	Sajida Bijle (Hertsmere), Tom Pike (Stevenage), Tom Dobrashian (Watford), Mike Evans (HCC), Kevin Clark (Broxbourne)	Meeting for heads of property to discuss development projects and One Public Estate initiative.
Herts Heads of Housing (HHH)	Darren Welsh (Dacorum), Natasha Beresford (Dacorum), Karen Dragovic (St Albans)	Meeting for heads of housing to discuss development projects and countywide housing matters.
Herts housing associations	Tina Barnard (Watford Community Housing Trust)	Meeting for housing associations and others, to discuss issues of common interest.

Appendix 3: Strategic Goals and Outcomes

Strategic Goals	Outcomes
<p>1. Seek to increase the provision of housing for:</p> <ul style="list-style-type: none"> - Social and affordable tenures; - Specialist homes for young adults and older people - Homeless and temporary accommodation - People experiencing other housing vulnerabilities 	<p>Number of social/affordable homes built Number of specialist homes built Temporary accommodation units Homelessness numbers Number of other specialist housing units</p>
<p>2. Create a pipeline of development sites</p>	<p>List of pipeline sites Progress of pipeline sites through planning system (i.e. allocation, masterplan, permission) and ultimately number of homes built Amount of Government / Homes England funding secured</p>
<p>3. All new homes to achieve high quality design, sustainability and healthy places principles</p>	<p>Number/ percentage of new homes that exceed building regulation sustainability standards Number of existing homes retrofitted to decent homes and higher sustainability standards</p>
<p>4. To prepare Joint Strategic Plans (JSPs) for the North-East-Central and South-West areas of the county</p>	<p>Progression of North-East-Central JSP to formal stages and preparation of associated evidence Progression of South-West JSP to formal stages and preparation of associated evidence Successful use of Government, council and developer funding to deliver infrastructure</p>

Appendix 4: 2024/2025 Work Programme

Strategic Goals	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones
<p>1. Seek to increase the provision of housing for:</p> <ul style="list-style-type: none"> - Social and affordable tenures - Specialist homes for young adults and older people - Homelessness and temporary accommodation - People experiencing other housing vulnerabilities 	<p>Creation of 'One Knowledge Point' for public sector housing projects, utilising HPP and One Public Estate.</p> <p>Explore <i>Housing First</i> initiative for temporary accommodation.</p> <p>Present actions to Herts Housing Association conference on 13 May 2025.</p>			
<p>2. Create a pipeline of development sites</p>	<p>Prepare first list of pipeline sites.</p>	<p>Maintain list of pipeline sites as appropriate thereafter.</p> <p>Present to Gov and Homes England at regular intervals to seek funding/support.</p>		
<p>3. All new homes to achieve high quality design, sustainability and healthy places principles</p>	<p>Lobby government to incorporate Future Homes Standard into building regulations.</p> <p>Review Charter or prepare new SPD(s) once building regulations are updated during 2025.</p> <p>Liaise with Healthy and Safe Places Mission to consider other updates to Charter or new SPD(s).</p> <p>Consider high quality design as districts start preparing local design codes.</p>			
<p>4. To prepare Joint Strategic Plans (JSPs) for the North-East-Central and South-West areas of the county</p>	<p>NEC visioning consultation in early 2025.</p>	<p>Ongoing spatial studies and other evidence base work for both JSPs.</p> <p>SW JSP working towards Regulation 18 issues and options consultation in 2026.</p> <p>Future of strategic planning to be debated as part of devolution agenda.</p>		

Appendix 5: Performance Indicators

HGB Success Measure	Proposed Indicators
Number of homes built	Not formally part of the Right Homes, Right Places housing mission, but important to monitor against NPPF standard method and housing delivery test.
Number of social/affordable homes built	No indicator selected, but an upward trend would imply success. Current performance is 30% of gross homes built in 23/24. Most Local Plans have policies for 40% affordable housing on sites of 10+ homes or 0.5+ ha.
Number of specialist homes built	No indicator selected, but an upward trend would imply success. HCC need to build 820 supported living units by 2030.
Temporary accommodation numbers, homelessness numbers and spend	No indicator selected, but a downward trend and reducing in spending would imply success.
List of pipeline sites	Existence of up-to-date and well maintained list.
Progress of pipeline sites through planning system (i.e. allocation, masterplan, permission) and ultimately number of homes built	Number of homes built on sites included on list of pipeline sites.
Amount of Government / Homes England / OPE funding secured	No indicator selected, but desirable for Herts to secure as much funding as possible.
Number/percentage of new homes that exceed building regulation sustainability standards	No indicator selected but desirable for it to be as high as possible. Data to be collected from Herts Building Control Ltd and St Albans/Watford shared service.
Number of existing homes retrofitted to decent homes and higher sustainability standards	No indicator selected, but desirable for it to be as high as possible. Data to be collected from Herts Building Control Ltd and St Albans/Watford shared service. Data to be collected from housing associations.

Progression of North-East-Central JSP to formal stages and preparation of associated evidence	Success of reaching key stages. Completion of spatial study. Regulation 18 issues and options. Regulation 19 preferred options. Submission. Public examination. Adoption.
Progression of South-West JSP to formal stages and preparation of associated evidence	Success of reaching key stages. Completion of spatial study. Regulation 18 issues and options. Regulation 19 preferred options. Submission. Public examination. Adoption.
Successful use of Government, council and developer funding to deliver infrastructure	Target is 100% successful spending of funding secured from Government, Homes England and other sources.

Appendix 6: Emerging National Policy

National Planning Policy Framework (NPPF)

Finalised version was published in December 2024 [National Planning Policy Framework - GOV.UK](#).

English Devolution White Paper

Finalised version was published in December 2024 [English Devolution White Paper - GOV.UK](#).

New Towns Taskforce

Tasked by Government to identify new town opportunities. Expected to report back in 2025.

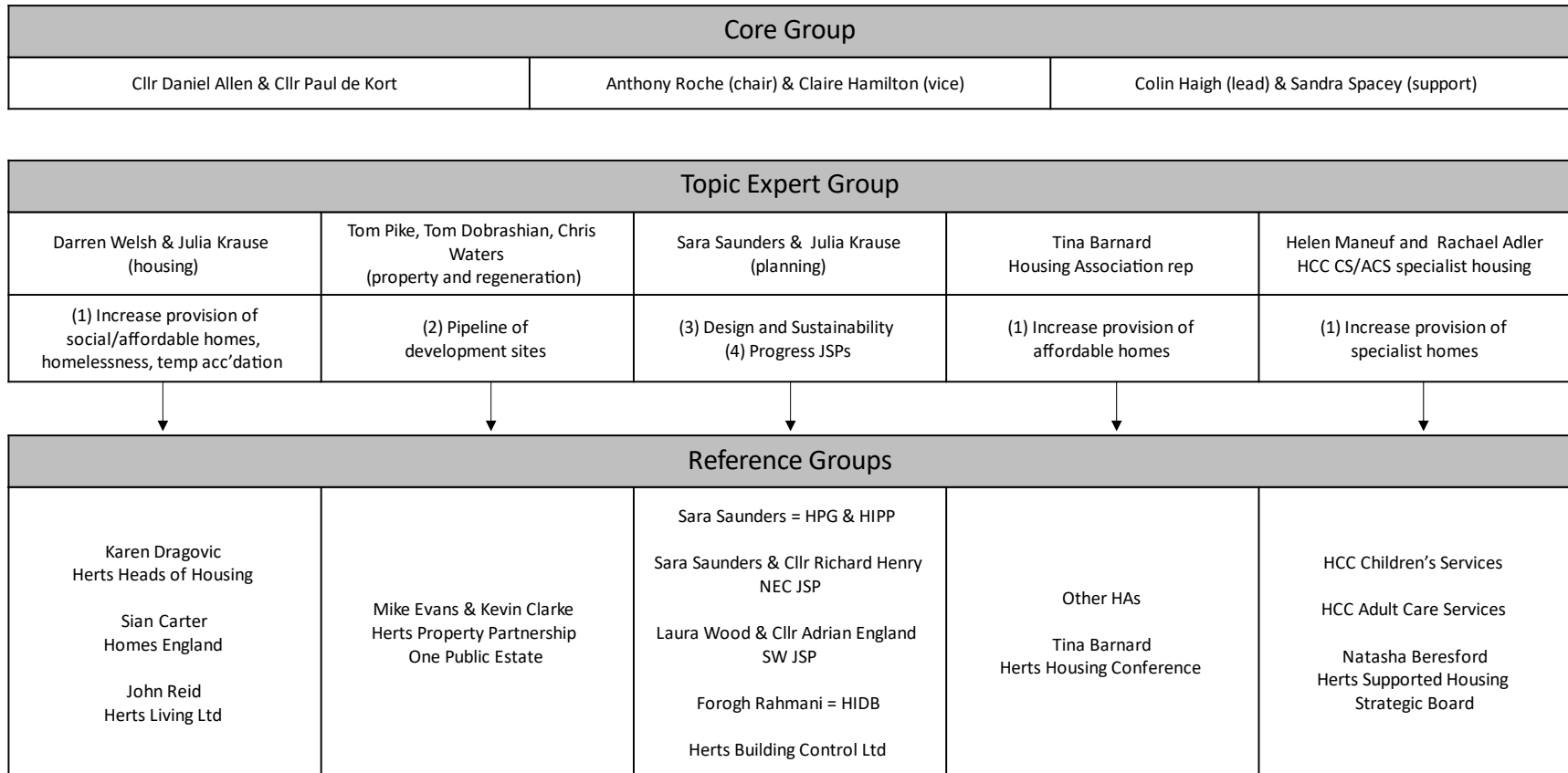
Right to Buy & Receipts

Government have consulted on right to buy reforms, including the ability for councils to retain 100% of sale receipts and combine with other funding such as S106, reduced discounts to purchase social properties and an aspiration of like-for-like replacement of the same type and in the same area.

Homes England

Homes England have identified their expectations and priorities as: accelerate development and delivery; support the New Homes Accelerator; support new towns and other major schemes; maximise the number of social rent homes; reform and diversify the housing market; and achieve best value for money for the taxpayer.

Appendix 7: Right Homes, Right Places Housing Mission Structure



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Agenda item 6

Healthy and Safe Places For All Mission Deep Dive

Item Presented by: Paul Burstow, Chair of the Mission and Chair of Hertfordshire and West Essex ICB and Ben Martin, Associate Director of Planning, Infrastructure and Economy, Watford Borough Council

1 Purpose of report

- 1.1 This item, together with an accompanying presentation provides a deep dive into progress to date, and the proposed next steps to take forward the Healthy and Safe Places for All Mission work programme.

2 Recommendations

- 2.1 That the Growth Board support the proposed next steps for the Strategic Steering Group to take forward, as set out in Section 8 of the report.

3 Background

- 3.1 Healthy places or environments can prevent illnesses, reduce health inequalities, improve quality of life and reduce health and social care costs.
- 3.2 Health, Wellbeing and Community Safety and their wider determinants, are delivered through many different organisations, as shown in the numerous partners engaged in delivering this Mission as shown in Appendix 1. Whilst these organisations/partners are fully engaged in statutory planning processes, there is no single body with responsibility for delivering this important and multifaceted issue in Hertfordshire. For this reason a new Healthy and Safe Places Mission Strategic Steering Group has been set up to provide leadership and strengthen cross partner working on this important issue. The membership of the group has representatives from relevant partner organisations within Hertfordshire County Council (HCC), Hertfordshire District and Borough Councils, the Hertfordshire and West Essex Integrated Care Board (HWE ICB), the Health Care Partnerships, the Police and Crime Commissioner (OPCC) and the voluntary (VCSFE) sector.
- 3.3 There is considerable overlap between the work overseen by the Strategic Steering Group and the work currently carried out by the Healthy Places Team within Public Health at HCC to achieve the business plan objectives set for 2024-2027. Similarly, there is overlap with the wide role and responsibilities of district

and borough councils, and that of the NHS HWE ICB and partner NHS Trusts, as set out in the Health and Care Act 2022.

- 3.4 Of particular note, the new National Policy Planning Framework (NPPF) in regard to 'Health in Planning' was published on 12 December and sets out additional guidance that promotes the creation of healthy and safe communities with particularly new emphasis on reducing health inequalities, restriction of unhealthy food / fast food outlets and take aways. Changes have also been made to ensure significant weight is given to new, expanded or upgraded public service infrastructure, including a welcome reference to a broader range of public infrastructure, which now includes health and emergency service facilities.
- 3.5 There are a number of emerging national policies and local strategies that are likely to impact the work of this Mission (listed in Appendix 2). Some of the Mission's work is guided by and impeded until there is clarity on national direction.

4 Delivering the Goals

- 4.1 This report sets out how the Strategic Steering Group will ensure delivery of the Healthy and Safe Places mission goals. It should also be noted that there will be considerable interaction with the other five HGB missions.
- 4.2 Given the need to establish a new group and the current uncertainty over Government direction, the Year 1 work programme has focused on engaging the right partners and establish objectives that will underpin and enable future actions (Appendix 3).
- 4.3 A key delivery milestone has been the stocktake exercise to establish a current baseline for health in planning for Hertfordshire and a literature review of existing international, national and local schemes to provide a reference point and recommendations for local good practice standards. This sets out the key requirements around health, wellbeing and safety for new developments and for any interventions for existing communities. The recommendations place particular emphasis on healthcare infrastructure to meet current clinical need, reduce health inequalities by enabling equal access to good quality green spaces, clean air, safe walking and cycling routes, accessible public transport, sustainable and energy efficient housing as they will have a long-term impact in supporting healthier and safer communities.
- 4.4 The full work programme for 2024/25 is set out in Appendix 3. Actions to be progressed / completed in the second half of the year include a review of literature, which will then form a set of recommendations that will build the foundation for the healthy places framework to inform Local and Joint Strategic

Plans to enable the maximum level of health and wellbeing and safety in new and existing developments.

- 4.5 The programme for 2025/26 and beyond will be developed in the coming months, with an initial draft considered by the meeting of the Steering Group in early 2025. It should be noted that the timing of some elements within the forward programme will be influenced by the new NPPF and the NHS HWE ICS Estate Infrastructure Strategy (which is awaiting NHS England sign off) to avoid duplication of work and to ensure alignment of priorities. Therefore, it is likely that delivery of some actions will roll into the work programme for 2025/26.

5 Resourcing the Goals

- 5.1 It is envisaged that process related goals will primarily rely on existing officer resources. It will also require engagement with existing partnerships in particular areas e.g. HPG for stocktake and local plan baseline work.
- 5.2 The reliance on existing officer resources will mean that the timetable for the Mission's work will need to consider peak workloads in business-as-usual activity. An early sign of pressures on officer time is the low level of nominations from districts and boroughs for the officer working group to support the mission.
- 5.3 As noted in 4.1, there is considerable interaction with the other five missions. To achieve the Healthy and Safer Places mission it will be necessary to identify synergies, coordinate activities and allocate funding to jointly deliver on shared objectives. (e.g. decarbonisation and air quality).
- 5.4 The complex set of healthy and safe places priorities (as shown in Appendix 2) means that the success of the mission will require enhanced commitment, engagement, and investment from partner organisations such as HCC, OPCC, ICS and VCSFE.
- 5.5 HGB mission funding will be used to support delivery of the mission goals. Specifically, funding will be used to commission an external provider to develop a 'Healthy Place-Making' Framework which sets out the principles and best practice guidance for designing and building healthier, safe, and inclusive environments in Hertfordshire. This will build on work drawn out of the evidence base stocktake evaluation of relevant work with partner organisations and literature review being completed by Public Health. Part of this commission will also include communications and engagement with stakeholders (public, communities, business partners, local authority colleagues and Members) to inform development of the framework. To also include facilitation of a range of workshops for local planning authorities, district / borough leaders, portfolio holders for health and for planning.

6 Data & Reporting

- 6.1 A set of performance indicators has been developed for the success measures previously agreed through HGB, as set out in Appendix 4. These indicators will be included in the HGB Missions dashboard which is currently being developed by the Herts Insight team.
- 6.2 Additional data will also be used to support the development of future actions.
- 6.3 Targets for the indicators will be developed using an assessment of what can realistically be achieved within the context of the stretching goals.

7 Risks and Obstacles

- 7.1 A key risk is the availability of staff resources within the HGB member organisations, including difficulties in securing member representation to the mission's Officer Steering Group.
- 7.2 The success of the mission will also rely on the cooperation of partner organisations within the mission steering group to ensure cross cutting priorities are identified, aligned and co-delivered to minimise risk of duplication and maximise outcomes with restricted resource.

8 Next Steps

- 8.1 The next steps for the Strategic Steering Group are:
 - Ensure progression / completion of the 2024/25 work programme which will provide the foundation for future work
 - Finalise the specification for the commissioning of external agency for the use of the HGB development fund
 - Mission engagement workshops with Members & key stakeholders including Local Planning Authorities (LPAs)
 - Monitor the emerging picture of Government policy (NPPF, NHSE)
 - Develop a work programme for 2025/26 and beyond

Appendix 1: Steering Group and Officer Group Members

Steering Group Members:	
Paul Burstow	Chair of the Hertfordshire and West Essex ICB - Chair
Donna Nolan	Chief Executive, Watford Borough Council – Lead CEx
Sarah Perman	Director of Public Health, HCC - Lead Officer
Cllr Sarah Nelmes	Deputy Leader, Three Rivers District Council
Charmagne Barnes	Pro Vice-Chancellor of Education and Student Experience, University of Hertfordshire
Sharn Elton	Place Director, East and North Hertfordshire Health and Care Partnership
Laura Bell	Deputy Place Director, South & West Hertfordshire Health and Care Partnership
Toni Coles	Place Director West Essex Health and Care Partnership
Ian Tompkins	Programme Director Levelling Up and Partnerships West Essex Health & Care Partnership
Simon Aulton	Voluntary Sector (VCSFE Alliance) – also supporting Officer Group
Caitlin Blumgart	OPCC Policy and Partnerships Manager – also supporting Officer Group
Rhiannon Sawyer	OPCC Director of Strategy and leading on the development of the Police & Crime Plan
Sarah McLaughlin	Head of Growth & Infrastructure, HCC
Forogh Rahmani	Director of Hertfordshire Growth, Hertfordshire Growth Board
Officer Group Members:	
Victoria Leitner	Strategic Lead, Healthy Place, Public Health, HCC
Rachael Donovan	Town Planning Policy Manager, Hertfordshire & West Essex ICB
Ben Martin	Associate Director of Planning, Infrastructure and Economy, Watford Borough Council in place of Donna Nolan
Matt Wilson	Welwyn Hatfield, Chair of the Herts Planning Group - Local Plans
Hollie Rawlings	Healthy Place, Public Health, HCC
Sandra Spacey	HGB Project Manager
Brenda Harris	HGB Programme Manager

Appendix 2: Emerging National Policy and Local Strategies

There are a number of emerging national policies and local strategies that are likely to impact the work of this Mission such as:

- National Planning Policy Framework (NPPF)
- NHS HWE ICS Estate Infrastructure Strategy
- New Hospitals Programme
- New Police and Crime Plan for Hertfordshire
- Retrofit Strategy: Local Area Retrofit Accelerator (LARA)
- Air Quality Strategy: under review
- Local Transport Plan 5 (LTP5)
- Devolution White Paper

Appendix 3: Healthy and Safe Places Mission Work Programme 2024/25

Strategic Goals	Progress made Quarter 1 & 2	Quarter 3	Quarter 4
<p>Goals 1 & 2: HGB to commission an evaluation of the Healthy Garden Town Framework developed by the Harlow and Gilston Garden Town.</p>	<p>Established that HGGT monitoring, and evaluation is underway. No value in us commissioning a separate evaluation.</p>	<p>NA</p>	<p>NA</p>
<p>Goals 1 & 2: HGB to agree that all local plans seek to have an overarching 'Healthy Place-Making' framework which sets out the principles for designing and building healthier, safe and inclusive environments in Hertfordshire, drawing on the evaluation findings set out above.</p>	<ul style="list-style-type: none"> • Baselining what we already do: <ul style="list-style-type: none"> * Healthy Places team monitoring PH HIA input to Local Plans. Health Impact Assessment (HIA) policy/ recommendations * Health Principles for Local Plan Policy guidance already exists and available for colleagues to reference. • Stocktake of relevant work within partner organisations is underway to provide an evidence base /literature review identifying best practice and recommendations 	<ul style="list-style-type: none"> • Complete Baseline • Complete Literature Review 	<ul style="list-style-type: none"> • Commission external provider: <ul style="list-style-type: none"> ○ Form a set of 'good standard' recommendations regarding healthy and safe places ○ Engagement activities and workshops with stakeholders ○ Combine and align with strategic aims and objectives of the other HGB Missions to ensure duplication is avoided ○ Development of HGB framework / best practice guidance to inform emerging local plans in future (to be endorsed by HGB)
<p>Goals 1 & 2: As part of the above framework HGB to agree principles for how local residents and communities, district community safety partnerships, and the Police and Crime Plan for Herts has due</p>	<p>HCC local and strategic planning documents – Healthy Places team involved in developing a technical appendix to set out Public Health expectations for emerging local plans</p>	<p>Complete Technical Appendix</p>	<p>Engage with OPCC to align priorities in Mission and Police and Crime Plan</p>

regard for or can be directly involved in the design of healthy, active, safe and sustainable places, supported by accessible public facing communications.			
Goal 3: HGB members seek to work collaboratively through local plans and health policies to address health inequalities faced by particular communities, and to support implementation of the delivery plan for the H&WE ICS			ICB Health inequalities and VCSFE colleagues to work with consultants to ensure hard to reach communities are engaged
Goal 4: HGB members work with NHS providers to make the vision and plans for existing and new health facilities genuinely health promoting, including the planned rebuild at Watford General Hospital.	An agreement in Hertfordshire exists to consider Healthy Place-Making, but this relies on good will and is not policy NPPF Consultation: Recommendations being pushed for Public Health to be a statutory consultee on Local Plans and planning applications.		TBC awaiting guidance on NPPF and New Hospitals Programme
Goal 5: HGB to promote close working, collaboration and peer learning between the local ICB, NHS providers and LPAs for matters in Hertfordshire and on its borders that relate to emerging local plans, infrastructure delivery plans, strategic planning application consultations and health financial contributions.			TBC Peer Learning Review. Learning from early adopters of framework
Goal 5: HGB members to work with the local ICB on a county-wide strategy for provision of primary, community, and secondary health services that is aligned with anticipated population increases and planned housing growth.	NHS Estates and Infrastructure Strategy has been submitted to NHS England		TBC awaiting publication of the NHS Estates and Infrastructure Strategy

<p>Goal 5: HGB members to support the OPE programme to repurpose surplus public estate for public services, housing and regeneration, and explore opportunities within this programme to maximise economic and commercial redevelopment.</p>	<p>OPE/ HPP provided an update to Steering Group: successes so far, strategy and priorities moving forward</p>		<ul style="list-style-type: none"> • Hemel Garden Communities and health campus - using existing and newly created estate – lessons learned to be obtained • TBC Review of operation in Herts and West Essex - success, barriers, funding, lessons • TBC align priorities of NHS and OPE. Identify OPE lessons learned and pipeline schemes
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Appendix 4: Performance Indicators

HGB Success Measure	Proposed Indicators
Increase in the proportion of adults who walk or cycle	Proportion of adults who walk or cycle Source: DfT Table CW301
Increase in the proportion of children and young people who walk or cycle to school	Children and young people who walk or cycle to school Source: Active Lives Children Survey
Increase in utilisation of outdoor space for exercise	TBC
Percentage of homes in Hertfordshire within a 15 minute walk or cycle of a natural green space	Percentage of homes within a 15-minute walk or cycle of a natural green space Source: Derived from Natural England Greenspace Mapping.
Reduced transport related carbon emissions and improved air quality	Emissions from the Transport Sector (Kt of CO ₂ e) Source: DeSNZ
Improved resident perceptions of feeling safe	TBC
An increase in developer contributions towards health and wellbeing infrastructure	TBC
Improved access to primary health care services	TBC

Agenda item 7

Hertfordshire Growth Board (HGB) – proposed draft budget for 2025/26 financial year

Report Author: Matt Chatfield, Head of Strategy and Programmes, HGB

1 Purpose of report & Summary

- 1.1 This report summarises the Hertfordshire Growth Board (HGB) proposed draft budget for financial year 25/26 for consideration and approval by the Board.
- 1.2 The budget position as of December 2024 indicates that HGB is expected to have spent £593k by the end of the financial year 2024/25, with approximately £922k available within the Herts Business Rates Retention pilot growth reserve. Future funding will need to be considered beyond 2026/27 to continue resourcing the HGB and its programmes, including pooling of funds between partners.

2 Recommendations

- 2.1 It is recommended that the Growth Board:
 - Approve the draft budget for 2025/26 financial as per paragraph 3.2 of the report.
 - Approve the proposal for interim arrangements being put in place to backfill the HGB Director, as per paragraph 3.4 in the report.
 - Note the current financial position, with further work to be done to consider appropriate future funding arrangements from financial year 2026/27 following review of HGB in late spring/ early summer.

3 Hertfordshire Growth Board funding

2024/25 Financial Year Spend

- 3.1 Funding for HGB is drawn from the 2019 Herts Business Rates Retention pilot growth reserve committed for use by the HGB. The fund generated £4.2m and the balance for this reserve at the end of 2023/24 was £1.515m.
- 3.2 Table 1 in appendix 1 demonstrates current spend against forecasted costs at the beginning of 2024/25 financial year.
- 3.3 At the beginning of financial year 2024/25, the balance of the Herts Business Rates Retention pilot was £1.515m. This is forecasted to be £922k by year end.

3.4 Key deliverables during 2024/25 financial year include:

- The launch of Invest Hertfordshire, led by Herts Futures, on the county's inward investment prospectus and online portal for all development opportunities in the county.
- Three contracts awarded for the delivery of high-speed internet connections for approximately 13,000 premises located in areas identified as being harder to reach.
- Hertfordshire being selected as a Pilot Area for Local Area Retrofit Accelerator, achieving £50,000-worth of consultant support to deliver a Retrofit Strategy for Hertfordshire by January 2025.
- Nine Councils signed up to the Hertfordshire Quality Development Charter, demonstrating commitment to quality and sustainable homes.
- HGB worked with the development and built environment sector through Hertfordshire Infrastructure and Development Board (HIDB) to promote its priorities in meeting the needs of residents, communities, and businesses.

3.5 The annual report for 2024/25 will be presented to the informal Hertfordshire Growth Board in March 2025.

2025/26 Financial Year Proposed Budget

3.6 The HGB budget for 2025/26 financial will remain at broadly similar levels to 2024/25 (see table 2 in appendix 1) noting that:

- Staff salaries will potentially increase in line with NJC increases
- Funding for the Mission Development Fund has been rolled forward from 2024/25 financial year.

3.7 The draft budget proposed for 2025/26 financial year is £696,416 and therefore within the remaining Herts Business Rates Retention Pilot balance forecasted to be £922,000, leaving a balance of £225,584.

Proposed staffing arrangements for the HGB

3.7 The HGB Director post is responsible for the oversight and delivery of the Hertfordshire Growth Board and its subsidiary groups and will be vacant from 10 February 2024.

3.8 To avoid a gap in staffing owing to lengthy recruitment processes, as well as future funding uncertainty, it is recommended that HGB agrees to interim cover arrangements, rather than backfill to a permanent or fixed term position at this point in time. This will allow for flexibility and consideration of key government policy direction relating to growth, including the Devolution White Paper as well as the County Council election in May 2025 and any potential impact from this on the future focus of the HGB.

- 3.9 It is proposed that the HGB team and the programmes, strategic boards and budget report to the Director for Economy & Skills within Hertfordshire County Council as an interim arrangement, and for this to be reviewed post County Council elections in May 2025.
- 3.10 The Director for Economy & Skills is responsible for leading Hertfordshire Futures, Step to Skills and the associated team, programmes, and budget. This proposal will provide an opportunity for greater strategic alignment between the growth agenda of the HGB and Hertfordshire Futures – particularly in light of future local growth planning.
- 3.11 It is proposed that the Director will allocate 0.3 FTE to provide strategic leadership delivering the priorities agreed by the HGB, working with the Chief Executives Coordinating Group (CECG), the Chair and Vice Chairs of the Growth Board and Growth Board Steering Group. This will be achieved through freeing up capacity and minor restructuring within the Hertfordshire Futures Team.
- 3.12 The Director will be supported by 0.6 of Head of Partnerships & Advocacy, focussed on delivering strategy, advocacy, stakeholder, and government engagement as well as policy and comms oversight.
- 3.13 Key priorities agreed with HGB till the end of 25/26 include:
- Delivery of HGB Missions and existing workstreams such as planning resilience, supporting JSPs, HIDB
 - Promotion and securing investment for the county working with Herts Futures
 - Lobbying and advocacy and responding to government policy direction, including influence over the ambitions for growth to support devolution and the national growth agenda (including housing, new settlements, planning reform and national industrial strategy)
- 3.14 The remaining HGB team will continue to provide coordination and management support for the delivery of the Missions, including its strategic groups such as Hertfordshire Infrastructure Development Board (HIDB), Hertfordshire Infrastructure and Planning Partnership (HIPP), Hertfordshire Property Partnership (HPP), Mission Steering Groups and provide secretariat support to the HGB.

4 Next steps

- 4.1 Subject to agreement by HGB, officers will proceed with the proposed staffing arrangements to ensure these are in place for the HGB from the 10 February 2025.

Appendix 1 – Hertfordshire Growth Board Budget Summaries

Table 1 below presents the HGB's spend against its forecasted budget for financial year 2024/25. It is expected that at year end, there will be £922k remaining in the HGB budget.

Table 1 HGB Budget Summary 24/25 financial year

Item	Current Spend 24/25	Budget Forecast
Growth Board Dedicated Team:	£254,049	£381,000
Director (1)		
Head of Strategy and Programmes (0.8 FTE)		
Growth Programme Manager (1 FTE)		
Programme Manager (0.3 FTE)		
Programme Officer (1FTE)		
Comms Officer (0.2)		
Total	£254,049	£381,000
HGB forecast funding		
Towards Digital Growth	£42,426	£95,051
Invest Herts/ UKREiiF 2025 contribution	£0	£50,000
HGB Mission Development Fund (£100K per/yr)	£0*	£100,000
Total	£42,426	£245,051
Other		
Growth Board joint committee secretariat & support costs	£0	£2,000
Website development and hosting, marketing and engagement	£6101	£10,000
Room bookings, ancillary costs	£2929	£5,000
Total	£9012	£17,000
Grand Total	£271,434	£643,051

* HGB has received funding requests from Sustainable Counties, Right Homes, Right Places, Sustainable Transport and Healthy and Safe Places Missions. The total sum of these bids is £200,000 although it is anticipated that only £50,000 will be spent during 2024/25 rather than the £100,000 originally forecasted. This will result in the total HGB spend for 2024/25 being £593,051.

Table 2 HGB draft budget for 2025/26 financial year (subject to approval by HGB)

Item	Budget Forecast
Growth Board Dedicated Team:	
Director (0.3)	
Head of Strategy and Programmes (0.8 FTE)	
Head of Partnerships and Advocacy (0.6 FTE)	
Growth Programme Manager (1 FTE)	
Programme Manager (0.3 FTE)	
Programme Officer (1FTE)	
Comms Officer (0.2)	
Total	379,416
HGB project funding	
Towards Digital Growth	Circa. £100,000
Invest Herts/ UKREiiF 2026 contribution	£50,000
HGB Mission Development Fund	£150,000
Total	£300,000
Other	
Growth Board joint committee secretariat & support costs	£2,000
Website development and hosting, marketing, and engagement	£10,000
Room bookings, ancillary costs	£5,000
Total	£17,000
Grand Total	696,416

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Agenda item 8

Hertfordshire Growth Board: Advocacy, Communication and Engagement Plan

Report Author: Forogh Rahmani, Director Hertfordshire Growth

1 Purpose of report

- 1.1 To provide Board Members with an update on the communications, engagement and advocacy work of the HGB.

2 Recommendation

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

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