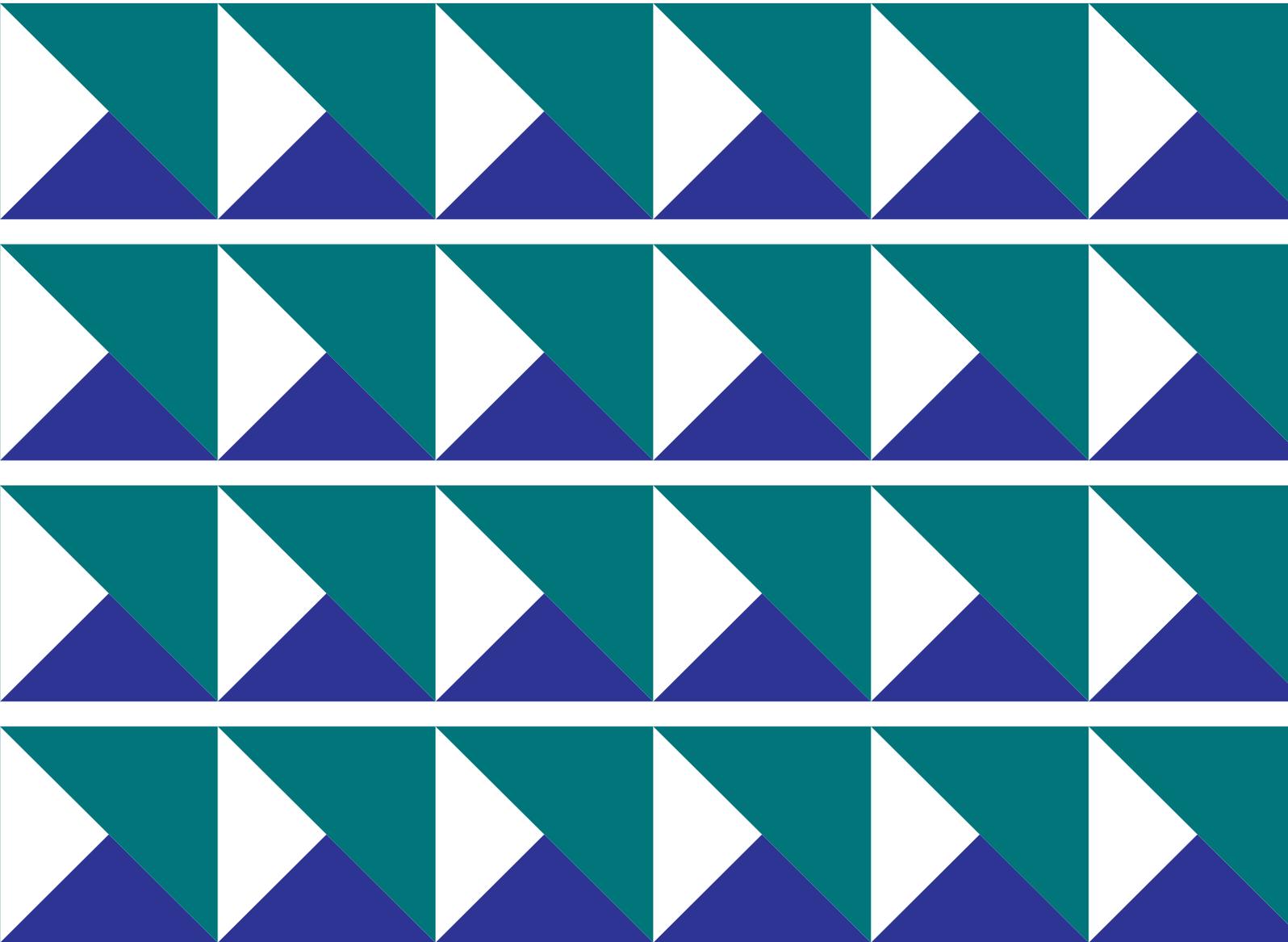


Annual Report 2017



Hertfordshire
Local Enterprise Partnership

PERFECTLY PLACED FOR BUSINESS

Chair's foreword

It is a pleasure to share with you our collective achievements over the past 12 months.

My second year at the helm coincided with a hugely exciting time for Hertfordshire LEP as we translated our ambition to accelerate business led growth into reality. North to south, east to west, there are now real, tangible signs where LEP intervention is making an impact.

Starting in the west of the county, construction work has now begun on our new **Enterprise Zone**. By attracting green developer Prologis, we are confident it will act as an exemplar for future sustainable development and attract further investment in the zone.

In October, BRE hosted our **Building Solutions Conference** which pulled in industry experts across the housing sector to tackle one of the most pressing problems facing Hertfordshire: how can we deliver the 91,000 homes needed in the next 15 years? Several outcomes have arisen, including assessing the requirements for an offsite manufacturing facility in the county, along with potential sites. A pilot MMC housing development project is now being progressed by a consortium of Hertfordshire housing associations.

Housing delivery is contingent on having a workforce that can adapt to new methods of

construction. To that end, we held a workshop focusing on the skills the construction industry would need in the future for the built environment. We are now working with local colleges and FE providers to ensure skills development opportunities are being maximised. It is this holistic approach to growth that we believe will deliver real, lasting benefits and is the cornerstone of our Strategic Economic Plan.

Investment in our FE Colleges across the county has led to new state-of-the-art learning environments and courses targeted to local employers' needs. And, as we traverse the county, we are tackling hotspots which suffer from congestion and delays.

From **Watford to Hemel Hempstead, Hatfield to Stevenage**, LEP funding is helping to kickstart major regeneration programmes that will breathe new life into our town centres.

Our SMEs are the backbone of our economy with 91% of our 63,000 businesses classed as micro. We are targeting EU funding to support them in their ambitions to grow with a portfolio of specialist business support services, as well as free business advice supplied by **Hertfordshire Growth Hub**.

In our response to the Government's proposed Industrial Strategy, we set out how we can future-proof Hertfordshire against Brexit and other uncertainties by continuing to prioritise sectors of national significance, stimulate innovation and ensure that Hertfordshire remains perfectly placed to live and work.

In **Next Steps** I will outline how we will be developing a Local Industrial Strategy shaped by our thriving business community.



Mark Bretton

Chair of Hertfordshire Local Enterprise Partnership
Managing Director, Accenture

“North to south, east to west, there are now real, tangible signs where LEP intervention is making an impact.”



Our key successes

- ▶ The **Hertfordshire Growth Hub** provided free and impartial business advice to 797 SMEs, helped create 400 new jobs and engaged with an additional 13,000 businesses through its website.
- ▶ We conducted an extensive stakeholder consultation process which culminated in a Skills Summit, to help inform our draft **Hertfordshire Skills Strategy to 2020** which sets out our plan to grow Hertfordshire's labour market.
- ▶ We expanded the **Hertfordshire Growth Package** to include 9 key business support programmes to help SMEs and entrepreneurs grow and innovate, enhance their competitiveness and become more eco-friendly.
- ▶ We have recruited 76 Enterprise Advisers (senior figures from local businesses) and over 80 schools to our **Careers & Enterprise Company** programme which works to improve career advice and opportunities for young people.
- ▶ As part of a consortium of LEPs, we produced the **East of England Science and Innovation Audit**, working with Hertfordshire's leading research institutions to showcase the county's strengths in agri-tech and life sciences.
- ▶ We invested £5m towards the new **West Herts College Dacorum Campus** spanning 90,000 sq.ft. which has enabled the provision of a range of new engineering, technology and construction courses to meet employer needs.
- ▶ We committed £34m towards the regeneration of **Stevenage** to deliver new housing, a modern town centre and a new civic hub, and £6m in **Hatfield** to free up land for new residential, shopping and leisure developments.
- ▶ Construction work has begun on Hertfordshire's new **Enterprise Zone** spanning 107 hectares, which will offer high quality commercial space to enviro-tech businesses with the potential to attract 800 new firms and deliver 8000 jobs.
- ▶ We are improving key sections of our road network, investing £18.49m on the **A602** to improve road safety, and £27.4m on the **A120** bypass to reduce congestion and alleviate flooding in the local area.
- ▶ In our response to the Government's Green Paper 'Building our Industrial Strategy' we set out how we will build on the priorities set out in our **Strategic Economic Plan** to spearhead its local delivery.

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Hertfordshire LEP Board

Our business-led Board is responsible for setting the overall strategic vision and priorities for economic development in the county.

The LEP Board comprises 15 members split between the private, public and not-for-profit sectors. The Chair is recruited from the private sector by open competition and is selected by a panel

made up of senior members of the Executive Team and Board. All members of LEP groups have a set term of office and are unremunerated as they give their time on a voluntary basis.

Business and SME representatives



MARK BRETTON
(LEP Chair) Accenture



ADRIAN HAWKINS
(Deputy Chair) Weldability SIF



JOHN GOURD
Johnson Matthey



ANDREW STROOMER
Airbus Defence and Space



ANDREW PERCIVAL
UPP Projects Ltd



NEIL RUTLEDGE
Amberside Advisors Ltd



DAN DARK
Warned Bros. Studios Leavesden



GRAHAM LANE
Cheeky Monkey

Local Authority representatives



CLLR MORRIS BRIGHT MBE
Hertsmere Borough Council



CLLR LINDA HAYSEY
East Herts District Council



ZOE HANCOCK
Oaklands College



QUINTIN MCKELLAR
University of Hertfordshire

Higher Education representatives

Not-for-profit representative



CLLR SHARON TAYLOR OBE
Stevenage Borough Council



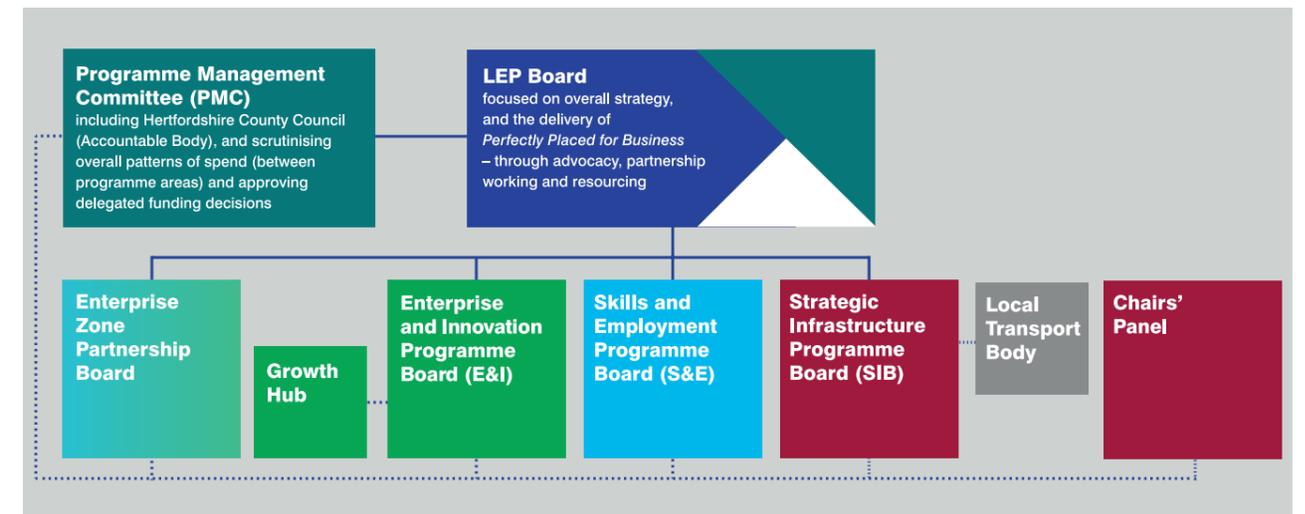
CLLR DAVID WILLIAMS
Hertfordshire County Council



TINA BARNARD
Watford Community Housing Trust

Hertfordshire LEP structure

Hertfordshire LEP has a clear governance structure and appropriate processes for decision-making. The principal components are here.



Programme Boards

Our Programme Boards are chaired by LEP Board Members with representation from the wider business community. They aim to support our key priority areas which are:

Enterprise & Innovation



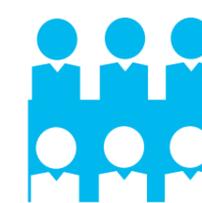
Highlights on p10-15

Strategic Infrastructure



Highlights on p16-19

Skills & Employment



Highlights on p20-24

Enterprise Zone



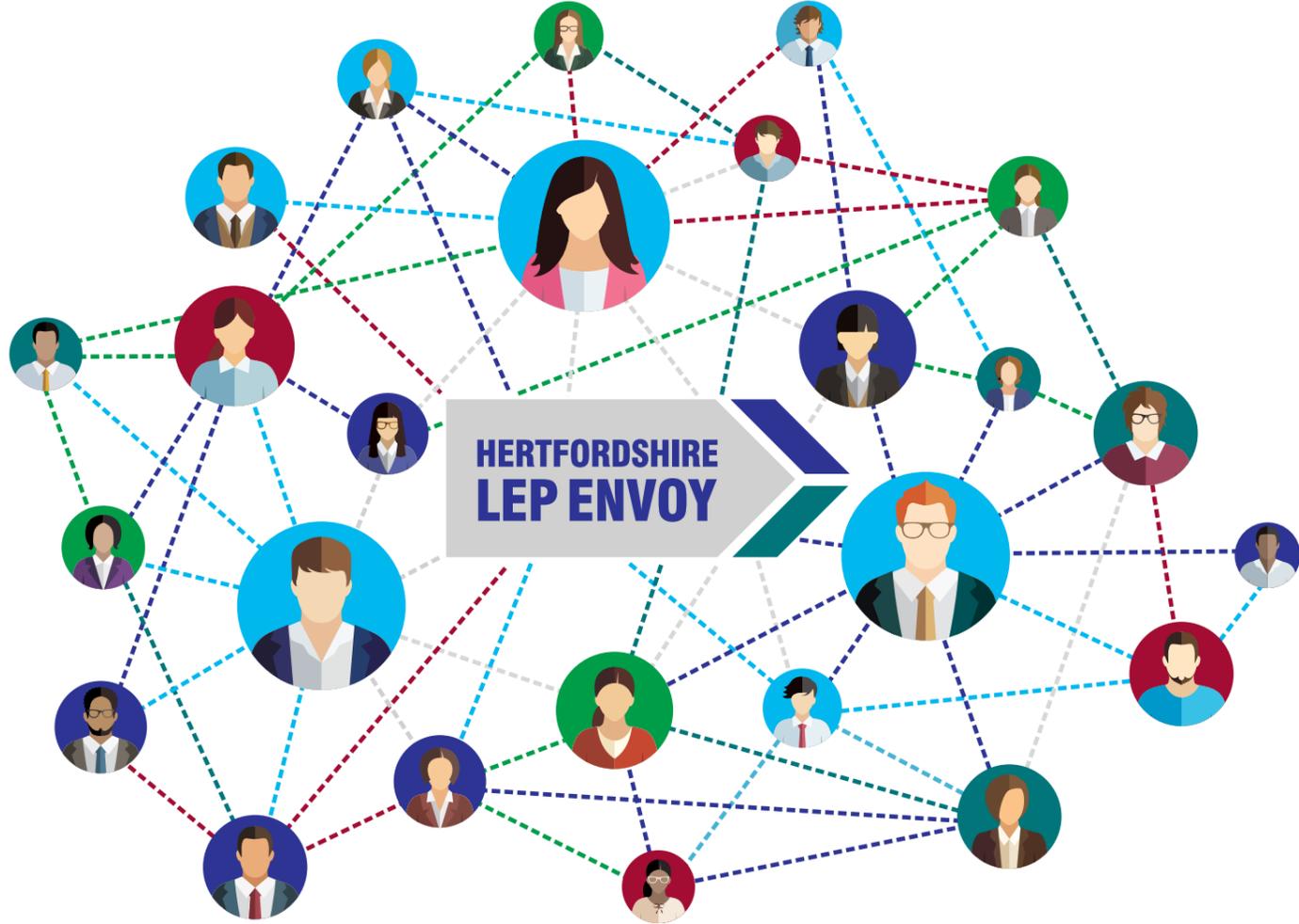
Highlights on p25

RETIRING BOARD MEMBERS

Board members who retired in 2017 include Cllr Julian Daly (St Albans City & District Council), Peter O'Gorman (Santander), and Gill Worgan (West Herts College). Board members due to retire in 2018 include Dan Dark (Warner Bros. Studios Leavesden), John Gourd (Johnson Matthey), Graham Lane (Cheeky Monkey Ltd), Andrew Percival (UPP Projects Ltd), Quintin McKellar (University of Hertfordshire), and Cllr Sharon Taylor (Stevenage Borough Council).

NEW BOARD MEMBERS

Cllr Morris Bright MBE (Hertsmere Borough Council), Zoe Hancock (Oaklands College) and Neil Rutledge (Clubfinance Project Finance Ltd). Board members due to join in 2018 include David Conway (BBC Studioworks Ltd), Nitin Dahad (TechSpark Ltd), and Richard Whitehead (AECOM).



The Envoy Programme

Our Envoy Programme is made up of our private sector board members and a cohort of individuals drawn from a wide range of sectors and sizes of organisation.

The role of an Envoy

The Envoys work with the LEP as a critical friend and external ambassador by representing Hertfordshire LEP to its people and businesses.

The Envoy programme is not a membership organisation, but a group of individuals with the collective aim to make Hertfordshire a better place to live, work and do business for current and future generations.

Why do we run an Envoy Programme?

The programme was set up at the end of 2016 to strengthen Hertfordshire's ties with business. Its aim is to represent the community it serves so it is incumbent on us to be as diverse and representative as possible. We want to hear as wide a range of views across all industry sectors, sizes of organisation, the third sector and minority groups. We know there is more work to be done to re-dress potential imbalances both at board and senior management levels

within our own organisations so that integration and diversity are integral to working practices, recruitment and company cultures.

Who chairs the Programme?

The Envoy Programme was chaired in its first year by Mark Coppen, Director of Commercial Banking for Hertfordshire at NatWest. Mark stepped down as Chair, due to work commitments, towards the end of 2017 but remains an Envoy. The current Chair is Mark Davies, Regional Director of Northern Home Counties, Metro Bank. We have been delighted to co-opt several new Envoys onto the programme including:

- **Sally Hopper:** Assistant Director of HR Services at Hertfordshire County Council. Sally has over 20 years' experience in the public and charity sector and is a strategic HR professional leading on organisational change, employee reward, relations, development and resourcing.
- **Snéha Khilay:** Managing Director Blue Tulip Training. Snéha has over 20 years' experience

in advising Board Members, CEOs, Executive Directors and Senior Managers on how to develop a strategic and operational approach to the changing stance on cultural diversity, equality and unconscious bias.

What have we done?

Over the past 12 months, the Envoys have met on a quarterly basis to raise issues with the LEP. Here are two examples where we have taken action following these discussions:

Raising awareness of the Apprenticeship Levy

The challenge: The Envoys told us that there is still a lot of confusion and misinformation surrounding the Apprenticeship Levy.

What have we done? We conducted an online survey to gauge understanding and engaged with our Envoys to produce a list of FAQs to help demystify the Levy and support businesses trying to understand the changes that have been introduced.

Sector specific skills events

The Challenge: Envoys told us there was a need to ensure that training is more closely linked to local employers' needs.

What have we done? We held a conference at BRE focusing on Modern Methods of Construction as a possible solution to housing delivery. The second half of the conference focused on the future skills the construction industry will need. The LEP is now working with local colleges and FE providers to ensure skills development opportunities are being maximised.

What next?

As the Envoy Programme enters its second year it will be focussing its activities on the LEP's biggest opportunity to date, to shape a Local Industrial Strategy with direct intervention from businesses (see **Next Steps**). It is vital that we continue to have the support of our Envoys and wider business network to achieve this.



Envoy Programme Chair Mark Davies, Regional Director of Northern Home Counties, Metro Bank

Want to become an Envoy?

Please contact info@hertfordshirelep.co.uk for more information.

Our Envoys

MARK DAVIES (CHAIR)
Metro Bank



DR PETER BONFIELD
Building Research Establishment



RICHARD BUTLER
Bidwells



ANDY COOK
FFEI



MARK COPPEN
NatWest



RAGHU DAS
The Toro Company



CHRIS DAY
Daymedia



CLAIRE DICKS
MBDA



ADRIAN DIXON
AdNexus Communications Ltd



GILES ELLERTON
BT



PHILIP FULTON
Lloyds Banking Group



RICHARD GANN
Metro Bank



SALLY HOPPER
Hertfordshire County Council



DARREN ISTEAD
Spitfire PR



SNEHA KHILAY
Blue Tulip Training



MIRANDA KNAGGS
Stevenage BioScience Catalyst



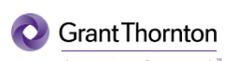
CHRIS LUFF
Reliance UK Professional Services Ltd



NIGEL PALMER
Lambert Smith Hampton



JEREMY READ
Grant Thornton UK LLP



NEIL RUTLEDGE
Amberside Advisors Ltd



The state of our economy

Hertfordshire's economy continues to grow, but performance is patchy and productivity is continuing to fall. Our challenge remains to reverse this trend by developing a Local Industrial Strategy.

Many readers will already know that Hertfordshire's economy is strong in comparison to other parts of the UK. The county is a net contributor to UK prosperity: employment rates are significantly better, unemployment is lower, skill levels and wages are higher, and it is proportionately more entrepreneurial than the majority of other localities across the UK.

Population growth continues apace too. In the last ten years, the population has increased by more than 100,000 and is growing at a rate of around 10,000 people per year. Putting this into context, that is the equivalent of building another Watford every ten years.

So as the LEP prepares to refresh its annual review of the local economy, provisional data from the Office for National Statistics (ONS) confirms the positive direction of travel set out in our previous Economic Outlook.

Since our outlook report of 2016, Hertfordshire's economy has grown by 4%, generating an additional £1.3bn of Gross Value Added (GVA: a measure of the economic contribution of each individual producer, industry or sector). Moreover, our GVA growth rate compares favourably to the national growth rate of 3.2% over the same period.

As expected, performance is not uniform across Hertfordshire's 10 districts. At the

“Since our outlook report of 2016, Hertfordshire's economy has grown by 4%, generating an additional £1.3bn of Gross Value Added”

top end of the scale, Welwyn/Hatfield (11%) and Watford (7%) are growing more quickly than those at the other end where growth is negative (St Albans at -1.3%) or flat (Three Rivers at 0.6%).

However, these figures are provisional, subject to revision and may be prone to distortions arising from commuting patterns and/or the composition of resident populations. Nonetheless, they are useful in helping the LEP and stakeholders understand the growth dynamics of the county and identify areas where growth is more likely to happen.

While the main takeaway from the latest data is one of positivity, there remains an area where Hertfordshire's performance is not what it ought to be. For many years, we have been among the top 10 LEP geographies when measured by a key productivity indicator, GVA per hour worked. However, our productivity performance has fallen significantly in the last two decades.

In 2004, Hertfordshire ranked 3rd among the 38 LEP geographies. By 2010, it had fallen to 8th in the productivity league table and in 2016, dropped to 10th after being overtaken by the Solent, Coast to Capital, West of England and Oxfordshire LEPs.

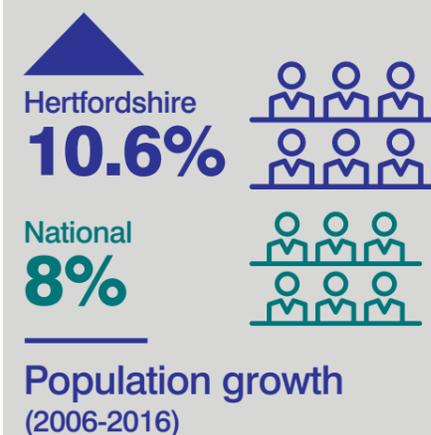
Overall, Hertfordshire overtook the national average by less than 1% in 2016 compared to 14% in 2004. This weakening in productivity performance was highlighted both in the LEP's original Strategic Economic Plan (SEP) and the recently refreshed version.

Our challenge remains to halt and reverse the slide in Hertfordshire's productivity. We will continue to tackle this issue as we prepare to bring forward a holistic Local Industrial Strategy for the county that addresses the key factors driving productivity: investment in innovation, skills, infrastructure, the business environment and place.

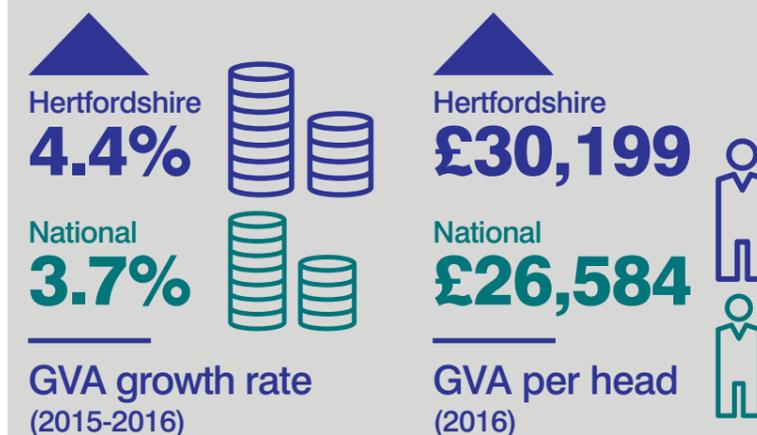
Author: Paul Witcombe,
Hertfordshire LEP Enterprise
and Innovation Manager



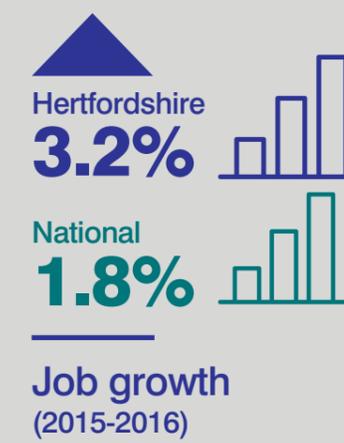
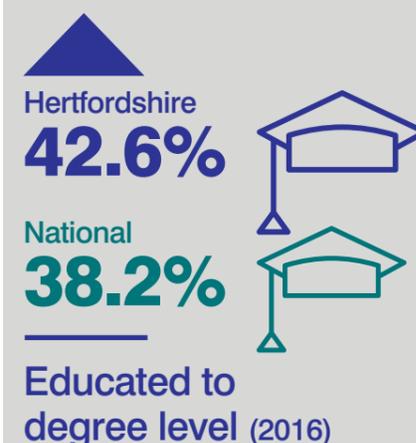
Demography



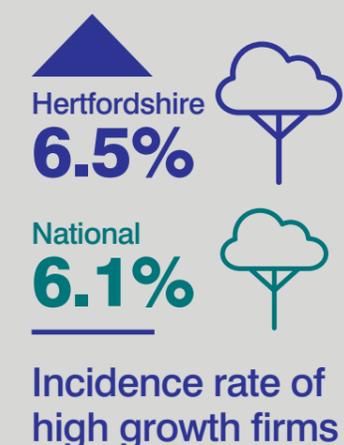
Economic Growth



Labour market



Enterprise





Nurturing SMEs and key growth sectors

Hertfordshire is home to 63,685 businesses, of which 91.3% are classed as micro-sized and 7% are small (ONS). We are delivering the business support services vital to growing our SMEs through the Hertfordshire Growth Hub and Growth Package, and providing specialist support for our thriving science industry through the Hertfordshire Science Partnership.

Hertfordshire Growth Hub

The Growth Hub fuels business growth by offering free and impartial advice across critical areas such as new product development, marketing, branding, skills, finance and technology.

Between 2016-17, the Growth Hub has supported 797 SMEs and helped create 400 new jobs, with a further 13,000 businesses engaging with the programme through its website. During this period, 85% of clients who received in-depth support have implemented the advice that was given and 90% reported they were either satisfied or very satisfied with the service.

The programme was launched in 2015 in partnership with the University of Hertfordshire, business support experts Exemplas Holdings Ltd and the Hertfordshire Skills Brokerage Service.

Aside from supporting SMEs, the Growth Hub also serves to link businesses with private sector service providers, create and develop relationships with key stakeholders, and attract inward investment into the county. We also encourage organisations delivering sector-specific business projects, like the Hertfordshire Science Partnership, to work collaboratively with the Growth Hub to acquire clients.

“Having access to an unbiased and expert opinion ensures we are able to make the best decisions to keep the business growing. Being able to tap into their connections has been really beneficial.”

Nosheen Lone,
TekOne Technologies Ltd

Case study 1

TekOne Technologies Ltd

TekOne is a family run company that provides IT support for home and business users.

The company approached the Hertfordshire Growth Hub at a local networking event for help developing a marketing plan and to explore innovative ways to expand their service offering.

Growth Hub marketing specialists Chris Ellis and David Zerny helped the company redefine a compelling new proposition and update its branding and website in line with its ambitious growth plan.

TekOne Managing Director Nosheen Lone worked with the Growth Hub’s technology and productivity specialist, Dr Abrar Jawaaid, to create a Business Model Canvas to define the company’s value proposition, customers and finances, align its activities, and prepare for funding opportunities.

Since working with the Growth Hub, TekOne has developed a targeted marketing plan, implemented digital advertising to reach more customers, and created a business plan to increase its resource efficiency.



Hertfordshire Growth Package

We have secured EU funding for a package of business support services to help SMEs grow and innovate, enhance their competitiveness and become more eco-friendly.

The Growth Package is run in partnership with the Hertfordshire Growth Hub and other local support organisations and serves businesses across all sectors, providing grant funding, advice, training and networking events. Currently, the Growth Package consists of 9 key services, with more to be added in 2018:



1 Get Growing is a project that enhances the competitiveness of SMEs and supports their capacity to grow in regional, national and international markets.

2 Hertfordshire Start-up Service is a free package of business support available to Hertfordshire residents who are starting a new business, delivered by Wenta, STANTA and Dacorum Borough Council.

3 Hertfordshire Low Carbon Innovation Network works with BRE to deliver sector-specific support for SMEs developing innovative low carbon technologies for the built environment.

4 Innovate 2 Succeed is a mentoring service that helps SMEs enhance their innovative capabilities and commercially exploit their ideas, ultimately taking new products or services to market.

5 ProConnect Hertfordshire is an exciting programme of support for small creative companies working in or aspiring to work in the film and TV industry in Hertfordshire and Greater Manchester.

6 KEEP+ works with Anglia Ruskin University to help SMEs overcome barriers to innovation by developing new products and services in collaboration with universities, research institutes and graduate talent.

7 Get Exporting 2 is a tailored programme of advice and financial assistance for companies looking to sell overseas or expand internationally to increase profitability and employment in a sustainable way.

8 Manufacturing Growth Programme supports manufacturing SMEs by identifying, and removing barriers to growth to facilitate sustainable business improvement.

9 Low Carbon Workspaces offers SMEs match-funded grants of up to £5000 for the installation of energy efficient solutions. The project is delivered and managed by Ngage Solutions.

Case study 2

1st Note Education

1st Note Education specialises in the recruitment and training of primary school music teachers. Founder Geraldine Savage set up the business in 2012 after being referred to Wenta, part of the Hertfordshire Start Up Service, which provided her with a variety of training courses, her own personal business advisor and a space in one of their business incubation centres in Potters Bar.

Geraldine said: "I took all the courses that Wenta offered. The 'Social Media' and 'Business Planning' courses were particularly useful while the 'Budgeting' and 'Introduction to Marketing' courses helped fill in my weak-spots."

Since then the business has expanded, employing 3 additional members of staff. "In 2012 I had 6 teachers that I could supply to primary schools. We have now worked with 58 schools and have over 200 teachers on the books. The incubator has been a fantastic help and I love that I now have a community of entrepreneurs to bounce ideas off."





Graduate research scientists at the University of Hertfordshire.

Showcasing Hertfordshire's sector strengths

We worked in partnership to develop the East of England Science and Innovation Audit (SIA), showcasing the county's comparative sector strengths in agri-tech and life-sciences. The audit was created to better inform central Government of regional strengths for potential future funding streams and foreign direct investment.

As part of a deep dive survey of cutting edge innovation taking place across the UK, we joined a consortium of LEPs including Greater Cambridge Greater Peterborough, New Anglia, and South East to develop the East of England SIA, with key sectors for growth and innovation identified as life sciences, agri-tech, advanced manufacturing and materials, and ICT.

These four sectors are represented in Hertfordshire by market leaders including global pharmaceuticals giant GSK, major research institutions Rothamsted Research, Stevenage Bioscience Catalyst and BRE, chemicals and sustainable technologies leader Johnson Matthey, and IT companies such as EE and Imagination Technologies.

The region as a whole is attracting the interest of major corporate investors, including GSK and Google, who in 2016 set up a joint

venture in Hertfordshire dedicated to the development of bioelectronic medicines known as Galvani Bioelectronics. Similarly, the Stevenage Bioscience Catalyst campus was chosen as the preferred site for the Cell Therapy Catapult's new £55m state-of-the-art Cell Therapy Manufacturing Centre, which is expected to support small biotech and life sciences companies based in the region while also attracting further inward investment.

Miranda Knaggs, Interim CEO of Stevenage BioScience Catalyst said: "The SIA has enabled us to map for the first time the full extent of life sciences expertise and connectivity across the East of England. The picture that emerges is of a remarkably rich and dynamic ecosystem, full of growth potential and a major contributor to the success of the UK life sciences industry."



Above: Rothamsted Research, Harpenden.
Left: Stevenage BioScience Catalyst incubator building.

Case study 3

Bringing scientific R&D to market

The Hertfordshire Science Partnership is a pioneering approach to partner businesses and academia to achieve commercial outcomes.

The Partnership provides businesses with access to facilities as well as much needed developmental research services, whilst enabling the transfer of knowledge from academic research to help SMEs develop new products. It includes;

Knowledge Exchange Partnerships: alliances between the University and commercial organisations which grant businesses access to graduate research scientists via 4-year PhD level research & development placements.

Research Hotel and Science Concierge Service: a shared specialist research facility developed primarily for Hertfordshire SMEs, in which 10,000 sq. m. of brand new life science laboratories are available to use on a self-service, pay-as-you-use basis.

Therapy Accelerator Competition: a competition for academic research centres

and start-ups with a prize value of £700,000, offering access to scientific support and laboratory facilities for up to 24 months to ultimately secure commercial viability for a new venture.

The Hertfordshire Science Partnership operates from within a newly constructed science building which acts as the University's life sciences hub. The Partnership is expected to facilitate 28 Knowledge Exchange Partnerships by 2021 and result in 28 collaborative PhD projects.

The Partnership was born out of £3.59m funding from the LEP to establish the Hertfordshire Knowledge Innovation Centre for Science (HKICS) which contains state-of-the-art laboratories, research, and teaching facilities. With this investment we aim to stimulate enterprise and innovation within Hertfordshire's thriving life sciences sector.



"The picture that emerges is of a remarkably rich and dynamic ecosystem, full of growth potential and a major contributor to the success of the UK life sciences industry."

Miranda Knaggs,
Stevenage BioScience
Catalyst

Delivering our deal on infrastructure

Re-invigorating our places for the 21st Century is one of the key priorities in our Strategic Economic Plan. We are regenerating Hatfield and Stevenage, building new homes in Watford and improving key sections of our road network.

Case study 1

Tackling the county's housing needs

We are part of the largest ever regeneration project undertaken in Watford, transforming a 29-acre derelict site which has historically been subjected to extensive industrial use, into a vibrant new community of homes, shops, leisure facilities and green spaces.

The 29 acre site for development at Watford Riverwell.



With the help of a £6m loan from Hertfordshire LEP, the Watford Riverwell project will breathe new life into a heavily contaminated plot of land that once served as a coal power station and sewerage works, subjected to unlicensed landfilling and fly tipping.

Phase one of the regeneration was completed in summer 2017, kick-starting an extensive clean up of the site and the construction of a new access road, Thomas Sawyer Way, to allow further development.

The new road which opened in November 2016 has improved access to Watford Hospital, enabling West Hertfordshire Hospitals NHS Trust to push forward its ambitious plans to expand and develop hospital facilities.



Artist's impression of 'Waterside' featuring homes with river views.

The ongoing site decontamination process includes the removal of waste, chromium and asbestos and the cleanup of the River Colne which lies at the heart of the planned 4.5 acres of woods and open green spaces for the community to enjoy.

Riverwell will be a new residential neighbourhood containing approximately 500 new homes. In autumn 2017, construction began on 'Woodlands'; the first residential zone with 95 new houses including much-needed affordable family homes. Planning applications have been submitted for the second phase of development at 'Waterside', featuring homes with river views.

Construction on the first business zone, Trade City Watford, was completed in the third quarter of 2017, providing 70,000 sq. ft. of new business space and expected to create around 180 new jobs.

Riverwell will also serve the community with a new school, a 250 unit care facility for the elderly, and a commercial hub in the Northern Zone. The project is expected to take between 15 and 20 years to complete.

Modern Methods of Construction

Hertfordshire faces the significant challenge of delivering the 91,000 homes needed by 2031. In October 2017, we hosted the county's first Building Solutions conference in partnership with the Hertfordshire Infrastructure and Planning Partnership (HIPP) and Hertfordshire County Council, sponsored by building science centre BRE.

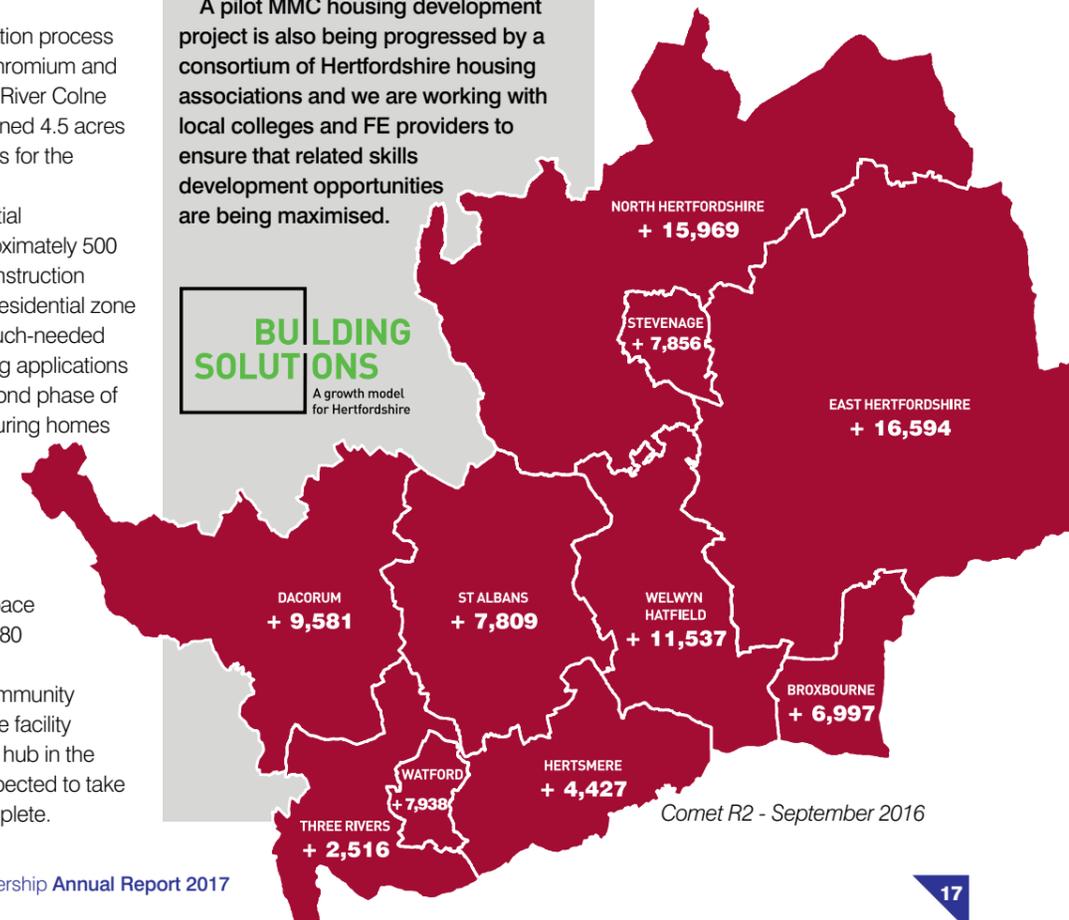
The conference explored Modern Methods of Construction (MMC) as a potential solution to Hertfordshire's housing needs and was attended by delegates from a range of associated industries including major construction firms, developers and architects as well as housing associations, Government departments and colleges.

Following an overwhelmingly positive response, we have commissioned a feasibility study to assess the requirements for an offsite manufacturing facility within the county and identify potential sites. The report will be available in March 2018.

A pilot MMC housing development project is also being progressed by a consortium of Hertfordshire housing associations and we are working with local colleges and FE providers to ensure that related skills development opportunities are being maximised.

BUILDING SOLUTIONS
A growth model for Hertfordshire

Hertfordshire housing growth: Anticipated development locations based on adopted and emerging local plans. Total = 91,224 new homes to 2031



Comet R2 - September 2016





Artist's impression of proposed Stevenage town centre. Photo: Mace.

Case study 2

Regenerating our New Towns

We have identified an urgent need to refresh our 'first wave' New Towns and are working with public and private sector partners to reverse decline, stimulate the local economy and create jobs and prosperity.

Stevenage Central Framework

Hertfordshire LEP as part of a consortium, has developed a 20-year framework to regenerate Stevenage town centre. SG1 is the first phase of this regeneration journey, encompassing nine sites that border on the town square.

The ambitious plan to rejuvenate the area has been unlocked by £34m funding from Hertfordshire LEP. Work will be carried out to

“Mace is proposing an exciting and carefully considered scheme that will give Stevenage a modern, vibrant central area where people can live, work and play.”

Andrew Percival,
Chair of Stevenage First

re-site the existing bus station and several surface-level car parks to make way for 800 new houses as well as new retail units, bars, restaurants and a refreshed town square. A new civic hub will house a library, health facilities and council offices, all of which will be made more accessible with improved transport links in and out of the town centre.

Following a competitive procurement process from October to December 2017, Stevenage Borough Council appointed The Shard developer Mace as the chosen partner for SG1.

Sharon Taylor, leader of Stevenage Borough Council said: “The revitalisation of our town centre is at the top of most Stevenage residents' wish lists, as well as being one of the council's biggest priorities. The town centre that we have now was developed over several decades. It grew up with us and our new town centre will grow up with today's young people.”



Hatfield 2030+

Since 2015, we have been working in partnership to transform Hatfield's tired town centre into an attractive destination for residents, visitors and businesses. We have invested £4.8m to replace existing surface-level parking with a multi-storey car park to free up much-needed land for new residential, retail and leisure developments.

Mark Bretton, Chair of Hertfordshire LEP says, “The regeneration of our New Towns and the delivery of much-needed new housing is a cornerstone of our Strategic Economic

Plan. To that end, we are pleased to support Welwyn Hatfield Borough Council in its ambitions to transform Hatfield to 2030 and beyond. The freeing up of surface-level parking is the catalyst to unlock some of these residential developments.”

An additional £1.2m will be used to transform White Lion Square, plans for which were unveiled in October 2017. The proposed redesign includes new seating, planting and landscaping to encourage visitors to spend more time in the town centre.

“The regeneration of our New Towns and the delivery of much-needed new housing is a cornerstone of our Strategic Economic Plan.”

Mark Bretton,
Hertfordshire LEP Chair



Artist's impression of the redesigned White Lion Square, Hatfield

Case study 3

Improving our road network

We are tackling hotspots which suffer from over-congestion and delays, causing disruption to local businesses and communities.

A602 improvement works

The A602 is a major east-west artery linking the south side of Stevenage to the A10 in Ware, which suffers from congestion and safety issues due to tight bends and poor visibility. The proposed work would see several major junctions along the route redesigned to improve road safety.

Construction began in autumn 2017 on the Hertford Road junction in Stevenage, Anchor Lane, Westmill Road and the A10 junction near Ware.

A120 Bypass

We are investing in the Little Hadham bypass to reduce traffic congestion and alleviate flooding in the local area. The scheme was first put forward in 2007, with planning permission granted in January 2017 following public consultation. Hertfordshire County Council is now working towards obtaining the land needed to progress this scheme.



Providing the skills that employers need

We are working to increase Hertfordshire's economic growth and productivity through our Skills and Apprenticeship strategies, our investment in higher education, and our Careers & Enterprise Company programme which works to raise young people's career aspirations.

Releasing our potential

Significant progress has been made implementing the first Hertfordshire Skills Strategy 2015-2017, produced in partnership with Hertfordshire County Council and the Department for Work and Pensions.

There has been an increase in the number of jobs and the number of economically active residents, however there remains a need to increase and develop our workforce to meet the needs of businesses whilst enabling all residents to maximise their potential.

In 2017, a consultation process began to gather stakeholder views on the draft Skills



Photo: University of Hertfordshire/Pete Stevens.

Strategy to 2020, culminating in our Skills Summit. Stakeholder feedback reaffirmed our priority to develop our existing and future workforce by:

- Helping young people transition from education to employment by strengthening links between employers and education providers;
- Supporting vulnerable adults, the unemployed and those aged 50 and above back into the jobs market;
- Enhancing opportunities through lifelong learning by improving adult English and maths skills, particularly in areas with a disproportionate number of low-skilled residents;
- Closing skills gaps in key sectors such as life sciences, the creative industries and care professions;
- Providing SMEs with targeted skills training support.

The case studies that follow highlight some of the work we have done to deliver these goals over the past year.



Hertfordshire Skills Strategy to 2020

Skills Summit 2017

In October 2017, we hosted a Skills Summit to discuss the challenges and opportunities still facing Hertfordshire's labour market and gather the views of key stakeholders including businesses, public sector organisations, schools, colleges and training providers.

Delegates in attendance took part in workshops on the proposed Skills Framework and the draft Hertfordshire Skills Strategy to 2020, weighing in on key issues faced by their organisations. Feedback from these workshops helped shape the second Skills Strategy, released in January 2018.



“We know unemployment is low in Hertfordshire and that employers report that a large proportion of their vacancies are hard to fill because applicants lacked the appropriate skills.”
Cllr David Williams, Leader of Hertfordshire County Council

Apprenticeship Strategy

Apprenticeships are a key priority for the LEP and play a vital role in growing our local economy. The goal of our Hertfordshire Apprenticeship Strategy is for employer participation to increase and for apprenticeships to be seen as a valuable development opportunity and career pathway for residents by 2020.

Shifting negative perceptions remains a key challenge. Overall take-up of apprenticeships has increased since the last Apprenticeship Strategy targets of 2014, however there still remains significant numbers of unfilled vacancies on the Apprenticeship Vacancy Online System – around 440 vacancies in the Hertfordshire area over a 4 week period from June to July 2017.

We are tackling this issue by actively raising

the profile of apprenticeships as a viable career path to students, parents and education providers; promoting apprenticeships to adults as a route to career progression; ensuring the provision of quality apprenticeships that reflect evolving business needs; and working closely with employers to improve information with regard to the apprenticeship levy.

To achieve the objectives of the strategy, an Apprenticeship Action Plan will be produced by key stakeholders and reviewed annually to ensure modifications are made in light of changing government, economic and other factors.



Highlights

97.9%
of young people opted to stay in education and training



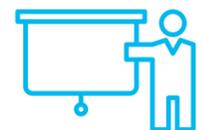
(up from 96.1% in 2015)

5.01%
of 16-18 year olds undertook an apprenticeship



(up from 3.6% in 2015)

57%
of businesses invested in staff training



(up from 53% in 2015)



Case study 1

Promoting the STEM agenda

We invested £1.039m into the Airbus Foundation Discovery Space; a cutting-edge education centre that uses the search for life on Mars as a powerful learning tool.



Top: Astronaut Tim Peake launches the Airbus Foundation Discovery Space. Photo: Airbus/Max Alexander.
Below: School visit to the Airbus Foundation Discovery Space.



The multi-functional education centre, launched in February 2017 by astronaut Tim Peake, was created to inspire the next generation to consider careers in science and engineering to ensure future demand for STEM-related skills can be met.

The centre consists of a state-of-the-art classroom for interactive workshops, an exhibition space where children can explore and learn independently, and a viewing gallery to the ExoMars Rover testing yard; a simulation of the surface of Mars used to test

and develop space exploration vehicles.

The centre is jointly funded by Hertfordshire LEP, Airbus and the Airbus Foundation and is run in partnership with North Hertfordshire College.

Mark Bretton, Hertfordshire LEP Chair said: "We are delighted to be part of this ambitious project which uses the search for life on Mars as a powerful learning tool. By finding out about the tremendous advances in space exploration happening on their doorstep we hope to encourage more young people locally to pursue careers in engineering, technology and science."

Andrew Stroomer, Head of Airbus in Stevenage said: "We want the Airbus Foundation Discovery Space to inspire the next generation of engineers, technicians and scientists. As part of that, we will put a focus on disadvantaged communities, bringing experience and opportunity to those who would not otherwise be engaged."

It is anticipated that 27,000 Key Stage 2 students will visit the centre over the next 5 years, with 90% of schools seeing an increase in STEM engagement.

Case study 2

Connecting schools and businesses

As part of the Careers & Enterprise Company programme, we link senior figures from the business community with local schools to create opportunities for young people to explore their career aspirations.

We partnered Wheathampstead-based T&B (Contractors) Limited with Heathlands school for deaf pupils in St Albans to increase the school's business engagement and provide valuable career opportunities for students.

Enterprise Adviser Danie French, T&B's CSR and Office Manager, worked closely with the school to tailor a programme of inspiring opportunities to suit the needs of young people with hearing difficulties, which included a careers talk, work placements, group visits to major local employer Whipsnade Zoo, and a workshop held by the local police.

Curriculum Lead Teacher Nicola Jackson said: "The impact Danie has had on me and the students at Heathlands is significant. Her range of contacts is proving invaluable to us as we try to give students an insight into the different careers they might be interested in."

Mark Hickson, Managing Director of T&B (Contractors) Limited said: "We are acutely aware of how difficult it is for those with disabilities to make their way into the work environment, particularly in the construction industry. It is through work placements

and working alongside schools such as Heathlands that we can understand what adjustments we may need to make."

The Careers & Enterprise Company programme is delivered locally by Hertfordshire LEP in partnership with YC Hertfordshire. As of 2017, we have recruited over 80 school and 76 Enterprise Advisers to the programme from a wide range of sectors including banking (Santander), hospitality (Marriott), pharmaceuticals (GSK) and more.

Above right: Local police officers hold a workshop for students.

Below: Heathlands student undertakes a work placement at T&B (Contractors) Limited.



THE CAREERS & ENTERPRISE COMPANY

"T&B has always had a strong ethos on training and development which many of our staff have benefitted from. For them to now help others develop careers within our business is very rewarding."

Mark Hickson,
Managing Director at T&B



Want to become an Enterprise Adviser?
Please contact info@hertfordshirelep.co.uk for more information.



Case study 3

Investing in Further Education

We are investing in the modern facilities and equipment needed to deliver high quality training programmes across Hertfordshire's growing industry sectors.

North Herts College

We invested £400k towards the upgrading of facilities at the Engineering & Construction Campus at North Hertfordshire College, increasing the quality and quantity of learning programmes, including apprenticeships, to meet the skills needs of local employers.

The funding has allowed the college to invest in industry-standard engineering equipment to create a state-of-the-art learning environment comparable to a modern workplace. There is also 1229m² of new and improved training floor space created within the 19,000 sq. ft. facility, all

of which will be open to local SMEs outside teaching hours to help drive small business growth.

Adrian Hawkins, Hertfordshire LEP Deputy Chair said: "We know how vital it is to deliver higher level apprenticeships, particularly in relation to engineering, technology and construction. By replicating a modern sector workplace, apprentices will be equipped to enter the local workforce and make a valuable contribution to the local economy."

West Herts College

We invested £5m towards the construction of the new West Herts College Dacorum Campus; a 90,000 sq. ft. building equipped with modern classrooms and flexible event spaces, which has enabled the college to broaden its curriculum with a range of new engineering, technology and construction courses.

Principal Gill Worgan says "The new facilities will complement the recently modernised Building Services workshops, allowing the college to offer a curriculum in

tune with the region's growth industries."

The new campus is part of an ambitious plan to transform the centre of Hemel Hempstead, a previously underperforming area in terms of education, and aims to promote skills development by providing an inspiring and well developed local facility.

A further £5.1m has been awarded to phase 2 of this project, which involves the development of a flagship campus delivering a broad based Engineering related curriculum.

The leading destination for enviro-tech firms

We are working with agri-tech pioneer Rothamsted Research and world-leading building science centre, Building Research Establishment, to nurture an enviro-tech ecosystem with the potential to attract 800 new firms and deliver 8000 jobs.

The Hertfordshire Enviro-Tech Enterprise Zone is made up of 107 hectares of greenfield land across seven strategically located sites.

Almost 3 million sq. ft. of high quality commercial space will be built over the next ten years, adhering to the highest standards of sustainability, in line with the Enterprise Zone's enviro-tech principles. In December 2017, green developer Prologis began construction on the first site, Prologis Park, which has the potential to offer up to 585,000 sq. ft. of industrial and distribution space across 35 acres.

Graham Lane, Hertfordshire LEP Board Member said: "We are delighted to have attracted a developer with such excellent sustainability credentials, meeting our ambition to establish a commercial area that will set the standard for sustainable development."

The project was awarded Enterprise Zone status by the Department for Communities and Local Government in April 2017 for 25 years, enabling significant investment in transport infrastructure to improve accessibility to the Maylands area.

Investment will also be made in high capacity digital infrastructure essential to enviro-tech research and innovation, and skills development to meet employer needs.

Steve Melligan, Strategic Land Portfolio Manager at the Crown Estate, the largest single Enterprise Zone landowner with 55 hectares said: "We are pleased to support the Enterprise Zone project and its enviro-tech aspirations. This is a great opportunity to create new employment spaces and jobs for local people and to support the successful growth of the wider Hemel Hempstead area."

The project is being delivered in partnership with BRE, Rothamsted Research, St Albans City and District Council, Dacorum Borough Council, Hertfordshire County Council, the University of Hertfordshire and The Green Triangle.



Key milestones

- 1** The first enviro-tech tenants have been secured at the Rothamsted Research campus.
- 2** Planning permission has been granted on three sites, with construction underway on Prologis Park.
- 3** Good partnerships have been formed with developers, with strong public support for the Enterprise Zone's enviro-tech principles.

Green developer Prologis begins construction on site.



*Top: North Herts College Engineering student.
Below: The new West Herts College Dacorum campus.*

Towards a Local Industrial Strategy

The next 12 months brings one of the most exciting developments for Hertfordshire LEP as we prepare to develop a Local Industrial Strategy shaped by our business community and key partners.

The Government's modern Industrial Strategy White Paper sets out a long term plan to boost the productivity and earning power of people throughout the UK. It also tasks Local Enterprise Partnerships to develop Local Industrial Strategies that play to their area's strengths.

Local Enterprise Partnerships (LEPs) already play an important role in addressing the priorities addressed in the Industrial Strategy. We have set out our individual Strategic Economic Plans, which are backed up with substantial amounts of analysis on local sectors, skills challenges and places of opportunity. We have also taken on responsibility for directing local European

funding, co-ordinating business Growth Hubs and establishing Enterprise Zones.

We welcome the opportunity to develop a Local Industrial Strategy shaped by our businesses and key partners that plays to our key sectorial strengths.

Hertfordshire LEP has the potential to be a trailblazer for early delivery of a Local Industrial Strategy. Our Strategic Economic Plan was updated in 2017 to take into account the wider economic landscape and it has been agreed and endorsed by our partners and stakeholders. Its strategic priorities align closely with the Five Foundations of Productivity, illustrated below.

It is vital that collectively we build a

Building on our foundations



Credit: Imagination technologies

substantive case for Hertfordshire based on robust evidence. To that end, we will be engaging widely and closely with centres of expertise including the University of Hertfordshire and other centres of academic and research excellence, Hertfordshire County Council and, crucially, our business community, from our SMEs to major corporates.

Our Annual Conference 2018 will mark the start of this process and will be shaped around the four Grand Challenges:

- **Artificial Intelligence and Data Economy** – putting the UK at the forefront of the artificial intelligence data revolution
- **Clean Growth** – maximising the advantages for UK industry from the global shift to clean growth
- **Future of Mobility** – becoming a world leader in the way people, goods and services move
- **Ageing Society** – harnessing the power of innovation to help meet the needs of an ageing society.

There is the real potential to drive growth by focusing on clusters of expertise, with our industries, innovators and entrepreneurs playing a leading role in the technological revolution.

We have tremendous assets across all the Grand Challenge areas. Ocado and Tesco Labs are using automation to transform their retail activities and the world's first Catapult Cell

and Gene Therapy manufacturing centre in Stevenage will contribute to the development of a life sciences cluster and large-scale industry in the UK.

Our creative industry twin peaks of production at Warner Bros. Studios Leavesden and Elstree Studios are world class and making significant contributions to the UK economy. Rothamsted Research and BRE are making huge advances in sustainability and clean growth, respectively in agri-tech and the built environment. And with Airbus in Stevenage and the University of Hertfordshire's specialisms building on the legacy of British Aerospace in Hatfield, there is real potential here for us to come up with truly innovative solutions to the future movement of our people, goods and services.

The task we face as a LEP is to harness some of this collective expertise. To that end we will be implementing a business-led approach to developing a Local Industrial Strategy.

We have set up a Commission led by former LEP Board Member John Gourd. John will be supported by task and finish groups led by renowned industry experts from across the Grand Challenge areas who will help us to gather evidence. This evidence will then help us to produce a Local Industrial Strategy that will play to our strengths, address some of our weaknesses and boost our productivity.

“The development of a Local Industrial Strategy is a huge opportunity to showcase our assets and develop the skills, innovation and infrastructure for business growth”

John Gourd,
Grand Challenges
Commission Chair



