

Annual Report 2019



Hertfordshire
Local Enterprise Partnership

PERFECTLY PLACED FOR BUSINESS



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What we do

Hertfordshire Local Enterprise Partnership is one of 38 LEPs tasked by Government to drive local economic growth, channel investment and boost job creation.

Our vision

By 2030, Hertfordshire will be among the UK's leading economies, helping to realise the full economic potential of the assets and opportunities within the Golden Triangle

Our guiding principle

Growing smartly as a perfect place for business

Our Strategic Economic Plan priorities are:

Priority

1

Maintaining global excellence in science and technology

Priority

2

Harnessing our relationships with London (& elsewhere)

Priority

3

Re-invigorating our places for the 21st Century

Priority

4

Foundations for growth



We are targeting investment where it is needed most



Places and transport: strategic infrastructure

We are driving regeneration across our towns and delivering vital major transport and digital connections. We work with key partners to promote and manage sustainable growth.



People: skills & employment

People are at the heart of what we do. That is why we are working to boost the employability of our current and future workforce by tailoring skills provision to meet local employers' needs. We are improving the delivery of careers education with the help of local businesses to ensure our young people have the best possible start to their working lives.



Business support: enterprise & innovation

We are creating the right conditions for growth through targeted investments across our key industry sectors, identifying innovative collaborations to bring R&D to market and promoting opportunities for international trade and access to finance. We are providing free, high quality business support for SMEs via the Hertfordshire Growth Hub.

Our flagship programmes

THE CAREERS & ENTERPRISE COMPANY

Our network of Enterprise Advisers drawn from the private, public and not-for-profit sectors forge greater links between schools and employers to help improve careers education for young people.



Hertfordshire Growth Hub works with local and national public and private sector partners to make it simpler and easier for SMEs to gain access to business support.



Hertfordshire IQ is the county's Enterprise Zone, developing 3 million sq.ft. of commercial space over the next 10 years within the heart of the Golden Research Triangle between Oxford, Cambridge and London.



VISIT HERTS

Visit Herts is the county's official tourism service that works with tourism businesses to promote Hertfordshire to local, national and international visitors.

Championing inclusive growth

Over the past year, the role of Local Enterprise Partnerships has been consolidated by Government with a mandate to develop Local Industrial Strategies that play to each area's strengths.

"Our unique strengths lie in our partnership with local businesses, councils, universities, and stakeholders, and in the detailed knowledge of our local economies"

Mark Bretton, Chair,
Hertfordshire LEP



Now more than ever we have a critical role in championing inclusive growth across the country so that no community is left behind.

Since 2018 our key focus has been to produce a **Local Industrial Strategy** for Hertfordshire which takes our **Strategic Economic Plan** to the next step and will help set the roadmap for a generation. Through this, we have one of the greatest opportunities to build prosperous and productive places and connect **local people and places** to economic success.

Our emerging strategy is a core element of the wider Hertfordshire Growth plan and plays to our significant assets in **advanced engineering, creative industries, information technology, life sciences** and **smart construction**.

Stevenage is at the beating heart of a medical revolution thanks to the clustering of R&D excellence at the GSK campus to bring advanced therapies to market. The LEP's investment has reinforced Hertfordshire's position as a world class hub for the development of **cell and gene therapies** and bolstered its position within the **Oxford-**



London-Cambridge golden triangle.

Our visitor economy continues to thrive with the latest figures from **Visit Herts** showing the county hosted a record-breaking 28m business travellers and visitors in 2017, bringing £2.2bn value into the economy and supporting 40,000 jobs.

In March this year, our Enterprise Zone, **Hertfordshire Innovation Quarter**, launched to market, leading the development of 3 million sq. ft. of new commercial space with a strong commitment to environmental sustainability and innovation. Hertfordshire IQ is now home to six companies.

The availability of a skilled and motivated workforce which can adapt to meet current and future business needs will be a cornerstone of the Local Industrial Strategy and therefore fundamental to our ability to improve productivity and inclusivity across Hertfordshire.

Earlier this year we heard we were successful in our application for a Careers Hub to provide

Our impact

Core Local Growth Fund outputs delivered in 2018/19:

Jobs – 580



Housing – 1770



Apprenticeships – 860



New learners – 4820





LEP investment is helping transform unused land in South Oxhey into a modern mixed-use hub to benefit local residents and businesses

concentrated support for 26 schools in North Herts, Stevenage and Welwyn Hatfield. This builds on the strength of our **Enterprise Adviser Network**, which provides valuable employer-led feedback on the careers programmes of 105 schools in Hertfordshire.

Over the past six months we have been working hard to develop the **Hertfordshire Opportunities Portal (HOP)**, which will give students, employers and residents wishing to upskill the opportunity to **HOP into** all the resources they need to make informed career decisions and build a future talent pipeline.

Our SMEs are the backbone of our business community. We have consolidated online and face-to-face business support in the county with our flagship service, **Hertfordshire Growth Hub**. Its new digital platform is set to lead the way nationally in transforming how businesses access support at the time of their choosing and providing everything they need to grow, create jobs and innovate.

Major regeneration programmes are underway in our towns from **Waltham Cross** to **Watford**. And at a time of unprecedented pressure for future growth, we are investing in the right infrastructure now, such as the **A120 bypass** to remove major congestion, and alleviate flooding, in and around the village of Little Hadham and reduce journey times.

Across the county, there are tangible examples of the Local Industrial Strategy in action, where LEP investment has made a real difference to our people, places and

businesses. We are managing over **£309m of UK public funds and overseeing the investment of EU funding**. With an expanded team operating from our new office at **One Garden City, Letchworth**, we are now at a scale that enables us to be more responsive than ever to the needs of local communities by delivering strong, sustainable economic growth.

LEPs were created to be business-led, constructive disruptors for growth. Hertfordshire LEP with its key partners continues to be the **catalyst** in the county and our Local Industrial Strategy will pave the way to create even more opportunities for **future shared prosperity**.

I look forward to continuing to play an active role in the future direction of the LEP Network, helping to boost productivity and increase local growth in every region, as we exit the **European Union**. Our unique combined strength lies in our partnership with local businesses, councils, universities, and stakeholders, and in the detailed knowledge of local economies – LEPs already have **Strategic Economic Plans** in place and along with Local Industrial Strategies, we have market-ready, ambitious plans to fuel economic growth and productivity across every region.



We have moved!

We have moved to much larger offices in Letchworth Garden City. This marks how far we have come since the inception of LEPs in 2011, and the pivotal role we play in delivering sustainable economic growth across the country.

In that time, Hertfordshire LEP's team has expanded from eight to 20, managing over £309m of UK and EU public funds. This means we can operate at a scale that enables us to be more responsive than ever to the needs of local communities. We look forward to welcoming you!

Our focus over 2018/19

- ▶ To gather a strong, well-informed economic evidence base
- ▶ To align our analysis to the Government's national strategy
- ▶ To engage widely with stakeholders throughout to generate, test and refine the evidence and emerging priorities

An economic roadmap for Hertfordshire



Our Local Industrial Strategy brings together a strong, well-informed evidence base about our area's economy and outlines a long-term set of priorities that capitalises on existing opportunities and addresses weaknesses.

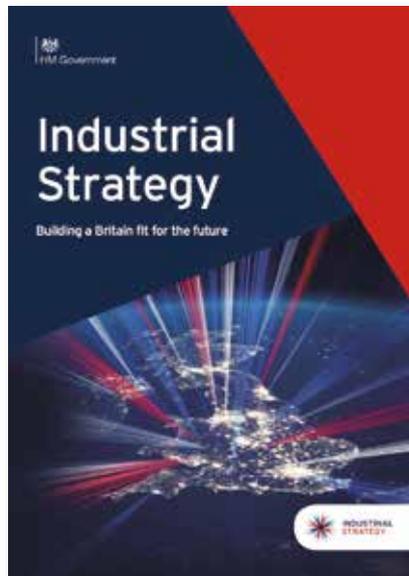
The requirement for Local Industrial Strategies was set out in the Industrial Strategy White Paper which was published in November 2017. These are structured around the Government's five Foundations of Productivity and four Grand Challenge and are linked to a series of national Sector Deals.

The overarching aims of the White Paper are essentially to:

- improve the UK's overall productivity performance; and
- ensure that future economic growth is more inclusive.

Our Local Industrial Strategy brings together a strong, well-informed evidence base about our area's economy and outlines a long-term set of priorities that capitalises on existing opportunities and addresses weaknesses.

We have mapped this extensive analysis of Hertfordshire across the five Foundations of Productivity so that it is fully aligned to the national Industrial Strategy. This work has



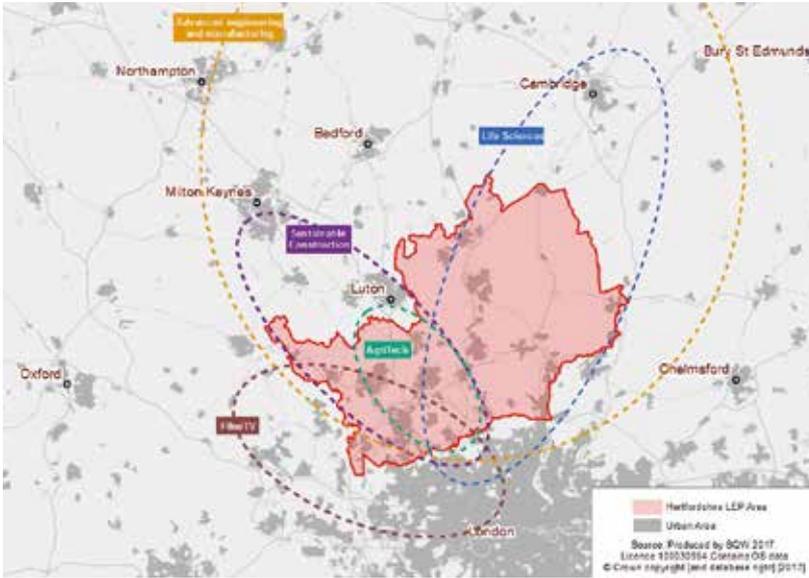
been progressed through a combination of stakeholder engagement and research and has been our core focus over 2018/19.

Playing to our strengths (left): platinum grains, Johnson Matthey

The Five Foundations of Productivity closely align to our vision for a transformed economy

- AI & Data Economy**
We will put the UK at the forefront of the artificial intelligence and data revolution
- Future of Mobility**
We will become a world leader in the way people, goods and services move
- Clean Growth**
We will maximise the advantages for UK industry from the global shift to clean growth
- Ageing Society**
We will harness the power of innovation to help meet the needs of an ageing society





Key sectors and clusters, and innovation ecosystems within and beyond Hertfordshire

The work so far

Work has been underway to develop Hertfordshire’s Local Industrial Strategy since the White Paper was published. Significant progress has been made over 2018/19 in refining the evidence base developed from our Strategic Economic Plan, which sets out a route map for the economy to 2030, and identifying areas for further investigation.

Much of this was primary research, some of which will continue into 2019/20. This has included a series of wide-ranging discussions and debates about the nature of Hertfordshire’s economy; place-based deep dives; working meetings with key partners and a survey of around 450 businesses conducted by the University of Hertfordshire’s Business School, focusing on issues relating to productivity in Hertfordshire.

As part of the evidence-gathering on the local economy, we also commissioned thematic

research, including major enquiries into the loss of employment land across Hertfordshire and the nature of the productivity challenge.

Hertfordshire’s economic evidence base includes:

- Economic Outlook 2018
- Brexit and Hertfordshire
- Skills and Labour Market Review 2018
- East of England Science and Innovation Audit
- Loss of Employment Space
- Hertfordshire Infrastructure and Funding Prospectus

With further sub-strategies on digital infrastructure, inward investment, innovation and the economic impact of social enterprise that will feed into the emerging LIS and support ongoing LEP priorities and programmes.

This evidence base is available to view on our website with the priorities shared with a wide range of stakeholders during November 2018 to March 2019.

Our strategy

Our strategy includes:

- cross-cutting narratives around inclusive growth and productivity;
- the development of a narrative around nationally significant sectors which are important in Hertfordshire, namely: life sciences; agri-tech; advanced engineering and manufacturing; film and TV; and sustainable construction. As the graphic (top left) shows, these sectors have substantial assets within the county but also footprints

“Here in Hertfordshire, we will continue to develop a strong collective proposition to secure the best deal for the county”

Mark Bretton, Chair, Hertfordshire LEP



Grand Challenges in Hertfordshire: a Hertfordshire LEP workshop at BRE



- which extend well beyond the county's boundaries;
- reflect on lessons from past attempts to accelerate growth within Hertfordshire;
- identify continuing challenges of fragmentation;
- highlight key market (and/or policy) failures;
- benefit from collaboration with LEPs in neighbouring counties and the wider LEP Network as well as lessons learnt from LEPs who have created their LIS in earlier waves.

- Hertfordshire's challenges in relation to productivity and inclusive growth;
 - Hertfordshire's economic past, present and future.
- Hertfordshire's relationship with London and other areas is also key. The growth narratives of London and the Oxford-Cambridge arc presents both opportunities and threats and Hertfordshire needs to chart its own response.

Hertfordshire's strategic themes

We see one of these (Digital foundations, frontiers and futures) as overarching and enabling, but the other six strategic themes are of equal importance. Together, they ought to be transformational.

Strategic themes

In order to develop the seven strategic themes for Hertfordshire, below, we have focused on two areas:



“Through the development of a Local Industrial Strategy, Hertfordshire is building on its strong history of innovation to unlock the region's full potential to create new jobs and opportunities ... boost productivity and the local economy”

Former Business & Industry Minister Richard Harrington MP



What next?

The focus in 2019/20 is the production of a Local Industrial Strategy, following extensive public consultation and co-design with Government. This is expected to be published early 2020. We will continue to engage widely with stakeholders and road-test and refine the emerging themes with our businesses.

Our focus over 2018/19

- ▶ To ensure that future skills needs underpin our emerging Local Industrial Strategy
- ▶ To develop a one-stop shop for skills and apprenticeship information
- ▶ To bid for funding to establish a new Careers Hub

Advancing the skills for success

We are generating good jobs and greater earning power to make the most of untapped potential and help drive greater prosperity for all.

Ensure that future skills needs underpin our Local Industrial Strategy

The availability of a skilled and motivated workforce, which can adapt to meet current and future business needs is the cornerstone of our Local Industrial Strategy and therefore fundamental to our ability to improve productivity across Hertfordshire.

Brexit, technological advances in artificial intelligence and big data, increasingly fluid work patterns, and the demands of an ageing society; all have the potential to impact on the skills agenda in the years to come. That is why we have remained agile in our response.

To that end, with our partners we have reviewed the Hertfordshire Skills Strategy over 2018/19 to ensure its continued relevance and alignment with other local strategies. This, coupled with the opportunity to deliver a Local Industrial Strategy that reflects business needs, means we are in a position to respond positively to these changes. This flexibility has also allowed for further future proofing by enabling us to look at the workplace beyond 2030, the horizon year for our Strategic Economic Plan. This intelligence will shape our future programmes and projects.

Young people have an essential part to play

Tackling skills gaps (left): LEP funding has allowed Oaklands College to open a new training facility in Borehamwood to help meet local employers' needs

in the future prosperity of Hertfordshire and our aspiration is that they develop and acquire the knowledge and skills to flourish. One of the key themes of the Hertfordshire Skills Strategy is developing our future workforce. This has been taken forward this year in a number of ways:

Hertfordshire Skills Framework

The Hertfordshire Skills Framework sets out the key employability skills and attributes sought by Hertfordshire employers from across the county's key sectors, from young people aged 16-24. The framework was compiled by Hertfordshire LEP, YC Hertfordshire and the University of Hertfordshire, and developed with the aim of improving the work readiness of young people and the careers guidance provided by schools. The findings highlighted a shift in emphasis from academic qualifications to soft skills including respect, determination and self-confidence.

These results were then used to produce the Hertfordshire Skills Framework, which was sent out to Hertfordshire's 148 secondary schools, early in 2019, together with a set of printable resources for use in classrooms.

Get Work Ready! A set of resources aimed at 14-18 year-olds, to support the roll-out of the Hertfordshire Skills Framework



“The employability of our young people is vital to our future prosperity. This framework clearly roots employability to a set of learned behaviours that can help shape our young people and set them on the path to productive employment”

Cllr David Williams, Leader, Hertfordshire County Council



Over this past year, we have produced two toolkits for employers. These are a Work Experience Guide and an Apprenticeship Toolkit, with the aim of attracting fresh new talent and supporting existing staff to develop more skills to support organisations’ growth aspirations.

A full set of Labour Market Information infographics have been created that will support schools to achieve Gatsby Benchmark 2, enabling students and parents/carers to learn about the local employment market in

their district and in Hertfordshire.

We have continued to invest in local skills infrastructure to ensure that both estate and equipment meet not just the current but also future skills needs of local business and residents. In 2018/19 a further £11.5m was committed to skills-related projects including the second phase of the development of West Herts College’s Dacorum Campus; Oaklands College Borehamwood training facility; and Hertford Regional College STEM workshops.



▶ **To develop a one-stop shop for skills and apprenticeship information**

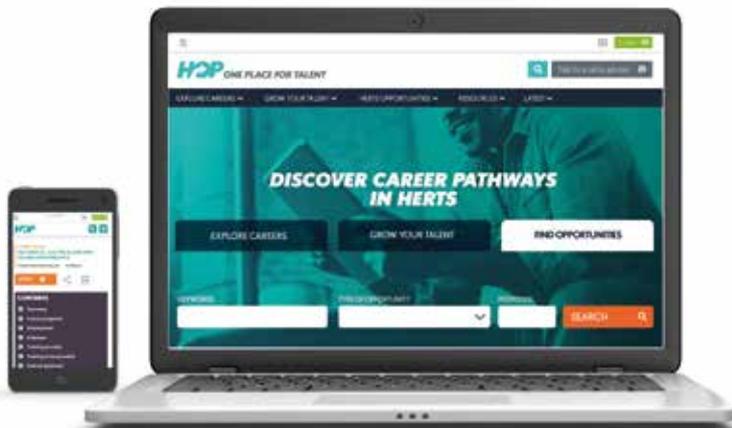
Powered by Hertfordshire LEP, the Hertfordshire Opportunities Portal (HOP) will be the one-stop shop for talent. Students, employers and residents wishing to upskill will be able to ‘HOP into’ all the resources they

need to make informed career decisions or build a future talent pipeline.

HOP will be the premier gateway in Hertfordshire to find out about:

- career path options;
- apprenticeships and work experience;
- skills development and professional qualification programmes;
- connecting with employers.

HOP will focus on the sectors where there is strong demand in Hertfordshire, further supporting our Strategic Economic Plan priorities to ensure that future skills provision is matched to the needs of these fast-changing industries.





▼ To bid for funding to establish a new Careers Hub

In 2018/19 Hertfordshire LEP successfully bid for funding for a Careers Hub which will bring together local schools and colleges with employers, universities, training providers and career professionals, to improve prospects for young people. Support locally for the hub was strong, with schools across Stevenage, North Herts and Welwyn Hatfield districts backing the bid. Thomas Alleyne Academy, based in Stevenage, will be the nominated lead school for the Hertfordshire Careers Hub,

acting as advocate for the hub and setting the benchmark for other local schools.

The hub will complement the LEP's thriving Enterprise Adviser Network programme by providing targeted schools with intensive support and tailored guidance.



“Hertfordshire is the county of opportunity and we must develop a regionalised economy outside of M25 with a highly skilled workforce. In order to increase the number of apprenticeships, businesses need to spread the word about the good quality skills apprentices can bring”

Bim Afolami, MP for Hitchin and Harpenden



Our focus over 2019/2020

- ▼ Continue to ensure close alignment between Hertfordshire's Skills Strategy and the Local Industrial Strategy, with a focus on technical level skills development as well as higher and degree level skills;
- ▼ In partnership with key stakeholders, we will encourage greater influence and collaboration over, and where possible, develop revenue-based skill programmes and capital-based infrastructure that meet the current and future needs of local employers and communities;
- ▼ We will provide a detailed analysis of the Hertfordshire labour and skills market, enabling our skills and education provision to meet or continue to meet the current and future skills needs of local business and residents.



Our focus over 2018/19

- ▶ To work closely with key partners to promote and manage growth
- ▶ To ensure delivery of major infrastructure and regeneration projects



Building a Hertfordshire fit for the future

Hertfordshire is facing an unprecedented level of housing and employment growth over the coming few years from its own targets and pressure from adjoining areas, especially London.

This growth will place increasing stress on the county's services, its rail, road and communications networks. A robust and resilient infrastructure is fundamental to growing the Hertfordshire economy and enhancing business competitiveness.

Over 2018/19 we have built upon our *Transforming Hemel Hempstead* (left): major new development is set to deliver up to 11,000 new homes

success in previous years by providing effective project delivery and working with partners to develop major projects and interventions that strengthen future growth. As a county, we must also move away from dependence on the car to more sustainable transport solutions, while continuing to support current and future demand for housing and employment space.

▼ To work closely with key partners to promote and manage growth

Over 2018/19 our focus has been to work with the 11 local authorities in Hertfordshire to plan for the delivery of around 100,000 new homes in the county by 2031. AECOM was commissioned to develop the Hertfordshire Infrastructure & Funding Prospectus 2018-2031. This put a price tag of £6bn on the infrastructure that this development will need – such as transport, utilities, schools and healthcare facilities.

The findings are being used by Hertfordshire

Growth Board, which comprises all the local authorities with the LEP, to prioritise infrastructure schemes and funding strategies, and is an example of a more collaborative process to managing growth.

Garden Settlements and Growth Corridors

We have continued to work with partners to develop the concept of new garden settlements in Hertfordshire and neighbouring



Grange-in-the-Hedges: the winning design by EcoResponsive Environments in the Re-Imagining the Garden City design ideas competition. Courtesy of Letchworth Garden City Heritage Foundation



Hemel Garden Communities © Proctor and Matthews Architects

areas, such as Harlow Gilston, as well as the development of our existing garden cities.

We have also worked across a wider South East geography and maintained links with external organisations and initiatives that impact on strategic infrastructure and regeneration in Hertfordshire.

Hemel Garden Communities

In March 2019, the Minister of State for Housing announced that Hemel Garden Communities was one of five new garden

towns selected for funding.

The bid was developed in partnership between the LEP, Dacorum Borough Council, St Albans City and District Council, Hertfordshire County Council and The Crown Estate to deliver a mixed-use residential and commercial development for Hemel Hempstead, delivering up to 11,000 homes and 10,000 new jobs to high-quality design principles.

Loss of Employment Space

In 2018/19, the LEP commissioned a major report by Lambert Smith Hampton into the loss of employment space across Hertfordshire. The report found that the scale of loss over the past decade is equivalent to the total office space in St Albans, Watford and Welwyn Garden City combined.

One of the biggest drivers of this loss in Hertfordshire has been Permitted Development Rights (PDR), a national scheme which allows certain building works and changes of use to be carried out without having to make a planning application or contribute financially to local services.

The report concluded by urging the LEP to lobby central Government on its impact on the Hertfordshire economy. In response to the study, we have commissioned a report about how we can optimise the benefits of existing and emerging key employment sites in the county.



Green light: work starts on A120 Little Hadham Bypass



▼ To ensure delivery of major infrastructure and regeneration projects

We have worked with local partners to optimise growth in Watford, Hemel Hempstead and south-west Herts; regeneration partners in Stevenage and Hatfield and supported emerging programmes for Bishop’s Stortford, Broxbourne and Hitchin/Letchworth. We have continued to be more proactive on improving east-west linkages in Hertfordshire, notably the A414 strategy/Hertford bypass, A505 corridor and the Gilston/Harlow/M11 link and ensured the delivery of current major infrastructure projects, such as the A120.

A120 Little Hadham Bypass

The long awaited A120 Little Hadham Bypass and flood alleviation scheme was given the green light. This was thanks, in part, to the LEP investing £8.26m from the Local Growth Fund, in addition to helping secure a further £27.4m funding from the Department for

Transport, as part of a wider funding package with Hertfordshire County Council and the Environment Agency. The new 3.9km bypass will alleviate congestion along the route and provide more reliable journey times. As part of the scheme, new road embankments along the River Ash and Albury Tributary will act as flood defences to reduce risk to the village and other nearby communities.

Clarendon Road, Watford

In Watford, the major gateway to the town centre is being transformed thanks, in part, to £4.8m Local Growth Fund investment secured by the LEP. This included creating a safe, pedestrian and cycle friendly environment; resurfacing of the carriageway and footways; upgrading of traffic lights, lamp columns and street furniture; tree planting and enhancing the overall look and feel of the junction.

“These new towns will not only provide homes for families, but will be vibrant communities where everyone can benefit from new infrastructure – leaving a legacy for future generations to be proud of”

**Former Minister of State for Housing
Kit Malthouse MP**



Our focus over 2019/2020

- ▼ Continue to work with Hertfordshire Growth Board and LEPs/other organisations across the Greater South East region on cross border transport and other strategic infrastructure issues;
- ▼ Continue to play an active role in planning and place-making, by helping to comment on and shape Local Plans;
- ▼ Support the development of our new and existing settlements and regeneration programmes and look at ways to accelerate housing delivery via offsite manufacturing;
- ▼ Lobby Government on behalf of Local Planning Authorities to restrict Permitted Development Rights to reverse some of the loss of employment space.

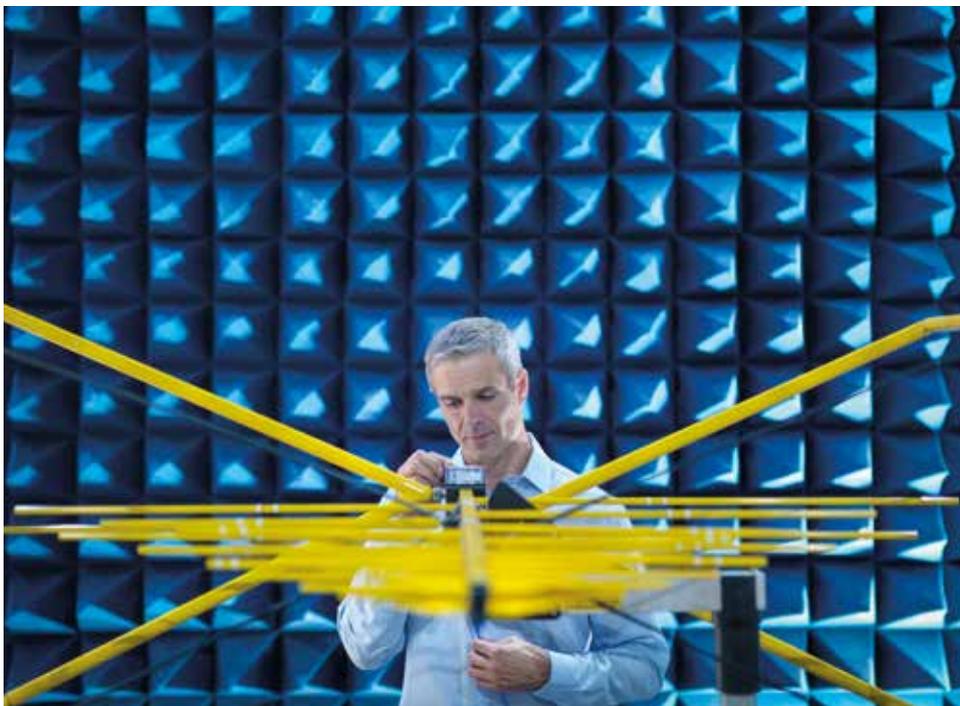


Our focus over 2018/19

- ▶ Drive the clean growth economy in Hertfordshire
- ▶ Shape the emerging delivery plan for the wider Greater Hemel area, with Hertfordshire IQ as the commercial centre
- ▶ Invest in transport infrastructure, digital connectivity and skills provision
- ▶ Work with landowners and developers to accelerate site delivery and overcome barriers to development
- ▶ Develop and implement a robust and effective marketing and inward investment strategy

Creating a space where innovation thrives

Hertfordshire IQ aims to attract green businesses into the area, with 3 million sq. ft. of high quality commercial space that will be developed over the next decade.



▼ Drive the clean growth economy in Hertfordshire

We are encouraging green companies to cluster around the science and research of agri-tech pioneer Rothamsted Research and world-leading building innovation centre, Building Research Establishment, in the county's Enterprise Zone: Hertfordshire IQ. With space to accommodate up to 800 companies, it expects to deliver 8,000 new jobs.

Hertfordshire IQ will also become the commercial engine at the heart of Hemel Garden Communities, creating a vibrant, sustainable and connected community for people to live, work and play.

Key milestones

- The Hemel Garden Communities Charter sets out our place-making principles to

deliver a game-changing development for Hertfordshire.

- Hertfordshire IQ officially launched to market in March 2019, with an event for 100 guests hosted by Rothamsted Research, to significant interest from press and businesses.
- Our first businesses land at Prologis Park Hemel Hempstead, including three companies in the construction industry supply chain – a key target market.
- Our partner BRE is part of the Transforming Construction Alliance awarded £72m for the Construction Innovation Hub to drive digital innovation in construction industry.
- 400 new jobs and 14,000 sq. m. of new commercial space is expected to be developed in the coming year.



▼ **Shape the emerging delivery plan for the wider Greater Hemel area, with Hertfordshire IQ as the commercial centre**

In partnership with Hertfordshire County Council, Dacorum Borough Council, St Albans City and District Council and landowner The Crown Estate we have supported the development of the Hemel Garden Communities Charter that sets out our place making principles to deliver a game-changing development for Hertfordshire. The Hemel Garden Communities development to the East of Hemel Hempstead which surrounds the Herts IQ sites will be delivered to the highest sustainability standards.

John Grinnell, Deputy Head of Development, from The Crown Estate

said: “Hertfordshire IQ and Hemel Garden Communities will totally transform Hemel Hempstead in the years to come and we are pleased to be part of the team leading this exciting development. Building on Hemel Hempstead’s strategic location and new town heritage, there is real potential to bring forward sustainable development that creates a positive legacy for future generations.”

Hemel Garden Communities was one of only five successful bids for garden community status from government, receiving a share of £3.7 million of funding to fast-track specialist survey work and planning works for the development.

Working with landowners to accelerate site delivery: artist impression, courtesy of The Crown Estate



▼ **Invest in transport infrastructure, digital connectivity and skills provision**

We are also boosting productivity through our holistic approach of investing in people, places and businesses. For Hertfordshire IQ, significant investment in transport infrastructure, sustainable travel, high capacity digital connectivity and skills provision will help meet employers’ needs.

Soft market testing with digital service providers resulted in strong private sector interest to invest in Hertfordshire IQ and Hemel Garden Communities. A shared sustainability charter was also created, setting out our principles for future developments.

▼ **Work with landowners and developers to accelerate site delivery and overcome barriers to development**

Working with landowners, opportunities are being explored to accelerate delivery of all of the designated Enterprise Zone sites, in order to bring forward much needed commercial space as quickly as possible, speeding up the provision of good quality local jobs.

Green developer Prologis has continued to progress with the build of Prologis Park Hemel Hempstead in the Enterprise Zone, to strong business interest. Hermes, Riwal plant hire, Nile Trading, Chiltern Timber and Vitabiotics have all signed leases, with Hermes moving into their premises in March 2019.

Develop and implement a robust and effective marketing and inward investment strategy

An evidence base was developed in the form of a commercial feasibility study, to underpin the sector strategy in April 2018, with the full project delivery strategy approved in January 2019. This paved the way for the development of the marketing strategy for the Enterprise Zone including the development of a new brand to represent our shared vision: Hertfordshire IQ.

Marketing and inward investment assets were developed, including a new website and marketing literature, ready for the market launch of Hertfordshire IQ in March 2019. This enabled us to start targeting occupiers in the construction and agri-tech industries, effectively communicating all the business benefits of Hertfordshire IQ.

In collaboration with Watford Community Housing, we also created a prospectus for offsite manufacturers to encourage them to set up a factory in Hertfordshire IQ, creating employment and supporting the delivery of clean growth. This has generated significant market interest from businesses looking to invest in Hertfordshire.

Looking forward to March 2020, plans are in place and funding is being sought to accelerate key infrastructure, including improvements to the M1 Junction 8, to accommodate future employment and residential growth and help ease congestion. We will also get sustainable travel initiatives under way with our partners.

Implementation of the marketing delivery plan, which is expected to result in a pipeline of target sector future occupiers will also be a key focus. Progressing and securing investment from an offsite manufacturer is a key priority which will also help accelerate Hertfordshire's housing delivery.



To make sure our local labour market is geared to meet the needs of future employers, a skills delivery plan will be developed with partners. The delivery plan will also be put in place for the sustainability framework and a digital delivery plan will be agreed with landowners to provide future occupiers with digital connectivity.

We will also be seeking approval to establish the Hertfordshire IQ Network that will connect Hertfordshire IQ located businesses with our partners' research and commercial opportunities, enabling collaboration and innovation. 400 new jobs and 14,000 sq.m. of new commercial space is expected to be developed in the coming year.

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

“Hertfordshire IQ aims to become the leading place in the UK for businesses operating in modern construction, agri-tech and related digital and environmental technologies”

Jake Berry, Minister for the Northern Powerhouse and Local Growth



Our focus over 2019/2020

- Progress with the our offers to market: sites and premises; transport; skills and labour market; digital connectivity; sustainability and innovation and networks;
- Further development and implementation of marketing and inward investment (to align with wider Hertfordshire Inward Investment Strategy).



Our focus over 2018/19

- ▶ To maintain global sector excellence and strengthen foundations for growth
- ▶ To help our businesses to grow, scale up and innovate

Optimising business growth

Hertfordshire's businesses and key sector industries are our greatest asset and they offer huge potential to grow the county's economy and jobs.

▼ Maintaining global excellence in our priority sectors and strengthening foundations for growth

We have continued to invest in projects which will deliver our Strategic Economic Plan priorities for maintaining global excellence in science, engineering and technology, and strengthening foundations for growth. These include:

- Over £11m from the Local Growth Fund to support the exciting and emerging convergence of cell and gene expertise in Stevenage. This comprises:
 - £1.2m Local Growth funding to provide much-needed temporary accommodation for growing cell and gene therapy companies;
 - £2.9m Local Growth funding towards three new labs and quality control platform on a new mezzanine level in Cell and Gene Therapy Catapult's manufacturing centre;
- £7m Local Growth funding to support the creation of a state-of-the-art Veterinary Vaccinology & Cell Therapy Hub at the Royal Veterinary College Hawkshead campus.
- £2.5m Local Growth funding towards the construction of a new Business Hub at the University of Hertfordshire, providing education, entrepreneurship, business incubation and social facilities all under one roof;
- £7 million grant to support the creation of a state-of-the-art Veterinary Vaccinology & Cell Therapy Hub at Royal Veterinary College's Hawkshead campus;
- £750k Local Growth funding towards a business centre in Hatfield.

Key sector excellence (left): agri-tech pioneer Rothamsted Research

Growing a world class cluster: Cell and Gene Therapy Catapult Manufacturing Centre on the GSK site, Stevenage



“We’re jumping now and it’ll be dancing on the ceiling. I think it’s going like the clappers”

Keith Thompson, Chief Executive, Cell and Gene Therapy Catapult, on the first anniversary of its manufacturing centre in Stevenage



CATAPULT
Cell and Gene Therapy

A strengthened Growth Hub: from left, Nitin Dahad, Hertfordshire LEP, Mary Sykes, Hertfordshire Chamber of Commerce, Julie Newlan, University of Hertfordshire and David Moule, Exemplas



▼ Helping our businesses to grow, scale up and innovate

Hertfordshire's businesses are our greatest asset and they offer huge potential to grow the county's economy and jobs. In 2018, there were just over 61,700 enterprises registered for VAT or PAYE in the county. This was a reduction from 63,600 in the previous year by just over 1,900 SMEs; the first time the Hertfordshire business base has shrunk since 2009.

The vast bulk of businesses (90%) are micro SMEs employing less than 10 people and generating revenues of less than £250,000 per year. These are important businesses, but in reality, bigger small firms, medium sized firms and large firms, which represent 9% of the entire numerical business base, drive the lion's share of the county's wealth. That is why we have commissioned services to address stagnating levels of productivity by giving start-ups and businesses access to advice and guidance that enables them to grow, scale and innovate.

Hertfordshire Growth Hub

Hertfordshire Growth Hub has been successfully co-ordinating integrated business support since 2014. In this financial year,

Hertfordshire LEP awarded the contract to a consortium of public and private sector partners, led by business support providers Exemplas with the University of Hertfordshire and Hertfordshire Chamber of Commerce to help the LEP to deliver its vision: *to provide the best growth hub in the country.*

Transforming access to business support

Hertfordshire Growth Hub is co-ordinating business support thanks to a new digital platform which will give pre-start, startup and existing small businesses fast access to advice, resources and events at a time of their choosing. The platform brings together a network of leading local, regional and national business support providers in one central location. Through an easy-to-use diagnostic questionnaire, the platform identifies what stage a business is at and what challenges it faces; highlighting specific needs and directing them to the most appropriate support relative to those needs.

A central point of access

This means that Hertfordshire Growth Hub is now the entry point to all business support provision within the county and is responsible for the seamless coordination, alignment and collaboration of services. Businesses at all stages are directed to support appropriate to them, either through the Growth Hub or the wider business support ecosystem, enabling them to access services at the time and place they need.



Hertfordshire Growth Package

As part of its commitment to business growth, Hertfordshire LEP secured funding from the European Regional Development Fund (ERDF) to deliver an expanding portfolio of specialist support programmes aimed at helping SMEs to innovate, enhance their competitiveness and shift to a low carbon economy. One of these programmes is Get Growing.

Get Growing

In 2018/19 the Growth Hub secured further funding to deliver Get Growing 2, building on the success of its first programme. This meant that hundreds more small and medium-sized businesses across Hertfordshire could access new grants of up to £3,000 or one-to-one advice. The Get Growing project is the second funded by the European Regional Development Fund (ERDF), with the first having successfully helped over 200 businesses, created 190 jobs and generated £12.2m for the local economy.

Following initial registration, eligible

companies meet with expert Growth Account Managers, who carry out a free in-depth diagnostic to understand their challenges and barriers to growth. A detailed growth action plan is then put in place and the Growth Hub works with the SME to implement the key actions identified either directly, or through its network of local specialists, who can provide support in areas such as marketing, cyber-security, recruitment, productivity and product development.

Get Enterprising

The Get Enterprising programme, which is due to launch in 2019 will provide additional tailored support to start-ups and early stage businesses with the propensity to grow and also prepare them to use scale-up support provision delivered by the Growth Hub. With the Growth Hub and Get Enterprising programmes working together, these two services are expected to strengthen significantly enterprise and business support provision across the county.

“The digital platform will help Hertfordshire Growth Hub to fulfil its ambition to be best in class and set the benchmark for business support, not just locally or regionally but nationally”

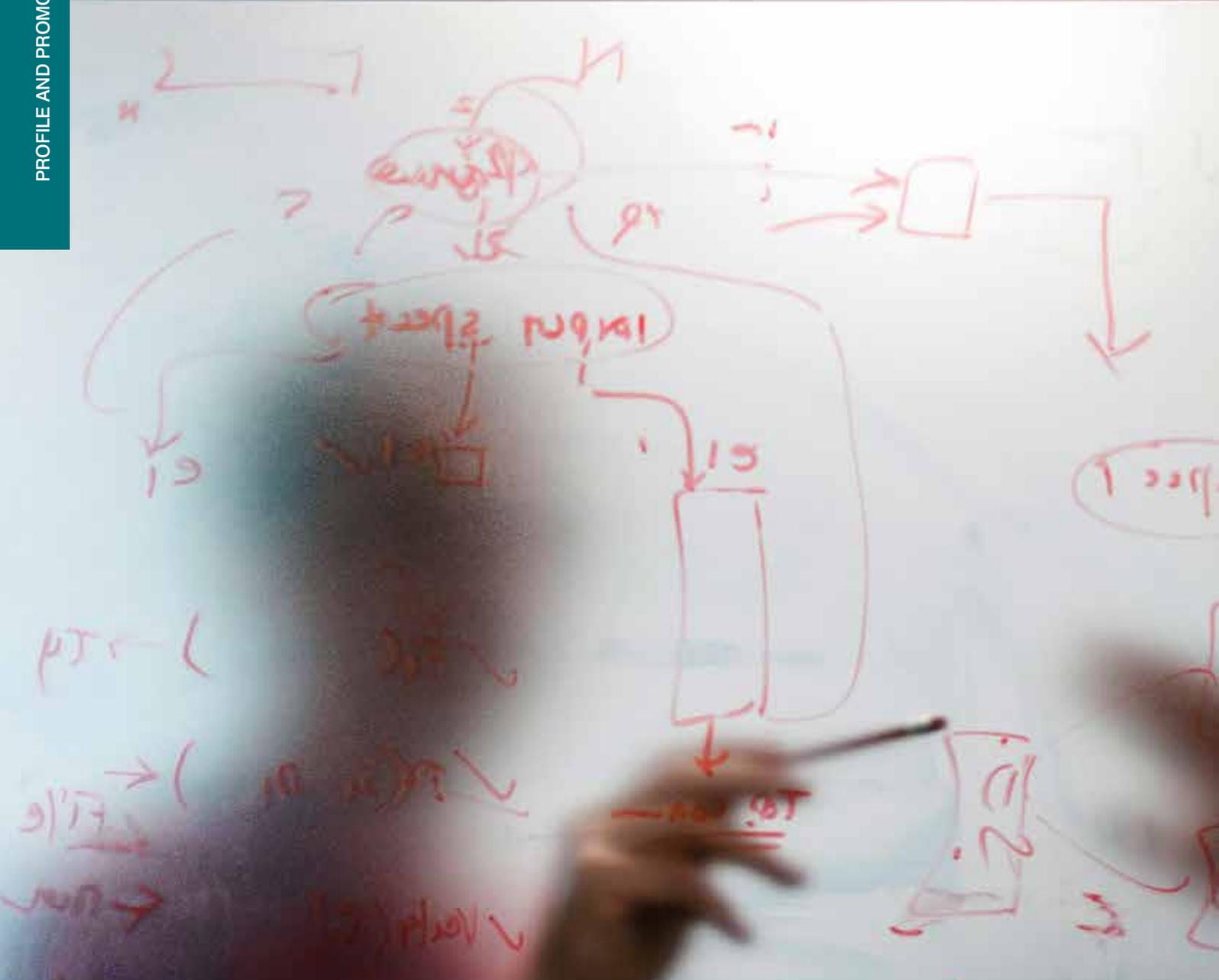
Nitin Dahad, Chair of Enterprise and Innovation Board, Hertfordshire LEP



Business Hub: £2.5m Local Growth funding towards a new hub at the University of Hertfordshire

Our focus over 2019/2020

- ▶ With continuing uncertainty regarding Brexit, we will try to ensure that Hertfordshire secures the full share of funds allocated to it under the ERDF programme for 2014 to 2021;
- ▶ Continue to invest in Hertfordshire Growth Hub, the county’s principal source of business advice, and other business support services;
- ▶ Continue to invest in capital projects which will support our nationally significant sectors which are important in Hertfordshire, namely: life sciences, agri-tech, advanced engineering, creative industries and construction.



Our focus over 2018/19

- ▶ To engage widely in the development of a Local Industrial Strategy
- ▶ To promote Hertfordshire as a great place to live, work and invest in

Promoting our vision

We have continued to raise our profile in line with the strengthened position of LEPs nationally.

Following the publication of its Industrial Strategy, the Government undertook a review of LEPs. This recognised their key role in shaping local growth and empowered them to develop Local Industrial Strategies to help raise



productivity and champion economic success.

With this consolidated role, the Government set out responsibilities to ensure that we are fully accountable to the communities we serve and created a model for future local and national collaboration.

Over 2018/2019 our focus has been the development of a Local Industrial Strategy that plays to our key sector strengths and builds on our Strategic Economic Plan.

Our Chair Mark Bretton continues to play a leading role in the future direction of the LEP Network, meeting with the Prime Minister and other LEP Chairs to affirm the central role that LEPs play in shaping the UK economy.

Council of LEP Chairs outside No 10 Downing Street before meeting with the Prime Minister



▼ To engage widely in the development of a Local Industrial Strategy

We have engaged with a large and diverse number of stakeholders at every stage of the development process including holding:

- wide-ranging discussions and debates about the nature of Hertfordshire's economy at a special State of the Economy conference in November 2018;
- place-based roundtables for "deep dives" into aspects of Hertfordshire's local economy;
- a series of working meetings with key partners, notably University of Hertfordshire and Hertfordshire County Council;
- a series of business breakfasts and events in conjunction with Hertfordshire Growth Hub, Hertfordshire Chamber of Commerce and other membership organisations and professional bodies;
- a survey of businesses which was conducted by the University of Hertfordshire's Business School and focused on issues relating to productivity in Hertfordshire.

Running alongside this has been a wider campaign to tell the Hertfordshire story, focusing on its heritage of innovation and linking its future aspirations to the Five Foundations

of Productivity. This narrative has been communicated across a wide range of channels including local media, the Government's Industrial Strategy bulletin and partner websites. The hashtag #HertsForGrowth and a trilogy of videos and news pipeline helped maintain momentum and interest during the iterative development process.

In addition, we have run a number of spin-off campaigns to draw attention to key issues, such as the loss of employment land, and how we are redressing the varying skills levels across the county through the roll-out of the Skills Framework.

Local Industrial Strategy in action

Across the county, there are concrete examples of where, thanks to our Strategic Economic Plan, we are making a real difference to our people, places and businesses. Over 2018/19 we have continued to profile LEP investments and worked with partners to showcase innovation and key sector strengths in advanced engineering, creative industries, information technology, life sciences and smart construction.

"We need a grand vision for what a smart UK might look like and the infrastructure to support it. The same goes, albeit at a smaller scale, for the future of a smart and prosperous Hertfordshire"

Paul Clarke, Chief Technology Officer, Ocado, speaking at the LEP's State of the Economy conference, October 2018





“The county has experienced 11% growth in visitor numbers with a five per cent increase in value since 2015. This is an incredible achievement for Hertfordshire, made possible only by collaborative working between ourselves and our valued partners”

Deirdre Wells OBE, Chief Executive of Visit Herts



▼ **To promote Hertfordshire as a great place to live, work and invest in**

We continued to play an active role in the place-making agenda for Hertfordshire through our destination management service Visit Herts and our role within the Hertfordshire Growth Board and the wider growth proposition for Hertfordshire as it plans for the delivery of around 100,000 new homes in the county by 2031.

Fostering national and international relations

As part of our wider investment strategy, we have welcomed a number of trade delegations and overseas Government officials to foster greater international relations. These have included a large party of senior civil servants from the Government of India. The representatives from a range of departments visited Stevenage Bioscience Catalyst to see how the LEP’s investment has leveraged substantial private equity investment in advanced therapies.

Visit Herts

Visit Herts is a partnership based organisation that is contributing to the county’s ‘place making’ agenda by promoting the Hertfordshire offer through our attractions and hospitality sector and in working with and supporting businesses to create further opportunities for commerce. Of the 28m visitors in 2017, 20% came to Hertfordshire for business purposes.

The Tourism Sector Deal sets out how the Government and industry will support destinations to enhance their visitor offer. Visit Herts will play its part in the delivery of the deal by focussing on two key areas:

- To build strategic partnerships with local businesses to create opportunities for collaboration and the development of new products;
- To deliver engaging content to drive up visitor interest and footfall.

Children at Hatfield Park Farm



Our focus over 2019/2020

- ▼ Deliver a Local Industrial Strategy following widespread consultation to ensure that it focuses on future inclusive growth;
- ▼ Continue to work with key partners on a series of sector events that build national and international profile;
- ▼ Work with LEPs across the Greater South East region in recognising their importance to UK plc in relation to other regions;
- ▼ Develop an inward investment strategy that will feed into the emerging Local Industrial Strategy and support ongoing LEP priorities and programmes.

Our 2019/2020 targets

Our 2019/2020 Delivery Plan sets out our key priorities, outputs and deliverables for the year ahead, and has been shared and endorsed by Government, key partners and the Hertfordshire LEP Board.

The publication of our Delivery Plan followed a move by Government towards the implementation of more unified performance criteria across all LEPs, set out in Strengthened Local Enterprise Partnerships, published July 2018.

We welcome this shift towards even greater transparency of LEP activity and will use this plan to monitor our performance over the months ahead.

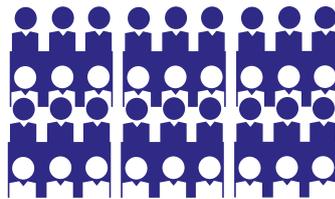
This infographic sets out our targets for 2019/20, building on our 2018/19 success.

In 2019/20 we will:

Invest **£54.8m** in Growth Deal funding to deliver **19 major projects**



Create **682 jobs**



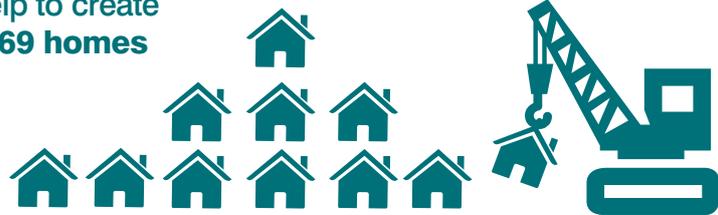
Support **3000 business** to grow



Enable **3520 students and apprentices** to develop further skills



Help to create **1269 homes**



Invest around **£6.4m** in business growth



Support **104 schools/colleges** with careers and enterprise activity



Alongside this, we will also deliver:

Our Local Industry Strategy

An Inward Investment Strategy

Set up a new Skills Advisory Panel

Annual Accounts 2018/19

Hertfordshire County Council (HCC) is the Accountable Body for Hertfordshire LEP. It receives all grant funding on behalf of the LEP, and provides financial, legal and technical assistance to support its growth programmes.

LEP accounts are reported within and subject to external audit scrutiny as part of HCC's year-end accounts. The summary statements here are an Operational Income & Expenditure Statement for the period 1 April 2018 – 31 March 2019 and a Government Grant Funding statement as at 31 March 2019.

LEP Government Grant Funding

Hertfordshire LEP undertakes several activities for which it receives specific grants from HM Government, which are held by the Accountable Body. These include the Local Growth Fund, Growing Places Fund, and funding to support Hertfordshire Growth Hub and the Careers & Enterprise Company programme, as shown in the table below:

Government grant funding as at 31st March 2019

	Opening balance 01/04/18	Grant received in year	Expenditure in year (-)	Closing balance 31/03/19
Local Growth Fund	£26,387,492	£42,585,327	-£15,523,422	£53,449,397
Growing Places Fund	£5,935,377	£0	-£189,158	£5,746,219
Operational	£714,173	£500,000	-£148,728	£1,065,445
Growth Hub	£0	£287,000	-£287,000	£0
Careers & Enterprise	£123,946	£195,342	-£215,987	£103,301
Total Reserves	£33,160,988	£43,567,669	-£16,364,295	£60,364,362

Local Growth Fund

This grant is received annually by the Accountable Body from the Ministry of Housing, Communities & Local Government (MHCLG), and is for capital projects agreed through the Growth Deals. 2018/19 was the fourth year of delivery (of six). Expenditure is shown in the table to the right:

Local Growth Fund: Expenditure as at 31st March 2019

Funded project	2018/19
Stevenage: Land Assembly	£1,990,351
Stevenage: Public Realm	£960,751
A602 Stevenage to Ware enhancements	£2,062,784
Hatfield Regeneration	£492,000
Hertford Town Centre	£200,000
A120 Little Hadham Bypass	£1,500,000
University of Hertfordshire Business Hub	£2,500,000
Broadband Contract 2	£500,000
Watford Clarendon Road	£1,250,372
Old River Lane Bishop's Stortford	£1,786,325
Waltham Cross regeneration	£540,295
Royal Veterinary College	£510,704
Skills & Equipment Fund: Oaklands College	£210,600
Skills & Equipment Fund: University of Hertfordshire	£164,842
Skills & Equipment Fund: Hertford Regional College	£50,830
HCC legal fees	£11,138
West Herts College Phase 2	£1,134,378
Maylands Quietways	£58,860
Essex Road Bridge	£452,254
Balance brought forward 2017/18	-£853,061
Total Expenditure	£15,523,422

Growing Places Fund

This grant was received by the Accountable Body in 2012 and is to be used as a "recycling" fund to provide repayable loans for infrastructure, as well as grants for specific approved projects. In 2018/19, £189,158 of this grant was spent on the Visit Herts contract and three feasibility studies.

Growth Hub

This contract is held by the Accountable Body and the grant is received annually from MHCLG towards the provision of business support for Hertfordshire SMEs. Hertfordshire Growth Hub is in its fourth year of operation and provides both web-based and face-to-face support. The contract was re-procured during the year and a consortium including Exemplas, University of Hertfordshire and the Hertfordshire Chamber of Commerce was awarded the contract for a further two years. In 2018/19, £287,000 was spent on the Growth Hub service. The grant has been confirmed for a further financial year.

Careers & Enterprise Company

This grant is held by the Accountable Body and is used to fund the Enterprise Advisor Network, which brokers more effective engagement between schools and local employers. This entails matching secondary schools with volunteers, known as Enterprise Advisers, from local businesses or the public sector to help improve careers provision. During the year, the Accountable Body also received £75,000 for the provision of a Skills Advisory Panel on behalf of the LEP. During 2018/19, £215,987 was spent on these services.

LEP Operational Income & Expenditure

The Accountable Body receives two elements of grant funding from MHCLG on behalf of the LEP for its operational activities: core funding and strategy/capacity funding. Hertfordshire County Council match-fund the core funding element. The LEP also generates other sources of income including Local Growth Fund interest receivable, generated by balances held in reserves by HCC on behalf of the LEP, and European Regional Development Fund (ERDF) Technical Assistance. In addition, for 2018/19 (and 2019/20), the LEP received an additional £200,000 from MHCLG (a nationwide allocation to all LEPs) to strengthen governance and to become an incorporated body.

The LEP Board agrees an annual Operational Plan each year which covers the running costs of the LEP's Executive Team and Boards, including staff salaries, office expenses, publicity and marketing, and professional fees.

Operational Income & Expenditure Accounts as at 31st March 2019

Income	2018/19	Total
MHCLG Income	£700,000	
HCC Match Funding	£250,000	
LGF Interest Receivable	£492,687	
ERDF Technical Assistance	£57,150	
Other Income	£224,058	
Total Income		£1,723,895
Expenditure		
Staff	£797,606	
Accommodation & Office Expenses	£81,311	
Communications & Engagement	£59,439	
Programme Support	£476,336	
Total Expenditure		£1,414,692
Net Income & Expenditure		309,203
LEP Reserves: Operational		
Opening Balance 01/04/18		£714,173
Balance of I&E above		£309,203
Growth Hub contract		£17,956
Enterprise Zone surplus		£24,113
Closing balance 31/03/2019		£1,065,445

Enterprise Zone Operational Income & Expenditure

The Enterprise Zone, Hertfordshire IQ, is being developed by a partnership team led by Hertfordshire LEP, together with Hertfordshire County Council, St Albans City and District Council, Dacorum Borough Council, Rothamsted Research, Building Research Establishment (BRE), University of Hertfordshire and The Green Triangle. In 2018/19 Hertfordshire IQ generated a net surplus of £24,113 which was repaid to the LEP. There will be further repayments in future years as Hertfordshire IQ generates further business rates receipts.

Enterprise Zone Income & Expenditure Accounts as at 31st March 2019

Income	2018/19	Total
Dacorum Borough Council	£248,346	
Total Income		£248,346
Expenditure		
Enterprise Zone Staff	£79,364	
Marketing & Inward Investment	£63,853	
Commercial Feasibility Study	£22,886	
Digital Strategy	£18,900	
Technical Studies: Sustainability	£17,765	
Design Fees	£11,984	
Advisory Support	£6,375	
Office Expenditure	£3,106	
Total Expenditure		£224,233
Net Income & Expenditure		£24,113

Overall position

Hertfordshire County Council, as the Accountable Body for the LEP, held opening balances of £33,160,988 on 1 April 2018, with in-year net receipts of £27,203,374, which led to a closing balance of £60,364,362 as at 31 March 2019. The Accountable Body also holds a capital receipts reserve of £500,000 on behalf of the LEP.

Meet the Board

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

Business and SME representatives				Higher education
				
Mark Bretton (LEP Chair) Independent Business Consultant	Adrian Hawkins (Deputy Chair) Weldability-SIF	Nitin Dahad TechSpark	John Beswick BT	Kit Davies North Herts College
				
Neil Rutledge Amberside Advisors	Dr Sally Ann Forsyth Stevenage Bioscience Catalyst	Richard Whitehead AECOM	David Conway BBC Studioworks	Prof Quintin McKellar CBE University of Hertfordshire
Local authority representatives				Not for profit
				
Cllr Linda Haysey East Herts District Council	Mayor Peter Taylor Watford Borough Council	Cllr Sharon Taylor OBE Stevenage Borough Council	Cllr David Williams Hertfordshire County Council	Tina Barnard Watford Community Housing

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.

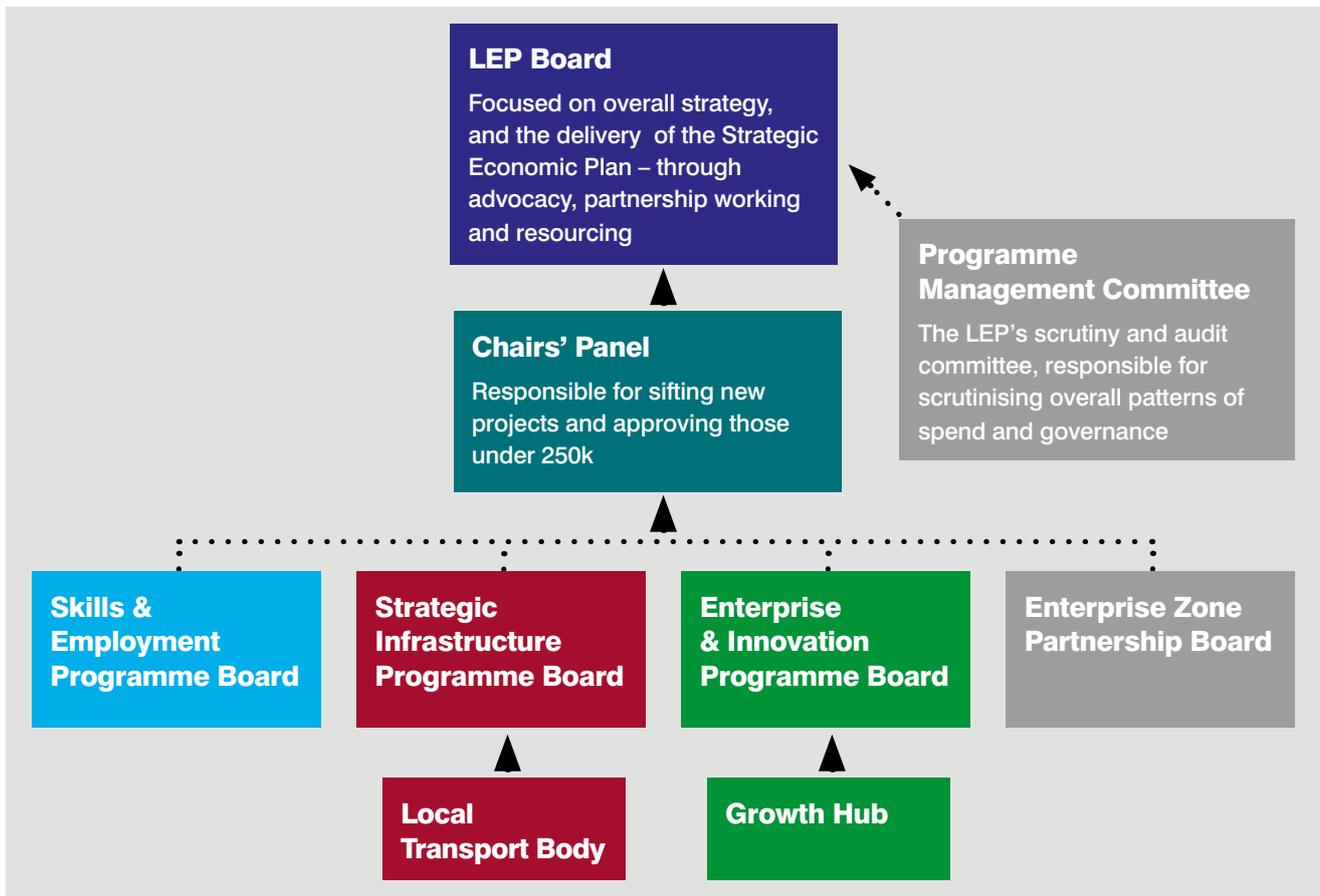
Retiring Board members
Board members who retired in 2018/2019: Zoe Hancock, Oaklands College; Dan Dark, Warner Bros. Studios Leavesden; Graham Lane, Cheeky Munkey Ltd; Andrew Stroomer,

Airbus Defence and Space; Cllr Morris Bright MBE, Hertsmeare Borough Council; John Gourd, Johnson Matthey; Andrew Percival, UPP Projects Ltd. Board members due to retire in 2020: Adrian Hawkins, Weldability-SIF.

New Board members
Board members who joined in 2018/2019: Dr Sally Ann Forsyth, Stevenage Bioscience Catalyst; Kit Davies, North Hertfordshire College; John Beswick, BT; David Conway, BBC Studioworks; Richard Whitehead, AECOM; Nitin Dahad, TechSpark; Mayor Peter Taylor, Watford Borough Council.

Hertfordshire LEP structure

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



Chairs' Panel

The Chairs' Panel is tasked with assessing bids/decisions for new projects. It was established following a Government review into governance and transparency of LEPs, led by Mary Ney. The Chairs' Panel comprises the LEP Deputy Chair, Chairs of other LEP Boards, the LEP Chief Executive and S151 Officer, who is responsible for assuring that we strictly adhere to the guidance for LEPs set out in the National Assurance Framework.

Programme Management Committee

The Programme Management Committee (PMC) is a sub-group of the LEP Board and oversees spending across all four priority areas, ensuring the provision of value for money and that proper processes and procedures are in place and are used to secure delivery of the Growth Deal.

Programme Boards

The Programme Boards support our priority areas which are Enterprise and Innovation; Skills and Employment; and Strategic Infrastructure, together with the Enterprise Zone Partnership Board and Programme Management Committee.

Programme Boards are chaired by LEP Board members with representation from the wider businesses community to focus on their programme's area of expertise.

Their main function is to consider and prioritise project concepts and to make funding recommendations to help the main LEP Board's decision making.



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