

Hertfordshire
Local Enterprise
Partnership



10
YEARS

Opportunity Hertfordshire

Annual Report 2021

Opportunity Hertfordshire

Our 2021 Annual Conference puts the spotlight firmly on film and TV, leveraging the opportunity for Hertfordshire, the place and its people, and harnessing the global potential of the UK’s film sector.

Hertfordshire is home to a burgeoning film and TV industry, with the UK sector contributing £116 billion in 2019. Coupled with considerable studio expansion at Elstree Studios, Warner Bros. Studios Leavesden

(WBSL) and a new £700m Sunset Studios base in Broxbourne, the county is fast becoming a global asset base for both studio and on-location filming.

Over the past 10 years, Hertfordshire LEP has worked tirelessly with stakeholders, political, education and community leaders to make our county a highly attractive place for business. At our 2019 Annual Conference at GSK, the then Business and Industry Minister Nadhim Zahawi announced Stevenage Bioscience Catalyst as one of six new **Life Sciences Opportunity Zones** in the UK. This trajectory can be traced back to Hertfordshire LEP’s **Strategic Economic Plan**. Since then we have successfully cemented its reputation for growing a cell and gene therapy cluster of global significance and secured High Potential Opportunity area status from the Department of International Trade last year. As a result GSK recently announced a further £400m investment in the Stevenage site.

This year, we are focusing on another of our county’s global assets, the film and TV sector. Our live panel discussion hosted at Warner Bros. Studios Leavesden will convene local stakeholders, policy officials and industry experts from Hertfordshire, Hollywood and beyond to debate the future of film and TV. This will explore how Hertfordshire can fully realise the sector’s growth potential and ensure that it can secure the on-screen and off-camera talent to address future sector skills gaps.

As part of its ongoing sector focus and Economic Recovery Plan, Hertfordshire LEP has commissioned an independent report into the value of the film and TV industry to the local and UK economy and identify what further actions will be needed to enable it to grow sustainably. This report will be made available after the conference and an industry-led taskforce will be established to capitalise on recent investment successes, turbo-charging the UK’s recovery and leveraging the local economic, social and environmental value from this activity.

I look forward to welcoming you to Opportunity Hertfordshire. This really will be our “Mission Possible”!



Mark Bretton
Chair, Hertfordshire LEP and the LEP Network



Starring



Mark Bretton
Chair, Hertfordshire LEP
and the LEP Network

Mark Bretton is Chair of Hertfordshire LEP and the LEP Network, the national body that brings all 38 LEPs together. He is an independent consultant

with 36 years of wide-ranging business experience, including in several high profile Government programmes. Until recently Mark was a Managing Director (Partner) in the leadership team of the professional services firm Accenture. He sits on the Business Leaders' Council of the charity Teach First.

Mark has an MBA in Export Management and International Business from City, University of London Business School and a BSc Econ (Hons) in Management Studies. He was a Royal Signals Reserve Officer (Major) and holds a Territorial Decoration. Mark joined the LEP Board as Business Representative and Chair Designate in January 2016, took over as Chair of the LEP Board in June 2016 and became Chair of the LEP Network in September 2019.



Dan Dark OBE
Executive Vice President,
Worldwide Studio
Operations, Warner Bros

Dan oversees the worldwide studio operations for Warner Bros. Studios Leavesden and Warner Bros. Studios Hollywood, including all Production Services and

Worldwide Security. Having developed Leavesden Aerodrome into a studio to film Goldeneye in the 90s, he continued to run the site as a film studio which became home to all eight Harry Potter films. In 2011, Dan was appointed to the role of Senior Vice President, Studio Operations when Warner Bros. purchased the site and in 2020, he was promoted to his current role. Over £200m has been invested by Warner Bros. to make the globally renowned, purpose-built film studio Warner Bros. Studios Leavesden.

In the past 20 years, Dan has played an active role in the community. He is a former co-chair of Visit Herts, a member of the Watford Cultural Leaders Forum, a founding member of Skillmakers and an active contributor to the Chamber of Conscience. He was awarded an honorary doctorate by the University of Hertfordshire for his dedication to skills development, and a Careers and Enterprise award for Innovative Partnership of the Year for his work with The Collet School. In 2021, Dan was awarded an OBE for services to the UK Film Industry.



Neil Hayes
CEO, Hertfordshire LEP

Neil is Chief Executive of Hertfordshire LEP and has overseen its development from its inception.

Over that time, it has become a trusted authority on the economy, working with businesses and communities and across a two-tier system of local government to lend its expertise across these key priority areas: strategic infrastructure; skills and employment; enterprise and innovation.

Hertfordshire LEP has grown in size and stature and now sits as the head of a family of proposition-led brands.

Prior to joining the LEP, Neil was Head of the Economic Development Unit at Hertfordshire County Council. In his role as Head of Partnerships at the East of England Development Agency, Neil was responsible for local economic development partnerships across the region. Neil's earlier career was in business support including working for Business Link and the British Chambers of Commerce.



Caroline Cooper
COO, Sky Studios

Caroline is COO at Sky Studios, Sky's development and production arm across Europe, where she is responsible for all business operations, including production management and finance. Caroline has

also played a pivotal role in leading the launch phase of Sky Studios Elstree, Sky's new state-of-the-art film and TV studio.

Prior to Sky Studios, Caroline was Director of Finance and Commercial Director at Sky UK, looking after the Content and Commercial Businesses which includes Sports, Entertainment and Media. Prior to Sky, Caroline spent 10 years at ITV plc, most recently as Finance Director of ITV Studios.

Starring



Cllr Morris Bright MBE
Chair, Board of Directors,
Elstree Studios; Leader,
Hertsmere Borough
Council

Morris has been the Leader of Hertsmere Borough Council for 14 years, having first been elected as a Conservative councillor in

1999. He is also an elected member of Hertfordshire County Council, recently appointed as Deputy Leader.

Morris is the Vice-Chairman of the Local Government Association (LGA) Safer Communities Board. He also assists the LGA by running media courses in their Next Generation scheme aimed at training up local authority leaders.

Morris is Chairman of the Board of Directors at Elstree Studios - the only studios in the country owned by a local authority. In conjunction with Elstree's Managing Director he oversees the day-to-day running of the world-famous Studios site, most recently the home to the multi-award winning The King's Speech, Paddington and Sherlock Holmes. Current television hits based at Elstree include Strictly Come Dancing & Pointless.

Morris has worked as a journalist – both as a writer and broadcast journalist – for 25 years and is a member of the British Academy of Film and Television Arts.



Dean Russell
MP for Watford

Dean has had a diverse background, education and career. At University Dean gained a Physics and Business Studies degree and an MPhil in Physics and Material Science and published two scientific papers.

Following University Dean put his work ethic into his career and contributing to the community. Dean has advised senior leaders from brands and governments, as well as philanthropists and Secretaries of State. Dean is also an artist and a children's book author with four published children's books.

Dean has been active in challenging the stigma of mental health for many years and has worked with many different political groups. He was elected to Parliament in 2019 with a majority of over 4,400 and has joined the Health and Social Care Select Committee and the Joint Committee on Human Rights. He also Chairs two APPGs and sits on a number of others.



Deirdre Wells OBE
CEO, Visit Herts and
Go To Places

Deirdre was appointed as CEO of Go To Places – the company responsible for both Visit Kent and Visit Herts - in September 2018.

Prior to her appointment to Go To Places, Deirdre was Chief Executive of UKinbound, representing nearly 400 UK inbound tourism businesses. During her tenure at UKinbound, Deirdre was a passionate advocate on behalf of the industry on a broad range of issues including the impact of BREXIT, Visas, Air Passenger Duty and skills. Deirdre joined UKinbound following 20 years in Government at the Department for Culture, Media and Sport working on a variety of high-profile projects including the Millennium Dome, Liverpool Capital of Culture 2008 and the 2012 London Olympic and Paralympic Games. As Head of Tourism, Deirdre was instrumental in the delivery of the GREAT campaign – an ambitious and far-reaching marketing campaign promoting Britain as a great place to visit, study, work, invest, and do business.

Deirdre was awarded an OBE in 2007 in recognition of her work in leading the team behind the national memorial services for the UK victims of the 9/11 attacks, the Bali bombings, the 2004 Asian Tsunami and the London 7/7 attacks.



David Conway
Chief Financial and
Operations Officer for ITN

David is the Chief Financial and Operations Officer for ITN, the globally renowned news and television production company. ITN produces the news for ITV, Channel 4 and Channel

5, and works with all the major broadcasters and streaming platforms on a range of content.

David oversees a number of functions across ITN including Finance, Strategy, Technology (broadcast and IT), Post Production, Property and Health and Safety.

Prior to joining ITN, David was the Chief Executive Officer of BBC Studioworks Ltd, the UK's largest commercial TV studio operator, servicing the likes of ITV, Channel 4, Endemol Shine, and the BBC.

David is a business representative on the Board of Hertfordshire Local Enterprise Partnership.

Starring



Adrian Hawkins OBE
Chair - Stevenage
Development Board and
Skills Advisory Panel

Adrian Hawkins OBE is the former Deputy Chair of Hertfordshire LEP, the current Chair of the LEP's Skills Advisory Panel and the Founder of Weldability SIF,

an innovative advanced manufacturing firm based in Letchworth Garden City.

He is the Chairman and Founder of biz4Biz, an organisation established to support Hertfordshire business owners and leaders, as well as a Patron of Business Clubs, working alongside local MPs.

Adrian is a former School and College Governor and Chair of an Academy Trust. Adrian is also the Founder of the Weldability SIF Foundation, a registered charity which, working alongside FE Colleges and businesses Make UK and EDF, has created 41 Welding Skills Training College Studios across the UK, delivering currently 18,500 qualifications since its inception.



Professor Julie Newlan
MBE
University of Hertfordshire

Julie is Pro-Vice Chancellor of the University of Hertfordshire. She joined the University's Business School in 1996 as a Senior Lecturer in Business Strategy, and held various posts before

being appointed Head of the Business School in 2006.

Julie's academic career began at the London Institute in 1993, after achieving management success in the hotel and restaurant sector. This included running a chain of high street cafés for Martin The Newsagent, and subsequent strategic marketing and merchandising positions with Guinness when it acquired the business.

Julie joined the Hertfordshire LEP Board as Higher Education representative in December 2019, and has been a member of the LEP's Skills & Employment Board since 2015.



Phil Healey
BA(Hons) MA
Dean of the School of
Creative Arts

Phil Healey is the Dean of the School of Creative Arts at The University of Hertfordshire. He has extensive high-level

experience in the creative industries working in graphic design, advertising, illustration, photography, broadcast media and publishing; and for leading design consultants.

Phil is an award-winning graphic designer and best-selling author, and ran his own graphic design company, working with many leading publishers such as Bloomsbury, Virgin and 4th Estate, as well as for London Transport, BBC and Channel 4. Phil has worked at a number of leading creative arts institutions in UK Higher Education including the School of Communication Arts, University of the Creative Arts, Middlesex University and the University of Hertfordshire.



Anna Stewart
(moderator)
CNN reporter

Anna is a CNN reporter based in the network's London bureau. She covers topics related mainly to international business and the British Royal Family.

Anna reports daily on the latest global economic and financial news for CNN's flagship business programmes: First Move with Julia Chatterley, The Express and Quest Means Business.

She also currently hosts CNN's Passion to Portfolio, travelling the globe telling the stories of entrepreneurs who have turned personal dreams into professional success. Anna has also previously hosted CNN Equestrian across Europe, and reported for Marketplace Africa from South Africa.

In 2018 Anna played a key role in CNN's coverage of the Royal Wedding of Prince Harry and Meghan Markle, playing into live news for CNN International, CNN Domestic and HLN. She also reported on the couple's Royal tour of the UK and Ireland, in the months running up to the big day. In response to the 2020 coronavirus crisis, Anna launched 'The Good Stuff', a strand of 60 second reports focusing on positive news stories.

Anna has previously worked at CNBC. She was awarded an academic scholarship by the University of Oxford- where she received a B.A. in English Literature. She was also awarded the Oxford Gibbs prize for achievement.

Starring



Gill Worgan
Principal and Chief Executive, WHC Group

Gill joined the senior management team at West Herts College in 2002, directing a range of curriculum and business functions.

Appointed Deputy Principal in 2008, Gill's focus at this time was quality and curriculum development. In January 2011 Gill was appointed West Herts College Principal and Chief Executive. In 2019, Gill led the successful merger between West Herts College and Barnfield College, which saw Gill's role extended to Principal and Chief Executive of WHC Group.



Chris Mitchell
Principal of Elstree Screen Arts Academy

ESA has a mission to transform vocational training in order to increase access to the creative industries for young people from all backgrounds and also to respond to the creative and technical skills shortage in the cultural sector.

ESA is a UK Centre of Screen Excellence. Partnered with ScreenSkills and the BFI, and in association with the National Film and Television School, ESA provides technical and creative traineeships, with a particular vision to create greater access for young adults currently under-represented in the creative industries.

ESA is also a training partner of VOCAT - a collective of creative organisations from across Hertfordshire and beyond including Sky, Warner Bros, Banijay Initial, BBC Studioworks, ScreenSkills, the NFTS, UK Film Alliance and Film London. The VOCAT collective has a shared commitment to support the provision of vocational education and training to provide a pipeline of talented, skilled and diverse professionals into film and HETV.

Chris is also a contributor to the Leaders for Impact Programme, a course for cultural learning leaders run by Royal Opera House Bridge. Chris is a fellow of the RSA and sits on the advisory board of the Hertfordshire careers hub.



Emily Stillman
Senior Vice President, Warner Bros. Studios Leavesden

Emily began her career as a Researcher on documentaries around social welfare before moving into the world of TV drama and feature film production where

she worked as a Production Manager on productions including Pearl Harbour and Pirates of the Caribbean. Emily joined The Production Guild of Great Britain in 2009 where she was appointed CEO. During her five-year tenure she developed training programmes for the industry, campaigned to expand the UK tax incentive to include high-end TV drama, consulted on media related government policies and represented the interests of senior production talent.

Emily joined Warner Bros. Studios Leavesden in 2012 as Sales & Marketing Director. Now, as Senior Vice President, Emily is responsible for Business Development, Marketing and Operations for The Studios, Leavesden Park and Set Lighting and Rigging. Emily is passionate about Diversity and Inclusion and was instrumental in bringing The Wonderworks to Leavesden – a permanent childcare facility allowing women the option of returning to production after childbirth.

Emily became a board member of the Production Guild of Great Britain in 2020 and was elected to the BAFTA Film Committee in 2021. She is on the Film and TV charity Mental Health Taskforce Group, a judge on the Movers and Shakers awards panel and was listed in Variety's Women That Have Made An Impact in Global Entertainment 2021 report.

Hosted by: Warner Bros. Studios Leavesden

Warner Bros. Studios Leavesden is a state-of-the-art studio offering one of the largest production facilities in the UK. The 200-acre secure site has over 1 million ft² of production space, one of the largest heated underwater filming tanks in Europe and an unrivalled, 150-acre backlot complete with exterior tank. Warner Bros. Studios Leavesden is home to 20 sound stages, production offices, workshops and support space that can accommodate productions of any scale, and has become the studio of choice for many filmmakers worldwide, including Tom Cruise, David Yates and Patty Jenkins.



WARNER BROS.
STUDIOS LEAVESDEN

Decade of delivery

2021 marks a watershed year for Hertfordshire LEP with a decade of driving economic growth and productivity within the county through innovation, job creation, improved infrastructure and increased workforce skills.

Since our formation in 2011, we have managed over £325m of UK and EU public funding with £300m Local Growth Fund match to respond to the needs, challenges and opportunities within our county. During our Decade of Delivery, billions of private sector investment has been leveraged for our key sectors.

In the last ten years, Hertfordshire experienced average annualised GDP growth rates of 1.6%. This compared to an average annual growth rate of 1.1% for the UK as whole.

Strong private sector growth, supported by LEP investments in the business environment, underpinned the strong economic performance of the county in the latter part of the decade.

We have worked hand in hand with partners to deliver the skills that employers seek, and increase education, employment and apprenticeship opportunities for local people to boost the county's prosperity.

Through our business support provision and strategic interventions, we have created the right conditions for our SMEs to grow and for our high value sectors to flourish. We have championed the regeneration of our towns, and the development of vital transport and digital connections to enable our places to realise their full potential.

Up and down the county, there are tangible examples of how we have secured investment to make things happen and be a catalyst for growth. This short video highlights some of these successes.



Our area

Hertfordshire LEP plays a central role in determining local economic priorities and undertaking activities to drive economic growth and job creation, improve infrastructure and raise workforce skills within the local area.

We are a business-led, bringing together all aspects of the local economy in one place: private, public, and not-for-profit sector organisations. Those partners include small businesses, larger companies, local authorities, not-for-profit organisations, colleges, and universities. Hertfordshire LEP is one of 38 Local Enterprise Partnerships (LEP) in England. We receive funds from central government and the EU, which we use to leverage further significant investment.

Our **Strategic Economic Plan 2017-2030** sets out our priorities for investments. Since its formation in 2010, Hertfordshire LEP has secured over £325m Government and EU funding to invest in projects across the county, leveraging over £300m private sector investment.

Over its **Decade of Delivery**, it has become a trusted authority on the economy, working with businesses and communities and across a two-tier system of local government to lend its expertise across these key priority areas: business, skills and infrastructure. Hertfordshire LEP became incorporated in 2019, reflecting the strengthened role of LEPs nationally.

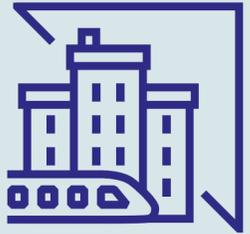
Our values

Our values drive our behaviours, both how we act as a team and in our relations with our partners, stakeholders and wider community:

- Driving Collaboration
- People Focused
- Forward Thinking
- Integrity and Accountability



LEP impact



16,871
new learner starts



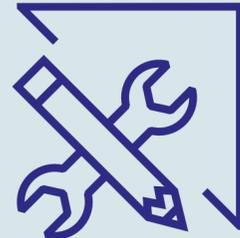
5,611
houses



6,020
jobs



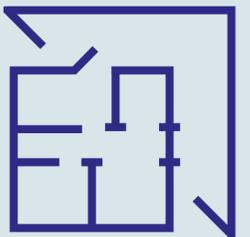
8,741
unique businesses
supported by Hertfordshire
Growth Hub



2,603
apprenticeships



14,617 m²
new/improved training space



141,199 m²
new/refurbished
commercial space



£325m
funding secured for
Hertfordshire



122
Enterprise Advisors working
with schools

Our future focus

With government's ambition to evolve the way it supports local growth for the long term, we will continue to work with stakeholders to deliver Levelling Up priorities across Hertfordshire, building on our strong track record of success and inward investment.

Our evolving role will have four elements:

1. Strategy:

Providing place-based economic expertise and insight to local government and securing long-term inclusive growth and driving Net Zero ambitions at the local level as part of the Plan for Growth, playing our part in the Hertfordshire Growth Board.

2. Sectors:

Identifying key local sectors and industries to design and deliver interventions to make Hertfordshire even more competitive, and exploiting place-based opportunities in innovation and nurturing skills to help our local people realise their ambitions and providing what business needs.

3. Tailored business support:

Delivering a free programme of joined-up, expert tailored business advice and support for local businesses, ensuring firms play their full part in the Plan for Growth. We will build on our excellent Growth Hub service to deliver this.

4. Continued commitment:

We will complete our current projects, namely the Getting Building Fund, Enterprise Zones, Local Growth Fund, Growing Places Fund and ESIF/ESF/ERDF. Retaining continuity of this ownership and accountability is critical to successful project delivery and to mitigation of risk.

“As Chair of the national LEP Network that brings all 38 LEPs in England together I have seen the wider impact that LEPs are having and the role we can play as catalysts to help the government realise its Plan for Growth and Net Zero ambitions. Nowhere better is this demonstrated than in Hertfordshire. We look forward to the next decade of making a real difference to the people and businesses of our great county.”



Mark Bretton, Chair, Hertfordshire LEP and LEP Network

Contents



Executive summary

QUICK LINKS

- The Road to Recovery – one year on
- Strategic partnerships
- LEP value
- Key highlights

Our flagship programmes

Hertfordshire
Local Enterprise
Partnership



Powered by Hertfordshire Local Enterprise Partnership

HERTFORDSHIRE
GROWTH HUB



H&P

THE CAREERS &
ENTERPRISE
COMPANY



IQ Hertfordshire
Innovation
Quarter

The road to recovery – one year on

The past year has been one of the toughest on record for our businesses, residents and public sector partners. LEPs responded to this challenge by ramping up their business support via enhanced Growth Hub services and a sustained impact on skills development, targeting those who stood to be most impacted by the pandemic.

In 2020, we published our Economic Recovery Plan, **Unlocking Hertfordshire**. It was focused on an immediate response to the COVID-19 pandemic and ensuring that the Hertfordshire economy remained resilient. As well as addressing immediate challenges, the Recovery Plan identified the need to reflect some of the transformational changes that COVID-19 would leave on places, people and sectors and the need to adapt our thinking and revise plans and strategies accordingly.

Earlier this year, a sub-group of the LEP Board was established to direct this work and, potentially, the future focus of the LEP:

Over the past 10 years, Hertfordshire LEP has sought to highlight the real opportunities available to businesses and communities across Hertfordshire, as well as the risks and the responsibilities that come with them. At the same time, it has 'shone a light' on what isn't working within Hertfordshire, highlighting some continuing tensions and contradictions that really do need to be addressed.

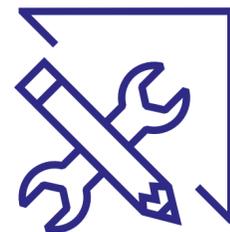
This year we have developed a suite of strategic statements that will guide Hertfordshire through to the 2030s, as set out below. These capture the learning of the last decade with the foundations for good growth: digital, low carbon and inclusivity.

All of these strategies are being developed in partnership. In delivery, some will be led by the LEP. Others will primarily be the responsibility of other partners, notably Hertfordshire Growth Board. In all cases, they are crucial to the future of Hertfordshire's economy and the LEP will help to drive them forward.



Neil Hayes
CEO, Hertfordshire LEP

Recovery Plan 2021: This sets out the 10 different strategies that the LEP has / is developing. Focusing on post COVID & Brexit growth



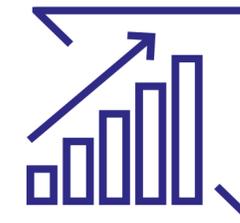
A: Economic Fundamentals

- Revised skills strategy
- Enterprise and innovation strategy



B: High Growth Clusters / Sectors

- Film, TV and creative economy
- Cell and gene therapy/Life sciences
- Advanced engineering and manufacturing
- Sustainable construction
- ICT & digital



C: Foundations for Good Growth

- Digital strategy
- Low carbon and clean growth
- Inclusive growth

Strategic partnerships

Catalyst South

We have continued to amplify the business voice and stimulate growth and recovery across the South via Catalyst South, a strategic alliance of six Local Enterprise Partnerships (Coast to Capital, Enterprise M3, Hertfordshire, South East, Solent and Thames Valley Berkshire).

Together we represent a globally connected economic region which collectively generates almost one fifth of the UK's GDP, with a high proportion of businesses in the low carbon, digital, creative and knowledge-based industries on which the future economic success of the UK depends.

Hertfordshire brought its deep experience of past recessions from local / national shocks to analysis of this sector for Catalyst South's first event on the future of **Airport Towns**. By bringing our individual perspectives together to speak with one voice, this raised some of the key issues and actions required by those communities most impacted by the pandemic. We will continue to partner with Government on its Levelling Up priorities by amplifying key challenges and opportunities across our respective economies.



Hertfordshire Growth Board

Formed in 2018, Hertfordshire Growth Board brings political, civic, health and business leadership together to take a long-term place leadership perspective for Hertfordshire's growth. The Growth Board is a statutory body that speaks for Hertfordshire and operates with the aim to deliver the high-quality, sustainable and inclusive places and infrastructure needed by our residents and businesses over the next 15 years and beyond.

The LEP continues to play a key role in the development of Hertfordshire Growth Board with a seat at the table as a co-opted member. In addition to the strategic work which has been developed in tandem with Growth Board priorities, the LEP Chair and LEP Executive play a leading role in supporting the Growth Board on issues such as place shaping, sector growth and increasing focus on 'Investment Readiness' to articulate particular investment opportunities to the private sector.



LEP value

2020/21 was the last full year of Local Growth Fund delivery and the mid-point for Getting Building Fund delivery. We have successfully invested £157m, with £54m investment in just the past year.

The LEP has held the pen on the county's growth narrative over the past decade from an early Growth Strategy (in 2011/12); a Strategic Economic Plan (in 2014, and then updated in 2017); a draft Local Industrial Strategy (2019) to leading on post COVID-19 economic recovery within a wider Growth Strategy for the county. Through our flagship programmes, we are continuing to influence the local economic landscape, targeting investment and resources where they are needed most.

The LEP's strategic impact, unique convening powers, ability to mobilise support and secure investment to make things happen will be felt for many years to come.



Enterprise Hub: We have continued to help our businesses to grow, scale up and innovate, investing over £9.3m in the University of Hertfordshire to support enterprise and the skills needed for innovation and future growth.

“Over the past decade, the University of Hertfordshire has secured over £9m of investment from the Hertfordshire Local Enterprise Partnership (HLEP). Their funding has enabled the University to continue investing in its thriving campuses, develop new programmes that address regional skills gaps, and create flexible pathways for businesses to engage with us – regardless of their size or sector. It is through this strong foundation that the University was able to respond quickly to the COVID-19 pandemic by launching its Volunteer Business Support Scheme in partnership with the HLEP and the Hertfordshire Growth Hub. The free scheme matches local businesses with volunteer mentors highly experienced in management or coaching at a strategic level and with experience of the same sector or situation the business is facing.

“The recent opening of the University of Hertfordshire's Enterprise Hub, funded in part by the HLEP, is another example of the importance of business-led regional partnerships. The Enterprise Hub, which opened in March 2020, brings together students, academics and entrepreneurs in a modern, collaborative space. The building has significantly enhanced and expanded the existing support the University, and the county, provides businesses. Supporting enterprise is at the heart of the University of Hertfordshire's operations and working with the HLEP over the last ten years has been vital to the organisation's success in responding directly to skills needs and driving local business growth and job creation.”



Professor Julie Newlan MBE, Pro Vice-Chancellor (Business and International Development) at the University of Hertfordshire

Key highlights



BUSINESS

LEP successfully nominates Stevenage for High Potential Opportunity Zone status for cell and gene therapy

Business Expansion Grant Scheme achieves 100% of anticipated job outputs 16 months into three year programme

16 Foreign Direct Investment successes

HERTFORDSHIRE GROWTH HUB

6,167 unique businesses supported by Hertfordshire Growth Hub (2020-21 financial year)

Number of unique businesses engaged with Hertfordshire Growth Hub continues to rise, on average by **30%** year on year

Over **2,600 users** for Hertfordshire Growth Hub's 'Access to All' service, with around 1,000 hours of support delivered to date

Over **4,000** Hertfordshire businesses receive EU Transition support and advice

HERTS IQ

57,337 sqm of new commercial space created

360 new jobs created

New **SME collaboration and growth space** completed at Rothamsted Research

Open Innovation Hub design works commences at BRE

VISIT HERTS

10,850+ page views B2B website since 1st April 2020

5 Recovery Roundtable sessions covering food and drink, indoor attractions, accommodation, events and parks and gardens

233 jobs protected via Crowdfund Hertfordshire

Key highlights



INFRASTRUCTURE AND REGENERATION

New River Bridge opens Spring 2021, on time and on budget

New high quality, flexible workspace by **Co-Space** opens in Stevenage town centre, as part of £1bn regeneration



PROMOTION

Generation Stevenage: 649 delegates register; 67 schools; average dwell time 68mins; Gen X model rolled out to other parts of county and endorsed by Apprenticeships Minister;

Work, Earn, Learn: **623 registrations (938% above target)**

Where there is HOP, there is HOPE!: **2,328 new subscribers on HOP**; 16,865 competition page views peaking at 2,106 in single day and just over 2,500 registrations



SKILLS

122 Enterprise Advisers working with schools

25 weekly live careers webinars with over 800 school and college students attending

4,500 young people, parents and carers signed up for HOP bulletin

68 Hertfordshire Growth Hub events attended by 780 delegates, live and via content on-demand

21,814 business page views to Hertfordshire Growth Hub COVID-19 support web pages since 1st April 2020 – with an average time spent per visit of 4m 15s

175,000 Hertfordshire Growth Hub website hits; 599,000 social media impressions and 2,600 registered users on the HGH website

Business

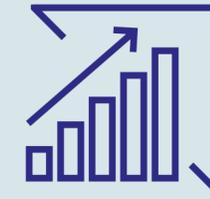
QUICK LINKS

- [Our focus over 2020/21](#)
- [Post-COVID-19 recovery, resilience and growth](#)
- [Enterprise and Innovation Strategy](#)
- [Maintaining global sector excellence](#)
- [Hertfordshire Growth Hub](#)
- [Access to finance](#)
- [Visit Herts](#)
- [Our focus over 2021/22](#)

Key highlights



Number of unique businesses engaged with Hertfordshire Growth Hub continues to rise, on average by 30% year on year



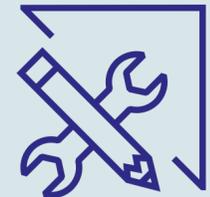
Over 4,000 businesses receive EU Transition support and advice



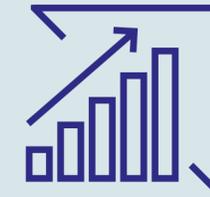
Stevenage named High Potential Opportunity Zone for cell and gene therapy, following LEP nomination



233 jobs protected via Crowdfund Hertfordshire



Over 2,600 users for Hertfordshire Growth Hub's 'Access to All' service, with around 1,000 hours of support delivered to date



6,167 unique businesses supported by Hertfordshire Growth Hub (2020-21 financial year)



Business Expansion Grant Scheme achieves 100% of anticipated job outputs just over halfway through three year programme

Our focus over 2020/21

- To maintain global sector excellence and strengthen foundations for growth by reviewing existing Inward Investment functions in line with emerging Sector Action Plans;
- To continue to help our businesses to grow, scale up and innovate with a revised Enterprise and Innovation Strategy ensuring there is an alignment with Hertfordshire's Recovery Plan and the Hertfordshire Growth Board prospectus.

Post-COVID-19 recovery, resilience and growth

Our focus over the past year has been the delivery of **Hertfordshire's Recovery Plan**. This aims to accelerate recovery as the country emerges from the pandemic and position Hertfordshire for sustained and good economic growth in future years. It recognises that Hertfordshire has both assets and opportunities, and it seeks to use these as the foundations for renewed growth. It focuses particularly on Hertfordshire's businesses (be they private, public or third sector, including social enterprises) and on the people who ought to be working for them.

Hertfordshire is a dynamic knowledge economy with an impressive range of global companies attracted by the area's skills, location and quality of life. Yet the economy consists primarily of micro businesses and SMEs, with 61 active businesses for every 1,000 working-age residents – above the England average of 47. It is these businesses that will be supported to scale up and increase productivity through our revised Enterprise and Innovation Strategy's initiatives.



Maintaining global sector excellence: Elstree Studios expansion, breaking ground May 2021

Enterprise and Innovation Strategy

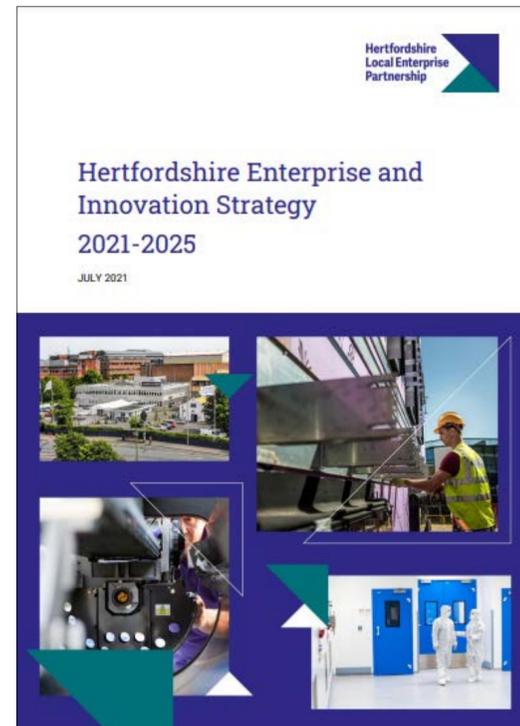
Hertfordshire’s revised Enterprise and Innovation Strategy 2021-2025 sets out ambitions for economic recovery from the COVID-19 pandemic.

Drawing on the county’s strengths and focusing on small businesses which overwhelmingly make up the economy, the strategy proposes initiatives under five key pillars with sustainability at its core.

Key themes

With societal, economic and environmental concerns influencing the pace of change, the key delivery themes of strategy include:

- Enhancing the gateway to business support
- Supporting entrepreneurs
- Ensuring space is available for enterprise
- Driving catalytic sectors
- Skills availability



“This strategy reflects and addresses the emerging challenges from COVID-19 and the need to help Hertfordshire ‘Build Back Better’. We want to strengthen and simplify the business support offer, and the importance of digitisation and technology in driving growth is reflected in our strategy.”



Nitin Dahad, Chair of Hertfordshire LEP’s Enterprise & Innovation Board and LEP SME Champion

Maintaining global sector excellence and strengthening foundations for growth

We have continued to invest in excellence to accelerate growth of Hertfordshire's key sector assets.

Life Sciences – with a specific focus on cell and gene

Stevenage is home to the third largest Cell and Gene Therapy cluster globally and the largest outside of the US, with the Stevenage Advanced Therapies Campus and the Cell and Gene Therapy Catapult manufacturing centre at its core. GSK recently announced it is to expand its Stevenage R&D site to create a £400m campus, one of Europe's largest life sciences clusters with up to 5,000 high value jobs. Stevenage Borough Council has also recently granted permission for a new £65m life sciences centre. The centre will be occupied by Autolus, a company specialising in cell and gene therapies to offer new treatments to cancer patients. Autolus currently has five

separate buildings in Stevenage, and the new site will see those come together as the company's global operations headquarters.

Following Stevenage's recognition by the Department for International Trade as a High Potential Opportunity area for Cell and Gene Therapies, we have worked closely with the government, Stevenage Bioscience Catalyst and the Cell and Gene Therapy Catapult Manufacturing Centre to develop an international investment prospectus. This will be launched later this year when it will be promoted through UK embassies and consulates. It will enable us to promote the Hertfordshire cluster to the global science community, leading to potentially higher levels of foreign direct investment.



GSK announces plans for new life sciences campus, July 2021

We have also continued to help provide additional accommodation to meet the immediate needs of high growth SMEs moving onto the campus:

→ **Spark Building, Stevenage Bioscience Catalyst**

Building on the unparalleled success of SBC's bio-incubator and accelerator facilities, the 10,000 square foot Spark Building opened its doors to new tenants in October 2020. This will provide much needed grow-on space for cell and gene therapy companies which reside on the Campus. **LEP investment £1.2m**

→ **Cell and Gene Therapy Catapult Manufacturing Centre**

The enhanced quality and environmental control systems to address bottlenecks in the development of advanced treatments and speed up the commercialisation of novel therapies is approaching completion. **LEP investment £2.9m**

→ **Cell and Gene Integration Lab**

A project is now underway to establish an integration lab with the latest digital technologies for the industrial manufacture of cell and gene therapies. **LEP investment £3.05m**

Together, this will help strengthen Hertfordshire's position as a global leader for vaccine and cell therapy research and support the commercialisation of ideas which, in turn, will stimulate the development of a world class advanced therapies cluster comprising, not only R&D, but also manufacturing and logistics.

Cell and Gene Therapy Cluster Report

With Stevenage's cluster going from strength to strength and poised for further growth, Hertfordshire LEP commissioned a new report to examine existing opportunities and threats and provide evidence on which to base a Sector Action Plan that will chart a route forward.

Produced by SQW, the report provides an overview of life sciences in Hertfordshire and the key factors that have led to the development and growth of the cell and gene therapy cluster over time, including the role of big pharma, the availability of a skilled workforce, major locational advantages and a targeted series of interventions and investments.

The report also explores the cluster's current limitations and barriers to growth, and sets out a range of critical interventions needed to support the LEP's ambition to further entrench Stevenage as the premier destination for cell and gene therapy in the country and drive future expansion.



Stevenage Bioscience Catalyst: part of the thriving life sciences campus

Key Cell and Gene Stats: Stevenage

- Third largest Cell and Gene Therapy cluster globally and largest in UK
- Over £2bn private equity investments in Biotech since 2017 – comparable with Cambridge and Oxford
- Focal point of the UK Cell and Gene Therapy industry growth
- High Potential Opportunity zone
- High profile research institutions, investors, supply chain and Pharma companies

“I am deeply proud that Stevenage is home to a world-leading life science cluster and welcome plans for a new life sciences campus. This will cement our standing as a leading STEM location within the UK.”



Councillor Sharon Taylor OBE, Leader, Stevenage Borough Council

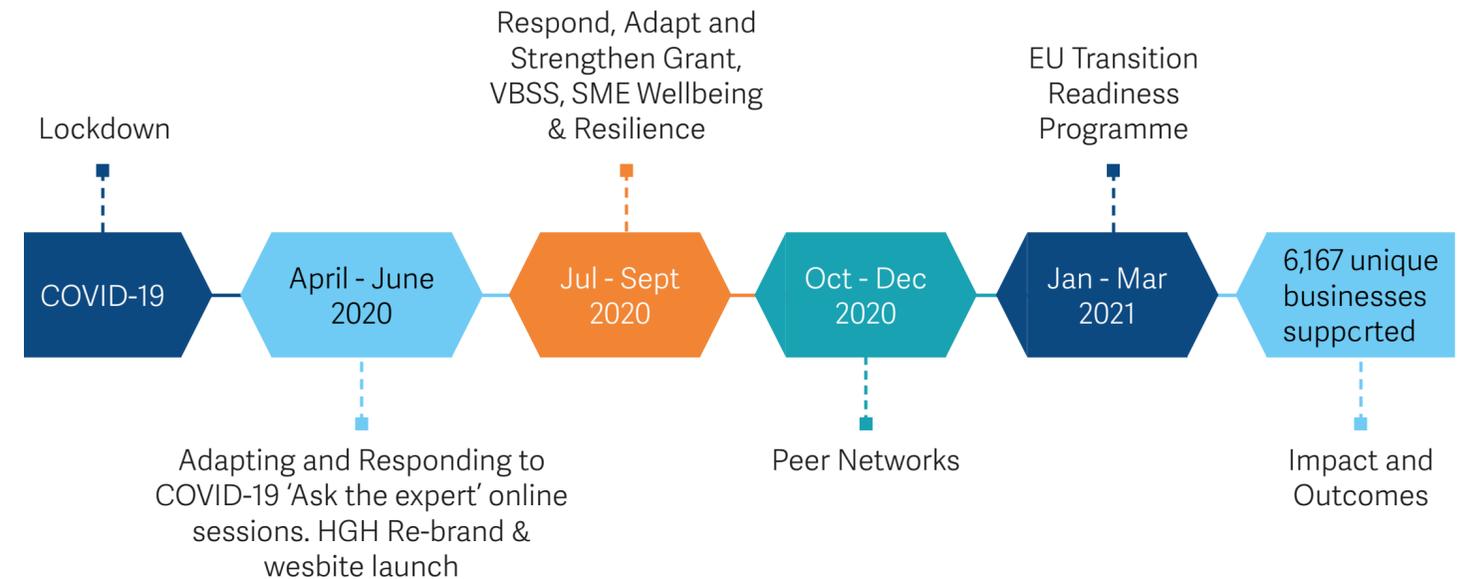
Hertfordshire Growth Hub

Hertfordshire Growth Hub is the county's premier gateway to businesses support, powered by Hertfordshire LEP. Throughout the COVID-19 crisis, businesses have been signposted to the Growth Hub for access to a wide range of resources, support services, webinars and more. Its team have worked tirelessly to keep employers and staff updated on the COVID-19 support available via Government and other funding schemes to assist with managing the pandemic's impacts. Additional Government funding was secured to build capacity into the service to manage this increased demand. This, together with enhanced partnership working, has enabled the Growth Hub to provide critical support throughout the crisis.

HERTFORDSHIRE GROWTH HUB

Key achievements:

- Strengthened an **Access to All** service, with over **2,600** registered users and almost **1,000** hours of support delivered to date;
- Continued increase in the number of **unique businesses** engaged with the service, on average by **30%** year on year;
- Introduced an **SME Wellbeing and Resilience Programme**, developed in response to the impact of the lockdown on SMEs and their employees;
- Over **4,000** Hertfordshire businesses received information, advice and guidance on EU transition, with **448** SMEs receiving in-depth support;
- **75** businesses supported via the **Peer Networks programme** in its pilot year;
- **62** businesses assisted, **63** jobs created and a further **221** safeguarded via the **Respond, Adapt and Strengthen** COVID-19 Grant.
- Provided over **827** mentoring hours to **228** businesses through the **Volunteer Business Support Scheme (VBSS)**.



COVID-19 Response

In an unprecedented year, Hertfordshire Growth Hub had to rapidly pivot its services to provide immediate support to the challenges businesses were now facing. In response to the crisis, they immediately:

- Launched a COVID-19 Impact Survey to collate vital information as to the impact the pandemic was having on businesses. This was followed up by a COVID-19 Respond, Adapt and Strengthen Survey to identify current and future needs;
- Created a dedicated **COVID-19 Resource Hub** and a COVID-19 Resource Page which has had over 30,000 visits;
- Launched an online series of bi-weekly 'Ask the Expert' information sessions;
- Continued to embed and encourage the take-up of digital support via Exemplas Connect on the Hertfordshire Growth Hub website, ensuring increased capacity of the Access to All model;
- Adapted the Get Growing 2 programme, a package of in-depth advice and events traditionally aimed at supporting business growth adjusted to support business survival.

On-Demand Video: FAQs on Trading Safely During COVID-19 with Better Business for All (BBfA)

Central Point of Access

<p>About Hertfordshire Growth Hub</p> <p>Led by and delivered on behalf of Hertfordshire Local Enterprise Partnership</p> <p>Delivered by a consortium of partners, led by business support specialists Exemplas, with the University of Hertfordshire and Hertfordshire Chamber of Commerce.</p> <p>Free at the point of access</p> <p>Available to all businesses, including 3rd Sector</p>	<p>The Go-to-place for support and advice</p> <p>Help to access fully funded staff training</p> <p>Starting or improving an export strategy</p> <p>Innovation and new market entry</p> <p>Manufacturing support/funding</p> <p>Talent acquisition</p> <p>Access to academia and incubation</p> <p>Advice on funding options</p> <p>Regulation and compliance.</p>
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Growth Hub is the central point of access and is led and delivered on behalf of

Wellbeing during challenging times

wellbeing and mental health guide for business support providers, employers and business owners

A guide for Hertfordshire employers - November 2020

Meet the team



Liza Armstrong
Head of service



Ed Davies
Lead Growth Account Manager



Jenny Wasmuth
Events Manager



Steve Armitage
Growth Account Manager



Wendy Gibbs
Growth Account Manager



Brian Stammers
Growth Account Manager



Kieran Thorpe
Growth Account Manager

Working in partnership to reach and support more businesses in Hertfordshire

Working in partnership with the business support ecosystem is embedded within the Hertfordshire Growth Hub service.

This has been exemplified by the partnership work undertaken with Consortium partners, ecosystem partners, and stakeholders in 20/21 to deliver support to businesses throughout the year. In addition to delivering support through national programmes, several new projects were developed in response to market gaps and businesses' needs, as well as being carefully designed to complement existing provisions in the County.

These comprised of:

→ Peer Networks, a national programme delivered by Hertfordshire Growth Hub in partnership with its consortium partner Hertfordshire Chamber of Commerce. Hertfordshire was one of the forerunning areas in the country to deliver this programme.

- The Respond, Adapt and Strengthen Grant, developed through funding from the Government 'Kick-starting Tourism and Restart and Recovery Grant', was delivered in partnership with Visit Herts providing vital support to the hospitality and tourism sector and wider business sectors.
- EU Transition Readiness Programme provided a package of structured support including live webinars in partnership with Hertfordshire Chamber of Commerce and on-demand events; access to expert content, information, templates, tools, and resources via the Hertfordshire Growth Hub website Knowledge Bank as well as one-to-one advice from EU Transition Specialist Advisers.
- The Volunteer Business Support Scheme (VBSS), Hertfordshire Growth Hub, Hertfordshire LEP, and the University of Hertfordshire collaborated to create VBSS – a unique network of over 50 volunteer mentors supporting SMEs impacted by COVID-19.
- SME Wellbeing and Resilience Programme delivered in partnership with Hertfordshire County Council. Developed in response to the impact of the lockdown on SMEs and their employees, the

aims of this programme were to ensure that public health messaging reached workplaces and to build a healthier workforce, increasing the productivity of businesses as a result. This programme has also seen the Growth Hub collaborate with ecosystem partners including Hertfordshire Community Foundation to develop a webinar series to showcase the mental health and wellbeing support available from the County's third sector. The Programme has also seen collaboration with the Serco's 'Skills Support for the Workforce' programme to highlight the funded training provision available on wellbeing.

- Hertfordshire Growth Hub Events Programme rapidly innovated to create live online 'Ask the Expert' events which later developed into 'On-Demand Video' expert information sessions available to watch 24/7 in the Knowledge Bank. During 20/21 over 40 live and On-Demand Video sessions were created in partnership with over 25 ecosystem partners and suppliers.



Case studies



Helping the Garden Company find a new path for growth



Dedicated Support Helps Charity get in Shape for the Future

Access to finance: Hertfordshire LEP COVID-19 Business Support Package

At the peak of the pandemic in 2020, Hertfordshire LEP launched a £3.28m package of measures to support local businesses affected by COVID-19 and help mitigate the economic impact of the pandemic within the county. This included:

Hertfordshire Business Expansion Grant Scheme:

Since opening for applications in April 2020, the scheme had, at the end of March 2021, awarded grants of £1,438,537 to 22 companies in all 10 local authority districts in Hertfordshire.

Business Expansion Grant Scheme Key Stats

- Secured over 10% more private sector leverage than originally planned
- Achieved 100% of anticipated job outputs 16 months into three year programme
- Exceeded the target for the amount of additional commercial floorspace by 316%

Crowdfund Hertfordshire: Small Business Innovation Fund: Crowdfunder, Hertfordshire LEP and Visit Herts came together to help support businesses during the pandemic. Small businesses that were impacted by COVID-19 were able to apply for up to £5,000 match funding.

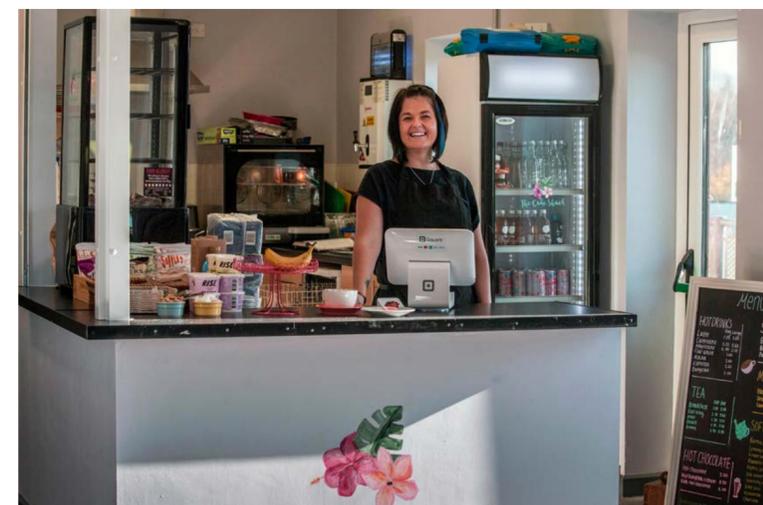
Crowdfund Hertfordshire Key Stats

- 29 Applications
- 12 projects approved
- £45,000 total amount pledged
- £237,127 total amount of funding delivered to businesses
- 233 jobs protected

Volunteer Business Support Scheme: Hertfordshire Growth Hub in partnership with the University of Hertfordshire launched the Volunteer Business Support Scheme, a free and confidential 1-2-1 mentoring programme in June 2020. By April 2021, it had supported more than 219 businesses, providing over 882 hours of 1-2-1 support. Due to its success and excellent feedback, the scheme has been extended until November 2021 to help even more businesses.



Protecting the future of The Horn, one of the UK's best loved independent grassroots music venues thanks to Crowdfund Hertfordshire



The Cake Shack was one of the hundreds of businesses supported by the VBS Scheme

Visit Herts

The visitor economy has been one of the sectors hardest hit by COVID-19. Throughout the pandemic, **Visit Herts** has been proactive in providing information, advice and guidance to the industry. By working alongside other support programmes in the county such as Hertfordshire Growth Hub and local stakeholders, it has providing intelligence on the sector to Government and ensured the Hertfordshire visitor economy is represented at highest level within Westminster.

[View Visit Herts Annual Report 2020](#)



Screen destination: Knebworth House is home to Netflix's Sexy Beasts

Value of the visitor economy

Visit Herts' Tourism Economic Impact Study shows that before the devastating impact of the pandemic, the county's visitor economy had topped £2.4 billion for the first time ever, welcoming a record 29 million visitors in 2019.

Using the industry-respected Cambridge Economic Impact Model, the study measured the volume and value of tourism across the county in 2019, and the impact of visits and visitor expenditure on the local economy. This revealed that £139m was spent, on average, in the local economy each month in 2019, as a direct result of the county's tourism and hospitality industry. The number of tourism jobs across the county showed an 8% increase between 2017 and 2019, to 43,390, accounting for 7% of total employment in Hertfordshire last year. This study will give Visit Herts a much needed benchmark to assess the impact of the pandemic in 2021.

Screen tourism

Visit Herts has delivered a Screen Tourism Product Audit which provides key insights highlighting the value of screen tourism. This audit leverages the significant investment in film and TV, positioning screen tourism as a USP for Hertfordshire as a destination for both studio and on-location filming. This is a key priority for Visit Herts and will drive its destination strategy for recovery, by making the county a must-visit destination for the ardent film and TV fan.

“Visit Herts truly stepped up to the plate as a sector-leading organisation, our team’s response to the unfolding crisis has been nothing less than resilient and powerful. Our role in sector leadership, strategy development, business support, and government lobbying – be that at a national, regional, or local level - has been critical, and we hope to have done as much as possible to support you, our partners.”



Martha Lytton-Cobbold, Co-Chair of the Visit Herts Partnership Group



Our focus over 2021/22

- Continue to support our high growth clusters with sector action plans to support film and TV, advanced manufacturing and sustainable construction;
- Continue to identify and develop additional services for the Business Support Package, with a focus on digital, skills, productivity and net zero in line with new strategies;
- Continue to position Hertfordshire Growth Hub as the central gateway for business support in Hertfordshire and Visit Herts for the hospitality and tourism industry;
- Review and update our access to finance portfolio.



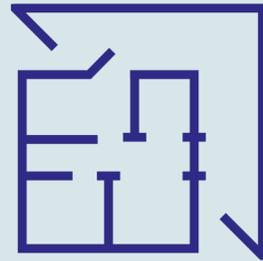
Hollywood comes to Hertfordshire: Sunset Studio set to open new base in Broxbourne

Herts IQ

QUICK LINKS

- Our focus over 2020/21
- Post-COVID-19 recovery, resilience and growth
- Building sustainable communities
- Boosting productivity
- Infrastructure, connectivity and sustainable travel
- Sustainability
- Safeguarding skills
- Connecting businesses
- Our focus over 2021/22

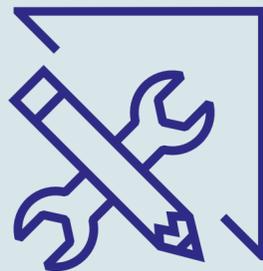
Key highlights



57,337 sqm of new commercial space created



New SME collaboration and growth space completed at Rothamsted Research



360 new jobs created



Open Innovation Hub design works commences at BRE



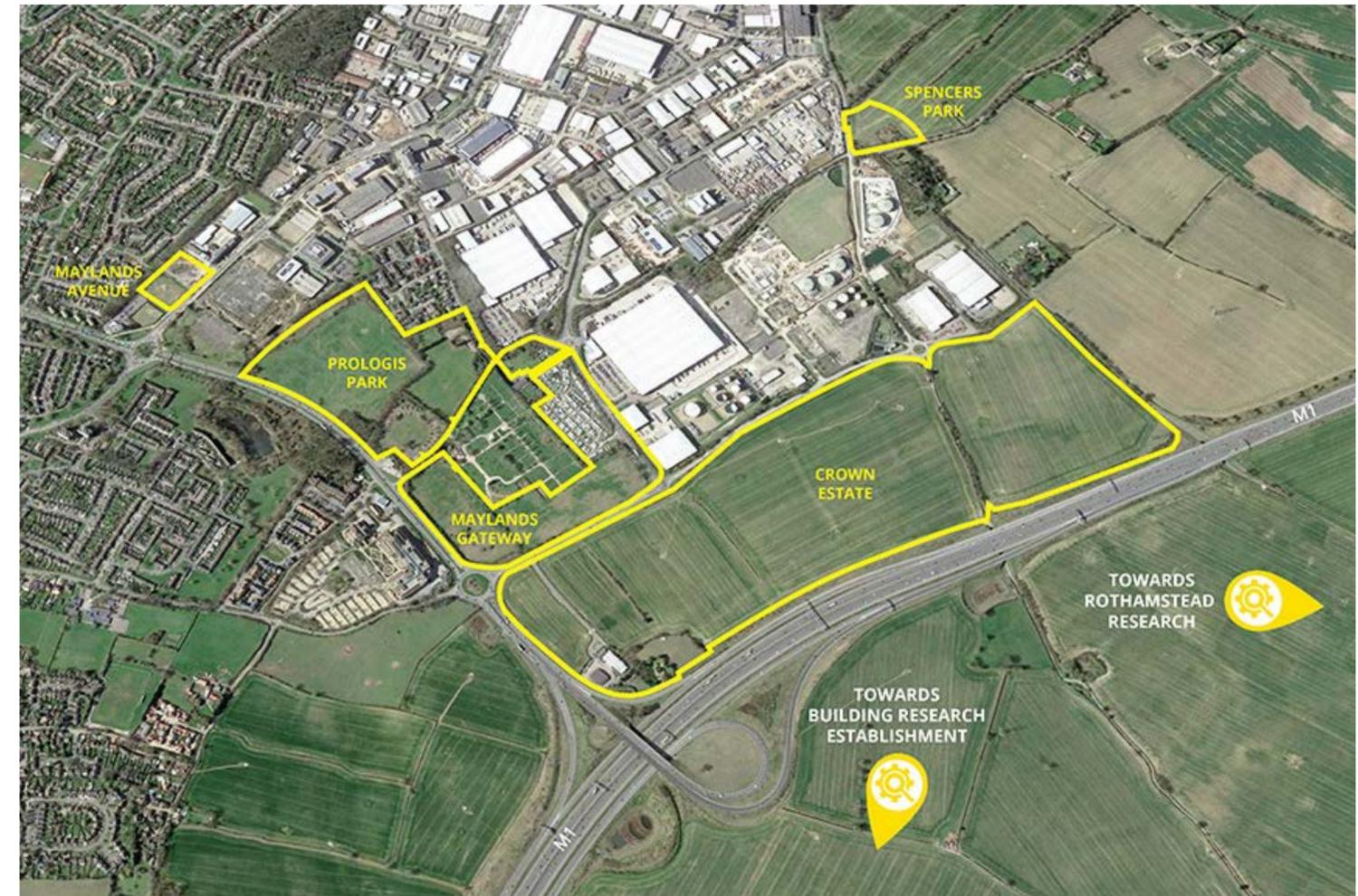
Our focus over 2020/21

- Continue to progress with the our offers to market: sites and premises; transport; skills and labour market; digital connectivity; sustainability and innovation and networks
- Continue to develop marketing aligned with wider Inward Investment Strategy.

Post-COVID-19 recovery, resilience and growth

The impact of COVID-19 has meant we have needed to flex the Herts IQ delivery plan, as the economy has responded to the pandemic. We have maintained our operational focus as far as possible and worked closely with our partners to support where we can. Landowners and stakeholders have also been impacted and we are seeking to influence, facilitate and support, to achieve Herts IQ's strategic outcomes.

On the plus side, we have seen an increase in demand in some sectors, largely driven by the behavioural and economic changes resulting from COVID-19. For instance, we have seen a significant increase in demand for life sciences, especially med-tech, creative & screen enquiries and logistics.



Herts IQ Maylands Sites Map 2020

Building sustainable communities

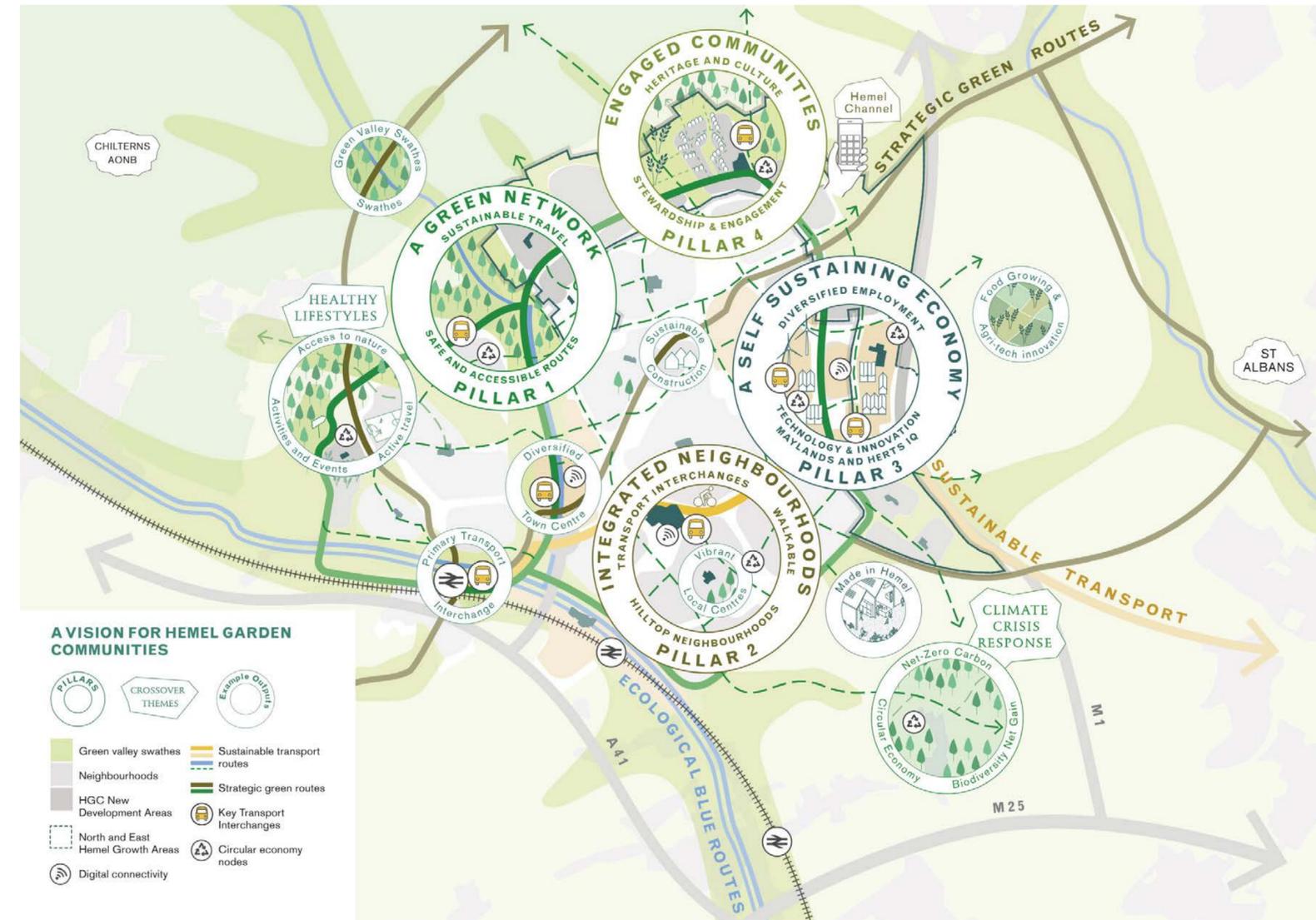
Herts IQ will become the commercial engine at the heart of Hemel Garden Communities, creating a vibrant, sustainable and connected community.

We supported the development of the Hemel Garden Communities Charter that sets out our place-making principles to deliver a game-changing development for Hertfordshire. A Hemel Garden Communities Spatial Vision has also now been created to support the vision to 'create a greener more connected New Town' by 2050. The document has four key pillars to guide partners in developing the strategy for the Garden Town.

These are:

1. A green network that encourages and supports active travel;
2. Integrated neighbourhoods where everything you need is on your doorstep within a walkable distance;
3. A self-sustaining economy building on the existing Maylands business strategy and pioneering green technology driven by Herts IQ;
4. Engaged communities where people are actively involved in the running of their community space.

These pillars will all help to promote healthy lifestyles and respond to the climate crisis.



A Vision for Hemel Garden Communities, showing the four key pillars

Boosting productivity

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

A £1.7m Local Growth Fund investment from the LEP and Herts IQ helped create multi-use work spaces at the newly refurbished Russell Building on the Rothamsted Research campus in Harpenden, including an open plan innovation space where entrepreneurs can collaborate before prototyping their ideas and testing on-site.



Collaboration Hub: £1.7m Herts IQ and LEP investment helped create these new workspaces, furnished by JPA Workspaces in the Russell Building, Rothamsted Research

“Working with the Hertfordshire LEP and Hertfordshire IQ, the Rothamsted Campus has been able to deliver on the recent LEP-funded infrastructure project, The Russell Building. This project has enabled unused commercial space in Hertfordshire to be brought back to life and used for the agritech sector. Creating over 150 new jobs, bringing thriving businesses into Hertfordshire, delivering economic growth in the innovation sector, driving forward the skills agenda for the county, and increasing our capabilities not only in Hertfordshire and more widely the UK.”



Nicole Sadd, CEO, Rothamsted Enterprises

Commercial space and job creation

Working with landowners, we are continuing to accelerate delivery of all of the designated Enterprise Zone sites in Herts IQ in order to deliver much needed commercial space as quickly as possible, speeding up the delivery of good quality local jobs.

Green developer Prologis has now constructed 57,000 sq. ft of commercial space and is home to businesses delivering 170 jobs.

Progressing and securing investment from an offsite manufacturer is a key priority which will also help accelerate Hertfordshire's housing delivery. We are in discussion with two offsite manufacturing companies to set up a factory in Herts IQ, creating employment and supporting the delivery of clean growth. We also continue to work closely with Watford Community Housing and Hertfordshire Growth Board to help secure offsite manufacturing opportunities in the county.

Infrastructure and sustainable travel

Funding was approved in 2019 to accelerate key infrastructure, including improvements to the M1 Junction 8, to accommodate future employment growth and help ease congestion in the local area.

Using £3m from Hertfordshire LEP matched with £3m from The Crown Estate, this preparatory design and traffic modelling work is due to be completed by the end of this year, leading to technical approval in 2022 and a planning application in 2023.

Working with our partners Dacorum Borough Council and St Albans City and District Council, we launched sustainable travel initiative [SmartGo Maylands](#) in December 2019. The employee incentive scheme promotes the use of sustainable transport, with discounts from a range of partners including Arriva, London Northwestern Railway, Centrebus, Halfords, Railcard and Enterprise Rent a Car. A Maylands Area Travel Plan has been developed to improve travel and transport in the area. Smartgo is in advanced



M1 Junction 8

discussions with a travel company to provide a shuttle bus service connecting Maylands with Hemel Hempstead Town Centre and Hemel railway station. Plans for a cycle and scooter hire scheme are well advanced but on temporary hold pending developments elsewhere in the town.

Digital connectivity

Strong digital infrastructure is crucial for the success of Herts IQ.

The Herts IQ Digital Strategic Recommendations report in July 2019 detailed specific models to support delivery of Herts IQ outcomes following phase two of soft market testing, enabling landowner engagement.

Good progress has been made with Hertfordshire County Council, St Albans City and District Council and Dacorum Borough Council to support simplification of infrastructure delivery. Discussions have also been held with major landowners to secure take-up of high quality digital infrastructure.

Sustainability

Herts IQ aspires to be an exemplar for sustainable development. Working with landowners and stakeholders, its existing and emerging programmes of work continue to stimulate and encourage the delivery of smart, sustainable and efficient transport and net zero energy options alongside a sustainable, high quality built environment and public realm.

Herts IQ was instrumental in bringing £3m of a £10.2m funded research project to Maylands in Hemel Hempstead in Hertfordshire, which is one of the UK's largest business parks and home to over 650 businesses. [The Eastern New Energy](#) research project aims to accelerate the race to net zero at a grass roots level by decarbonising one of the UK's largest business parks.



Carbon battle bus stops off at Hemel to deliver net zero message

Herts IQ is actively connecting local businesses to the commercial opportunities of net zero action and the local grant and funding support available, via the Herts Growth Hub, to tackle their net zero challenges. It recently produced a list of [top 10 tips](#) to help business reach net zero carbon. With its clean growth focus, Herts IQ will attract new inward investment from environmental technology companies and benefit occupiers' productivity, health and wellbeing.

The UK's first fully-electric zero carbon 'Battle Bus' made a stop at [Hemel Hempstead](#), as part of a Zero Carbon Tour of the UK on route to COP26 in Glasgow in November.

The Zero Carbon Tour has been organised by sustainability certification body, Planet Mark to raise awareness of the vast array of actions the business community is already taking to address the climate crisis, and to take the net zero carbon message to communities across the UK in support of the UN-backed Race to Zero campaign. On the same day, Prologis, part of the Herts IQ community, hosted a three-hour Net Zero Carbon Essentials Workshop for those who want to take a deeper dive into understanding how to set a credible net zero target for their business.

“This was a fantastic event which explained what net zero really means and how it benefits businesses. LEPS with their Growth Hubs are committed to Levelling Up by enabling businesses to invest in net zero technologies and practices.”



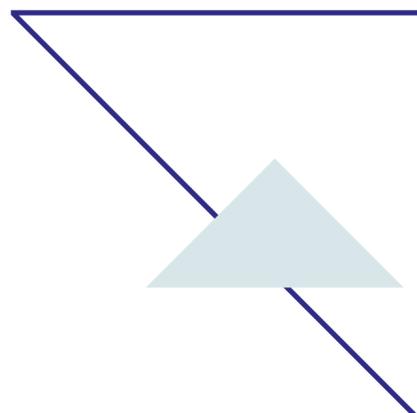
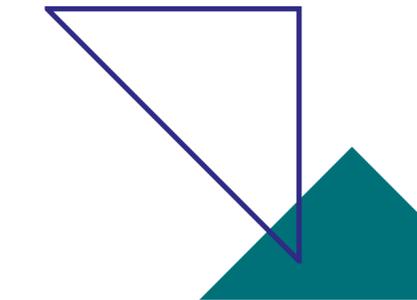
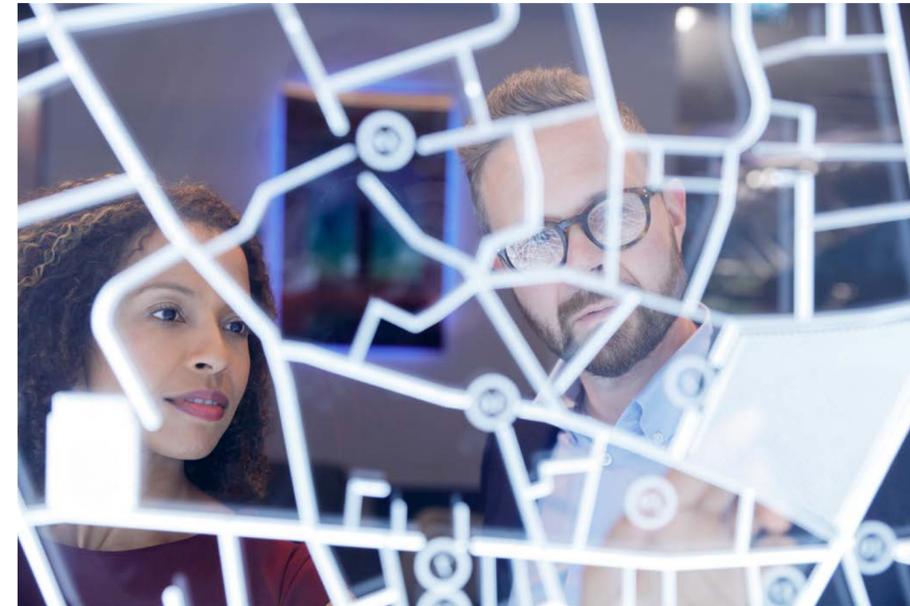
Helen Pollock, Project Executive at Herts IQ

Safeguarding skills

Helping to evolve the local skills and education landscape to support sustainable future employment for Hertfordshire residents in target growth sectors is key to the long term success of Herts IQ. We are working closely with colleagues across the education spectrum to connect opportunities and help respond to changing industry needs. New and future employers of Herts IQ are already liaising closely with our FE colleges on curriculum course content, placement and support opportunities. Turning landowners and skill providers connections into impactful access to site and infrastructure delivery learning opportunities will be Herts IQ's focus over the coming years.

Our focus over 2021/22

- Carrying out a review of Herts IQ now that it is nearly five years old to ensure that its objectives and activities meet the vision for the enterprise zone
- Preparing a revised delivery plan based on the findings of the Herts IQ review
- Broadening the scope of Herts IQ to include life sciences, clean-tech and Low Carbon Environmental Goods and Services (LCEGS) uses
- Securing investment from key sector anchor companies, including offsite manufacturing sector
- Planning permission secured on the Maylands Gateway site for a masterplan that supports HIQ's overall objectives
- Completion of the Open Innovation Hub refurbishment project on BRE Campus, creating commercial space for 156 jobs connected with SME growth and innovation in smart construction
- Reviewing the business case for securing funding for the M1 Junction 8 improvement scheme
- Launch the Herts IQ Network to facilitate sector clustering, business to business connection and innovation opportunities.



Infrastructure and Regeneration

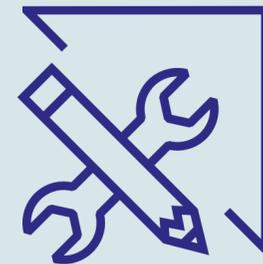
QUICK LINKS

- Our focus over 2020/21
- Post COVID-19 recovery, resilience and growth
- Infrastructure
- Town centre regeneration and place-making
- Our focus over 2021/22

Key growth stats



107,400 more people forecast (an increase of 9%): ONS Population Projections.



44,650 more jobs forecast (an increase of 6%): East of England Forecasting model.



97,411 more homes needed by 2031.

Source: [Hertfordshire Infrastructure & Funding Prospectus 2018-2031](#)

Our focus over 2020/21

- Continue to work with Hertfordshire Growth Board and LEPs/other organisations across the Greater South East region on strategic infrastructure issues;
- Continue to play an active role in planning and place-making, by helping to comment on and shape Local Plans and related planning policy documents;
- Support the development of our new and existing settlements with a particular focus on town centre regeneration programmes;
- Support the acceleration of housing delivery via offsite manufacturing and modern methods of construction;
- Promote and develop key infrastructure improvements that enable sector development and high value employment growth.

Post COVID-19 recovery, resilience and growth

- In light of the COVID-19 situation, to work closely with Hertfordshire Growth Board to support the recovery of town centres and encourage their resilience to meet future behavioural changes and economic impacts;
- Work closely with partners to secure economic recovery and support Hertfordshire’s businesses to exploit emerging economic opportunities presented by societal change.

Before COVID-19, Hertfordshire was facing an unprecedented level of population growth (some 175,000 people) over the next 10-15 years. This growth was anticipated to require at least 100,000 new homes and a similar number of new jobs which, in turn, would place enormous pressure on infrastructure of all types – notably transport, education, community facilities, energy, water and communications utilities.

We anticipate that growth will be delayed by some 12-18 months as a result of the pandemic but this growth will be uneven. We are already experiencing game-changing announcements about cell & gene therapy and life sciences, and

the construction of new TV and film studios. Equally, there is very considerable pressure on the county for distribution centres, largely driven by the enormous, and rapid, shift to on-line shopping. We are seeing far more people working from home, which will likely result in lower levels of commuting.

We believe the demand for office space will remain buoyant but the nature of offices will change from fully utilised desk space to ‘hybrid’ working whereby employees are only required to come into the office once or twice a week. The rest of the time, unless there is a meeting best done in person, they will have the flexibility to work from home. This has also opened up the opportunity for flexible office space, often in town centres and neighbourhoods that are close to people’s homes, offering highly flexible business space facilities.



The shift to home working has led to a reduction in commuter footfall

Infrastructure

A120 Little Hadham bypass and flood alleviation scheme

The new 3.9km A120 Little Hadham bypass and flood alleviation scheme is due to be completed by December 2021, despite unprecedented adverse weather conditions. The bypass, to the north of Little Hadham, will significantly reduce congestion along the route caused by the Little Hadham traffic lights 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.

The scheme will improve air quality and also ultimately benefit the county's economy, with quicker transport links to Stansted Airport among the long-term advantages for Hertfordshire. Hertfordshire County Council has worked in partnership with the Environment Agency to develop the scheme which includes flood alleviation measures.

The £54.3m scheme is supported by a Local Growth Fund investment from the LEP of £9.3m alongside additional funding, via the LEP, from the Department for Transport of £27.4m, Hertfordshire County Council of £11.5m and the Environment Agency of £5.6m.



A120 Ribbon Cutting image [Mill Mound]



A120 Little Hadham Bypass - Drone footage of construction - May 2021

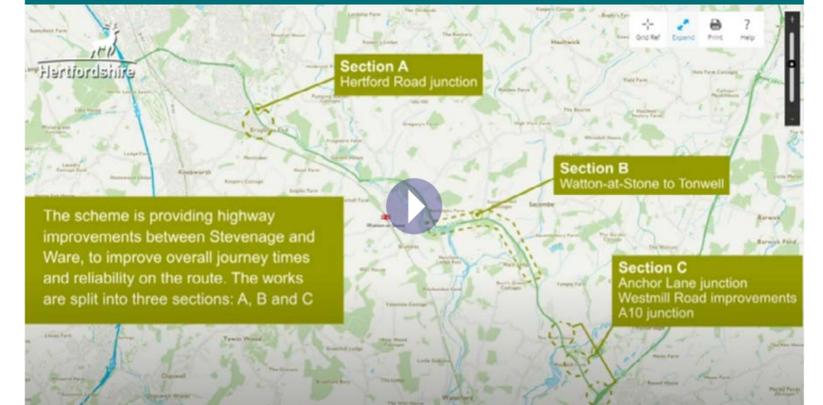
The newly built Mill Mound Bridge will now carry the bridleway over the new A120 Bypass, providing local farm access and benefits to local wildlife, and is the final major structure to be built along the route.

A602 Improvement Scheme

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. Hertfordshire County Council has appointed Interserve Construction Limited to carry out the third and final phase of vital improvements to the A602, between Tonwell and Watton-at-Stone.

Improvements have already been made to other sections of the A602, including the Hertford Road junction in Stevenage and the Anchor Lane roundabout and A10 junction near Ware. The third and final phase is due to be completed by Spring 2022, again despite adverse weather and COVID-19 social distancing restrictions. Total project costs is £33.56m of which £19.99m is from Local Growth Fund investment by the LEP and an additional £12.57m from Hertfordshire County Council.

This online feature from Hertfordshire County Council provides further information on the A602 Improvement Scheme: Section B - Watton-at-Stone to/from Tonwell.



New River Bridge, Hoddesdon

The New River Bridge project in Hoddesdon opened to traffic in Spring 2021, on time and on budget. Closing the old bridge and remaining works such as landscaping has taken place this summer.

The new bridge has a design life of 120 years and is significantly stronger than the existing 60-year-old bridge it replaces, allowing for much larger loads to meet the needs of local businesses. It serves six employment campuses that together make up the 118 hectare Hoddesdon Business Park – one of the largest in Hertfordshire, housing major employers including Sainsbury’s – while also improving access to the strategic highway network.

The scheme is supported by an £8.9m Local Growth Fund investment from the LEP, £1.47m from Hertfordshire County Council, and £400,000 from Broxbourne Borough Council.



New River Bridge



Some of the school drawing competition entries

New River Bridge school drawings

Year 6 pupils at St Catherine’s Primary School drew images of the bridge while it was under construction.

Here is a selection.

New River Bridge Naming Competition

A public competition was run in partnership with Hertfordshire Mercury asking local residents, community groups, businesses and schools to nominate a community figure or local hero in order to name the bridge and footbridge in their honour.

At a special event to mark the completion of the New River Bridge (Essex Road), Hoddesdon on 27 September, the new names for the bridge and footbridge were announced. These are the **Claire Bayless Bridge** and the **Debbie Pezzani footbridge**, named after two local residents who tirelessly supported their communities during COVID-19.



Debbie Pezzani footbridge



Claire Bayless Bridge

“As New River Bridge demonstrates, the LEP is a catalyst for growth, working with local partners to pursue common levelling up goals and ensuring everyone in our communities can benefit from good growth.”



Richard Whitehead, LEP Board Member

Quietway, Hemel Hempstead

The A414 Buncefield Lane Quietway comprises a new network of cycling and walking routes linking Hertfordshire Innovation Quarter, the enterprise zone at Maylands Business Park, Hemel Hempstead, and future development to the east and north of the town.

The quietway is a network of cycle and walking routes that link key destinations through less heavily trafficked streets, joining up with carriageway routes where possible. This new quietway enables the businesses located in Herts IQ to offer their employees a greater choice of sustainable travel options, lowering their carbon footprint. It is part of a wider programme of infrastructure improvements, identified in the Maylands Growth Corridor Study that will contribute to Herts IQ's ambitions to make the area an attractive location to invest, establish and grow businesses. This project is supported by a £686,000 grant from the LEP.



Quietway, Hemel Hempstead CGI/map

Gunnels Wood Road Improvement Scheme

Gunnels Wood Road is key to the wider regeneration of Stevenage. But, the capacity of the road network, especially the Gunnels Wood Road/A602 roundabout, is currently a critical constraint to future employment growth in the area.

Increasing its capacity through road and more sustainable forms of transport has the potential to unlock investment which will, in turn, lead to growth in high value jobs, particularly in science and technology.

Preparatory work will be undertaken first before construction works can start. These will include pedestrian, cycling and public transport improvements, together with upgrading the roundabout and widening the A602 between the A1072 and the A1(M).

The cost of preparatory work is estimated to be £2.123m, which is being funded by the LEP, Hertfordshire County Council, and Stevenage Borough Council through their Town Deal programme. The cost of construction works is estimated to be £10.107m, for which funding is being sought from the Government's Levelling Up Fund.

Introducing the Hertfordshire & Essex Rapid Transit (HERT)

The HERT will form an east-west transport corridor that runs from Hemel Hempstead and Watford, joining just south of St Albans in Hertfordshire, to Harlow in Essex and onwards to Stansted Airport. It is a potentially transformational scheme for Hertfordshire with nothing undertaken on this scale in the UK before. The corridor will unlock housing and employment growth in central Hertfordshire through sustainable transport links that simply could not be met through road infrastructure works.

Hertfordshire LEP is supporting its development which will be critical in reducing significant traffic congestion and improving journey time reliability across Hertfordshire and into Essex. A project of this scale will take some years to develop and requires substantial investment from local and central government, together with private sector partners.

HERT is currently at project inception stage, with the aim of submitting a Strategic Outline Business Case for the Hertfordshire section of the scheme to the Department for Transport in Spring 2022.



Town centre regeneration and place-making

Stevenage Town Centre

The LEP has worked very closely with Stevenage Borough Council, Hertfordshire County Council and a variety of local partners over the last six years on the vision and over-arching strategy for the regeneration of the town centre. From helping to appoint the masterplanners David Lock Associates to securing £39m Local Growth Funding, the LEP has played a pivotal role in the town’s development.

Over the past 12 months, Stevenage’s growth ambitions have started to be realised. Key strategic sites have been acquired and investor-developer Mace’s scheme has secured planning permission to redevelop one-third of the town centre. Developers Reef has almost completed refurbishment of the former M&S store to create new homes, commercial and retail space, and it is currently working on other plans to bring high quality employment space right into the centre of the town.

Stevenage Borough Council has finished its North Block scheme for re-vitalisation of redundant space over shops in the town square. The underutilised space has been transformed into new high quality, flexible workspace by Co-Space, with the help of £1.5m of funding from Hertfordshire Local Enterprise Partnership (LEP). It was officially opened on 3 September.

North Block provides a blueprint for bringing post-war retail areas back into more productive use.

Stevenage Development Board has been set up to oversee development in the town. With an independent chair, former Hertfordshire LEP Deputy Chair Adrian Hawkins OBE, the Board is a private-public partnership with representatives drawn from a wide range of local organisations. Alongside the Borough Council, the Development Board led the preparation of a Town Investment Plan, leading to the securing of £37.5m Town Deal funding – the highest sum awarded – and the submission of an application for £16m under the Levelling Up Fund is currently being considered by Government.



“As the UK’s first ever New Town, Stevenage holds the legacy of Hertfordshire’s pioneering spirit. There has never before been such a strong collective determination to build on this proud heritage and rejuvenate the town for the 21st century. We are proud to have played our part.”

Mark Bretton, Chair of Hertfordshire LEP and the LEP Network, commenting on £37.5m Towns Fund deal

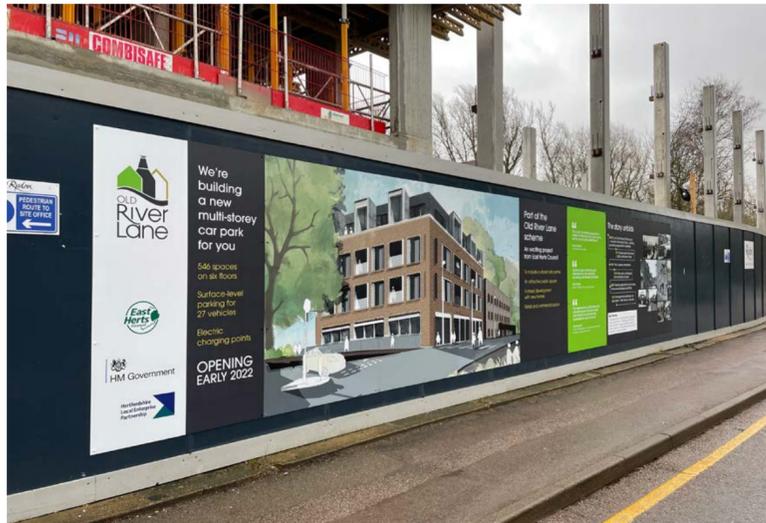
Dignitaries gather for the opening night of Co-Space, captured in this video
Photo credit: Trevor Coultart Photography.

Old River Lane, Bishop's Stortford

Construction work has now started on the Northgate End six-level multi-storey car park in Bishop's Stortford. The car park provides 546 spaces, surface-level parking for 27 vehicles, and a four-storey mixed use building with commercial space at ground level, with 15 residential flats above.

The multi-storey car park acts as the catalyst to free up surface level car parking for the Old River Lane development that will bring a vibrant arts facility to Bishop's Stortford, alongside an attractive public square and a mixed development of around 150 new homes, retail and commercial spaces.

The £100m scheme is supported by a £9.6m Local Growth Fund investment from the LEP.



Old River Lane Northgate End hoarding with artist's impression

Clarendon Road and Watford Junction

Over eight million people a year travel through Watford Junction station. This improvement project brings Watford Junction into the 21st century. It enhances the area outside of Watford Junction station, creating an attractive gateway to the town with public realm improvements to Clarendon Road, the town's major commercial thoroughfare linking Watford Junction station to the town centre.

The LEP provided Watford Council with a further £327,500 of Local Growth Fund investment, in addition to the LEP £4.8m investment in Clarendon Road.



Welcome to 'WATFORD'

The Common Multi-Storey Car Park, Hatfield

Over a third of the town centre had been used for surface level car parking. A new award-winning multi-storey car park with 420 spaces at The Common now consolidates most of the parking in one place, freeing up sites elsewhere for much needed new homes, shops, leisure and businesses. This acts as a catalyst for the long-term Hatfield 2030+ vision, complementing the LEP-funded public realm improvements to White Lion Square.

The LEP contributed £4.8m from the Local Growth Fund towards the £6m cost of the car park, with Welwyn Hatfield Borough Council funding the remaining £1.2m.



Featuring iconic aircraft designs, symbolic of Hatfield's proud aviation heritage, the award-winning multi-storey features 18 disabled bays and eight electric vehicle charging points

Our focus over 2021/22

- Continue to work with HCC Highways to ensure delivery of the current major transport schemes, notably the A120 Bypass, and A602 Improvements final phase;
- Progress the Gunnels Wood Road infrastructure improvement scheme in Stevenage, including securing funding for its delivery;
- Work with HCC Highways to develop a pipeline of future transport infrastructure projects, with a particular focus on sustainable transport that enables and support employment growth opportunities;
- Continue to work with partners and stakeholders to develop and deliver regeneration programmes for their town centres, including post COVID-19 recovery and resilience;
- Support local partners to develop and implement their Levelling Up Fund applications – if approved by Government – in conjunction with the LEP’s Transforming Our Town Centres programme;
- Continue to work with Hertfordshire Growth Board to review existing place-making strategies and ensure close alignment with the Hertfordshire Recovery Plan and emerging sector growth strategies.



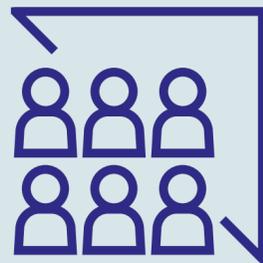
St Albans

Skills

QUICK LINKS

- Our focus over 2020/21
- Skills and employment strategies
- Hertfordshire Supports Apprenticeships
- Where there is HOP, there is HOPE!
- Careers Hub
- Virtual employer encounters
- Our focus over 2021/22

Key highlights



4,500 young people, parents and carers signed up for HOP bulletin



£2.4m of proposals submitted to DWP to secure remaining European Social Fund to deliver supported employment and employer engagement programmes



Hitchin Priory wins HOP Competition and awarded **£3,000** for careers education; HOP secures **2,328** new subscribers



35 Virtual Employer Encounters developed since March 2020 with over 10,000 views on YouTube

Our focus over 2020/21

- Publication of the Skills Advisory Panel **Local Skills Report 2021** feeding into the national Skills and Productivity Boards
- Publication of the Hertfordshire **Skills and Employment Strategy 2021-2024**
- Launch of the **Skills and Employment dashboard**
- Local implementation and co-ordination of the government's **Plan for Jobs** and **Skills for Jobs** policies to support COVID-19 recovery including Lifetime Skills Guarantee, Restart, Kickstart, Skills Boot Camps
- Delivery of **Hertfordshire Supports Apprenticeship** campaign and broadening our focus on technical education
- Implementation of our Careers Hub across Watford, Three Rivers and Hertsmeire and adapting our approach to school engagement and interaction to fit with the virtual world including **Generation Stevenage**, **Generation Watford** and **Virtual Employer Encounters**.
- Ongoing development and promotion of **Hertfordshire Opportunities (HOP)** and securing of funding (ESF) to further facilitate engagement between business and education
- Engagement and partnership development as we work toward delivery of the **Skills Accelerator programmes** – Local Skills Improvement Plans and Strategic Development Fund



Generation Stevenage: Cell and Gene Therapy Catapult was one the employers taking part in this virtual careers webinar

Skills and Employment Strategies

Skills and Employment Strategies

It has been a busy year within skills and employment policy as we worked closely with our partners to ensure national, regional and local programmes are meeting the needs of our employers, residents and education sector.

Planning starts with an evidence base and our [Local Skills Report](#), published in March 2021 provides a detailed insight into local skills and employment needs across the county, this report was complimented by the launch of the [Skills and Employment Dashboard](#) providing an interactive resource produced to enable stakeholders to better understand the county's labour market and to support data-driven decision making relating to local skills provision.

This work provided the bedrock of the re-publication of the third [Hertfordshire Skills and Employment Strategy 2021-2024](#), produced by Hertfordshire LEP, Hertfordshire County Council and the Department for Work and Pensions. The strategy is a dynamic driver of enterprise, investment and key sector growth

and sets to ensure that the county's workforce and future labour market are best equipped to meet employers' needs. The five themes of our Skills and Employment Strategy to 2024 include: Young People, Adults, Employers, Sectors and Places. It also encompasses the cross-cutting priorities of: diversity/inclusivity, enhancing digital skills and supporting a net-zero future.

**Hertfordshire Skills
and Employment Strategy**
2021-24



Moving forward

Our Local Skills Report will be refreshed by March 2022 which will provide a more certain picture of the impact of COVID-19 on our economy. We will also be working with our partners to develop a performance outcome framework to enable us to measure the impact of our Skills and Employment Strategy.

During 21/22 we will continue to work with the Chamber, employer representative bodies and our FE sector as we move towards implementation of the government's Skills Accelerator programme which will deliver an employer driven evidence-based assessment of priority skills which is set to transform the responsiveness of local skills systems in meeting the changing skills needs of employers.

“Together we are united by one common purpose: to unlock potential and widen access for all, encouraging social mobility and demonstrating that all aspects of the skills agenda including apprenticeships and traineeships are valued options.”



Adrian Hawkins OBE, Chair, Skills Advisory Panel, Hertfordshire LEP

Hertfordshire Supports Apprenticeships

With support from the Hertfordshire Ambassador Network, Hertfordshire LEP launched the [Hertfordshire Supports Apprenticeship campaign](#).

Throughout this year, we have raised awareness about apprenticeships and the benefits for individuals and businesses to:

- Encourage Hertfordshire employers to create apprenticeship and traineeship opportunities for new and existing staff and encourage young people and individuals to apply for them;
- Overhaul the public perceptions of apprenticeships, positioning them as a highly valued and viable career path option;
- Maintain and instil confidence that there are jobs available in Hertfordshire.



Communications activity included:

Employers

- SME video case studies
- Apprenticeships animations
- Webinars on apprenticeships and levy transfer
- A dedicated area on HOP and Hertfordshire Growth Hub websites
- Newsletters

Schools, teachers, parents and carers

- Apprenticeships case studies
- Fact sheets
- A dedicated area on HOP
- Careers webinars
- Lesson plans and labour market information
- Careers Hub meeting presence

Hertfordshire Supports Apprenticeships animation



Back to Basics Webinar



How an Apprenticeship Helped Me To Change Career



Where there is HOP, there is HOPE!

Hertfordshire LEP launched a competition with £3,000 prize funding - including £2,500 from Hertfordshire County Council - for the school or youth club which registered the most young people and their families on Hertfordshire Opportunities Portal.

The response was overwhelming with thousands of students, their parents and carers racing to register on the site to help secure the prize money for their chosen school and access vital careers education and training support via HOP. The Lord-Lieutenant Robert Voss CBE CStJ and Adrian Hawkins OBE presented the prize money to the winning Priory School in a socially distanced ceremony.

Action to spread the word about the free resource for young people was taken following the publication of The impact of COVID-19 on young people in Hertfordshire commissioned by the Lord-Lieutenant,

highlighting the impact COVID-19 has had on young people over the past 12 months.

Where there is HOP, there is HOPE competition stats

- 2,328 new subscribers on HOP;
- 16,865 competition page views peaking at 2,106 in single day;
- Just over 2,500 registrations.

Moving forward

Apprenticeships, and more broadly technical education, continues to be a key focus across our county ensuring our employers, residents, education settings and stakeholders see this as a successful and credible pathway into a rewarding career. We are continuing our communications campaign alongside a new programme of activity, Hertfordshire Opportunities, which seeks to stimulate demand amongst SMEs and supports them to access the right support within skills development and recruit their future talent. We are also supporting the University of Hertfordshire with their application to become an Institute of Technology along with programmes such as the Lifetime Skills Guarantee and Skills Bootcamps programmes which will further strengthen our county's offer of progression into higher level technical skills levels within our growth employment sectors.



Competition winners: Priory School
Photo credit: Rafe Abrook



Artwork for the competition

Careers Hub

The COVID-19 situation has seen the biggest change in the ways that education has been delivered in modern history.

Therefore our approach to school engagement and interaction has had to adapt to the virtual world. Our team of Enterprise Coordinators have been able to meet and support our school contacts virtually with many of these meetings still attended by Enterprise Advisers and/or other employers providing strategic careers insight. We have been able to deliver staff CPD sessions and networking sessions virtually as well enabling us to continue the momentum built across the hub area over the academic year.

We now have 122 Enterprise Advisers registered to work with schools and they continue to fulfil an invaluable role by supporting Careers Leaders as a 'Critical Friend'. Our Enterprise Advisers can provide insights into industry that will help schools and colleges to systematically prepare students for the world of work.

In 2020/21 we have been delivering two Careers Hub Clusters. The purpose of a Hub is to provide greater support to Careers Leaders by offering the opportunity to collaborate with peers from other local schools, to attend Gatsby Benchmark Masterclass sessions and to access funding to help support multiple schools' careers provision. Our Cluster 1 has been running since September 2019 and consists of 26 schools in North Herts, Stevenage and Welwyn Hatfield. Cluster 2 is made up of 24 schools in Watford, Three Rivers and Hertsmere.

In addition to the support and guidance offered through the Hub Network and Enterprise Advisers the Hub can also tap into our 'Cornerstone Employer' Group – made up of local employers representing our key growth sectors who can offer guidance and resources to achieve Benchmarks. We are very grateful to our Cornerstone Employer Group which includes Airbus, MBDA, NHS West Essex and Hertfordshire Primary Academy Care Trust, Willmott Dixon, Roche, Tesco, Morgan Sindall, BAM Construction, BRE and Warner Bros. Studios Leavesden.



“It has been amazing to develop our relationships in the local community and to share some of GSK’s resources.”

Nicci Smith, Future Talent Programme Manager, GSK – Enterprise Adviser for Pinewood Special School (Ware)

Virtual Employer Encounters

To enable schools and young people to gain first-hand knowledge of different careers in Hertfordshire we have delivered 25 weekly live careers webinars which have seen over 800 individual school and college students attend.

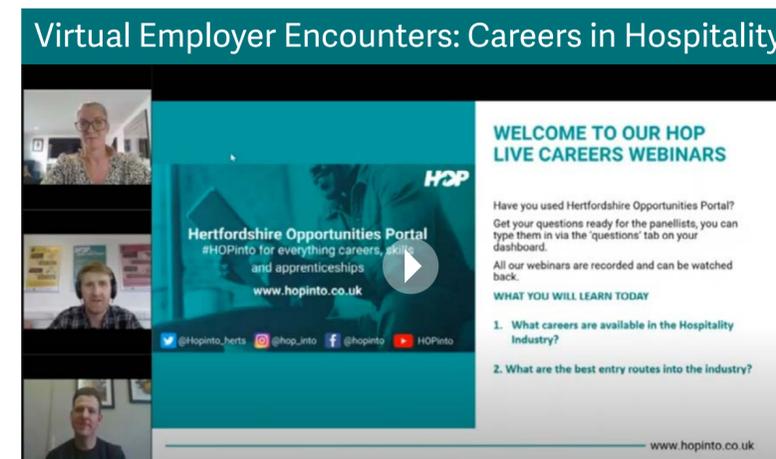
All webinars are promoted to all schools and colleges in the county and then made available to watch back via HOP's YouTube channel.

Additionally, Hub funding was used to support **Generation Stevenage** and **Generation Watford** virtual events in December and March respectively. These events allowed young people to 'meet' with local employers and learn about opportunities on their doorstep. The events secured endorsement from Apprenticeships Minister Gillian Keegan with a view to being rolled out to other parts of the county.

“Generation Stevenage is a brilliant example of a town that has its act together, connecting young people to key sector industries where there is high demand and creating a pipeline for future talent and innovation.”



**Apprenticeships and Skills Minister
Gillian Keegan MP**

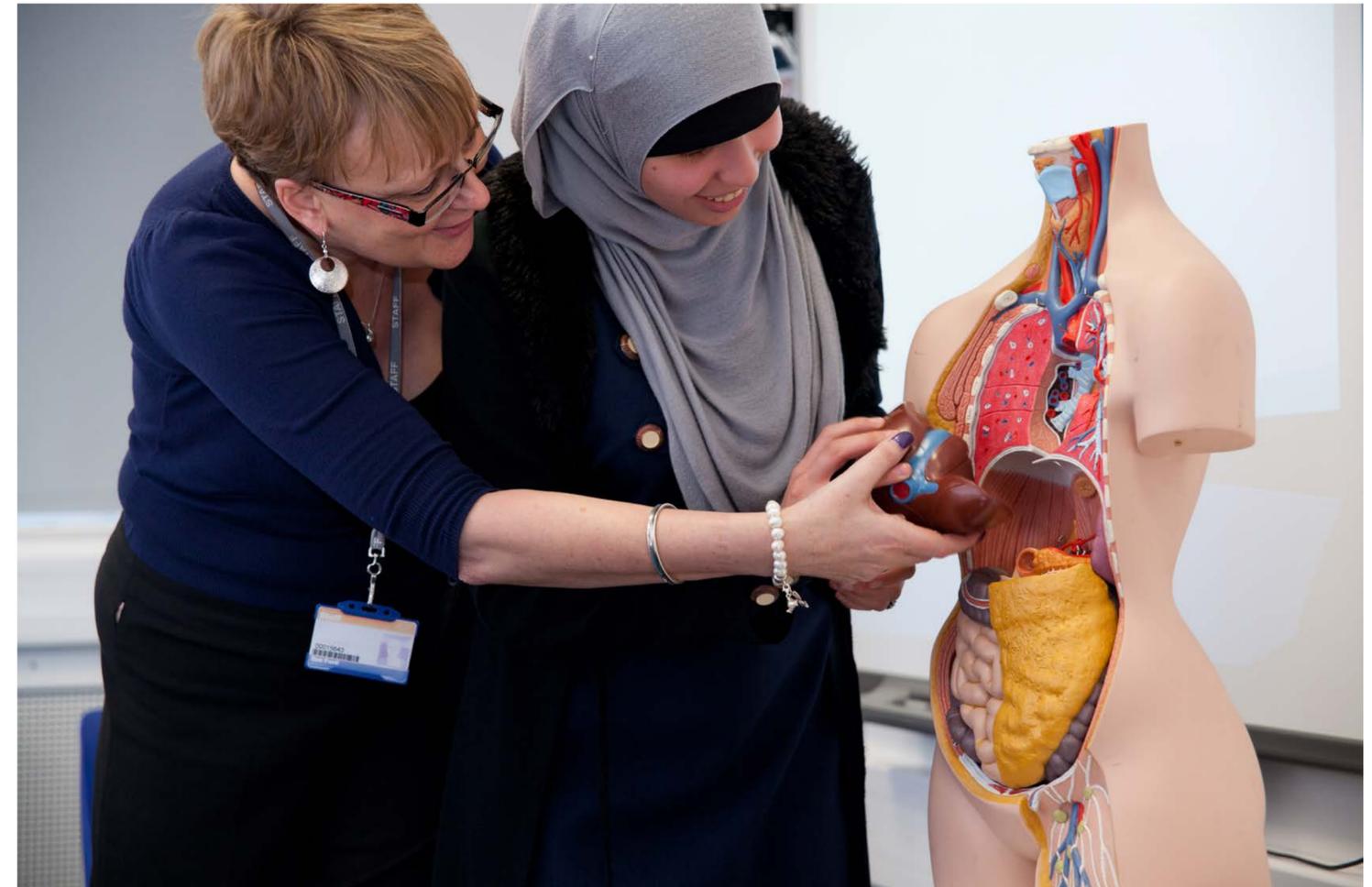


Moving forward
Later this year, the Hub will expand to include all areas of Hertfordshire. We will commence Hub Cluster 3 consisting of 32 sites in St Albans and Dacorum and Cluster 4 made up of 25 establishments in Broxbourne and East Herts.

We are delighted to report that we were successful in applying for £200,000 funding from CEC to deliver a mentoring programme that will seek to support students receiving free school meals and considered 'mildly disengaged'. This funding will see us work with 150 individual students throughout Year 10 and 11 with an aim of enabling them to make better and more sustainable transitions into Year 12 and beyond.

Our focus over 2021/22

- Increase employer demand for skills development particularly stimulating demand for Apprenticeships and T Level Industry Placement
 - Ensure we capitalize on funding available through the remaining European Social Fund and looking towards Shared Prosperity Fund, Community Renewal Fund and National Skills Fund
 - Support our district and boroughs to develop localised skills and employment action plans and input into sector action plans within our growth industries
 - Develop a performance outcome framework to ensure ongoing monitoring against our five themes of our Local Skills Report and Skills and Employment Strategy
- Ongoing development and delivery of HOP and the Hertfordshire Opportunities brand. Investing further resource to ensure the integration of HOP into our education settings and adult skills and employment solutions and recruiting skills brokers to ensure employers utilize HOP to promote their opportunities and connect with local talent
 - Implementation of our third and fourth careers hub across St Albans / Dacorum and Broxbourne/East Herts.



Build back better: supporting our high-growth sector and key employment areas.
 Photo credit: Oaklands College

Governance

QUICK LINKS

- [Our focus over 2020/21](#)
- [COVID-19 response](#)
- [Accountability and performance](#)
- [Changes to the LEP structure](#)
- [Business as usual](#)
- [Diversity and inclusion](#)
- [Our focus over 2021/22](#)



Accountability and performance

Since incorporation, our first set of accounts (2019/2020) was signed off at a special Board meeting on 10 December 2020 and uploaded to Companies House. All other director appointments and terminations have also been notified.

As an Incorporated Company Limited by Guarantee, we have additional reporting responsibilities to ensure we remain compliant with UK Business Law alongside the requirements of central Government on how LEPs are run.

We participated again in the LEP Network's Peer Review, run by the Centre for Public Scrutiny, where we were paired with Buckinghamshire LEP. The purpose is to ensure that all LEPs are operating to a consistently high standard around the three areas, on which government assesses LEP performance – governance, strategy and delivery; and that LEPs have successfully addressed the recommendations from both the National Audit Office and Public Accounts Committee findings.

A Governance/Financial Management Audit was undertaken this year by accountancy and business advisory firm BDO with the added inclusion this year of the treatment, accounting and utilization of COVID-related funding streams into the LEP. There were no significant findings to address.

Our Risk Register is regularly updated and is in the process of being overhauled. As a result of the ongoing situation, we have defrayed £157,343,804 (98.5%) of our £159,758,242 Local Growth Fund.

We have continued with our comprehensive induction programmes for new LEP Board members. As part of our performance monitoring, we will put in place a continuous learning and development

programme to strengthen our Boards and sub-boards and ensure there is appropriate support in place for new members.

We continue to build on best practice and transparency with an open AGM and Annual Conference; publication and widespread circulation of our digital Annual Report aligned to our Financial statements. We have revised our Assurance Framework, for example, to take account of the new Getting Building Fund, and following audit recommendations, have updated our associated policies and included a board succession planning policy for the first time.



Changes to the LEP structure

We have undertaken a review of our sub-boards, to take into account the recent changes to the LEP's governance systems and:

- The opportunities incorporation presents in terms of income generation and asset ownership
- What monies are available beyond 2021, when the Growth Deal ends and how we tackle underspend
- The changing political and economic landscape

Our governance must respond positively to these changes to our structure, the current political landscape and the outcome of the national LEP Review.

The scope of this review has focused on four key areas:

1. Future role: what are we doing now and what can we do differently, and better in the future?
2. Principles: what are our guiding principles and are they the right ones?
3. Effectiveness: how can we improve our overall effectiveness in the future?
4. Proposed changes: in answer to the above, what do we need to change?

“Business as usual”

As we come to the end of the Local Growth Fund delivery, it is important that we continue to deliver our programmes well. We will monitor all applicants to ensure we reach our spend and output targets and undertake evaluation/end of project reports.



Supporting excellence: the new Enterprise Hub was part-funded by £2.5m Local Growth Fund investment from Hertfordshire LEP and can now be used to its full potential from this new academic year.

Diversity and inclusion

We are committed to ensuring that our Board recruitment policies are as transparent as possible and that we select from a diverse pool of highly talented individuals who have excelled in their professional areas.

This will ensure that our Board is representative of the businesses and communities they serve, and enable us to meet the future targets for female board representation as set out in the National Assurance Framework and laid out by central Government and allow us to continue to meet other targets around board configuration as part of the Annual Performance Review process.

Since last year, we have increased the Board size from 15 to 16 members to assist in widening our member diversity.

Hertfordshire LEP is performing well against the three main targets:

- Maximum board size limit of 20 (Hertfordshire LEP 16)
- Female board representation current target 33% - increasing to 50% by 2023 (Hertfordshire LEP 44%)
- Two thirds private sector representation (Hertfordshire LEP 75%)

We will continue to work within existing strategic partnerships including Catalyst South to respond positively by sharing best practice in terms of board member recruitment, diversity and inclusion and bring this learning back to the Executive Team and share more widely with our networks.

Our focus over 2021/22

- Participate in the LEP Governance review and ensure that our governance structure remains in line with any changes to LEP functions
- Ensure we remain compliant with all UK Business Law requirements
- Understand and communicate the changing State Aid/Subsidy Control position in respect of application for projects to ensure we remain compliant with legal requirements
- Ensure our risk register reflects changing external environment and that our Assurance Framework adjusts to it and any specific external audit findings
- Commence undertaking scrutiny role for Hertfordshire Growth Board

Structure

QUICK LINKS



Our people

The LEP's unique role in convening local government, further and higher education, third sector/social enterprise, led by business continues to ensure that our county's plans are compelling and relevant for inward investment and that we are helping our local people realise their ambitions.

MARK BRETTON, CHAIR,
HERTFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP AND LEP NETWORK

Our board

Our business-led Board is responsible for setting the overall strategic vision and priorities for economic development in the county. They are drawn from the private, public and not-for-profit sectors.

The Board is chaired by Mark Bretton. Mark is Chair of the LEP Network, the national body that brings all 38 LEPs together. He is an independent consultant with 36 years of wide-ranging business experience, including in several high profile Government programmes. Until recently Mark was a Managing Director (Partner) in the leadership team of the professional services firm Accenture. He sits on the Business Leaders' Council of the charity Teach First.

QUICK LINKS

→ Meet the board

Mark joined the LEP Board as Business Representative and Chair Designate in January 2016, took over as Chair of the LEP Board in June 2016 and became Chair of the LEP Network in September 2019.

The Board's Deputy Chair is Neil Rutledge, Head of Advisory and Business Development at Amberside Advisors Ltd. Neil is Deputy Chair of the Hertfordshire LEP Board and Chair of the Chairs' Panel which is tasked with assessing bids/decisions for new projects.

Chairs' Panel

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

Programme Management Committee (PMC)

This 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 play a vital role in supporting our key priority areas. Their primary purpose is to help the main LEP Board decide which projects should receive funding. The full list of Programme Board Members can be viewed [here](#).

The current Programme Boards

- Skills and Employment (also known as Skills Advisory Panel)
- Enterprise and Innovation
- Strategic Infrastructure

These support our priority areas which are Enterprise and Innovation; Skills and Employment; 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 business 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. All members of LEP groups have a set term of office and are unremunerated as they give their time on a voluntary basis.

In our drive to increase local economic growth and private sector investment, we have a responsibility to be open and transparent about how public funds are spent. To help us achieve this, the Government ensures each LEP adheres to the National Assurance Framework – this makes sure LEPs have in place robust systems and processes to effectively manage funding from central Government budgets.



Mark Bretton

Chair, Hertfordshire LEP and the LEP Network

Hertfordshire LEP's Assurance Framework sets out:

- how our boards are recruited and how they operate;
- the process of making funding decisions and how they deliver value for money;
- our commitments to transparency

Relevant Governance and Corporate Policy documents, including our Assurance Framework, [can be accessed here](#).

Hertfordshire LEP's Assurance Framework sets out the role of, and terms of reference for, the board. Each board member has completed a register of interests form. Board Papers for the main LEP Board and Programme Boards are published on our website and can be found [here](#).

Meet the board

More information on our Board Members can be found [here](#).



Mark Bretton

Chair, Hertfordshire LEP and the LEP Network



Neil Rutledge

Deputy Chair



Tina Barnard

Chair, Strategic Infrastructure Board



David Conway



Nitin Dahad

Chair, Enterprise and Innovation Board



Tony Medhurst



Dr Sally Ann Forsyth OBE



Cllr Linda Haysey



Chris Hulatt



Ceri Humphrey

Chair, Programme Management Committee



Dianne Lee



Prof Julie Newlan MBE



Mayor Peter Taylor



Cllr Sharon Taylor OBE



Richard Whitehead

Chair of Herts IQ Board



Cllr Richard Roberts



We would like to take this opportunity to thank our Board Members who stepped down this year. We are enormously grateful for their expertise, insight and time.



Kit Davies

North Herts College,
Hertfordshire LEP Board
Member 2019 – 2021



Cllr David Williams

Hertfordshire County
Council, Hertfordshire
LEP Board Member
2015- 2021

Cllr David Williams was the Leader of Hertfordshire County Council from 2017 to 2021. Having been first elected as the member for Harpenden North East in 2013, he previously held the Cabinet portfolios of Resources, Property and the Economy and Enterprise, Education and Skills. He also served as Chairman of the Hertfordshire Local Government Pension Committee which had assets under management of £4.5bn.

A determined champion of local collaboration and partnership across the public sector, David chaired Hertfordshire Forward, the Hertfordshire Public Sector

Leaders Steering Group, the COVID-19 Local Member Outbreak Board and co-chaired the Hertfordshire Emergency Services Collaboration Board.

David has had a keen interest in ensuring that good local growth builds on the strengths of the Hertfordshire economy, is sustainable and delivers homes to meet local housing needs in communities that exemplify Hertfordshire’s place-making heritage. He established and chaired the Hertfordshire Growth Board, sat on the board of the Stevenage Development Board and was a Deputy Chair of the UK Innovation Corridor.

Nationally, David was the chair of the County Councils Network from 2019 to 2021– a cross-party grouping of 36 county authorities that represent some 26 million people across England. He sat on the Executive of the Local Government Association, the National Outbreak Control Plans Advisory Board and Ministry of Housing, Communities and Local Government Economic Recovery Group.

David is a Governor of the University of Hertfordshire and a Deputy Lieutenant.

“David has been a real tour de force for Hertfordshire and a huge supporter of the LEP, bringing unparalleled energy, dynamism and commitment to the Board. David tirelessly represented the county’s interest on a national stage, steering the county’s response to and recovery from COVID-19. He played a pivotal role in driving success across the LEP’s agenda, championing greater skills provision, helping lead the delivery of the £1bn regeneration of Stevenage and the sustainable growth of our existing towns and new garden communities.”

MARK BRETTON, CHAIR, HERTFORDSHIRE LEP

We would also like to extend a warm welcome to those who joined our LEP Board this year:



Chris Hulatt

Hertfordshire LEP
Business Representative



Tony Medhurst

Hertfordshire LEP Further
Education Representative



Cllr Richard Roberts

Hertfordshire LEP Local
Authority Representative

Our executive team

Our Board and Programme Boards are ably supported by our Executive Team. Meet the team [here](#).

The Senior Management Team comprises:



Neil Hayes
CEO



Norman Jennings
Operations Director



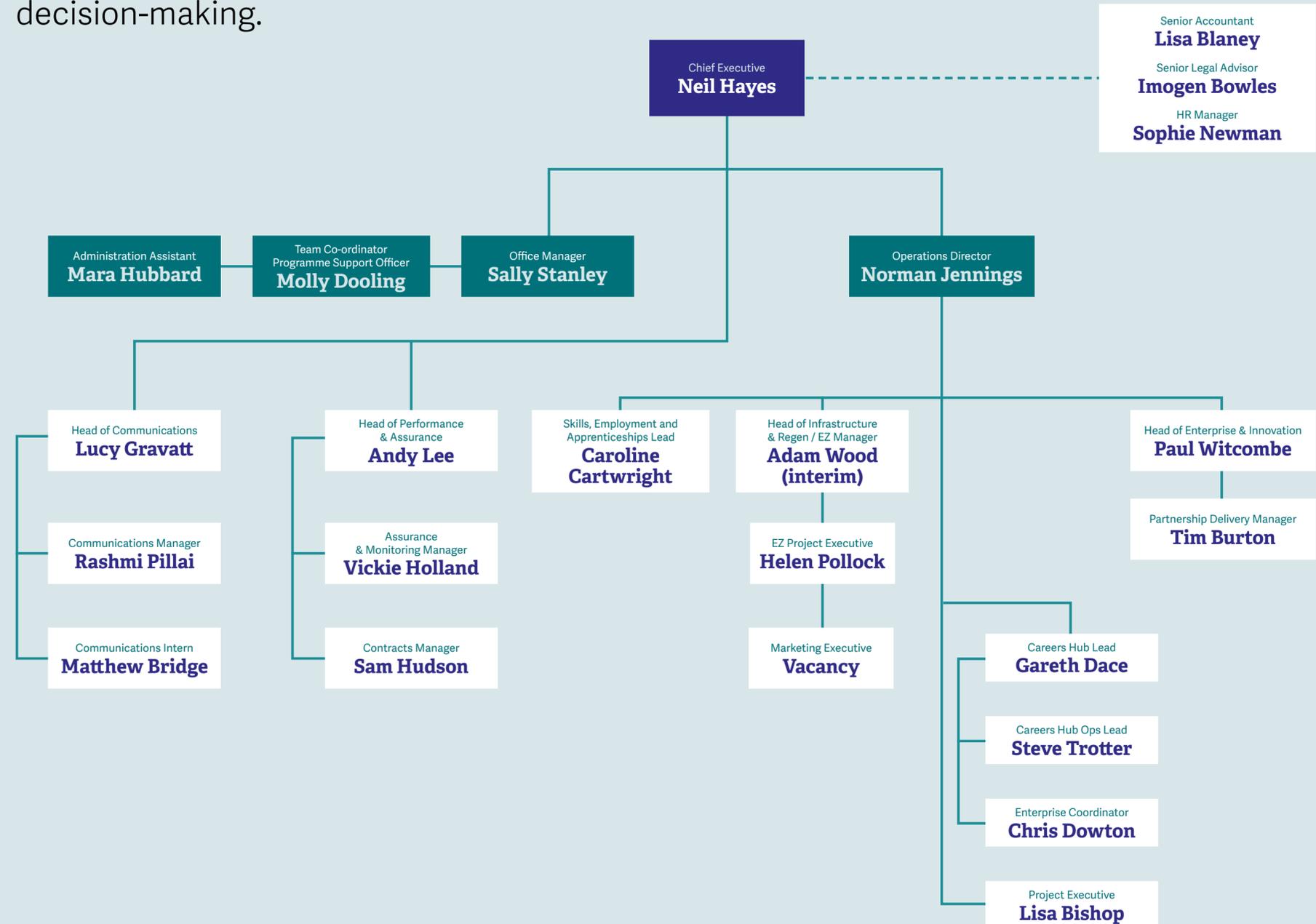
Andrew Lee
Head of Performance and Assurance



Lucy Gravatt
Head of Communications

Our structure

We have a clear governance structure and appropriate processes for decision-making.



Financial statements

QUICK LINKS

- [Summary foreword](#)
- [Government grant funding](#)
- [Local Growth Fund](#)
- [Getting Building Fund](#)
- [Growing Places Fund](#)
- [LEP operational income & expenditure](#)
- [Hertfordshire IQ Enterprise Zone operational income & expenditure](#)



Summary foreword

The Hertfordshire LEP was established in 2011 and its purpose is to accelerate economic growth in the county.

It does this by working to three programme boards: Strategic Infrastructure, Enterprise & Innovation and Skills & Employment who drive the development agenda. This is the second year of the LEP being a company limited by guarantee following a HM Government directive. However, it continues to operate as previously, as an unincorporated partnership as part of Hertfordshire County Council (HCC). As such, these summary statements are drawn from the main HCC accounts.

The LEP was awarded £159.7m of Local Growth Fund capital grant by HM Government through Growth Deal I, II & III for the period 2015/16 – 2020/21. This grant has delivered strategic infrastructure such as the A120 bypass, improvements to the A602 and New River Bridge, and regeneration in town centres including Stevenage, Watford, Hatfield, Bishops Stortford,

South Oxhey and Waltham Cross; investment in skills through colleges including Oaklands, West Herts, Hertford Regional and North Herts, and the University of Hertfordshire; and investment in enterprise and innovation including Royal Veterinary College, Ambition Broxbourne, Hat Tech, Living Lab, Rothamsted Russell Building, Cell & Gene Therapy Catapult and Stevenage Bioscience Catalyst.

The LEP has spent or committed all funds available for the current funding period, which ran until to March 2021. The LEP was also awarded £16.8m over two years of a new capital grant, Getting Building Fund, which is contributing funding towards 5 further capital projects.

Hertfordshire County Council is the Accountable Body for Hertfordshire LEP, receives all grant funding on behalf of the LEP, and provides financial, legal, and technical assistance to support the LEP's Growth Deal programmes. Whilst the external audit of HCC financial accounts is underway, it will not have completed at the time the LEP Annual Report is produced; therefore, the financial statements set out below have to be treated as unaudited.

However, assurance is provided by a small number of internal audits carried out each year including LEP Governance, along with specific grant based audits for Growth Hub and the capital grants (Local Growth Fund and Getting Building Fund), all of which report satisfactory outcomes. These annual audits amount to almost 95% of LEP spend. The governance and financial reporting of the Enterprise Zone is internally audited every two years, the next one is due in 2021/22.

The summary statements included are:

- Government Grant Funding statement as at 31st March 2021
- Projects funded by Local Growth Fund grant 1 April 2020 – 31 March 2021
- Projects funded by Getting Building Fund grant 1 April 2020 – 31 March 2021
- Operational Income & Expenditure Statement for the period 1 April 2020 – 31 March 2021
- Enterprise Zone Operational Income & Expenditure Statement 1 April 2020 – 31 March 2021

Government grant funding

The LEP undertakes several activities for which it receives specific grants from HM Government which are held by the Accountable Body: Local Growth Fund, Getting Building Fund, Growing Places Fund, Growth Hub, Career & Enterprise and Operational (core & capacity funding) as shown in the table below:

Government Grant funding as at 31st March 2021

	OPENING BALANCE 01/04/20	GRANT INCOME RECEIVED IN YEAR	OTHER INCOME RECEIVED IN YEAR	EXPENDITURE IN YEAR (-)	CLOSING BALANCE 31/03/21
Local Growth Fund	£27,296,929	£27,274,460	£0	-£54,571,389	£0
Getting Building Fund	£0	£8,400,000	£0	-£8,400,000	£0
Growing Places Fund	£5,629,296	£0	£252,168	-£522,740	£5,358,724
Growth Hub	£0	£790,823	£0	-£790,823	£0
Career & Enterprise	£87,065	£357,677	£0	-£216,595	£228,147
Operational	£1,396,223	£584,395	£565,327	-£1,203,026	£1,342,919
EZ Business Rates	£245,000	£0	£1,585,749	-£1,581,841	£248,908
Capital Repayments	£5,535,607	£0	£0	£0	£5,535,607
Useable Capital Receipt	£7,500,000	£0	£0	-£14,980	£7,485,020
Revenue Repayments	£0	£0	£966,000	£0	£966,000
TOTAL GRANT RESERVES	£47,690,120	£37,407,355	£3,369,244	-£67,301,394	£21,165,325

The Enterprise Zone is funded by business rates generated on the designated sites and this is held by LEP on their behalf.

The LEP also receives loan repayments from a small number of capital projects that were funded by a blend of grants and loans, and these are held in the Usable Capital Receipts reserves for future investment.

The LEP forward funded a number of projects on behalf of the Herts IQ Enterprise Zone whilst it was in early stages of development, and now that it is generating business rates income the Enterprise Zone is making repayments to the LEP which are being held in a revenue repayments reserve and will be re-invested.

Local Growth Fund

This grant is received by the Accountable Body annually from the Ministry of Housing, Communities & Local Government (MHCLG) and is for capital projects agreed through the three Growth Deals. 2020/21 was the final year of delivery (of six), and project expenditure is shown in the table to the right:

**Local Growth Fund (LGF):
Expenditure as at 31st March 2021**

PROJECT	2020/21
Bishops Stortford: Old River Lane	£5,533,355
Cell & Gene Therapy Catapult	£1,812,246
HCC Highways: A602	£9,687,977
HCC Highways: LGF Freedoms & Flexibilities	£5,769,940
HCC Highways: Living Lab	£296,286
HCC Highways: Maylands Quietways	£704,923
HCC Highways: New River Bridge	£5,756,042
HCC Legal Fees	£11,737
M1 J8 improvements	£1,619,505
North Herts College Sports Science	£1,054,911
Oaklands College St Albans Campus	£2,598,773
Russell Building Rothamsted	£1,057,269
Stevenage: Bus Interchange	£9,298,762
Stevenage: Land Assembly	£639,791
Stevenage: North Block	£108,661
Stevenage: Public Realm	£148,906
Stevenage: SG1 Acceleration	£2,110,000
Stevenage: Sustainable Transport Hub	£1,100,000
Watford: Business Park	£1,906,441
Watford: Clarendon Road	£833,151
Watford: Housing Infill (underspend)	£105,698
Welwyn Hatfield: Hatfield Regeneration	£2,628,411
TOTAL SPEND LGF	£54,571,389

Getting Building Fund

This new grant is received by the Accountable Body annually from the Ministry of Housing, Communities & Local Government (MHCLG) following a process where LEP shortlisted a number of project applications for the fund and was successful in gaining funding for five capital projects.

One of the grant conditions was to spend all the grant allocation in year. In order to achieve this requirement, the LEP needed to use freedoms & flexibilities across its capital programme, using £3.6m to ensure all grant was spent as at 31 March 2021.

2020/21 was the first year of delivery (of two), and expenditure is shown in the table to the right:

**Getting Building Fund (GBF):
Expenditure as at 31st March 2021**

PROJECT	2020/21
BRE Innovation Hub	£103,892
Cell & Gene Therapy	£0
Elstree Film Studios	£2,152,143
Maxwell's Farm	£371,700
Royal Veterinary College	£2,127,856
HCC Highways: GBF Freedoms & Flexibilities	£3,644,409
TOTAL SPEND GBF	£8,400,000

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 or loans for specific approved revenue projects such as feasibility studies.

During 2020/21, £522,740 of this grant was spent on projects as shown in the table below, and the Enterprise Zone made the final repayment against Maylands feasibility studies of £252,168.

Growing Places Fund (GPF): Expenditure as at 31st March 2021

PROJECT	2020/21
Visit Herts	(£66,667)
Hertfordshire Opportunities Portal (HOP)	(£61,293)
Business Expansion Grant Scheme grants & fees*	(£241,447)
Get Enterprising	(£83,333)
Visit Herts - covid crowdfunder	(£70,000)
TOTAL SPEND GPF	(£522,740)
Herts IQ Enterprise Zone repayment	£252,168
NET SPEND GPF	(£270,572)

* The Growing Places Fund is being used to cashflow the Business Expansion Grant Scheme which will be claimed against an ERDF grant. By 31 March 2021, 23 grants had been approved to SMEs with a value of £1.5m, of which £241,447 was paid to SMEs in year. The LEP incur costs of managing the project, some of which are re-imbursed by the ERDF grant, and the capital grants made to SMEs are refunded by ERDF at 100%, and this income should start to be seen in 2021/22.

Growth Hub

This contract is held by the Accountable Body and grant is received annually from BEIS for the support of SME businesses in the area. This was the 6th year of operation, and provides web based and face-to-face support to businesses. During 2020/21, the LEP received 4 grant streams from HM Government including £287,000 core contract grant; £249,500 supplementary grant, £150,000 to deliver 10 peer networks and £104,323 to support EU transition. The core, supplementary and peer networks funding have been confirmed for a further financial year.

Career & Enterprise

This grant is held by the Accountable Body and is used to fund an Enterprise Advisor Network which brokers more effective engagement between schools and local employers, by matching an Enterprise Adviser from local business or public sector with a local secondary school. In 2020/21 there were 109 schools or colleges across the county being supported. In addition, The Careers Hub, also funded by CEC, provides more focused support for schools and colleges to support them to achieve The Gatsby Benchmarks and allows for greater collaboration and idea sharing between different schools, employers and providers. In 2020-21 Hertfordshire had two Hub Clusters – in Stevenage, North Herts and Welwyn Hatfield and secondly in Watford, Three Rivers and Hertsmere.

During the year, the Accountable Body received 7 grant streams totalling £357,677 including core contract, skills advisory panel, careers hub and sustainability.

LEP operational income & expenditure

The Accountable Body receives annually core funding grant from Cities & Local Growth Unit at MHCLG on behalf of the LEP for its operational activities, and in addition, Hertfordshire County Council match fund 50% of the grant.

The LEP also generates other sources of income including interest receivable generated by balances held in reserves by HCC on behalf of the LEP, and European Regional Development Fund (ERDF) Technical Assistance. The LEP currently has £1.342m of operational reserves which are going to be used to support LEP activity moving forward as the future of the core funding grant and associated match funding has become uncertain during 2021/22.

The LEP Board agrees an annual Operational Plan each year which covers the running costs of the LEP's Boards and Executive Team, which includes staff salaries, office expenses, publicity & marketing and professional fees. The LEP officers undertake the area economic development role on behalf of HCC, it also must adhere to the governance arrangements as set out in the Local Assurance Framework. The LEP Board are the main decision-making body.

The main activities of the LEP are to deliver the priorities identified in the Strategic Economic Plan (SEP) which pulls together the three programme boards mentioned above, along with the Growth Hub, Career & Enterprise Company and Herts IQ Enterprise Zone.

Operational Income & Expenditure statement as at 31st March 2021

INCOME	2020/21	TOTAL
MHCLG Grant	£555,000	
HCC Match Funding	£250,000	
Interest Receivable	£54,545	
ERDF grant	£29,395	
Other Income	£260,782	
Total Income		£1,149,722
EXPENDITURE		
Staff	(£721,969)	
Accommodation & Office Expenses	(£113,073)	
Communications & Engagement	(£61,716)	
Programme Support	(£306,268)	
Total Expenditure		(£1,203,026)
Net Income & Expenditure		(£53,304)
LEP RESERVES: OPERATIONAL		
Opening Balance 01/04/2020		£1,396,223
Deficit on Income and Expenditure Account		(£53,304)
CLOSING BALANCE 31/03/2021		£1,342,919

Hertfordshire IQ Enterprise Zone operational income & expenditure

The LEP is leading on the Hertfordshire IQ Enterprise Zone on behalf of Hertfordshire County Council, Dacorum Borough Council and St Albans & District Council.

In 2020/21, the Enterprise Zone generated a net surplus of £1,252,077 of which £1,218,168 was repaid to the LEP; £10,000 was repaid to each of Dacorum, St Albans and HCC, and the balance of £3,909 was added to reserves.

Herts IQ Enterprise Zone Income & Expenditure statement as at 31st March 2021

INCOME	2020/21	TOTAL
Dacorum Borough Council	£1,585,749	
Total Income		£1,585,749
EXPENDITURE		
Enterprise Zone Staff	(£134,068)	
Marketing & Inward Investment	(£74,651)	
Technical Advice	(£54,600)	
Maylands Travel Co-ordinator	(£30,000)	
Office Expenditure	(£40,353)	
Repayment to DBC	(£10,000)	
Repayment to HCC	(£10,000)	
Repayment to LEP - Growing Places Fund	(£252,168)	
Repayment to LEP - forward funded projects	(£966,000)	
Repayment to SADC	(£10,000)	
Total Expenditure		(£1,581,840)
NET INCOME & EXPENDITURE		£3,909
LEP RESERVES: HERTS IQ ENTERPRISE ZONE		
Opening Balance 01/04/2020		£245,000
Balance of Income & Expenditure above		£3,909
CLOSING BALANCE 31/03/2021		£248,909



Contact

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Company Number: 11912366

