

28 August 2020

Unlocking Hertfordshire

Hertfordshire's Recovery Plan, 2020



Hertfordshire
Local Enterprise Partnership

PERFECTLY PLACED FOR BUSINESS

Foreword



Over recent months, we have all become more aware of our vulnerabilities and fragilities. We have also become far more alert to the interconnections that shape much of what we do – whether we ‘normally’ notice those interdependencies or not.

COVID-19 was anticipated by no one. It has thrown many aspects of our social and economic life into disarray. Across Hertfordshire, businesses have had to navigate severe disruption; individuals have seen jobs (or the immediate prospect of jobs) disappear; and households have been put under enormous pressure. COVID-19 has been a public health crisis, the likes of which none of us have seen previously. But the extent of economic dislocation must not be forgotten. Within this, the ambitions of many within the ‘class of 2020’ have been dealt a particular blow.

Yet like most crises, the pandemic has also shown what we can achieve if we work together. We have seen countless examples of Hertfordshire’s businesses pivoting their operations to produce whatever has been needed. We have seen the extent to which individuals and businesses have innovated and adapted to new circumstances and new ways of working. We have also seen communities coming together like never before.

Looking ahead, we need to plan a good economic recovery for Hertfordshire. We must harness the lessons of the pandemic and use our assets well – most immediately to create new jobs, but also to define a trajectory for recovery and growth that reflects our wider ambitions. In this endeavour, we need to work with our local partners – our local authorities (including through the Hertfordshire Growth Board), our university and further education colleges, and our businesses and communities.

But recognising levels of interconnectedness, we also need to work with partners from outside Hertfordshire. This must

include our neighbouring local enterprise partnerships, and I am delighted that the southern LEPs are increasingly working together under the banner of Catalyst South. We must work with those that are further afield as we seek to advance a Five-Point Recovery Plan for across the LEP Network. In delivering our Recovery Plan, we must also work with central government, recognising that although the crisis is a national and international one, it takes particular forms in Hertfordshire and it needs effective and good local solutions.

The next period will continue to be very uncertain. At this moment in time, the future path of COVID-19 is simply unknown and its full socio-economic consequences are impossible to anticipate. In addition, the next six months will be critical ones in relation to the process of EU transition. We must be alert to the opportunities and challenges that this will present.

Hertfordshire has the assets and ambition to succeed. This Economic Recovery Plan marks a moment in our response – we have done a lot already, but there is still much to be done. In working together to ‘unlock Hertfordshire’, the possibilities and responsibilities are crucially important – both for local businesses, individuals and communities, and for the UK as a whole.

Mark Bretton

Chair, Hertfordshire LEP

Chair, LEP Network

August 2020

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Executive Summary

The COVID-19 pandemic has brought unprecedented economic upheaval to Hertfordshire. Many businesses are under significant financial pressure. For those within town centres, the challenges have been particularly acute. The visitor economy has also been affected substantially.

As a result, on current estimates, the claimant count could rise to perhaps 60,000. For the first time in a generation, Hertfordshire is likely to have a real unemployment problem. Its young people are likely to bear the brunt, and the 'class of 2020' will be severely affected.

Hertfordshire's Economic Recovery Plan has been developed in response. 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. Our Economic Recovery Plan is structured

around main **three Delivery Packages**. These are short/medium-term in focus and they work alongside interventions put in place by government, whilst also using creatively other levers available to us.

To ensure that progress continues to be made towards the longer-term aspirations set out in our draft Local Industrial Strategy, **two Transformational Programmes** will also be advanced.

In progressing these different elements, Hertfordshire LEP will work closely with other partners, particularly the Hertfordshire Growth Board and an emerging grouping of LEPs in the south of England (Catalyst South).

Hertfordshire LEP Board will oversee the delivery of the Economic Recovery Plan and it will monitor its progress closely.

The situation is very uncertain: a second spike in the pandemic could require rapid changes to be made and the process of EU transition is also generating uncertainty. Hence this Plan is, and will remain, a live one. We intend to review it in the autumn and early in the New Year.

Hertfordshire's Economic Recovery Plan, August 2020



COVID-19 and Hertfordshire

COVID-19 is an ongoing public health tragedy. By early July 2020, well over 1,000 Hertfordshire residents had lost their lives and the total number of cases was upwards of 4,000.

During the height of lockdown, Hertfordshire's businesses went out of their way to help. For example:

- **Warner Bros Studios Leavesden** and **Golden Tours** (coach company) offered Harry Potter-branded buses as free transport for NHS staff between Watford General, St Albans City and Hemel Hempstead hospitals.
- **Aztek Logistics** (Letchworth) delivered 60-tonnes of specialist flooring to the NHS Nightingale Hospitals at NEC (Birmingham) and ExCel Centre (London)
- **Stevenage Football Club** supported those in need with food and medicine delivery, community services, and a community kitchen, which provided sandwiches to staff at Lister Hospital and to vulnerable locals.
- **BioProducts Laboratory** (Elstree) pooled expertise with CSL Behring, Takeda, Octapharma, Biotest and the pharmaceutical group LFB to accelerate the development of a potential COVID-19 hyperimmune therapy.

Emergency responses

The pandemic has also led to acute economic turbulence. Livelihoods across Hertfordshire have been severely affected.

Hertfordshire LEP has sought to help businesses navigate the immediate economic crisis.

Particularly through the Growth Hub, firms have been signposted to the raft of measures put in place by government – from the *Coronavirus Job Retention Scheme* to the *Coronavirus Business Interruption Loan Scheme* and the *Bounce Back Loan Scheme*.

In parallel, Hertfordshire LEP has launched a **£3.28m package** of measures to help mitigate the immediate impacts of the pandemic; this includes *Crowdfund Hertfordshire*; *Hertfordshire Business Expansion Grant*; and the *Volunteer Business Support Scheme* (and is in addition to longer term ventures such as the *Hertfordshire SME Growth Loan Scheme*).

Over recent weeks, Hertfordshire LEP has received a **£16.8m allocation** from the *Getting Building Fund* for investment in local, shovel-ready infrastructure projects. Five major projects will create over 1,500 jobs and unlock over 12,100 sq. m. of commercial space within the county. This will include new studio space to help cement South West Hertfordshire's importance to the UK's film and TV industry; new state-of-the-art R&D and training facilities to boost the life sciences corridor between Stevenage

and Welwyn Hatfield and strengthen the skills pipeline; and over 5,100 sq. m. of business incubation and grow-on floor space in both South West and South East Hertfordshire.

A Plan for recovery

This Plan builds on the emergency measures which were taken at both local and national levels.

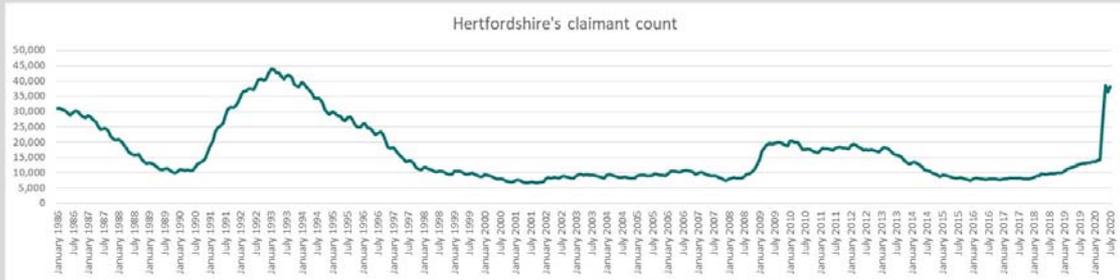
Its purpose is to chart a clear route through the short-medium term economic effects of the pandemic and define actions in response. It aims to accelerate recovery over the next 6-18 months. But it will also position Hertfordshire for sustained and good economic growth in the years thereafter.

COVID-19 in Hertfordshire: economic perspectives, summer 2020

<p>163,000 employments furloughed in July 2020 – a take-up rate of 28% <i>(HMRC CJRS Statistics, July 2020)</i></p>	<p>52,600 claims made under the Self Employment Income Support Scheme – a take-up rate of 76% <i>(HMRC SEISS Statistics, July 2020)</i></p>
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<p>23,656 loans offered (with a value of £968m) under either Coronavirus Business Interruption Loan Scheme (CBILS) or Bounce Back Loan Scheme (BBLs) to firms in Hertfordshire’s parliamentary constituencies <i>(Data from British Business Bank, 2nd August 2020)</i></p>	<p>£193m grants paid through local authority Small Business Grants Fund scheme or Retail, Hospitality and Leisure Business Grants Fund <i>(Data from BEIS, Coronavirus grant funding - local authority payments to SMEs, 27th July 2020)</i></p>
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Hertfordshire’s claimant count was 38,090 in July 2020
(compared to 12,710 in July 2019) – almost double the level seen at the height of the financial crisis and close to those of the early 1990s



(ONS claimant count data, July 2020)

The task of recovery

Understanding the scale of the economic shock...

Data published by ONS suggests that in July 2020, the claimant count in Hertfordshire (among those aged 16+) was 38,090; a year earlier (July 2019), it was 12,710. Consistent with this three-fold increase, the claimant count rate increased from 1.7% to 5.2% over the same period. Put another way, the scale of unemployment in Hertfordshire in June 2020 was similar to that which a year earlier had characterised the Black Country and North East LEP areas.

In making these observations, it is important to recognise that the full economic effects of the pandemic have yet to be seen; so far, they have been substantially cushioned by government.

In July 2020, 163,000 of Hertfordshire's working residents were furloughed, equivalent to 28% of all "employments"). This picture was very similar to the national average. Within Hertfordshire, the incidence of furlough was highest in Broxbourne and Hertsmere, and lowest in St Albans. In addition, some 52,600 self-employed people (76% of the total) were claiming self-employment income support.

These schemes will gradually be withdrawn, and economic forecasters are divided in their assessment of the effects. Whilst there is uncertainty surrounding the shape and duration of recession, the fact of it is without challenge. HM

Treasury's comparison of independent forecasts from June 2020 distils an 'average' view that GDP will fall by about 9% in 2020 and the unemployment rate will be about 8% nationally by Q4 2020.

Given its sectoral mix and locational and other assets, Hertfordshire might expect to fare better than the average – but not substantially so; the shock will be significant. On current estimates, the claimant count could rise to perhaps 60,000. For the first time in a generation, Hertfordshire is likely to have a real unemployment problem. Its young people are likely to bear the brunt.

Hertfordshire's economic assets

However, Hertfordshire has significant economic assets. Despite the scale and depth of the economic shock, the county's 'economic fundamentals' are strong:

- Hertfordshire has **outstanding 'people assets'** and although there are variations across the county, overall its working age population is well-qualified. In addition, if more of those who 'normally' work in central London find themselves working from their Hertfordshire homes, the county's human capital could effectively increase further; Hertfordshire is home to large numbers of entrepreneurs and business leaders.
- Hertfordshire continues to have a **dynamic knowledge economy**, underpinned by corporate research and development but increasingly

given fresh expression through small and innovative, investment-backed businesses, particularly in the domain of **cell and gene therapy** where Hertfordshire's asset base is second to none. Late in 2019, Stevenage Bioscience Catalyst (SBC) was identified by government as a Life Sciences Opportunity Zone, reflecting the significance of GlaxoSmithKline, and the success of both the Cell and Gene Therapy Catapult and SBC in building a world-class advanced therapies cluster.

- Hertfordshire's **creative industries** are vibrant, especially in relation to film and TV. Established studios (such as Warner Bros at Leavesden and the BBC studios at Elstree) are attracting new investment to the county; and the breadth and depth of expertise in south west Hertfordshire is growing.
- Hertfordshire has substantial strengths in **advanced engineering and manufacturing**. This sector has a lineage to the likes of British Aerospace in Hatfield but now is substantially broader with a very strong IT component. Its footprint extends north and west, into Cambridgeshire, Bedfordshire and Luton.
- With a major research competence at BRE in Watford and also a strong cadre of major businesses (including Willmott Dixon in Letchworth Garden City, Skanska in Rickmansworth and VolkerFitzpatrick in Hoddesdon), Hertfordshire has a significant

construction and civil engineering sector; and increasingly, the journey towards smart and sustainable construction is being accelerated through the activities of Hertfordshire IQ (see below).

- The **University of Hertfordshire** is at the heart of an emerging infrastructure for innovation and commercialisation. This includes an established Innovation Centre and an active Hertfordshire Science Partnership (with Hertfordshire LEP and supported by SBC and RoCRE Rothamsted). It also includes highly specialist provision that has been developed to reflect local strengths and opportunities (e.g. the Asceptic Manufacturing course was set up to address skills gaps in the manufacture of cell and gene therapies). The University has over 25,000 students and it has world class research specialisms, notably in advanced engineering, gaming and software.

In addition, Hertfordshire has many of the benefits that come with proximity to – but also some separateness from – both a major world city and a series of international gateways (Stansted Airport, Luton Airport, Heathrow Airport, and (via London St Pancras) Eurostar). At least for now, the effects of the pandemic have been especially challenging for these gateway sectors and functions (not least aviation), but looking ahead, the benefits of international connectivity will eventually re-appear. London too will remain a global powerhouse despite the

pandemic. For Hertfordshire, proximity to London brings major opportunities.

Whilst the pandemic has led to a substantial economic shock, Hertfordshire has important assets on

which to draw. It needs to use these assets well in charting a route towards economic recovery and in providing a foundation for sustained future growth.

Strategic journeys

This is an Economic Recovery *Plan* (and a live document); it is not a Strategy. In other words, it is action-focused and the commitments it describes are either substantially underway or imminent.

However, our Economic Recovery Plan is nested within key strategic statements for Hertfordshire. It is informed by them and will contribute towards them albeit in circumstances that could not possibly have been anticipated.

Local Industrial Strategy

Prior to the pandemic, Hertfordshire was at the point of finalising its **Local Industrial Strategy (LIS)**.

Building directly on the earlier **Strategic Economic Plan (SEP)**, the LIS had been developed over preceding months with substantial business, stakeholder and partner input. It also benefited from a full public consultation in summer 2019.

The LIS was/is intended to be of medium-term currency. Consistent with the UK Industrial Strategy White Paper, it set out a series of strategic themes through which productivity improvements would be won and the full potential of Hertfordshire's assets realised.

At the heart of the draft LIS was a commitment to '*digital foundations, frontiers and futures*', recognising the cross-cutting importance of what has been described as the fourth industrial revolution. The events of recent months

have emphasised further the huge significance of digital technologies. This commitment is reflected in the Economic Recovery Plan.

Two other cross-cutting commitments were also sharpened through the LIS consultation: economic growth in Hertfordshire needs to be more *inclusive* and we need urgently to respond to the *climate emergency*. In charting a route through the economic shock, these themes continue to be centre-stage.

Hertfordshire Growth Board

Whilst refining the LIS, Hertfordshire LEP has been fully engaged in a conversation with Hertfordshire County Council and with the ten districts and boroughs, through the **Hertfordshire Growth Board**. This was – and is – in the throes of negotiating a wide-ranging Growth Deal with government. Many of the themes of the LIS are now being advanced through this route – including, for example, the commitment to Hertfordshire's Science Corridor and to regenerating New Towns, both old and new.

Catalyst South

In parallel, Hertfordshire LEP has been in active dialogue with other local enterprise partnerships across the south of England. This reflects strong commonality of interest defined, in the main, through strong relationships with London.

Together, the six LEP areas¹ have a population of around 11 million people; they account for about 5.8 million jobs; and they are home to half a million enterprises. Their economic output sums to more than £300m – on a par with some countries elsewhere in Europe. They therefore represent a significant part of the UK economy and in driving forward economic recovery, their economic muscle is critical.

Short-term recovery; long-term ambition

With a White Paper on English recovery and devolution expected in the autumn,

both Catalyst South and the Hertfordshire Growth Board are important ventures. Both are consistent with the direction of travel signalled by the draft LIS, which itself owes much to the earlier SEP.

COVID-19 has not changed any of this: the overarching vision and the destination for economic growth in Hertfordshire – which was set out in the draft LIS – remain in place. The scale of the shock is such that short-term ameliorative actions will be necessary. However, the actions set out in this Recovery Plan need to be seen as stepping stones in this longer-term journey.

¹ SELEP, Enterprise M3, Coast to Capital, Thames Valley Berkshire, Solent and Hertfordshire

Hertfordshire's Economic Recovery Plan

Hertfordshire's Economic Recovery Plan is structured around main **three Delivery Packages**.

These are focused on:

- **Enterprise and Innovation;**
- **Skills and Creativity;** and
- **International Trade and Investment**

These are concerned with Hertfordshire's businesses and workforce (both existing and future). They are, in other words, directed to the immediate engine room of economic recovery and growth. They are targeted at the core of value creation – and with the importance of digital futures, inclusivity and clean growth firmly in view.

To ensure that progress is made towards the longer-term aspirations set out in the draft LIS (and previously the SEP), **two Transformational Programmes** will be also advanced.

These are:

- **Equipping Hertfordshire's places for mid-21st Century working and living**
- **Connecting Hertfordshire for mid-21st Century working and living**

Across both transformational programmes, Hertfordshire LEP will work alongside other partners to ensure that progress is made. In particular, the intention is that many of these broader commitments should be advanced through the emerging Growth Deal which is being negotiated through the Hertfordshire Growth Board.

Figure 1: Hertfordshire's Economic Recovery Plan, August 2020



Three Economic Recovery Packages

At the heart of our Economic Recovery Plan are three main Packages which are focused directly on Hertfordshire's businesses and its people.

Recovery Package 1: Enterprise and Innovation

Hertfordshire's 65,000 enterprises – many of them small – are key to economic recovery.

Over recent months, most have been under significant financial pressure as expenditure has been delayed or cancelled and supply chains have been dislocated. For businesses within town centres, the challenges have been particularly acute; and the wider visitor economy has also been affected substantially. Across the board, businesses (be they private, public or third sector, including social enterprises) – and their staff – have been challenged by varying combinations of remote and/or socially distanced working, furlough, the need to juggle responsibilities (e.g. home schooling), and the challenge of fewer migrant workers, particularly in some critical but more routine functions. In summary, most firms have been under pressure.

Yet Hertfordshire's businesses are among the most innovative and entrepreneurial anywhere in the world.

Many have risen to the immediate challenge of the pandemic and pivoted their experience and expertise to deliver exactly what the UK has needed. Others have continued to press ahead with pioneering endeavours in, for example, drug discovery; space science; and sustainable construction.

As we look ahead, we need to use this spirit of enterprise and innovation. We need to work with our businesses both to navigate the immediate situation and move quickly towards recovery and renewed growth.

Hertfordshire Growth Hub and support for enterprise

Much of our immediate response is being advanced through the **Hertfordshire Growth Hub** which is funded by powered by the LEP.

Launched in 2014, the LEP pulled together an innovative funding package to make the Growth Hub possible. Currently it is delivered by Exemplas, University of Hertfordshire and Hertfordshire Chamber of Commerce. Its mission is to create a thriving small business community across Hertfordshire through the provision of locally tailored support and advice which connects businesses with the right experts².

To date, the Growth Hub has supported around 4,500 businesses (including social enterprises) across the county. An independent evaluation found that the

² Note that the Hertfordshire Growth Hub is collaborating closely with the Director of the Centre for Social Enterprise at the University of Hertfordshire with

the aim of further developing initiatives to benefit the Third Sector in Hertfordshire

support was widely valued and that it was helping businesses to grow.

Over recent months, Hertfordshire LEP and the Growth Hub have had a central role in relation to a **£3.28m COVID-19 business support package** which was created to deal with the immediate economic effects of the pandemic. It includes:

- the *Hertfordshire Business Expansion Grant Scheme (BEGS)* which is funded through the European Regional Development Fund (ERDF) and provides grants to SMEs for capital expenditure of £10k-£100k. The design of this Scheme has been flexed in order to reflect the current business climate.
- the *Volunteer Business Support Scheme* (delivered by University of Hertfordshire alongside the Growth Hub) in which small and micro businesses receive coaching and mentoring.
- *Crowdfund Hertfordshire* which is being delivered with Visit Herts and is supporting adaptation and innovation across small and micro businesses (including social enterprises) in tourism, leisure, hospitality, retail, arts and culture.

Many firms in Hertfordshire³ have benefitted from two national loan schemes (the *Coronavirus Business Interruption Loan Scheme (CBILS)* and the *Bounce Back Loan Scheme (BBLs)*).

³ Currently approaching 24,000 firms have been offered loans

In both cases, these are initially interest free, but eventually the capital has to be repaid. Some are using the finance to back applications to the *Business Expansion Grant Scheme*. This in turn should mean that there is alignment and an incentive to invest in capital.

Looking ahead, the Growth Hub will continue to play a central role in supporting our businesses as they drive forward economic recovery. We will also work closely with Hertfordshire Community Foundation, a county-wide grant making charity, to ensure that the VCSE (voluntary, community and social enterprise) sector is aware of the available support.

Various initiatives will support this longer-term recovery process. A key one is the *Hertfordshire SME Growth Loan Scheme*. Working with Finance South East, a Special Purpose Vehicle has been set up and a fund manager appointed to establish a fund on evergreen principles. The fund will provide debt finance in the range £200k to £500k for high growth SMEs unable to secure finance from traditional sources.

In addition to the various interventions linked to access to finance, we are augmenting other forms of business support:

- We are in the process of introducing a *Peer Network* programme. The rationale for this is that businesses learn most from those they trust, hence the aim is to put them amongst

their peers within a facilitated action learning style environment. The objective is both to help businesses stabilise in the current COVID-19 challenged commercial environment and complement the on-going productivity agenda.

- We are exploring options in relation to *leadership and management*. This may include working through the recently-announced national *Small Business Leadership Programme*. Separately, we are looking at opportunities to work with the University of Hertfordshire and/or Cranfield University to deliver a 'Re-ignite SME Growth' programme.

Finally, our intention is to put in place a package of support to encourage *new business start-ups*. We have identified two main strands as a priority: support for technology and/or innovation-focused entrepreneurs, and support for those who are considering self-employment (instead of employment). Within both, we would like to target this at younger entrepreneurs, recognising that they will be disproportionately affected by the pandemic and yet they are crucial to the future of Hertfordshire's economy.

Drawing together these different elements – and with a view to a wider look at the process of enterprise across Hertfordshire, we intend to develop an *Enterprise Strategy for the county*.

Hertfordshire IQ

Another core element of our response is **Hertfordshire Innovation Quarter**

(Hertfordshire IQ), the county's Enterprise Zone. Its purpose is to provide a sustainable place for innovative and green businesses to grow and a hub of employment opportunities for the local community.

The Hertfordshire IQ 'offer' comprises commercial space and a supporting package of benefits to attract inward investment from two key sectors; construction and agritech. Over time, it will deliver three million square feet of new commercial space across seven sites in south west Hertfordshire. This will help to accommodate Hertfordshire's growth businesses and stem any potential loss of enterprise and talent, as well as attracting new companies to the area.

Hertfordshire IQ is targeted to deliver 8,000 new jobs across the designated sites, many of which will be highly skilled, and a further 2,000 jobs across the wider Hemel Garden Communities development. In delivering these jobs, Hertfordshire IQ is also working with local education and skills partners to ensure that local people are well-placed to benefit.

As well as providing tax breaks to relocating businesses, Hertfordshire IQ offers opportunities for companies to collaborate with key anchor institutions (notably BRE Group, Rothamsted Research and the University of Hertfordshire). Specifically, it is encouraging business start-up, incubation and growth through investment in new innovation centres on Rothamsted Research and BRE

campuses. The proposed Open Innovation Hub at BRE has very recently secured support from the *Getting Building Fund*.

Modern Methods of Construction (MMC), is of crucial importance county-wide to help alleviate the housing crisis. With its construction industry focus and wider objectives, Hertfordshire IQ is working with a consortium of housing providers. The aim is to develop an offsite manufacturing hub for the county. This will help accelerate the delivery of housing and provide new employment and innovation opportunities for the smart construction sector.

Looking forward, we intend to roll-out the model to other locations and for different sectors, encouraging businesses to invest, locate, innovate and grow within Hertfordshire.

We also intend to work closely with Hertfordshire County Council and other partners in relation to cross-cutting issues relating to sustainability. BRE and Rothamsted Research are key partners and the early progress of Hertfordshire IQ, focused on envirotech, is important. There is more to be done and the publication of the *Sustainable Hertfordshire Strategy 2020* is a key milestone in this context.

Sector-specific responses

We are, in addition, developing a range of sector-specific initiatives to propel Hertfordshire's economy forward. These are based on conversations with the

private sector which have taken the form of '*virtual round tables*' during lockdown.

Examples include:

- In relation to the **visitor economy**, we are working closely with Visit Herts to support businesses which have been very severely affected. In addition to the crowdfunding scheme which is linked to the Growth Hub, Visit Herts is doing much to raise the profile of the visitor economy. Working through Exemphas and with support from Visit Herts, our intention is to direct part of Hertfordshire's share of ERDF underspend to business development activities in this sector, possibly in association with the University of Hertfordshire.
- Across **film and TV**, we are working closely with Sky to advance plans for a major new studio complex at Elstree. In addition, we are investing in Elstree Film Studios through the *Getting Building Fund*; with new funding, we will create two new 18,000 sq. ft. studios with workshops and offices.
- Hertfordshire's **cell and gene therapy cluster**, located in and around GSK's major campus in Stevenage, is a long-term commitment, and with partners, we have already achieved a great deal. Our intention is to put in place further provision of different forms – focusing on both innovation space and commercial manufacturing and move-on space. We are also committed to working with partners to

ensure that requisite infrastructure investments are made. Most immediately – with new support from the *Getting Building Fund* – we will put in place measures focused on the range of workforce skills that is needed by a fast-growing cluster.

- In relation to **advanced engineering, particularly space science**, we have already invested in the provision of STEM skills. Looking ahead, we intend to further the concept of a north-south science corridor, linking major centres at Hatfield, Stevenage and Letchworth.
- Hertfordshire's **construction** sector will also be critical in driving forward recovery and longer-term growth. As noted above, Hertfordshire IQ (with a focus on innovation in the sector and the development of offsite manufacturing) is a critical element of this, connecting growth of the smart construction sector with delivery of the Garden Towns at Hemel Hempstead and Gilston through sustainable offsite methods.

Recovery Package 2: Skills and Creativity

The pandemic has had a major impact on individuals and households, and on students, workers and communities.

For younger adults, the challenges are especially acute; new graduates are struggling to find job opportunities while businesses may have less immediate capacity and inclination to take on apprentices and other school leavers.

Hertfordshire's 'class of 2020' needs to be recognised as particularly vulnerable to the direct and indirect effects of the pandemic.

Older workers are also being forced to reconsider their assumptions about work. Many will need to seek new and different jobs, and to apply their skills in new ways for different employers – all of which signals upheaval, anxiety and uncertainty. Within this context, lower skilled adults are especially vulnerable; experience from previous recessions suggests that they are likely to become less employable and employers may be less willing to hold onto them, resulting in increased unemployment.

Our educational institutions are affected too – including our schools, the four further education colleges in Hertfordshire and the University of Hertfordshire. All are facing funding uncertainties and profound challenges to 'normal' approaches to teaching and learning.

In relation to skills and creativity, a third crucial constituency is our population of businesses and other employers. The extent to which they have the confidence to recruit and invest in their staff (through (re-)training) is critical to unlocking recovery. Some sectors are more likely to see job losses than others, and the crisis may well accelerate underlying trends which are leading to shifting skills needs in the economy, and in some cases to automation.

In seeking to accelerate economic recovery, our people matter hugely.

We need to respond effectively. We need to match people with job opportunities, equip them with the skills to thrive in the future, and give employers the confidence to recruit and use those skills well.

The task is substantial, but we are working with partners to define and deliver our response. In this context, the oversight role that is being provided by the **Skills Advisory Panel (SAP)** – which links businesses, providers and learners – is critical.

Our intention is to work with Hertfordshire County Council, the Department for Work and Pensions (DWP) and our SAP to revise the **Hertfordshire Skills Strategy** (and publish it by March 2021). This will be accompanied by an updated Labour Market Review 2020/2021 taking into the account the impact of COVID-19.

Beyond this, our immediate response is divided into two strands – one focusing on young people and the second which is targeted at those aged 24+.

Young people

We will use the tools available to us to provide substantive support to young people. Within this, **Hertfordshire Opportunities Portal (HOP)** will play a key role. Hertfordshire LEP has developed this over the last year and it provides a window on the job and training opportunities that are available across the county. It is a critical source of information which is freely available to all our young people and provides an easy

portal for employers to seek the talent they need

Kickstart

We intend to work alongside the government's **£2bn Kickstart programme**, making it as relevant and accessible as possible to businesses in Hertfordshire.

The programme is designed to provide skills and work experience for disadvantaged young jobseekers. The intention is that they should benefit from a subsidised job for six months which should then assist them (through the skills and experience they have acquired) in securing long-term unsubsidised employment. The initial subsidised job will need to be additional and paid at or above minimum wage.

The programme is a national one, but our intention is to make it as relevant as possible for employers in Hertfordshire. Specifically, we want smaller businesses from all sectors to consider engaging with it, as well as the larger ones.

To this end, we intend to:

- work alongside organisations like Hertfordshire Chamber of Commerce, FSB, ICAEW, Hertfordshire Community Foundation, Growth Hub and Visit Herts to build awareness of, and links into, the national Kickstart programme
- secure funding (from remaining European monies) to add skills/workforce advice to the Growth

Hub's business support packages, and provide signposting to Kickstart.

Other priorities for young people

As well as working alongside Kickstart, we will:

- support **apprenticeships**, recognising the long-term importance of this pathway and the need to ensure that it is well and appropriately used, despite the challenges linked to the pandemic. Working with the national Redundancy Support Service for Apprentices (ReSSA), we will seek to enable any apprentices who have been made redundant to connect to new opportunities. Using our networks, we will make more employers aware of the enhanced incentives (from government) to take on apprentices during the remainder of 2020. We will also support the ongoing work of the Apprenticeship Ambassador Network.
- seek to increase **careers provision** in schools across Hertfordshire by creating a third Careers Hub (in addition to the two that already exist), thereby ensuring that the whole county benefits from enhanced provision. Evidence suggests that modest investment over and above the established Enterprise Advisers Network is delivering significant benefits.
- work with our Further Education Colleges to make full use of the **classroom-based offer** (allowing 18 to 19 year olds who are struggling to

find work in England the opportunity to study targeted high value level 2 and 3 courses throughout 2020-21; this is expected to include qualifications in ICT and construction (both of which link to areas of skills gaps and shortages identified before the pandemic)

- work with the University of Hertfordshire (including through the Hertfordshire Opportunities Portal) to ensure that **graduating students** are aware of the opportunities that exist in Hertfordshire, both now and in the future. It is important, for example, that graduates in digital animation are fully aware of the opportunities that exist within Hertfordshire.

Older workers (aged 24+)

We intend to support older workers, particularly those that are needing to find a new job in a different field. We also want to support those that are having to work for longer than they had been planning due to limited pension provision.

To these ends, we will:

- work alongside national schemes such as the **National Careers Service (NCS)** to ensure that people in Hertfordshire aged 24+ benefit fully. In Hertfordshire, the NCS is being delivered by Futures and it is seeking to help those affected by COVID-19 to get back into work and training.

- advance the **ESF Response to Redundancy** programme which is being delivered by Serco.
- maximise the opportunities for **sector-based work academies**, drawing on a national programme which is receiving additional funding from DWP. These aim to provide short-term training to equip people facing redundancy to work in jobs in sectors which are seeking to recruit.
- support various workforce development programmes, including, for example the ESF-funded **skills support in the workforce (SSW)** which is designed to upskill those in employment within SMEs, including in relation to digital skills and higher level qualifications.

We will consult with relevant stakeholders and use the Hertfordshire Opportunities Portal to provide a focus for the above services, delivering a coordinated offer under the banner '**Employer Recovery Hub**'.

In relation to older workers – and consistent with the key themes from our LIS – we are also concerned particularly with the need to increase our **digital skills**. These are relevant at all levels – from basic digital literacy through to advanced coding and data analytics. Working with our colleges and University of Hertfordshire, and with major employers, digital skills will be an on-going priority.

Recovery Package 3: International Trade and Investment

Our third recovery package is focused on securing new investment for Hertfordshire. This is important in terms of re-igniting growth and it is critical if the recovery is to be sustained and sustainable. It is also essential if Hertfordshire is to be prepared for the opportunities and risks linked to the process of Brexit.

Hertfordshire has businesses, clusters and sectors that compete with the best in the world. These are of great interest to international investors. Despite the dislocation caused by the pandemic, we need to recognise our assets and achievements in these terms, and build on them.

Life sciences, particularly cell and gene therapy

One example is **life sciences**. Located within the recently-designated Life Sciences Opportunity Zone, the Cell and Gene Therapy Catapult Advanced Manufacturing Centre sits at the heart of a growing cluster. It is a unique facility which takes therapies from laboratories to clinical trials and beyond. Some of its early occupants are internationally owned and many are involved in clinical trials in different parts of the world. It is a global hub linking investors, entrepreneurs and outstanding scientists; international connections are at the core of its business.

This is all in addition to the activities of GSK – with which it is collocated. GSK has two major research centres within its global research portfolio in Hertfordshire: Medicines Research Centre in Stevenage, and the David Jack Research centre in Ware. It has also entered into a joint venture with Google (i.e. Alphabet) and established a bioelectronics joint venture, Galvani Bioelectronics, in Stevenage. GSK attracts the brightest and best research scientists from around the world to work in Hertfordshire. It is a truly global business and its Hertfordshire operations are a key part of it.

Film and TV

A second example is **film and TV**. Warner Bros' studios at Leavesden and the BBC studios at Elstree are known internationally as outstanding facilities; and the output from them entertains and educates audiences around the world.

However, it is also important to recognise the extent to which international investment has also followed.

Owned by the American conglomerate, Comcast, Sky announced in December 2019 that it is intending to invest in building a major TV and film studio at Elstree. This will generate an additional £3 billion of production investment in the UK's creative economy over the first five years of operation, from Sky, NBCUniversal and other producers. It will also create over 2,000 jobs locally.

Hertsmere District Council gave planning consent to the 32-acre development in July 2020. The new facility is due to open

in 2022. Once complete, it will include production offices, a set construction workshop, a screening cinema and state-of-the-art post-production and digital facilities.

This new investment really is a key catalyst for economic growth in Hertfordshire, in a sector in which the county is already 'on the global map'.

Smart and sustainable construction

In relation to international investment, the growing opportunities linked to **smart and sustainable construction** must also be flagged. As set out above, Hertfordshire IQ is leading the way in this context, providing opportunities for innovation and learning, as well as linking the possibilities of offsite construction to major new developments (e.g. at Hemel Garden Communities and at Gilston) which will be central to Hertfordshire's wider growth narrative for decades to come.

Harnessing these assets

Looking ahead, it is crucial that Hertfordshire's international credentials are recognised and nurtured, particularly as the process of EU transition moves forward.

This means that despite the uncertainties surrounding the pandemic, inward investment needs to be encouraged and all aspects of international trade supported. In parallel, we also need to ensure that Hertfordshire's residents are able to benefit from the investment that is secured; putting in place appropriate

provision for skills, training and workforce development is therefore also critical.

Using Hertfordshire's major sites well

A critical element of our response is defined around our major sites and employment areas. Across Hertfordshire, these include Park Plaza West and North, Gunnels Wood Road, Hatfield Business Park, Watford/Croxley Business Park and Hertfordshire IQ.

Recognising that a substantial amount of employment land has been lost over recent years (often through Permitted Development Rights), these are crucial assets for Hertfordshire's long term economic well-being. They need to be a focus for the growth of key sectors and clusters, and a critical element of our inward investment marketing.

Marketing and promoting Hertfordshire

For many international inward investment decisions, proximity to London is essential. Hertfordshire can provide this, and it is an asset that is also shared by our partners in Catalyst South. For this reason, we intend to advance our international marketing and positioning efforts in concert with others across the south of England: there is little to be gained by competing and much to be achieved through collaborating, both with each other and with the Department for International Trade (DIT).

Within this mix, we need to emphasise our unique attributes. We have aspirations to establish a High Potential Opportunity area around Stevenage in relation to cell and gene therapy. There are also significant opportunities in the film and TV cluster in south west Hertfordshire. We will also highlight the depth of our labour market and the benefits of a location at the heart of the wider 'Golden Triangle'.

Over the months ahead, we intend to advance international place marketing activities alongside partners within Catalyst South. Through the development of clear sectoral and technology-based propositions, we will reach out to potential investors from around the world and ensure that they are fully aware of what Hertfordshire has to offer.

Hertfordshire trading internationally

In a similar vein, we want to encourage more of our own businesses to trade internationally – uncertainties linked both to the pandemic and Brexit/EU Transition notwithstanding. In the long term, this is crucial for economic growth and we have to find new ways of doing business globally. Our Growth Hub will be part of the response at a local level, but we also expect to take forward this commitment with partners across Catalyst South.

Two Transformational Programmes

Alongside our three main Packages for Economic Recovery, we intend to advance two Transformational Programmes.

These involve many different partners, and in some cases, the LEP's role is relatively small, working in support of others. These Transformational Programmes tend to be longer-term ventures – but in all cases, it will be important that early progress is made.

Transformational Programme 1: Equipping Hertfordshire's places for mid-21st Century living and working

Town centres and town-level economies

Across Hertfordshire, lockdown has added substantial further pressure to town centre economies which were already under threat. These were facing structural change prior to the pandemic, principally because of changing shopping habits. This process has been accelerated and intensified as leisure and hospitality sectors have also seen significant disruption.

Across Hertfordshire, we need a proactive but differentiated approach to the regeneration of our towns in general and town centres in particular.

Stevenage

We are committed to early and significant progress in relation to the regeneration of **Stevenage**.

We have supported the formation of *Stevenage Development Board* which is currently overseeing the development of a *Town Investment Plan* (TIP) proposal to Government. This is likely to include a range of projects – ranging from developing the station gateway to providing managed workspace in a town centre enterprise facility. The Town Deal bid is expected to be submitted in the early autumn and funding decisions will follow shortly thereafter.

This is all part of a *wider regeneration programme for Stevenage Central*. One-third of the town centre is currently being redeveloped by Mace, at a cost of £350m, to provide some 3,500 new homes together with employment, retail, hospitality, leisure and co-ordinated public service uses set within high quality, vibrant public spaces. To date, some £30m of public investment has been made to lever in private investment. Over the next 20 years, a further £650m will be invested by the private sector in the town centre, strengthened by corresponding business investment in Gunnels Wood Road, one of the largest employment areas in the county (and linking directly to our plans for sector growth, particularly in relation to cell and gene therapy (and wider life sciences) and advanced manufacturing and engineering).

Other town-level regeneration schemes

We are also supporting the development of regeneration schemes across many other towns. These include:

- **Bishops Stortford** – with a regeneration scheme for a key part of the town centre to create a new arts complex, driving housing, employment and hospitality/leisure opportunities.
- **Hatfield** – with carefully targeted redevelopment interventions to create new housing and employment in place of surface level car parking.
- **Hemel Hempstead** – through the implementation of long term plans to introduce new housing into the town centre together with new college space, improved retail, leisure and public realm, all set within the context of designation of the town as a Garden Community and long-term plans to create some 20,000 new homes.
- **St Albans** – through Council-led initiatives to replace ‘brutalist’ 1960s buildings with high quality residential, employment and arts space which is more appropriate to an historic city centre.
- **Waltham Cross** – with public realm improvements to create Queen Eleanor Square, paving the way for more comprehensive improvements linking Waltham Cross station to proposed major employment uses on the M25/A10.

- **Watford** – with major private and public sector investment in the town centre including new retail, new high quality public realm and ambitions to redevelop Watford Station.
- **Welwyn Garden City** – through major new private sector residential and employment space investment next to the station coupled with proposals to replace worn out parking and under-used space with new mixed-use developments.

In advancing these schemes, we are keen to ensure that towns’ economies also evolve. In practice, many elements of our Economic Recovery Packages (described earlier) will be delivered in our towns and we want to ensure that there is a strong level of ‘join up’ across the different elements.

Every town in Hertfordshire is different. Every one of them needs both to recover in the short-term whilst also repositioning itself for longer term economic resilience and well-being. Hertfordshire LEP will be a key partner in this journey.

Building sustainable communities

Within Hertfordshire, we are committed to significant housing growth over the years ahead. Major schemes include:

- **Harlow and Gilston Garden Town** – which spans the boundary between Hertfordshire and Essex, and includes provision for 10,000 dwellings in East Hertfordshire

- **Hemel Garden Communities** – which will deliver around 11,000 dwellings to the north and east of Hemel Hempstead.

We intend to work with our partners to ensure three wider outcomes linked to both schemes. First, we need to build enterprising communities – where economic activity is ‘designed in’, consistent with the aspirations and expectations of mid-21st Century living and working. Second, we need to ensure these major developments are exemplary in environmental terms, and here the read-across to the pioneering work led through Hertfordshire IQ is important; Modern Methods of Construction / offsite manufacturing can be linked to a genuinely green recovery. Thirdly, our new developments must be digitally exemplary, with high quality infrastructures and the expectation of new and innovative digital solutions.

Both schemes are long term ventures and progress on both has been slowed temporarily by the pandemic. **But both need to be recognised as major opportunities – not least in relation to our construction sector (and the employment pathways this can potentially provide) – and as catalysts for economic growth in the short-medium as well as the long term.**

Transformational Programme 2: Connecting Hertfordshire for mid-21st Century living and working

Our second Transformational Programme is concerned with different aspects of connectivity. The pandemic has demonstrated both the vulnerabilities linked to connectivity but also the possibilities, particularly linked to digital solutions. As we seek to chart an economic future that is more resource efficient, we need to build on the progress that has been made – recognising that different forms of connectivity have a role to play, and also that new (and potentially better and fairer) economic and social relationships can be defined in the process. In working towards these outcomes, digital skills will be a prerequisite.

Building our digital infrastructure

It is critical that we continue to invest in and grow our digital infrastructure.

Working with partners, our intention is to deliver ubiquitous high speed digital connectivity over full fibre and 4G and 5G mobile across Hertfordshire. This will mean that bandwidth is no longer a barrier for individual households, communities, businesses and places. It ought to open up many new opportunities based on consistently excellent digital connectivity.

These outcomes are achievable if the market is encouraged to work better. This in turn needs partners across the county to work together with businesses

and providers. There are many steps we can collectively take – including, for example, by making public sector buildings and other assets available for infrastructure to support 5G roll-out; and seeking to upskill local people to be able to use the infrastructure better (whether the issue is basic digital literacy or advanced skills linking to Artificial Intelligence).

Re-defining orbital connectivity

Hertfordshire's radial routes – both rail and road – are congested and in need of investment, but they provide good connectivity within and beyond the county.

The same cannot be said of our east-west links which – with the exception of

the M25 – are invariably poor. We consider these to be important in relation to Hertfordshire's longer-term growth ambitions.

Working with Hertfordshire County Council and other partners through the Growth Board, we want to advance an accessible and affordable east-west system, using new and emerging Mass Rapid Transit technologies. It will also embrace active and sustainable travel.

Although this is a long-term venture, it should support economic growth, improve the environment and benefit both new and existing communities. It is therefore a priority for economic recovery and longer-term growth. It is being advanced under the auspices of the Hertfordshire Growth Board.

Delivering our Economic Recovery Plan

Our Economic Recovery Plan must now be delivered with urgency. We have put in place various arrangements to ensure this happens.

Role of the LEP Board

The delivery of our Economic Recovery Plan will be overseen by the main Board of Hertfordshire LEP.

A regular progress update will be provided to the Board (monthly in relation to the three Economic Recovery Packages; and bi-monthly across the two Transformation Programmes). We intend to publish highlights from these progress updates in the form of a Red-Amber-Green (RAG) assessment.

Resilience cell

In addition, Hertfordshire LEP will continue to work closely with local authority partners in its Resilience Cell. This will provide broader levels of accountability and a wider basis for reporting.

Real-time delivery and intelligence

We are very aware that circumstances are changing very quickly and this Plan – drafted in summer 2020 – could quickly be overtaken by events, particularly if there is a second spike in COVID-19 (and/or if specific local economies are

subject to local lockdowns). We are planning for this possibility.

There is also substantial uncertainty surrounding the process of EU Transition – and much may change on that front within a few weeks. In anticipation, we have set up a Brexit Readiness Group consisting of key local stakeholders which will support our businesses.

To be able to react quickly, we will build our intelligence gathering and reporting capacity, sharing data, intelligence and analysis by building long standing stakeholder engagement activities with partners in the private and public sector. This has the potential to shape how we work with, and shape, our responses to the emerging economic crisis.

In addition, we intend to continue to work through two broader ventures which are concerned partly about delivery and partly about gathering ‘real-time’ intelligence and insight as circumstances change.

Working with individual local authority districts

We will work with individual local authority districts and boroughs to understand how the economic effects of the crisis are working through locally, and to ensure that our Recovery Plan is reaching relevant businesses and communities in an appropriate form.

This process is starting with Broxbourne and Welwyn Hatfield, but we intend to roll it out.

Working with key sectors

In parallel, we will continue to work closely with our key sectors. This includes a rolling programme of sector round-tables. During lockdown, these have involved virtual meetings with businesses to identify key issues and to define appropriate responses. Over recent weeks, we have had virtual meetings with the film and TV sector, and with construction businesses. More discussions of this nature will take place in the summer and autumn.

Working with partners beyond Hertfordshire

Catalyst South

We intend to continue to work closely with the other southern LEPs within Catalyst South. This is an important vehicle for a dialogue with central government which will be critical over the months ahead.

LEP Network

Finally, we intend to work actively with the wider LEP Network. This brings together 38 local enterprise partnerships across England. It has defined a five-point plan for economic recovery which highlights the unique role that LEPs need to play.

Measuring progress

We will monitor and evaluate the delivery of our Economic Recovery Plan.

Monitoring

We will chart progress in relation to the delivery of the commitments set out in this Plan. We will keep key delivery milestones under close review, and formulate a clear risk register linked to them. We will monitor closely the spend and outputs linked to our commitments. Any delays in delivery will be investigated.

These monitoring data will provide the basis of monthly update reports to our Board and other stakeholders.

Evaluation

We intend to put in place an intelligent and proportionate approach to evaluation, consistent with the speed at which the Economic Recovery Plan needs to be delivered. It will be multi-faceted, with some elements designed at the micro level and others concerned with the wider Hertfordshire economy.

Micro perspectives

We will stay close to individual projects, both to understand any challenges surrounding delivery but also to gather immediate feedback around what is working well and less well. We recognise that these insights may well have more

general currency and they are likely to be important in shaping 'real time' delivery.

Understanding how Hertfordshire is changing

In parallel, we will keep a close eye on the key economic indicators for Hertfordshire – charting what is happening as the various government schemes are gradually wound down and the full effects of the recession become clearer.

This will include gathering evidence on claimant counts and redundancy data. We will pay particular attention to evidence surrounding the 'Class of 2020'. We will also want to understand what is happening at a local level – in individual towns across Hertfordshire. Evidence and data relating to town centre activity will be especially important. We will also gather evidence on business investment and investor confidence (including in relation to the uptake of commercial property; recruitment activity, etc.).

In time, we may want to investigate more formally the relationship between specific interventions and the outcomes we are seeing across Hertfordshire. However we need to recognise also that robust evaluations – in which we can be confident about causality – take time and resource. We will 'design in' the evidence and data that these require but in practice, given the speed with which conditions are changing, this part of the exercise may need to be reserved 'for later'.

Annex A: Summary of key actions and commitments

RECOVERY PACKAGE 1: ENTERPRISE AND INNOVATION

Reporting within the LEP: Enterprise and Innovation Programme Board, Enterprise Zone Partnership Board, LEP Board

Action	Milestones and next steps	RAG	Comments on progress
<ul style="list-style-type: none"> Work with the Growth Hub to deliver the emergency COVID19 business support package, including Hertfordshire Business Expansion Grant Scheme; the Volunteer Business Support Scheme; and Crowdfund Hertfordshire 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Pilot business support schemes, the Volunteer Business Support Scheme and Crowdfund Hertfordshire to have completed delivery <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Initial evaluations of the Volunteer Business Support Scheme and Crowdfund Hertfordshire completed by end of 20/21 FY, to inform considerations on extending the activity. 12 BEGS Awards and £1m of grants offered <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> 15 BEGS Awards and £1.5m grants offered 		
<ul style="list-style-type: none"> Work closely with Hertfordshire Community Foundation to ensure the VCSE (voluntary, community and social enterprise) sector is aware of the available support 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Working protocols and arrangements in place for Hertfordshire Community Foundation to represent the VCSE and to be the LEP and Growth Hub's primary contact, to ensure that the sector is aware of and connected to the business support available in Hertfordshire 		
<ul style="list-style-type: none"> Deliver wider initiatives linked to access to finance, notably <i>Hertfordshire SME Growth Loan Scheme</i> 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Appoint fund manager, establish Special Purpose Vehicle (Hertfordshire Loan Management Ltd) and appoint 		

Steering Group by Christmas 2020

- Initial Investment into HLML
- Marketing Programme developed & agreed by LEP, Growth Hub & FSE CIC for launch Jan 2021

6 months (by end March 2021):

- First steering Group Meeting held
- Two deals agreed at Credit Committee by March 31 2021
- Marketing Programme commenced and forward programme for 2021 developed.

12 months (by end Sept 2021):

- £1.5m total of deals approved at Credit Committee
- £1m of these deals drawn against fund
- Number of jobs created/ safeguarded 35 p.a.
- Second Steering Group meeting held

- Consolidate **support for business start-ups**, focusing especially on (a) technology and knowledge-based start-ups; and (b) those considering self-employment/micro-business starts instead of employment

3 months (by end Dec 2020):

- First year of the “Get Enterprising” programme completed, providing pathway support to connect growth potential early stage businesses, with mainstream business support services accessed via the Hertfordshire Growth Hub.
- Design start-up grant programme for people under threat of or being made redundant
- “Being your own boss” programme established (effectively training scheme for people looking to become independent traders”)
- Design of Digital transformation business support programme complete

6 months (by end March 2021):

	<ul style="list-style-type: none"> • Consideration of “Get Enterprising” programme content and delivery, for adaptation purposes by the end of 20/21 FY • Launch Digital transformation business support programme 		
<ul style="list-style-type: none"> • Deliver key business support packages, tailoring national schemes like the <i>Peer Network Programme</i> and <i>Small Business Leadership Programme</i> to Hertfordshire 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> • Peer Network Programme to be mobilised and operational in Hertfordshire <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> • Peer Network national pilot, inclusive of Hertfordshire delivery, completed by March 2021. Hertfordshire survey data provided by this milestone, for consideration within the national evaluation of this pilot programme 		
<ul style="list-style-type: none"> • Develop an Enterprise Strategy for Hertfordshire, reflecting changing circumstances but also taking into account underlying issues linked to the process of enterprise across the county 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> • Compile evidence base and begin drafting Enterprise strategy <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> • Draft strategy approved by LEP board and launched 		
<ul style="list-style-type: none"> • Continue to advance Hertfordshire IQ, highlighting (in the context of Recovery Package 1) those elements linked to enterprise and innovation, and in relation to the construction sector. This includes the proposed Open Innovation Hub at BRE which will be supported through the <i>Getting Building Fund</i> 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> • Investment from offsite manufacturing sector confirmed • Completion of the Russell Building on Rothamsted Campus <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> • BRE Open Innovation Hub under construction <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> • Maylands sites investment campaign launched, targeting future occupiers for 4 of the Herts IQ sites on Maylands 		
<ul style="list-style-type: none"> • Work with Visit Herts to support the visitor economy, to ensure 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> • Visit Herts to have delivered four ‘Recovery Strategy 		

<p>businesses can be connected to a <i>business support package</i> of assistance, that can respond to their challenges and meet their requirements</p>	<p>Working Groups by Christmas 2020, engaging with businesses in different sub-sectors of the Visitor Economy (Food & Drink; Indoor Attractions; Accommodation; and Meeting & Events). This will result in an understanding of the challenges and concerns of businesses after re-opening and where additional support is required.</p> <ul style="list-style-type: none"> • Dedicated 100% revenue grants for use by visitor economy businesses, as provision made available via the ERDF Get Growing project delivered through the Growth Hub, to be fully allocated by Christmas 2020 <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> • Visit Herts, working with the LEP and Hertfordshire Growth, by the end of 20/21 FY to have established a portfolio of business support services that can be presented to business as equipped and available to support the challenges of the sector. 		
<ul style="list-style-type: none"> • Advance actions to support the film and TV sector, including investment in Elstree Film Studios through the <i>Getting Building Fund</i> and working closely with Sky to advance plans for a major new studio complex at Elstree 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> • Getting Building Fund bid approved <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> • Getting building fund contract issued <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> • Work begins on construction of Getting Building fund project 		
<ul style="list-style-type: none"> • Accelerate the growth of the cell and gene therapy cluster, most immediately through the <i>Getting Building Fund</i>, but also by advancing a longer-term cluster development plan 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> • Getting Building Fund bid for C&G Integration Lab approved <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> • C&G integration LAB contract issued • First draft of 10-year Cluster Development Plan for Stevenage and North Herts 		

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| <ul style="list-style-type: none"> Support the advanced manufacturing and engineering sector, including through STEM skills provision and also with a view to longer term priorities | <p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Extension of Manufacturing Growth Programme begins <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Over £1m of BEGS funding into Manufacturing sector achieved | | |
|--|--|--|--|

RECOVERY PACKAGE 2: SKILLS AND CREATIVITY

Reporting within the LEP: Skills Advisory Panel, LEP Board

Action	Milestones and next steps	RAG	Comments on progress
<ul style="list-style-type: none"> Work with the Skills Advisory Panel (SAP) to revise the Hertfordshire Skills Strategy (and publish it by March 2021). 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Engagement with stakeholders: host series of 4 to 5 summits to inform strategy development <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Working with HCC, DWP and other partners, publish draft Hertfordshire Skills Strategy (3rd edition) <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Publish final draft of strategy; hold Countywide skills summit (in partnership with HCC and DWP) 		
<ul style="list-style-type: none"> Complete a Labour Market Review 2020/2021 taking into account the impact of COVID19 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Publish interim labour market review taking into account immediate impact of COVID19 <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Draft Skills and Labour Market review 2021 (to accompany Skills and Employment Strategy) <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Review and update skills and employment action plan resulting from review with SAP 		

<ul style="list-style-type: none"> Promote the role of the Hertfordshire Opportunities Portal (HOP) as the major source of intelligence and provide a coordinated offer under the banner '<i>Employer Recovery Hub</i>' 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Ensure stakeholders (local authorities, HGH, FSB, enterprise agencies) are signposting to HOP for employment recovery support <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Invest in digital marketing and SEO campaign to increase school and resident awareness of HOP <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Increase unique users to 10,000; produce sustainability business plan for HOP 	
<ul style="list-style-type: none"> Promote the government's £2bn Kickstart programme, and work with partners to make it as relevant and accessible as possible to businesses in Hertfordshire 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Work with DWP to ensure HOP/LEP/HGH has up to date content to explain Kickstart programme and correct signposting to JCP – bi-weekly promotion across business network <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Work with JCP to evaluate impact of Kickstart and incorporate analysis into skills and labour market review 2021 <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Final evaluation of Kickstart and assessment of current Hertfordshire 16-24 year old unemployment situation 	
<ul style="list-style-type: none"> Work with the national Redundancy Support Service for Apprentices (ReSSA) to enable apprentices who have been made redundant to find new opportunities 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Provide local referral routes to ESFA to support redundant apprentices i.e. ESF Skills Support for Redundancy and Pathways to Success programmes. Promote programme to business network and residents via HOP/LEP Attend monthly meetings with local apprenticeship providers group to understand impact on apprenticeships at a local level <p>6 months (by end March 2021):</p>	

<ul style="list-style-type: none"> Using our networks, make more employers aware of the enhanced incentives to take on apprentices during the remainder of 2020 	<ul style="list-style-type: none"> Working with ESFA and local apprenticeship providers group, evaluate impact of ReSSA in Hertfordshire and develop case study; Publish draft Apprenticeship and Technical Education Strategy <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Monitor impact on apprenticeship starts <p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Working with LEP Comms and Hertfordshire Apprenticeship Provider Network develop marketing campaign, promote via HOP/LEP and HGH <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Publish draft Apprenticeship and Technical Education Strategy to inform future apprenticeship provision and promotion <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Review strategy implementation and update action plan 	
<ul style="list-style-type: none"> Support the on-going work of the Apprenticeship Ambassador Network 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Work with AAN to ensure members have of full understanding of local offer and incentives <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Develop two case studies of how Ambassadors have used Apprenticeships to support COVID19 recovery <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Work with AAN to review membership of AAN and Young Apprenticeship Ambassador Network to ensure representative of Hertfordshire priority sectors 	
<ul style="list-style-type: none"> Increase careers provision in schools across Hertfordshire by creating a third Careers 	<p>3 months (by end Dec 2020):</p>	

<p>Hub (in addition to the two that already exist), ensuring that the whole county benefits from enhanced provision</p>	<ul style="list-style-type: none"> Ensure current Careers Hub and wider EAN provision is re engaged with all Hertfordshire schools <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Establish wave 2 Careers Hub provision and measure impact of wave 1 Careers Hub provision on member schools <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Submit request to Careers & Enterprise Company for a wave 3 Careers Hub in Hertfordshire; Share best practise and provide access to additional workshop etc to all non-Careers Hub schools in Hertfordshire 	
<ul style="list-style-type: none"> Work with our Further Education Colleges to make full use of the classroom-based offer (allowing 18 to 19 year olds who are struggling to find work in England the opportunity to study targeted high value level 2 and 3 courses throughout 2020-21), focusing especially on qualifications in ICT and construction 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Liaise with FE Colleges and private training providers to ensure breadth of classroom-based offer is understood and promoted via HOP and through school network via CEC/Careers Hubs <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Work with FE and private training providers to understand progression opportunities for students undertaking classroom-based offer <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Promote career pathways for this cohort via HOP 	
<ul style="list-style-type: none"> Work with the National Careers Service (NCS) to ensure that people in Hertfordshire aged 24+ benefit fully (delivered by Futures) 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Ensure NCS enhanced provision is included on HOP and promoted across partner networks <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Via the Hertfordshire response to redundancy taskforce, ensure any missing gaps in provision are identified and solutions developed <p>12 months (by end Sept 2021):</p>	

<ul style="list-style-type: none"> • Advance the ESF Response to Redundancy programme (delivered by Serco) 	<ul style="list-style-type: none"> • Include analysis of NCS provision in 2021 Skill and Labour market review and action plan going forward <p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> • Ensure programme is detailed on HOP and promoted across partner network <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> • Via the Hertfordshire response to redundancy taskforce, ensure programme has capacity for the required demand (using interim labour market analysis published in November) <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> • Updated review of redundancy support required using evidence base 	
<ul style="list-style-type: none"> • Maximise the opportunities for sector-based work academies, drawing on the national programme which is receiving additional funding from DWP 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> • Work with JCP to develop marketing brochure to promote SBWA via HOP and partners <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> • In partnership with key local stakeholders, i.e. HGH, Chamber, FSB etc, generate referrals for two SBWA <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> • Provide referrals for a further 4 SBWA and develop case study 	
<ul style="list-style-type: none"> • Support workforce development programmes, including the ESF-funded skills support in the workforce (SSW) 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> • Liaise with ESFA/DWP MA to increase and extend SSW budget; Ensure SSW is signposted on HOP <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> • Develop skills, re-training and progression hub on HOP for workforce development solutions <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> • Using evidence base – surveys and data analysis - to ensure Hertfordshire provision base 	

<ul style="list-style-type: none"> Work with the University of Hertfordshire to ensure that graduating students are aware of the opportunities that exist in Hertfordshire, both now and in the future 	<p>meets employers requirements for skills</p> <p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Ensure UH Careers department is immediately aware of LMI and employment opportunities available via HOP and that students understand how to access the portal <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Use evidence base to work with UH to ensure class of 2020 graduates with no destination are aware of pathways available <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Establish an MOU with University Careers and Enterprise department to ensure graduating students are aware of career pathways via HOP 	
<ul style="list-style-type: none"> Take steps to increase digital skills, particularly in relation to older workers [Shared with TRANSFORMATIONAL PROGRAMME 2: Connecting Hertfordshire for mid-21st Century living and working] 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Undertake digital skills gap assessment as part of interim skills analysis (November 2020) <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Incorporate Digital Skills working group to include UH, FE, employers and sector representatives and develop draft action plan; align the work of this group with that of the County Digital Infrastructure group <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Assess potential funding streams via existing budgets (i.e. Adult Education, SSW or Flexible Support Fund) and new funding opportunities to support digital skills development 	

RECOVERY PACKAGE 3: International Trade and Investment

Reporting within the LEP: Enterprise and Innovation Programme Board, Enterprise Zone Partnership Board, LEP Board

Action	Milestones and next steps	RAG	Comments on progress
<ul style="list-style-type: none"> Work with partners to ensure that major sites are used appropriately in seeking to attract international investment 	<p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Start development of suite of soft landing packages for key locations Development of Value propositions by place and by sector <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Full set of marketing propositions complete 		
<ul style="list-style-type: none"> Work with partners across Catalyst South to develop sector and technology propositions for inward investment marketing purposes 	<p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Mapping the area to identify sectoral strengths and identify lead LEP responsibilities for crafting Propositions Develop joint market strategy and action plan <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Work towards coordination of resources to create Virtual “Investment Promotion Agency” 		
<ul style="list-style-type: none"> Promote the High Potential Opportunity area around Stevenage in relation to cell and gene therapy 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Establish a development team to take the HPO work with DIT forward <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Value proposition published for the sector in Hertfordshire <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Secure one mobile Foreign Direct Investment in the area 		
<ul style="list-style-type: none"> Promote Hertfordshire IQ (and with it smart and sustainable construction) in attracting international investment (in the context of Recovery Package 3) 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Investment from offsite manufacturing sector confirmed <p>6 months (by end March 2021):</p>		

	<ul style="list-style-type: none"> • Post-COVID19 HIQ demand study completed in order to shape inward investment campaigns <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> • Maylands sites investment campaign launched, targeting future occupiers for four of the Herts IQ sites on Maylands 		
<ul style="list-style-type: none"> • Encourage more Hertfordshire Businesses to engage in international trade 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> • Hertfordshire LEP joins regional ESIF Internationalisation Fund Project Advisory Group • By end of November, launch and promote ESIF Internationalisation Funds via Hertfordshire Growth Hub to help SME's grow through international trade. • Eligible SMEs will be able to apply for co-investment funding of between £1,000 and £9,000 towards projects of between around £2,000 and £18,000 in value. The scheme will provide third-party consultancy or other services including participation in trade missions and trade fairs, 6 months (by end March 2021): <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> • First project approvals completed by Scheme operator Capita Business Services <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> • 20 SMEs supported through the ESIF Internationalisation Fund 		

TRANSFORMATIONAL PROGRAMME 1: Equipping Hertfordshire's places for mid-21st Century living and working

Reporting within the LEP: Strategic Infrastructure Programme Board, Enterprise Zone Partnership Board, LEP Board

Key external reporting: Growth Board

Action	Milestones and next steps	RAG	Comments on progress
<ul style="list-style-type: none"> Support the work of Stevenage Development Board 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> SDB well established as a Board with Stevenage Town Investment Plan signed off <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> SDB Terms of Reference and scope reviewed to reflect Stevenage TIP outcome 		
<ul style="list-style-type: none"> Support the development of Stevenage's Town Investment Plan (TIP) proposal to government, and put in place an appropriate Town Deal 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Stevenage Town Investment Plan submitted to Government <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Stevenage Town Deal programme agreed with Government <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Minimum 3 Town Deal projects started 		
<ul style="list-style-type: none"> Support ongoing initiatives linked to the wider regeneration programme for Stevenage Central 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Stevenage Station MSCP project approved and started <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Stevenage Bus Interchange project construction underway <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Mace's SG1 programme started with Phase 1 out of the ground 		
<ul style="list-style-type: none"> Develop an appropriate plan for Gunnels Wood Road, recognising its crucial potential importance in relation to both the cell and gene therapy cluster and the 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Economic strategy for GWR commenced <p>6 months (by end March 2021):</p>		

Action	Milestones and next steps	RAG	Comments on progress
<ul style="list-style-type: none"> advanced manufacturing and engineering sector 	<ul style="list-style-type: none"> Economic strategy and delivery plan completed <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Detailed economic case, traffic modelling and for GWR/A502 Roundabout completed 		
<ul style="list-style-type: none"> Work with partners to deliver ambitious plans for Hemel Hempstead, including in relation to the town centre, Hertfordshire IQ and Hemel Garden Communities 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Work with local stakeholders to secure a planning context that will support delivery <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Identify capital funding for M1 J8 construction <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Support TCE to submit East Hemel Hempstead planning application M1 Junction 8 upgrade design project complete, scheme ready for funding and planning permission 		
<ul style="list-style-type: none"> Continue to advance plans for Watford, recognising particularly the need for investment in the town centre and around the station 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Work with WBC to implement Clarendon Road and Station Gateway programmes <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Work up the transport interchange project <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Work with WBC on Watford Junction regeneration programme 		
<ul style="list-style-type: none"> Support town-level regeneration plans in each of Bishops Stortford; St Albans; Hatfield; Waltham Cross; and Welwyn Garden City 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Commission Town Centre strategy and action plan for Herts <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Work with local partners to develop and start to implement local regeneration plans for key Herts towns 		

Action	Milestones and next steps	RAG	Comments on progress
<ul style="list-style-type: none"> Advance Harlow and Gilston Garden Town – which spans the boundary between Hertfordshire and Essex, and includes provision for 10,000 dwellings in East Hertfordshire 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Continue to work with HGGT partners to ensure Herts' interests are represented, especially re economic opportunities 		
<ul style="list-style-type: none"> Support the delivery of Hemel Garden Communities, recognising links to Hertfordshire IQ and opportunities linked particularly to sustainable construction 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Support the newly-appointed HGC Programme Manager to accelerate delivery <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Support the HGC Board to deliver the garden town's objectives 		

TRANSFORMATIONAL PROGRAMME 2: Connecting Hertfordshire for mid-21st Century living and working

Reporting within the LEP: Strategic Infrastructure Programme Board, LEP Board

Key external reporting: Growth Board

Action	Milestones and next steps	RAG	Comments on progress
<ul style="list-style-type: none"> Working with others, support the delivery of ubiquitous high speed digital connectivity over full fibre and 4G and 5G mobile across Hertfordshire 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Secure funding through TIP for hyperfast broadband/acceleration of 5G Stage 1 feasibility pilot for Stevenage Hold a digital roundtable with key stakeholders across Hertfordshire <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Commission Stage 1 feasibility pilot for Stevenage Undertake an analysis of current programmes to identify gaps <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Roll out findings for Stage 1 feasibility pilot across Herts to 		

<ul style="list-style-type: none"> Take steps to increase digital skills, particularly in relation to older workers [Shared with RECOVERY PACKAGE 2: People and Creativity] 	<p>inform investment decision-making</p> <ul style="list-style-type: none"> Produce a digital strategy and action plan <p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Undertake digital skills gap assessment as part of interim skills analysis (November 2020) <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Incorporate Digital Skills working group to include UH, FE, employers and sector representatives and develop draft action plan; align the work of this group with that of the County Digital Infrastructure group <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Assess potential funding streams via existing budgets (i.e. Adult Education, SSW or Flexible Support Fund) and new funding opportunities to support digital skills development 	
<ul style="list-style-type: none"> Working with Hertfordshire County Council and other partners through the Growth Board, advance an accessible and affordable east-west system, using new and emerging <i>Mass Rapid Transit technologies</i>, and embracing <i>active and sustainable travel</i> 	<p>3 months (by end Dec 2020):</p> <ul style="list-style-type: none"> Work with Hertfordshire stakeholders to consult on the potential high level route for the MRT <p>6 months (by end March 2021):</p> <ul style="list-style-type: none"> Identify potential for delivery of dedicated bus route in advance of full MRT <p>12 months (by end Sept 2021):</p> <ul style="list-style-type: none"> Agree the high level route for the MRT and its potential economic impact 	

Annex B: District profiles

Broxbourne



Local take-up of national schemes to safeguard jobs during the pandemic:

Coronavirus Job Retention Scheme

	Employments furloughed	Eligible employments	Take-up rate
Hertfordshire	163,000	576,300	28%
Broxbourne	15,000	47,200	32%

Source: HMRC Coronavirus Job Retention Scheme statistics: July 2020



Self-Employment Income Support Scheme

	Total potentially eligible population	Total no. of claims made to 30/6/20 ¹	Total value of claims made to 30/6/20 ¹ (£)	Average value of claims made to 30/6/20 ¹ (£)	Take-Up Rate
Hertfordshire	69,400	52,600	170,300,000	3,200	76%
Broxbourne	6,400	5,100	16,800,000	3,300	80%

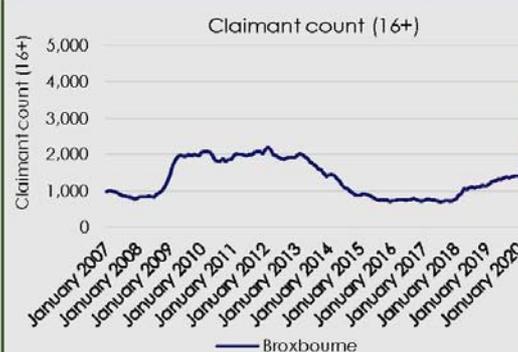
Source: HMRC Self-Employment Income Support Scheme statistics: July 2020

1. Includes individuals that have applied and are awaiting payment or have been paid. Excludes error and rejected cases.

Sectoral distribution of employee jobs (2018)

	Broxbourne		
	no.	%	LQ
Agriculture, forestry & fishing	50	0.1	0.2
Mining, quarrying & utilities	350	1	0.8
Manufacturing	2,500	7.4	0.9
Construction	3,000	8.8	1.9
Motor trades	1,250	3.7	2.0
Wholesale	4,000	11.8	2.8
Retail	4,000	11.8	1.3
Transport & storage (inc postal)	2,000	5.9	1.2
Accommodation & food services	1,750	5.1	0.7
Information & communication	700	2.1	0.5
Financial & insurance	500	1.5	0.4
Property	800	2.4	1.3
Professional, scientific & technical	3,000	8.8	1.0
Business administration & support services	4,000	11.8	1.3
Public administration & defence	500	1.5	0.4
Education	3,000	8.8	1.0
Health	2,000	5.9	0.5
Arts, entertainment, recreation & other services	1,250	3.7	0.8
Total	34,000	100	1.0

Source: Business Register and Employment Survey (LQ relative to England)



		Hertfordshire	Broxbourne
June 2019	Claimant count	12,460	1,305
	Claimants as a proportion of residents (16-64)	1.7	2.2
June 2020	Claimant count	36,960	3,845
	Claimants as a proportion of residents (16-64)	5	6.4

Broxbourne has seen severe immediate effects linked to the pandemic. The uptake of the various government schemes has been high and the claimant count has also risen steeply.

The high incidence of both wholesale and retail arguably presents a risk; both may face restructuring as the recession works through.

Dacorum



Local take-up of national schemes to safeguard jobs during the pandemic:

Coronavirus Job Retention Scheme

	Employments furloughed	Eligible employments	Take-up rate
Hertfordshire	163,000	576,300	28%
Dacorum	22,200	73,500	30%

Source: HMRC Coronavirus Job Retention Scheme statistics: July 2020



Self-Employment Income Support Scheme

	Total potentially eligible population	Total no. of claims made to 30/6/20 ¹	Total value of claims made to 30/6/20 ¹ (£)	Average value of claims made to 30/6/20 ¹ (£)	Take-Up Rate
Hertfordshire	69,400	52,600	170,300,000	3,200	76%
Dacorum	9,500	7,200	23,500,000	3,300	76%

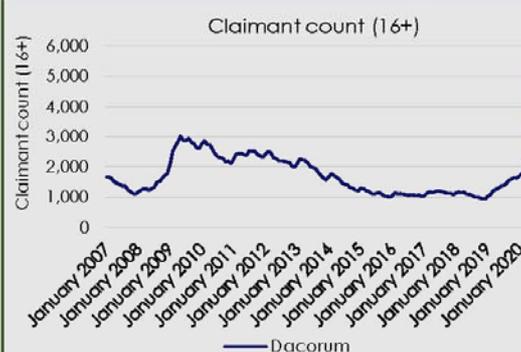
Source: HMRC Self-Employment Income Support Scheme statistics: July 2020

1. Includes individuals that have applied and are awaiting payment or have been paid. Excludes error and rejected cases.

Sectoral distribution of employee jobs (2018)

	Dacorum		
	no.	%	LQ
Agriculture, forestry & fishing	175	0.2	0.4
Mining, quarrying & utilities	350	0.5	0.4
Manufacturing	3,500	5	0.6
Construction	3,000	4.3	0.9
Motor trades	1,500	2.1	1.2
Wholesale	6,000	8.6	2.1
Retail	7,000	10	1.1
Transport & storage (inc postal)	5,000	7.1	1.5
Accommodation & food services	4,000	5.7	0.8
Information & communication	6,000	8.6	1.9
Financial & insurance	1,000	1.4	0.4
Property	800	1.1	0.7
Professional, scientific & technical	8,000	11.4	1.3
Business administration & support services	6,000	8.6	0.9
Public administration & defence	2,000	2.9	0.7
Education	6,000	8.6	1.0
Health	6,000	8.6	0.7
Arts, entertainment, recreation & other services	2,500	3.6	0.8
Total	70,000	100	1.0

Source: Business Register and Employment Survey (LQ relative to England)



		Hertfordshire	Dacorum
June 2019	Claimant count	12,460	1,365
	Claimants as a proportion of residents (16-64)	1.7	1.4
June 2020	Claimant count	36,960	4,900
	Claimants as a proportion of residents (16-64)	5	5.1

Dacorum has mirrored the county-wide picture on most indicators linked to the economic effects of the pandemic.

Looking ahead, the future of logistics will be important, given high levels of local concentration. The future of professional services will also underpin the pattern of recovery. Among the risks that will need to be considered locally is the relatively large concentration of retail activity.

East Hertfordshire



Local take-up of national schemes to safeguard jobs during the pandemic:

Coronavirus Job Retention Scheme

	Employments furloughed	Eligible employments	Take-up rate
Hertfordshire	163,000	576,300	28%
East Hertfordshire	20,900	72,400	29%

Source: HMRC Coronavirus Job Retention Scheme statistics: July 2020



Self-Employment Income Support Scheme

	Total potentially eligible population	Total no. of claims made to 30/6/20 ¹	Total value of claims made to 30/6/20 ¹ (£)	Average value of claims made to 30/6/20 ¹ (£)	Take-Up Rate
Hertfordshire	69,400	52,600	170,300,000	3,200	76%
East Hertfordshire	8,200	6,100	20,300,000	3,300	75%

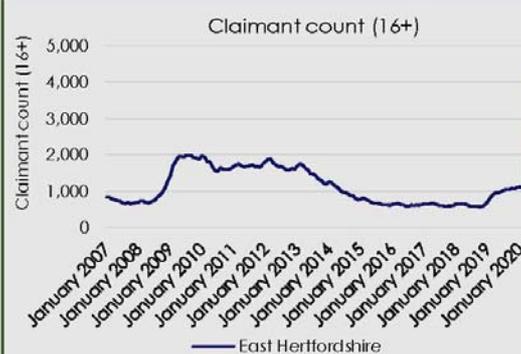
Source: HMRC Self-Employment Income Support Scheme statistics: July 2020

1. Includes individuals that have applied and are awaiting payment or have been paid. Excludes error and rejected cases.

Sectoral distribution of employee jobs (2018)

	East Hertfordshire		
	no.	%	LQ
Agriculture, forestry & fishing	350	0.4	0.7
Mining, quarrying & utilities	1,000	1.2	1.0
Manufacturing	4,500	5.5	0.7
Construction	7,000	8.5	1.8
Motor trades	1,750	2.1	1.2
Wholesale	2,500	3	0.7
Retail	5,000	6.1	0.7
Transport & storage (inc postal)	11,000	13.4	2.7
Accommodation & food services	5,000	6.1	0.8
Information & communication	2,250	2.7	0.6
Financial & insurance	1,000	1.2	0.4
Property	1,250	1.5	0.9
Professional, scientific & technical	9,000	11	1.2
Business administration & support services	12,000	14.6	1.6
Public administration & defence	1,500	1.8	0.5
Education	7,000	8.5	1.0
Health	6,000	7.3	0.6
Arts, entertainment, recreation & other services	3,000	3.7	0.8
Total	82,000	100	1.0

Source: Business Register and Employment Survey (LQ relative to England)



		Hertfordshire	East Hertfordshire
June 2019	Claimant count	12,460	985
	Claimants as a proportion of residents (16-64)	1.7	1.1
June 2020	Claimant count	36,960	3,690
	Claimants as a proportion of residents (16-64)	5.0	4.0

To date, the economy of East Hertfordshire has been reasonably resilient. The number of claimant counts has risen to unprecedented levels, but the rate remains lower than the average for Hertfordshire.

Transport and storage is a major sector in East Hertfordshire. Nationally, this has faced a range of issues with some parts thriving and other elements really struggling. The future of the construction sector will also be important for East Hertfordshire.

Hertsmere



Local take-up of national schemes to safeguard jobs during the pandemic:

Coronavirus Job Retention Scheme

	Employments furloughed	Eligible employments	Take-up rate
Hertfordshire	163,000	576,300	28%
Hertsmere	15,800	49,900	32%

Source: HMRC Coronavirus Job Retention Scheme statistics: July 2020



Self-Employment Income Support Scheme

	Total potentially eligible population	Total no. of claims made to 30/6/20 ¹	Total value of claims made to 30/6/20 ¹ (£)	Average value of claims made to 30/6/20 ¹ (£)	Take-Up Rate
Hertfordshire	69,400	52,600	170,300,000	3,200	76%
Hertsmere	7,700	5,900	19,400,000	3,300	77%

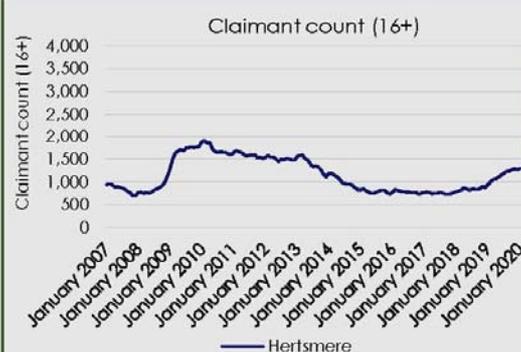
Source: HMRC Self-Employment Income Support Scheme statistics: July 2020

1. Includes individuals that have applied and are awaiting payment or have been paid. Excludes error and rejected cases.

Sectoral distribution of employee jobs (2018)

	Hertsmere		
	no.	%	LQ
Agriculture, forestry & fishing	225	0.4	0.7
Mining, quarrying & utilities	600	1.1	0.9
Manufacturing	1,500	2.8	0.4
Construction	5,000	9.4	2.0
Motor trades	1,250	2.4	1.3
Wholesale	4,000	7.5	1.8
Retail	4,500	8.5	0.9
Transport & storage (inc postal)	2,500	4.7	1.0
Accommodation & food services	4,000	7.5	1.0
Information & communication	3,000	5.7	1.3
Financial & insurance	2,500	4.7	1.4
Property	1,250	2.4	1.4
Professional, scientific & technical	6,000	11.3	1.3
Business administration & support services	4,500	8.5	0.9
Public administration & defence	400	0.8	0.2
Education	5,000	9.4	1.1
Health	4,000	7.5	0.6
Arts, entertainment, recreation & other services	3,500	6.6	1.5
Total	53,000	100	1.0

Source: Business Register and Employment Survey (LQ relative to England)



		Hertfordshire	Hertsmere
June 2019	Claimant count	12,460	1,145
	Claimants as a proportion of residents (16-64)	1.7	1.8
June 2020	Claimant count	36,960	3,580
	Claimants as a proportion of residents (16-64)	5	5.7

The London fringe economy of Hertsmere has seen a sharp rise in the claimant count to a rate that is now above the county average.

Hertsmere's economy is mixed in employment terms. The number of public sector and health jobs is small, so the future of the private sector will be critical.

North Hertfordshire



Local take-up of national schemes to safeguard jobs during the pandemic:

Coronavirus Job Retention Scheme

	Employments furloughed	Eligible employments	Take-up rate
Hertfordshire	163,000	576,300	28%
North Hertfordshire	16,400	64,300	26%



Source: HMRC Coronavirus Job Retention Scheme statistics: July 2020

Self-Employment Income Support Scheme

	Total potentially eligible population	Total no. of claims made to 30/6/20 ¹	Total value of claims made to 30/6/20 ¹ (£)	Average value of claims made to 30/6/20 ¹ (£)	Take-Up Rate
Hertfordshire	69,400	52,600	170,300,000	3,200	76%
North Hertfordshire	7,000	5,200	16,500,000	3,200	74%

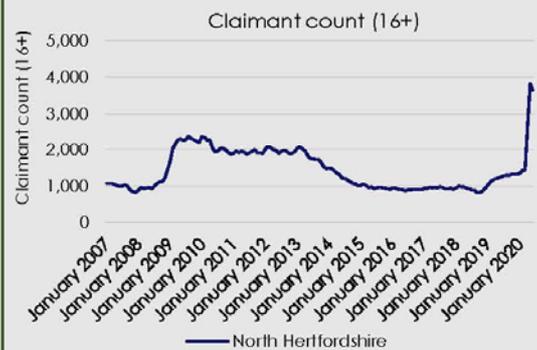
Source: HMRC Self-Employment Income Support Scheme statistics: July 2020

1. Includes individuals that have applied and are awaiting payment or have been paid. Excludes error and rejected cases.

Sectoral distribution of employee jobs (2018)

	North Hertfordshire		
	no.	%	LQ
Agriculture, forestry & fishing	300	0.6	1.0
Mining, quarrying & utilities	700	1.3	1.1
Manufacturing	7,000	13.5	1.7
Construction	3,000	5.8	1.2
Motor trades	1,750	3.4	1.9
Wholesale	2,500	4.8	1.2
Retail	5,000	9.6	1.0
Transport & storage (inc postal)	1,250	2.4	0.5
Accommodation & food services	4,000	7.7	1.0
Information & communication	2,000	3.8	0.9
Financial & insurance	1,750	3.4	1.0
Property	1,250	2.4	1.4
Professional, scientific & technical	6,000	11.5	1.3
Business administration & support services	3,500	6.7	0.7
Public administration & defence	700	1.3	0.3
Education	4,500	8.7	1.0
Health	4,500	8.7	0.7
Arts, entertainment, recreation & other services	2,000	3.8	0.9
Total	52,000	100	1.0

Source: Business Register and Employment Survey (LQ relative to England)



		Hertfordshire	North Hertfordshire
June 2019	Claimant count	12,460	1,245
	Claimants as a proportion of residents (16-64)	1.7	1.5
June 2020	Claimant count	36,960	3,640
	Claimants as a proportion of residents (16-64)	5.0	4.5

North Hertfordshire has seen significant local effects as a result of the pandemic. The number of claimants was three times higher in June 2020 as compared to a year earlier, and by June 2020, the numbers were much higher than at the peak of the financial crisis.

For North Hertfordshire, the future performance of the manufacturing sector is especially important. There may be opportunities for pivoting, but appropriate responses will be important.

St Albans



Local take-up of national schemes to safeguard jobs during the pandemic:

Coronavirus Job Retention Scheme

	Employments furloughed	Eligible employments	Take-up rate
Hertfordshire	163,000	576,300	28%
St Albans	16,900	69,200	24%



Source: HMRC Coronavirus Job Retention Scheme statistics: July 2020

Self-Employment Income Support Scheme

	Total potentially eligible population	Total no. of claims made to 30/6/20 ¹	Total value of claims made to 30/6/20 ¹ (£)	Average value of claims made to 30/6/20 ¹ (£)	Take-Up Rate
Hertfordshire	69,400	52,600	170,300,000	3,200	76%
St Albans	7,200	5,200	16,700,000	3,200	72%

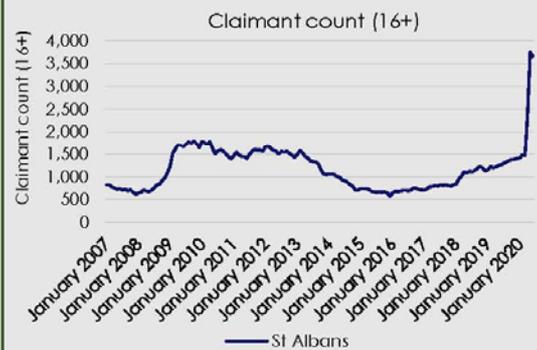
Source: HMRC Self-Employment Income Support Scheme statistics: July 2020

1. Includes individuals that have applied and are awaiting payment or have been paid. Excludes error and rejected cases.

Sectoral distribution of employee jobs (2018)

	St Albans		
	no.	%	LQ
Agriculture, forestry & fishing	175	0.2	0.4
Mining, quarrying & utilities	600	0.8	0.7
Manufacturing	2,250	3	0.4
Construction	4,000	5.3	1.2
Motor trades	1,250	1.7	0.9
Wholesale	3,500	4.7	1.1
Retail	7,000	9.3	1.0
Transport & storage (inc postal)	2,250	3	0.6
Accommodation & food services	5,000	6.7	0.9
Information & communication	3,000	4	0.9
Financial & insurance	1,500	2	0.6
Property	900	1.2	0.7
Professional, scientific & technical	12,000	16	1.8
Business administration & support services	15,000	20	2.2
Public administration & defence	700	0.9	0.2
Education	7,000	9.3	1.0
Health	6,000	8	0.6
Arts, entertainment, recreation & other services	3,500	4.7	1.0
Total	75,000	100	1.0

Source: Business Register and Employment Survey (LQ relative to England)



		Hertfordshire	St Albans
June 2019	Claimant count	12,460	1,265
	Claimants as a proportion of residents (16-64)	1.7	1.4
June 2020	Claimant count	36,960	3,650
	Claimants as a proportion of residents (16-64)	5	4.1

The uptake of the various government schemes has been somewhat lower in St Albans than elsewhere, and the claimant count rate is also lower than elsewhere in Hertfordshire.

These observations may be explained by the high incidence of professional, scientific and technical activities. They may also reflect the high incidence of highly qualified people locally.

Stevenage



Local take-up of national schemes to safeguard jobs during the pandemic:

Coronavirus Job Retention Scheme

	Employments furloughed	Eligible employments	Take-up rate
Hertfordshire	163,000	576,300	28%
Stevenage	11,800	45,400	26%



Source: HMRC Coronavirus Job Retention Scheme statistics: July 2020

Self-Employment Income Support Scheme

	Total potentially eligible population	Total no. of claims made to 30/6/20 ¹	Total value of claims made to 30/6/20 ¹ (£)	Average value of claims made to 30/6/20 ¹ (£)	Take-Up Rate
Hertfordshire	69,400	52,600	170,300,000	3,200	76%
Stevenage	5,000	4,000	12,600,000	3,100	80%

Source: HMRC Self-Employment Income Support Scheme statistics: July 2020

1. Includes individuals that have applied and are awaiting payment or have been paid. Excludes error and rejected cases.

Sectoral distribution of employee jobs (2018)

	Stevenage		
	no.	%	LQ
Agriculture, forestry & fishing	0	0	0.0
Mining, quarrying & utilities	350	0.8	0.6
Manufacturing	6,000	13.3	1.7
Construction	1,500	3.3	0.7
Motor trades	800	1.8	1.0
Wholesale	1,750	3.9	0.9
Retail	4,500	10	1.1
Transport & storage (inc postal)	1,250	2.8	0.6
Accommodation & food services	2,250	5	0.7
Information & communication	1,750	3.9	0.9
Financial & insurance	900	2	0.6
Property	400	0.9	0.5
Professional, scientific & technical	4,500	10	1.1
Business administration & support services	3,500	7.8	0.8
Public administration & defence	1,750	3.9	1.0
Education	3,500	7.8	0.9
Health	9,000	20	1.6
Arts, entertainment, recreation & other services	1,750	3.9	0.9
Total	45,000	100	1.0

Source: Business Register and Employment Survey (LQ relative to England)



		Hertfordshire	Stevenage
June 2019	Claimant count	12,460	1,270
	Claimants as a proportion of residents (16-64)	1.7	2.3
June 2020	Claimant count	36,960	3,340
	Claimants as a proportion of residents (16-64)	5	5.9

Stevenage has seen an increase in the claimant count that is far in excess of anything experienced during the financial crisis. Its uptake of national schemes to safeguard jobs has been substantial (and similar to the county-wide average).

Looking ahead, its industrial structure ought to be reasonably resilient. Health-related jobs should be less vulnerable than those in other sectors while its manufacturing employers may be able to respond to emerging opportunities.

Three Rivers



Local take-up of national schemes to safeguard jobs during the pandemic:

Coronavirus Job Retention Scheme

	Employments furloughed	Eligible employments	Take-up rate
Hertfordshire	163,000	576,300	28%
Three Rivers	12,800	43,800	29%

Source: HMRC Coronavirus Job Retention Scheme statistics: July 2020



Self-Employment Income Support Scheme

	Total potentially eligible population	Total no. of claims made to 30/6/20 ¹	Total value of claims made to 30/6/20 ¹ (£)	Average value of claims made to 30/6/20 ¹ (£)	Take-Up Rate
Hertfordshire	69,400	52,600	170,300,000	3,200	76%
Three Rivers	5,700	4,300	14,400,000	3,300	75%

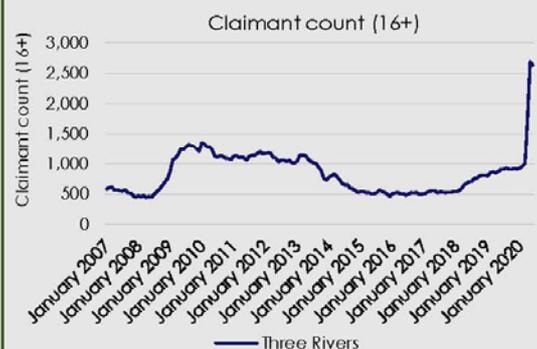
Source: HMRC Self-Employment Income Support Scheme statistics: July 2020

1. Includes individuals that have applied and are awaiting payment or have been paid. Excludes error and rejected cases.

Sectoral distribution of employee jobs (2018)

	Three Rivers		
	no.	%	LQ
Agriculture, forestry & fishing	50	0.1	0.2
Mining, quarrying & utilities	1,000	2.3	1.9
Manufacturing	1,000	2.3	0.3
Construction	5,000	11.6	2.5
Motor trades	800	1.9	1.0
Wholesale	3,500	8.1	2.0
Retail	1,750	4.1	0.4
Transport & storage (inc postal)	1,000	2.3	0.5
Accommodation & food services	3,000	7	0.9
Information & communication	2,250	5.2	1.2
Financial & insurance	1,750	4.1	1.2
Property	900	2.1	1.2
Professional, scientific & technical	6,000	14	1.6
Business administration & support services	5,000	11.6	1.3
Public administration & defence	700	1.6	0.4
Education	3,500	8.1	0.9
Health	3,000	7	0.5
Arts, entertainment, recreation & other services	2,000	4.7	1.0
Total	43,000	100	1.0

Source: Business Register and Employment Survey (LQ relative to England)



		Hertfordshire	Three Rivers
June 2019	Claimant count	12,460	910
	Claimants as a proportion of residents (16-64)	1.7	1.6
June 2020	Claimant count	36,960	2,630
	Claimants as a proportion of residents (16-64)	5	4.6

Three Rivers has seen a sharp rise in the claimant count although the rate is lower than the average for Hertfordshire. The uptake of the various government schemes to cushion the effects of the pandemic has been similar to the county average.

Looking ahead, the data suggest that the future performance of business services will be critical and the construction sector also will have a big influence.

Watford



Local take-up of national schemes to safeguard jobs during the pandemic:

Coronavirus Job Retention Scheme

	Employments furloughed	Eligible employments	Take-up rate
Hertfordshire	163,000	576,300	28%
Watford	15,700	52,900	30%

Source: HMRC Coronavirus Job Retention Scheme statistics: July 2020



Self-Employment Income Support Scheme

	Total potentially eligible population	Total no. of claims made to 30/6/20 ¹	Total value of claims made to 30/6/20 ¹ (£)	Average value of claims made to 30/6/20 ¹ (£)	Take-Up Rate
Hertfordshire	69,400	52,600	170,300,000	3,200	76%
Watford	6,800	5,100	15,900,000	3,100	75%

Source: HMRC Self-Employment Income Support Scheme statistics: July 2020

1. Includes individuals that have applied and are awaiting payment or have been paid. Excludes error and rejected cases.

Sectoral distribution of employee jobs (2018)

	Watford		
	no.	%	LQ
Agriculture, forestry & fishing	10	0	0.0
Mining, quarrying & utilities	175	0.2	0.1
Manufacturing	2,000	1.9	0.2
Construction	3,500	3.4	0.7
Motor trades	1,000	1	0.5
Wholesale	3,500	3.4	0.8
Retail	7,000	6.8	0.7
Transport & storage (inc postal)	1,250	1.2	0.2
Accommodation & food services	4,500	4.4	0.6
Information & communication	4,500	4.4	1.0
Financial & insurance	1,500	1.5	0.4
Property	1,000	1	0.6
Professional, scientific & technical	18,000	17.5	2.0
Business administration & support services	40,000	38.8	4.2
Public administration & defence	900	0.9	0.2
Education	3,500	3.4	0.4
Health	7,000	6.8	0.5
Arts, entertainment, recreation & other services	2,250	2.2	0.5
Total	103,000	100	1.0

Source: Business Register and Employment Survey (LQ relative to England)



Watford appears to have seen serious local economic effects linked to the pandemic. The uptake of furlough has been high and the claimant count has risen sharply; as a proportion of residents aged 16-64, it is among the highest in the county.

Looking ahead, town centre functions may well be vulnerable, and the high incidence of jobs linked to business administration and support services is a particular local feature. The resilience of these activities may well be linked to head offices, both in Watford and elsewhere.

Welwyn Hatfield



Local take-up of national schemes to safeguard jobs during the pandemic:

Coronavirus Job Retention Scheme

	Employments furloughed	Eligible employments	Take-up rate
Hertfordshire	163,000	576,300	28%
Welwyn Hatfield	15,400	57,600	27%



Source: HMRC Coronavirus Job Retention Scheme statistics: July 2020

Self-Employment Income Support Scheme

	Total potentially eligible population	Total no. of claims made to 30/6/20 ¹	Total value of claims made to 30/6/20 ¹ (£)	Average value of claims made to 30/6/20 ¹ (£)	Take-Up Rate
Hertfordshire	69,400	52,600	170,300,000	3,200	76%
Welwyn Hatfield	5,800	4,500	14,200,000	3,200	77%

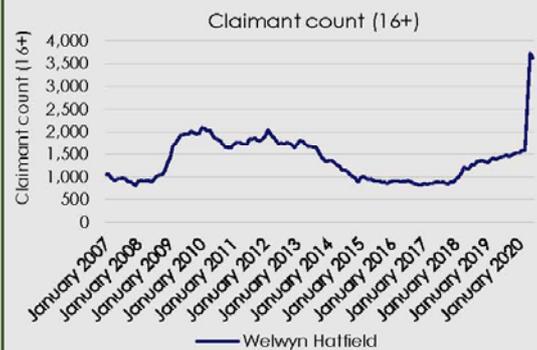
Source: HMRC Self-Employment Income Support Scheme statistics: July 2020

1. Includes individuals that have applied and are awaiting payment or have been paid. Excludes error and rejected cases.

Sectoral distribution of employee jobs (2018)

	Welwyn Hatfield		
	no.	%	LQ
Agriculture, forestry & fishing	100	0.1	0.2
Mining, quarrying & utilities	2,000	2.2	1.8
Manufacturing	3,500	3.8	0.5
Construction	4,500	4.9	1.1
Motor trades	1,500	1.6	0.9
Wholesale	4,000	4.3	1.0
Retail	12,000	13	1.4
Transport & storage (inc postal)	3,500	3.8	0.8
Accommodation & food services	3,000	3.3	0.4
Information & communication	6,000	6.5	1.5
Financial & insurance	700	0.8	0.2
Property	600	0.7	0.4
Professional, scientific & technical	17,000	18.5	2.1
Business administration & support services	7,000	7.6	0.8
Public administration & defence	3,000	3.3	0.8
Education	7,000	7.6	0.9
Health	10,000	10.9	0.9
Arts, entertainment, recreation & other services	5,000	5.4	1.2
Total	92,000	100	1.0

Source: Business Register and Employment Survey (LQ relative to England)



		Hertfordshire	Welwyn Hatfield
June 2019	Claimant count	12,460	1,435
	Claimants as a proportion of residents (16-64)	1.7	1.8
June 2020	Claimant count	36,960	3,620
	Claimants as a proportion of residents (16-64)	5	4.5

Welwyn Hatfield has seen an increase in the claimant count that is far in excess of anything experienced during the financial crisis. Its uptake of national schemes to safeguard jobs has been substantial (and similar to the county-wide average).

Looking ahead, its industrial structure and good connectivity ought to provide some resilience and a basis for renewed growth, although its town centre economies may well be vulnerable and its large retail sector may also present particular risks.