

**DACORUM ECONOMIC RECOVERY BOARD  
TERMS OF REFERENCE**

<p><b>Vision</b></p>	<p>The Forum’s vision is to jointly develop a future proof and sustainable Economic Recovery Plan with partners, which will restart the economy following the pandemic.</p> <p>Also to ensure all current and future opportunities are accessed by all residents and businesses in the District, through a partnership delivery approach.</p>
<p><b>Purpose</b></p>	<p>The main purpose of the Board is to develop and oversee the delivery of an evidence based partnership Economic Recovery Plan, including activities to enable Dacorum to re-set and recover economically following the pandemic. The Recovery Plan also aims to set the interventions needed to achieve long term sustainable and inclusive economic well-being.</p> <p>The Plan aims to inform and direct other related strategies in relation to local economy needs, such as the Hemel IQ, Hemel Garden Communities, Town Centre Revitalisation Plan.</p> <p>In the first instance, the Board will establish an evidence base and on the basis of the evidence, agree focus, outcomes and priorities. Also agreeing delivery and governance and seeking buy-in from key agencies and partners.</p>
<p><b>Corporate Priorities</b></p>	<p>The Board contributes towards the delivery on the priority in the Corporate Plan of <b>ensuring economic growth and prosperity</b></p> <p>The strategic priorities of the Council which fall within the remit of the Board are included in the relevant subset of the Corporate Plan, and are as follows:</p> <ul style="list-style-type: none"> <li>• We will work with Hertfordshire IQ to help establish new enviro-tech and high value businesses</li> <li>• We will continue to support the work of the <b>Hemel Hempstead Business Ambassadors</b></li> <li>• We will continue to promote Dacorum as a prime location for <b>inward investment</b> and create the regulatory and policy environment to help emerging sectors flourish</li> <li>• We will continue to work with Government and partners to develop plans for the roll-out of <b>gigabit connectivity</b> in the borough</li> <li>• We will work with Herts LEP and local colleges to develop <b>skills for emerging growth sectors</b></li> <li>• We will continue to encourage <b>business start-ups</b> through our high quality business centres and business development team</li> <li>• We will work with town centre businesses across the borough and the Hemel Hempstead BID partners to address the <b>future of our high streets</b> to help enable them to develop and flourish</li> </ul> <p><b>The Board will also contribute to the delivery of the Dacorum Growth and Infrastructure Strategy 2020</b> <a href="http://www.dacorum.gov.uk/docs/default-source/strategic-planning/dacorum-growth-and-infratstructure-strategy-to-2050.pdf?sfvrsn=a0fa089e_4">http://www.dacorum.gov.uk/docs/default-source/strategic-planning/dacorum-growth-and-infratstructure-strategy-to-2050.pdf?sfvrsn=a0fa089e_4</a></p>

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	<p>In particular it will deliver the following themes:</p> <ul style="list-style-type: none"> <li>○ Generating a Vibrant Economy with opportunities for all</li> <li>○ Harnessing the opportunity of technology and digital connectivity</li> </ul>
<p><b>Specific Outcomes and Performance Indicators</b></p>	<p>Initially 3 workshops will be held to set out the:</p> <ul style="list-style-type: none"> <li>● Vision</li> <li>● Opportunities</li> <li>● Priorities and Focus</li> <li>● Outcomes and Outputs</li> </ul> <p>The three workshops will invite a broad base of internal and external stakeholders and will be set out as follows:</p> <p><i>WS 1 - Where are we now? <span style="float: right;">May 2021</span></i></p> <p>Reset the economy baseline to understand how Covid and other macro-economic impacts have affected/ will affect the economy.</p> <p><i>WS 2- Developing the response and activities <span style="float: right;">June/July 2021</span></i></p> <p>Discuss and agree the objectives, priorities and timescales including getting partners buy in and commitment to delivery. This workshop will also look at what the “new normal” looks like and how can that be built into the Plan to ensure future proofing.</p> <p><i>WS 3 – Presentation of first draft of the Recovery Plan <span style="float: right;">Sept/Oct 2021</span></i></p> <p>The initial outcomes of the Board will therefore be:</p> <ul style="list-style-type: none"> <li>● Procuring an agile and current evidence base</li> <li>● Agreeing an Economic Recovery Plan</li> <li>● Agreeing a monitoring and performance framework</li> </ul> <p>Outputs of the delivery of the Economic Recovery Plan will include:</p> <ul style="list-style-type: none"> <li>● Increased residents’ health and wellbeing including earnings</li> <li>● Improved access to new employment opportunities by residents currently employed in shrinking sectors</li> <li>● Increased development of new and future sectors</li> <li>● Decreased Town Centre vacancy rates</li> <li>● Increased footfall in the Borough’s town centres</li> <li>● Improved survival rate of businesses</li> <li>● Levelling up of access to opportunities amongst resident and businesses in the District</li> </ul> <p>6 working groups will be formed to progress on the Board’s agreed</p>

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	<p>themes:</p> <ol style="list-style-type: none"> <li>1. <b>Ensuring a current and future workforce has the skills and opportunity to take advantage of new high skills technology employment.</b></li> <li>2. <b>Engaging with and supporting businesses and develop social enterprises' capacity to facilitate growth, investment and ensure longer term strategic plans meet the needs of the businesses.</b></li> <li>3. <b>Supporting the growth of the existing Information, Science, Technology and Professional Services clusters and developing the growing Enviro Tech sector, linking closely with Herts IQ and Hemel Garden Community</b></li> <li>4. <b>Identifying Dacorum's USP and develop the engagement with inward investors, regional and national partners to promote the opportunities in the district and lobby for funding and investment.</b></li> <li>5. <b>Repurposing Hemel Hempstead town centre and introduce new work spaces and employment opportunities.</b></li> <li>6. <b>Developing the International Dacorum brand, promoting export and developing international partnership links.</b></li> </ol>
<p><b>Key Responsibilities</b></p>	<p>In delivering the outcomes above, the Board will oversee and manage the delivery of the Economic Recovery Plan.</p> <p>Particular roles will include:</p> <ul style="list-style-type: none"> <li>• Identify new opportunities and ensure agility in delivery to meet new and future challenges.</li> <li>• Promote and champion Dacorum to regional agencies and partners and to central government to attract support and funding.</li> <li>• Deployment of staff and finance.</li> <li>• Escalation of issues to SLT and Portfolio Holders as necessary.</li> <li>• Monitoring and challenging of performance, especially key milestones and key indicators as defined.</li> <li>• Develop, promote and gain approval and funding for Business Cases for proposed activities and projects.</li> </ul>
<p><b>Modus Operandi</b></p>	<p>To function effectively, the Board will:</p> <ul style="list-style-type: none"> <li>• Ensure the Board is inclusive of all relevant internal and external stakeholders and ensure co-ordination of stakeholder policies and strategies.</li> <li>• Secure Dacorum representation and ensure improved influence at Herts LEP.</li> <li>• Secure ongoing representation at Herts IQ and Hemel Garden Communities Boards.</li> <li>• Agree pooling of partner resources and joint delivery.</li> <li>• Develop an engagement strategy to ensure external partners, particularly the private sector, are engaged and that their priorities are identified.</li> <li>• Raise the profile of Dacorum's potential to Herts LEP and Central Government.</li> <li>• Provide the Corporate Performance Team with the information it</li> </ul>

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	<p>needs to monitor and report progress and performance</p> <ul style="list-style-type: none"> <li>• Where necessary commission research so as to inform strategies, plans and decision-making.</li> </ul>
<p><b>Board Leadership</b> <i>(Who will be held accountable for the Board's successful operation?)</i></p>	<p>The Board's Chairperson will initially be Dacorum Chief Executive with the view for an external partner, such as a local business, to chair once the Recovery Plan has been agreed and is being delivered.</p> <p><i>Members of the Forum:</i></p> <p>Dacorum Council</p> <ul style="list-style-type: none"> <li>• Claire Hamilton, Chief Executive</li> <li>• Mark Gaynor, Director</li> <li>• James Doe, Assistant Director</li> <li>• Linda Roberts, Assistant Director</li> <li>• Chris Taylor – Group Manager, Strategic Planning and Regeneration</li> </ul> <p>External Stakeholders:</p> <ul style="list-style-type: none"> <li>• Dacorum Business Ambassadors</li> <li>• Hemel Garden Communities</li> <li>• Herts IQ</li> <li>• West Herts College</li> <li>• Herts LEP</li> <li>• BID</li> <li>• DWP</li> <li>• Local businesses</li> <li>• Social Enterprise</li> <li>• Herts Chamber of Commerce</li> </ul> <p>There is an opportunity to form specific task and finish groups, led by one of the Board's members and engaging a wider stakeholder group and experts.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>• Creating Social Value and Ensuring Digital Infrastructure in New Developments groups – including developers, Hemel Garden Community, Planning</li> <li>• Career Advice in Schools – School Heads, businesses, Career Ready</li> </ul>
<p><b>Other Board Members</b> <i>(On whose participation does the success of the Board depend?)</i></p>	<p>Other board members will be determined as projects and work streams progress</p>
<p><b>Meetings</b> <i>(When and how frequently will the Board meet to make key decisions?)</i></p>	<p>The themed working groups will meet monthly to drive the actions forward and report to the Board which will meet quarterly.</p>