



Annex 1

COVID-19 Economic Recovery Plan

Summary

1. This report sets out the likely economic impacts on York's economy caused by the global COVID 19 pandemic and our proposed response as a city. We want to build back better, delivering the agreed objectives of the city's economic vision and council plan.
2. This report makes proposals for a short term one year economic recovery approach to work alongside the one Year Transport and Place plan and is one of the underpinning documents for the city's immediate Recovery and Renewal Strategy, as agreed by Executive on 25th June 2020.
3. The report also starts to explore the process of establishing a longer term Economic Strategy that reflects the Councils pre Covid commitments whilst recognising the necessity to reflect upon the significant challenges that Covid is posing for the York Economy.

Background

York's Economic Strengths

4. York has seen significant growth in key sectors over the last 20 years. Our bio-tech & life sciences, rail engineering, IT/tech and professional services sectors are identified in local and regional economic strategies as being key opportunities, and all are expected to remain broadly buoyant through this short term economic crisis.
5. Alongside a diverse business base, we have a strong local education sector with many high performing schools, a Russell-group research University, York St John as a regional teaching university and two strong FE colleges. We also have a highly qualified workforce, with 49.1% of the working age population qualified at level 4 or above. This is a

greater proportion than any other city in the north and highlights the potential of York for growth in knowledge intensive employment.

6. Our super- and hyper- fast Broadband infrastructure is unequalled – York is the UK’s first gigabit city – providing cable internet for thousands of homes across the city. This infrastructure makes York a great place to work from home, a model that all are predicting will continue beyond the necessities of lock-down.
7. Our transport connectivity through the rail and motorway networks puts much of the UK population within a three hour rail journey. The link to London in particular makes York an attractive business location, enabling the quality of life provided in York to be joined with the economic opportunities of a global market.
8. As York Central gets ready for work to start on site, we have a huge opportunity to shape its commercial offer around a new economy, one based on knowledge intensive industries, clean growth, and 21st century jobs. Indeed, if working from home is the new normal, can York be the “Work from home” capital of the north? The broader opportunities in the Council’s £500m capital programme are also a significant investment in our economy.
9. We were already consulting on our next 10 year economic strategy. This now needs to reflect the new economic challenges. It needs to develop current thinking to Build Back Better with a sustainable and inclusive economy sitting within the York and North Yorkshire region.
10. Work will continue to engage with businesses, communities and city leaders to develop this new long term strategy but the Covid crisis has created an urgency that requires a specific recovery strategy with urgent actions to help the city emerge from lock down, mitigate the impacts of the unavoidable recession and start to seize new opportunities for regrowth and transformation.

What impact is COVID 19 having on the York Economy?

11. York’s economy has developed significantly over the past 25 years, building a solid base in knowledge-intensive employment across a number of sectors, together with a vibrant city centre with a significant draw to visitors from heritage, culture, retail and hospitality assets. In recent years, York has increasingly been seen as both a great place to

visit and a strong university city with a significant number of high-tech businesses.

12. The impact of the COVID lock down has varied across sectors, but is most significant where serving customers face-to-face is at the heart of the business model – retail, hospitality, cultural attractions and personal services.
13. We have two sets of estimates for the impacts from YNY LEP and WYCA. YNY's approach is based on OBR forecasts for impacts on GVA at sector level, modelling employment change on the %age change in GVA. Their headline forecast is for a 13.3% drop in GVA across the York economy, which translates into an employment impact of 15.4%, or 17,500 jobs, including 6,500 in tourism and 2,400 in retail.
14. WYCA have engaged Oxford Economics (OE) to forecast COVID impacts for the LCR+ region (including York and North Yorkshire). Oxford Economics have used their econometric model to forecast GDP and employment impacts for 3 scenarios: a downside forecast which anticipates a second wave and renewed lockdowns in autumn 2020; a core forecast based on re-openings on the current timetable and gradual lifting of all restrictions; and an upside forecast assuming swift recovery following the development of a vaccine in 2020.
15. The OE core scenario forecast suggests an overall positive employment impact of 210 jobs, suggesting that employment will continue to grow in York despite the impact of the pandemic. Their downside forecast is for a loss of 3,900 jobs, while their upside would see an increase in employment of over 800 jobs.
16. The forecasts from our two LEPs thus suggest that unemployment in York could grow by as much as 17,500 in coming months, or may remain largely unaffected by the pandemic. The large divergence in these forecasts highlights that the true impact which is on its way is unknown. What we are already seeing is sharp increases in benefits claims, and we need to plan for at least a short-term spike in job losses.
17. Looking at our sector mix in York, there are nearly 30,000 people employed in retail, hospitality and tourism businesses, and it is these roles which are most at risk. Over half of those jobs are part-time, and the sectors play a vital role in providing flexible easy-entry work which gives a crucial income to many households across the city. York has a very high proportion of people in work compared to other nearby places. It is important to recognise that relatively low paid roles in tourism,

hospitality and retail are very important to many households across the city.

18. The health and social care response to COVID has demonstrated the importance of the sector in providing essential services in hospitals, care homes and domestic settings. Many commentators have remarked on the contrast between the high esteem in which these key workers are held and the relatively low pay that the sector provides. Around 15,000 people currently work in the sector in York, and developing that workforce has been, and remains, a key priority. The impact of the pandemic on public perception of health and social care as a career path is not yet clear.
19. In our foundation economy, many of the 12,000 self-employed people in York are also finding business very difficult in the current circumstances. We have seen through the Council's own micro-grants scheme and our work with the FSB that there are a large number of people delivering personal services such as hairdressing, therapy, dog-walking, and small-scale building work. These jobs are missing from overall employment statistics, which are based on registered companies and PAYE tax records. The importance of self-employment and foundation entrepreneurship as contributors to household incomes across York must not be ignored.
20. Through the pandemic we have been working with Make it York, York BID, York & North Yorkshire Chamber of Commerce and the Federation of Small Business to develop better intelligence from the business community through 12 sector roundtables. The first round has recently completed, and has given businesses an opportunity to discuss the challenges presented by the pandemic. At present, many businesses are reporting that they have furloughed the majority of their staff and are looking to keep costs to a minimum while they "weather the storm". As furloughing comes to an end, it is these staff that are deemed at risk in the YNY model, and we will continue to monitor business intelligence on redundancies.
21. As we develop our response, it is key that York speaks with one voice to make the strongest case for investment. To ensure that the plan has cross party support and reflects the full diversity of views and experiences, it is proposed that the Executive Member for Economy and Strategic Planning works with the Council's Scrutiny process to enable full consideration and agreement of our approach.

Economic Recovery Strategy

22. Public health guidance will drive the decisions taken in respect of the immediate response to the economic impacts of Covid. It is however also recognised that a strong economic recovery is necessary for the ongoing health and wellbeing of all residents, reflecting the wider determinants of health.
23. The economic recovery will be undertaken primarily by businesses, and while the public sector as a whole can support and assist and facilitate, we cannot shield the city from a global recession and we cannot protect every business from the impacts of COVID 19. Many of the most acute impacts arise from the acceleration of trends that were already well underway such as the switch to online retail. York however has many strengths to Build Back Better and the Council can work with partners and businesses to seize new opportunities and make sure, the economy refreshes and renews to mitigate the negative impacts whilst ensuring that our recovery delivers the broader aspirations we have for the future of York in terms of sustainability, the green economy, and inclusivity.
24. Much of our initial economic response has focussed on business support, with finance as the key support mechanism. The aim has been to keep staff in jobs through the cash flow crisis that social distancing and the closedown of many businesses has brought about, and to help businesses adapt their operations to enable continuing trade in changed circumstances. Government has provided a range of grant schemes, together with loan funding through banks. The scale and speed of the distribution of grants and rates relief across the city (around £100m for local companies) was a significant challenge, but York was amongst the fastest authorities in the country in getting money to businesses. Alongside partners, the Council has also kept businesses informed about what is available to help them from other sources.
25. The Council also developed its own grant scheme for small and microenterprises, providing up to £1000 to those that were not eligible for national support, together with a free FSB membership offer. The latter is providing 500 or so businesses with access to a whole range of helplines and assistance on issues such as staffing, contracts, debt recovery, business planning and mental health and wellbeing. This scheme has been extended using subsequent funding from Government to support even more businesses.
26. Looking ahead, the Council will in the short term continue to work closely with the business community through 12 sector roundtables to

understand the changing needs of businesses and to develop provision and lobby for resources. In York, business support is provided through a wide range of organisations, including Make it York, the Universities, private sector consultants and the professional services industry. The priorities will be making sure that all businesses are aware of what support is available for them and filling gaps in provision as needs emerge, with the main objective being to support local employers to grow their revenues and staff teams, while helping businesses which are forced to scale down or close to minimise the impacts on customers, employees and the local supply chain. Support will focus on the themes of finance, people, business space and regulation.

27. To guide the development of the longer term Economic strategy as a city in the short term recovery progresses, it is proposed that as the intense activity around re opening diminishes that to ensure the burden on the private sector remains proportionate that the intelligence work will move into the City Business leaders group that will then be chaired by the Executive Member for Economy and Strategic Planning, to help develop the longer term Economic Recovery Strategy for the City..
28. The city's economy, particularly in the city centre, is very dependent on tourism which creates and sustains significant numbers of jobs in the hospitality, food and beverage, retail, leisure and cultural sectors. Creating places and an environment in which visitors can safely return to the city centre will be crucial in laying the foundations for the short and long term economic recovery, which is the focus of the One Year Transport and Place Strategy that was agreed in June.
29. In tandem with our work on Transport and Place, and as part of Business support activity a new immediate Tourism marketing plan has being produced and forms part of this report with the aim of attracting visitors back to the city. This is targeted at family friendly visitors, and maintains health and wellbeing as the key drivers of recovery.
30. Our current jobs and employment offer will need to adapt quickly to a very different set of circumstances. The Council will continue to work closely with the YNY LEP Employability Board to ensure that the skills needs of the city are reflected in LEP programmes and workstreams, while delivering support around apprenticeships and social inclusion through ESIF funding. The work of our schools in preparing children to be part of the future workforce through careers advice and guidance is very important as young people make the transition from learning to earning, and this will need to adapt to supporting new patterns of work in our changed world.

31. To underpin our longer term economic strategy for the city, we recognise that further work, beyond the scope of existing resources, is needed to develop the right skills and employment in our growth sectors. For some people, this will be about refreshing existing skills, while for others a more profound retraining may be needed. And in our growth sectors, we need to develop flexible approaches to employment which value part-time roles and enable parenting and informal social care alongside work. For many years, retail and hospitality has been the source of these flexible jobs – in the future, we need science, technology and professional services to provide more such opportunities. We must also recognise that there is a continued need for basic employment, heightened in the short term by the forecast loss of retail and tourism jobs, and we cannot look solely to our high growth sectors for job creation.
32. Our health and social care sector has responded heroically to the COVID-19 pandemic, and there is increasing recognition in York and beyond that there are many low paid jobs which are of great value to society. We join the call for greater recognition of our nurses, carers, cleaners, and all the other staff that we have relied on to protect our health and wellbeing. Ensuring that the sector attracts new recruits and continues to provide rewarding role for existing staff will be strong themes of our economic strategy and adult education and skills plan.
33. With additional resources, our city could transform its economy through retraining our people and supporting our businesses to develop. There are opportunities in the LEP recovery plan, and longer term funding through a future York and North Yorkshire devolution deal, and we will also seek national funding. What is needed for York is an additional £25m over 5 years, and that is what we will request.

One Year Economic Recovery Strategy

34. The one year Economic Recovery Strategy has three strands – Transport and Place, Business Support, and Skills and Employment. Each strand has a one-year approach to guide immediate recovery work. The Transport and Place one year strategy was agreed by Executive at its June 2020 meeting. The one-year plans for Business Support including an immediate Tourism response and Skills and Employment are set out in Annexes 2 and 3.
35. For both Business Support and Skills and Employment, it is important to recognise that the Council's key role is as convener and broker. The vast majority of direct support in both of these strands is delivered by our

private sector professional services firms and Further and Higher Education institutions.

36. To monitor the effectiveness of our approach, an appropriate set of key performance indicators is currently being established with the Council's Business Intelligence service, covering a range of outcomes including:
- The return of customers to our retail areas and hospitality businesses
 - Minimisation of unemployment levels
 - Increasing business confidence
 - Increased levels of Business start ups

Transport and Place

37. A one-year Transport and Place Strategy has been produced to underpin the city's economic recovery, respond to reduced capacity and confidence in the public transport network, and secure the active transport benefits that have been realised during the initial lockdown. This strategy compliments and is in addition to implementation of the government's Safer Public Places guidance, which was issued in May 2020, and follows five key strands:
- Create a people focused city centre
 - Prioritise active transport
 - Promote a complimentary park > walk > visit strategy using council car parks outside the people focused city centre
 - Maintain confidence in public transport
 - Support the city's secondary centres
38. Most of the interventions set out in the strategy will remain in place for the full year – or until such point as a vaccine or treatment for COVID_19 is in place - whereas others will only be applied as and when required by the current government COVID_19 alert level or guidance. This provides a simple and clear framework for stepping up or down the strategic response. Should the government announce a change in alert level or guidance then the appropriate measures can be immediately actioned and communicated to the public.

39. It is important to note that all elements of the strategy are designed to be flexible and pragmatic. Should guidance change; anticipated trends not emerge; measures prove ineffective; or funding not be available, then the strategy will be refined. Public and stakeholder feedback will be sought throughout as part of a supporting communication and engagement plan.
40. To date a number of measures have already been put in place, firstly to prepare the city centre for the reopening of non-essential retail on the 15 June 2020:
- A first phase extension of the city centre footstreets, with staffed barriers to assist the public
 - Identification of a second phase of city centre footstreet extensions
 - Implementation of a Circulation Management Plan for pedestrians
 - Increased disabled parking provided at Monk Bar car park,
 - Identification of constrained streets where queuing will be challenging, with a wraparound support service for businesses
 - Guidance and support packs issued to businesses on how to reopen safely
 - Public toilets reopened, with additional temporary toilets
 - Launch of the Let's Be York campaign to provide information and support for all residents, visitors and businesses
 - Bespoke city wide signage created, implemented and shared with all stakeholders and businesses to ensure a consistent, friendly and high quality standard
41. As part of the reopening of hospitality on the 4 July a second phase of priority implementation measures are being put in place, including:
- Further footstreet extensions
 - Extended footstreet hours in to the evening
 - Supporting businesses to secure pavement café licences to allow them to have outdoor seating
 - Managing and identifying public spaces to support businesses and encourage positive behaviour

Collaboration with NY Police, BID and Make it York to manage the city centre

- Parking incentives in July and August

42. The wider transport measures set out in the Transport and Place Strategy will be worked up and delivered at pace over the coming months.

Business Support

43. A significant level of support has been provided to businesses through the initial stages of the pandemic.

- 2,000 businesses have been provided with £48m in grants from central government, with York leading the way in terms of both speed and volume of delivery
- Using Council resources, a further 1,100 micro-businesses have been given grants of up to £1,000
- The current discretionary micro grant scheme has so far distributed a further £2.2m to over 400 businesses
- 500 small and micro businesses have taken up our offer of 1 year's free membership of the Federation of Small Businesses, giving access to a wide range of support
- Council commercial tenants have been given a rent holiday, with payments deferred over the coming 2 years
- In total, over 6,000 businesses have had direct financial support over the last 3 months. This represents a third of all businesses and self-employed people in York, an unprecedented level of financial support to our local economy.

44. Beyond financial support, the Council and Make it York have provided practical advice to over 500 businesses. This has included dedicated 1-2-1 advice around the various finance options made available and the distribution of printed business advice packs for retailers reopening in June 2020.

45. A further investment of £100k is being made to promote York as a destination for visitors and attract the customers needed by our city centre businesses. A Tourism Promotion Plan has been developed in

consultation with Make it York and industry representatives and is presented as Annex 4. It envisages a staged marketing campaign themed on monthly events, covering July to December 2020.

46. National work on economic recovery is focussed on infrastructure and construction investments, and we will seek both to maximise the amount of such investment in York and to ensure that those projects which are delivered provide local job opportunities. In keeping with our strong commitments as a city to the zero carbon agenda, we will focus on the opportunities that green construction and infrastructure can provide. Recent work by the Local Government Association suggests that green growth in York could create as many as 5,000 jobs in our economy.
47. As we move into the next phase of response, with significant job losses forecast, and with many businesses under severe pressure through loss of income and supply chain disruption and trading limitations created by social distancing, the Council's role will be to coordinate and facilitate the many sources of advice and support available to businesses. Our detailed one year business support plan is presented at Annex 2, and comprises:
 - Networks: strengthening links with public and private sector business support providers, and helping businesses to understand what is available
 - Targeted support: lobbying the LEP and Government for further targeted support, informed by genuine business need through our sector roundtables
 - Sector development: working with our established list of key sectors to formulate and implement sector specific plans
 - Workforce skills and training: helping both individuals at risk of redundancy and businesses needing to flex and adapt to take advantage of the help on offer
48. In practical terms, this short-term approach involves six priorities:
 - Develop network of business support providers to share intelligence and shape appropriate packages of support focussed around business need
 - Refocus MIY SLA on recovery tasks
 - Establish & promote York Business Hub

- Strengthen links with local networks, intermediaries and business membership groups Strong business engagement and partnership working with business organisations to respond to an evolving situation
 - Lobby for new start-up support and to extend public support to businesses that trade B2C through Government & LEP
 - Continue FSB membership scheme & explore a Chamber scheme for larger businesses
 - Develop and deliver a 12 month Tourism Marketing Strategy to restore confidence and attract visitors back to the city
49. The approach to business support is predicated solely on existing funding, which has seen a significant decline through 10 years of austerity. At its height, the Government-funded Business Link service alone was spending approximately £3m per annum in York. Today, we estimate the total public spend on business support in York to be just £500k.
50. Therefore whilst responding immediately and developing a longer term strategy ongoing government support is going to be necessary. Our proposed ask to government for business support is therefore to restore support to the levels seen during the 2007/8 recession to build confidence in our economy immediately and allow the development of a structured long term approach to business support. This would mean a £15m investment in York's businesses and their development over the next 5 years.
51. The one year strategy at Annex 2 also proposes longer term priorities, based on the existing Economic Strategy. As we emerge from lock-down, work to refresh that strategy will begin again, based on the principles set out in Executive Member decisions over the past 18 months. The work already undertaken on Inclusive Growth, with significant input from Scrutiny committees, will continue as a strong theme of this work.

Skills and Employment

52. Skills and employment support in York has been built around our strong economy, which has seen one of the lowest unemployment rates across the North. In these circumstances, support was targeted on those furthest from work, in particular young people not in employment, education or training. Within the Council we have teams focussing on

Apprenticeships as a route into work for both young people and adults, and on adult education, including basic and digital skills. The total Council budget for this skills work is in the order of £750k per annum.

- Apprenticeships: utilising European Social Fund resources, we are working with employers to promote the use of Apprenticeships as a route into work and progression, both for school leavers and for adult learners
- York Learning: our team provides a range of training and development, with a particular focus on community learning and basic numeracy and literacy. They also provide “train the trainer” support across many relevant areas including the provision of IAG (information, advice & guidance) to jobseekers
- Digital skills: with a focus on community settings, we provide basic level skills sessions on the use of digital technology

53. In the coming months, we will need to:

- promote and reshape York’s recruitment, skills and training offers to help build partnerships and provide information to employers and communities
- ensure we have a systemic approach that links vocational offers in schools to ensure we have the right pipeline skills
- continue our family learning to support parents to help disadvantaged children to re-engage in education and boost their own employability skills
- support entrepreneurs who want to develop new business opportunities
- put programmes in place to help those who need to change career as a consequence of Covid
- work with employers and sector skills councils to better understand the risk to employment sectors in the city
- work closely with the York, North Yorkshire LEP to ensure that skills programmes are meeting the needs of employers and the local workforce

- engage with workforce bodies such as sector skill councils to access any available funding and resources to support our skills development ambitions and to utilise their expertise.
 - explore existing funding to consider how it could be part of this offer going forward – in particular national initiatives such as Troubled Families which may support payment by results for those who are supported back into employment.
54. Employment support – helping people prepare for and find work – is delivered through a national and regional model, coordinated by DWP, JobCentre Plus and the LEPs. We are working closely with these partners to focus on the specific needs of York people and businesses. This mainstream response will be the first line of support for the many people who will lose their jobs in coming months. We will supplement this offer with our existing teams and help residents to access support through our community hubs.
55. Our immediate approach is presented in more detail at Annex 3, and focusses on:
- Support for individuals: lobbying the LEP and Government for skills and training provision which meets the needs of communities, and making our own provision as responsive as possible to ensure that individuals at risk of redundancy can take advantage of the help on offer
 - Support for businesses: helping businesses needing to flex and adapt to take advantage of the help on offer
 - Shaping provision: strengthening links with public and private sector skills and training providers locally and regionally, and helping people and businesses to understand what is available ensuring that the skills needs of our key sectors are well-understood
 - Pipeline: working with schools, colleges and universities to help them shape both the curriculum and their careers advice to fit the opportunities available in the York economy
56. This translates into three clear actions at this stage:
- Coordination of existing Council based activity – through the skills team and work in schools, York Learning, and the Apprenticeship Hub – to support those at immediate risk of losing their job

- Co-ordination of external providers and the creation of a Skills Board to reshape the future training offer around the needs of businesses and the objectives of the city's economic strategy
- Community outreach through the Community Hub network, including training staff and volunteers across partners to deliver initial information, advice and guidance to those who need new work

57. The funding of skills and training development is both complex and remote – these are national and European-funded programmes, accessed predominantly by Further and Higher Education institutions. Changing the focus of provision locally would require either much greater flexibility than is currently available or significant new funding targeted on local needs.
58. It is therefore proposed to address immediate priorities and develop a longer term response to establish a York Skills Board, comprising FE and HE providers, the Executive Members for Economy and Strategic Planning and Culture, Leisure and Communities, employer bodies including FSB and the Chamber of Commerce, relevant sector skills councils and trade unions. This would be formed subject to agreement by partners by expanding the Higher York partnership, which is currently chaired by the Principal of York College.
59. It is anticipated that the Skills Boards short-term approach will need to lobby both regionally and nationally for such flexibility and funding, with the forthcoming devolution deal providing the main opportunity to change the Adult Education landscape. Our business intelligence work is helping to build a more fine-grained understanding of the needs of business, while building our partnership of local providers is also helping us to speak with one voice.
60. A skills and employment offer which could truly help accelerate growth in our knowledge-based economy would require very substantial funding. The quantum needed will become clearer as we progress our intelligence and partnership work, however we estimate at this stage that as many as 5,000 people may need to develop their potential to work in our science and technology-based sectors, and that this could equate to around £10m as a funding ask. It is therefore proposed that the Council starts this lobbying process with a £10 million skills funding ask of Government to sit alongside the £10 million Business support request.

61. As discussed in the York Recovery and Renewal Strategy, it is time to develop a new longer term Adult Education and Skills Plan to help our residents get access to well paid jobs, and to help our businesses find the talent they need to succeed. It is proposed that this would also be a key document for the Skill Board to take forward and develop.

Consultation

62. This strategy has been developed through conversations with

- Business Leaders Group
- Sector Roundtables
- Higher York
- FSB/Chamber/University/BID/MIY
- Indi York/ Retail Forum
- Regional YNY LEP and LRF and sub groups

63. It is proposed that this strategy is referred to scrutiny for cross party input to ensure that there is cross party input and ownership of the city wide response to the Covid economic crisis.

Council Plan

64. The impacts of coronavirus are broad and relate to all aspects of life in our city. Against our Council Plan, each outcome area is predicted to be impacted:

65. **Well-paid jobs and an inclusive economy** - the lockdown requirements mean that many businesses are not operating as normal, revenue is reducing and people may be losing their jobs. The long-term outlook for many sectors is uncertain and many businesses may not survive (despite measures already taken nationally and locally). The impacts will be felt for a prolonged period. Across the city, initial estimates suggest an £847m drop in GVA (13.7%), between 4500 and 17,500 reduction in jobs (between 6 -15.4%)
66. **A greener and cleaner city** – reduced transport use has seen levels of most pollutants and emissions reduce. However, without intervention, the recovery could see increased use of private vehicles to reverse this trend and increase carbon emissions. The increased cleaning of city spaces

and infrastructure is required to ensure safety of people and reduce the spread of infection.

67. **Getting around sustainably** – use of public transport has dramatically reduced and is likely to remain low. Putting in place greater support for sustainable options such as walking and cycling is necessary to mitigate the likely growth in private car journeys.
68. **Good health and wellbeing** – reducing the likelihood of infection is of primary importance to restoring economic activity and a safe environment will promote economic regrowth. The stresses of financial and employment uncertainty and subsequent unemployment, will negatively impact on physical and mental wellbeing for years to come
69. **Safe communities and culture for all** – communities have pulled together with levels of social action and volunteering significantly increased. Harnessing that capacity as a foundation for more resilient and self-supporting communities is a real opportunity, building upon the successful network of hubs to support food and supplies distribution. The lock down has meant many economic and cultural activities have ceased, and may be limited by a challenging economic outlook.
70. **Creating homes and world-class infrastructure** – the delivery of new homes has been impacted by restrictions but must be prioritised in recovery to support the housing needs of the city. Delivery of significant infrastructure projects across the city has also been impacted but these are more important than ever to support the city's economic recovery.
71. **A better start for children and young people** –. Whilst schools and early years settings have stayed open to support vulnerable people and the children of keyworkers, unprecedented changes are required to school arrangements to allow the safe return of pupils to classrooms. There is significant opportunity to look at new and innovative ways of delivering a curriculum to support learning whilst social distancing is necessary. This will require all families to be digitally included.
72. **An open and effective council** – All services have adapted and changed to the circumstances of the pandemic. The learning of what has worked creates opportunity to retain new practices which are more effective or efficient.

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Report **Date** Insert Date
Approved

Wards Affected: List wards or tick box to indicate all

All

For further information please contact the author of the report

Background Papers:

Recovery Strategy
Transport and Place Strategy

Appendices

Appendix A –

Appendix B –

Appendix C -

List of Abbreviations Used in this Report

B2B – Business to business
B2C – Business to the consumer
LEP – Local Enterprise Partnership