COVID-19 Impact Assessment

Humber LEP

Final Report – July 2020

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Table of Contents

Note about data sources and approach:

The analysis was undertaken between June 29th 2020 and July 10th 2020.

Data was pulled during this period and include ONS, Gazette (Insolvency data), Google Mobility, NatWest PMI and various surveys conducted by Humber LEP partners. Where applicable, national datasets and surveys have been applied to the regional level.

Executive Summary

The Humber LEP sits at an important intersection between four local authorities, businesses and education providers.

The region has long been a centre for energy production, storage and handling. It is home to two of the UK's six main oil refineries and is estimated to import one third of the nation's coal, one fifth of its natural gas and produce almost a fifth of its electricity. Building on this, in the last few years the Humber region has seized opportunities created by the offshore wind industry with a £6bn investment by Orsted. Siemens Gamesa and Associated British Ports (ABP) have invested £310 million jointly to make turbine blades for offshore wind. Grimsby is establishing itself as an operations and maintenance centre for offshore wind.

COVID will inevitably have a significant impact on the Humber region, however, the establishment of strong energy and transport-related clusters in previous years will help the region to recover more quickly than other parts of the country. This is supported by analysis of currently available data:

- 35% of the economically active population have been impacted by COVID and are either on JRS, SEISS or benefits. While the proportion is high, it is consistent with the national average and lower than rates in urban areas.
- Mobility data shows that a greater proportion of the Humber workforce has continued to work on-premises than has been seen across the country.
- The decline in property transaction volumes has been lower than rates seen in the South East.

The Government is committed to a green recovery with significant investment in green infrastructure and skills. The Humber region is well-placed to use this crisis to accelerate current plans to build the Energy Estuary. This will be critical to the recovery.

The main challenge the region faces is historically low rates of GVA growth. – on average 1% over the last 9 years. In order to recover lost output in 2020 (17% under a single hit lockdown scenario) and return to the pre-COVID growth trajectory, regional GVA will need to at least treble to 3% by 2026.

Study Context

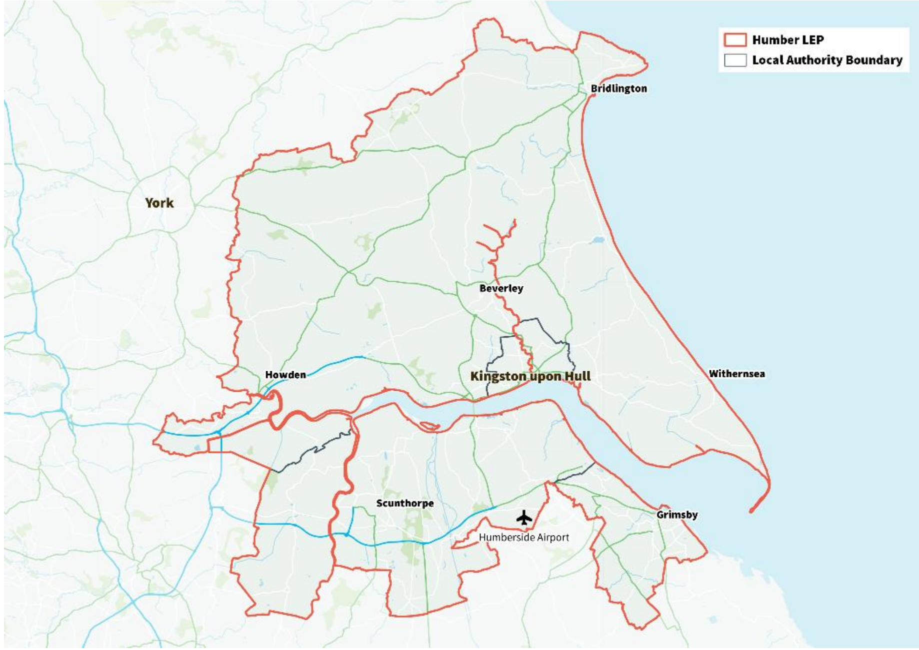
The Humber region has an economy worth an estimated £20bn in 2019. The region plays a vital role in the wider economic health of the country: it contributes over a quarter of the UK's energy; leads the UK's offshore wind sector; is a globally renowned hub for sustainable shipping and logistics; and, has strong manufacturing and engineering clusters.

The Humber LEP and its partners have worked on an ambitious economic growth strategy to further build on these strengths and progress was well under way to establish new assets including the skills base of the LEP area. COVID has had a profound impact on the region, as it has across the rest of the country.

To assess the economic impact of COVID on the Humber region, the LEP appointed Hatch to undertake an assessment of the current impacts on:

- Business activity
- People impact
- Government support uptake
- Economic growth

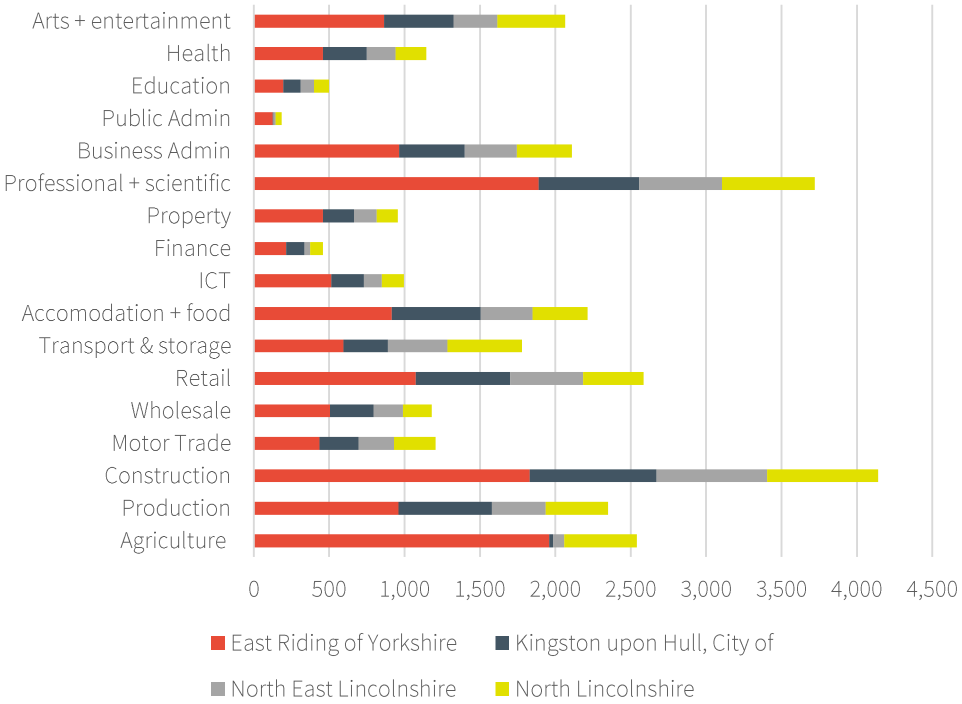
This report summarises the findings of the quick analysis undertaken in June/July 2020.



Section 1: Overall Impacts

Sectoral distribution of firms in Humber LEP, 2019

(Total counts)



Source: ONS, Business Activity Counts, 2019

The Humber region has a unique sectoral mix

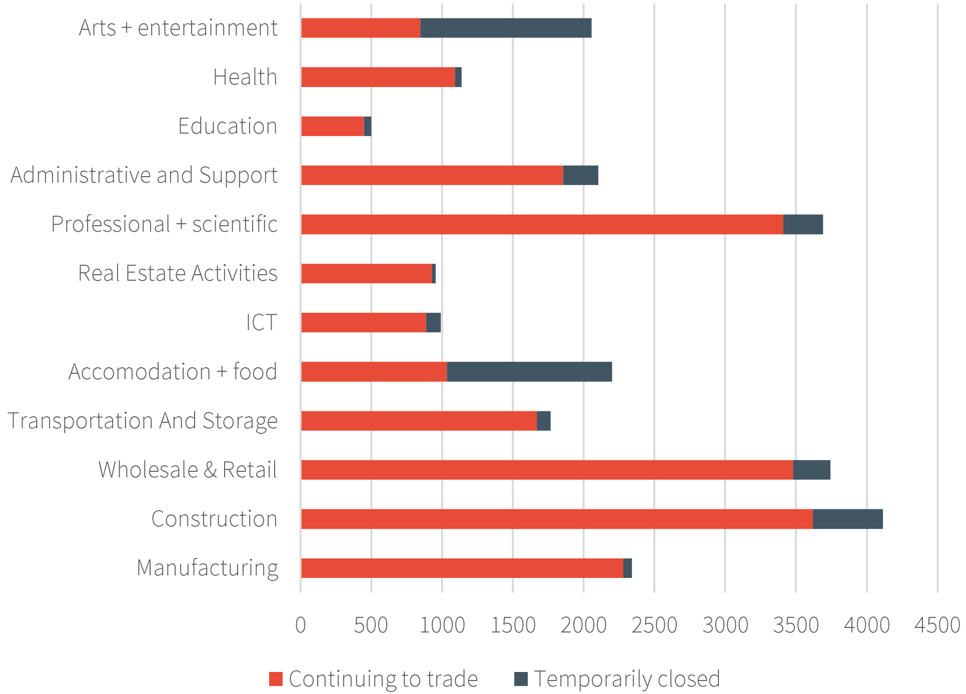
One of the great strengths of the Humber LEP's economy is that it has higher Location Quotients in sectors that have high-value growth potential. These include the cluster around the energy estuary which incorporates engineering, manufacturing, logistics, construction and professional services. During the COVID recovery, these sectors will be critical to recovery, especially as the Government prioritises green infrastructure and growth.

The region's strengths in logistics and port-related transport means there is a higher proportion of wholesale-related businesses based in the area. Those that are dependent on exports may see a dip in activity for approximately four quarters and this may be compounded by a Brexit no-deal scenario, which looks increasingly likely.

Another strength is the higher than average size of businesses in the Humber – smaller businesses are associated with a higher risk of insolvency. Just over 74% of businesses in the Humber employ 0-4 staff, compared with 78% of firms across the UK. 14% employ 5-9 staff in the Humber, compared to just 11% across the rest of the UK.

The combination of sectors likely to be involved in future innovation and larger firm size should help to protect the Humber LEP over the coming months and will be an advantage during the recovery period.

Estimated temporary closure of business by sector (Total Counts in Humber)



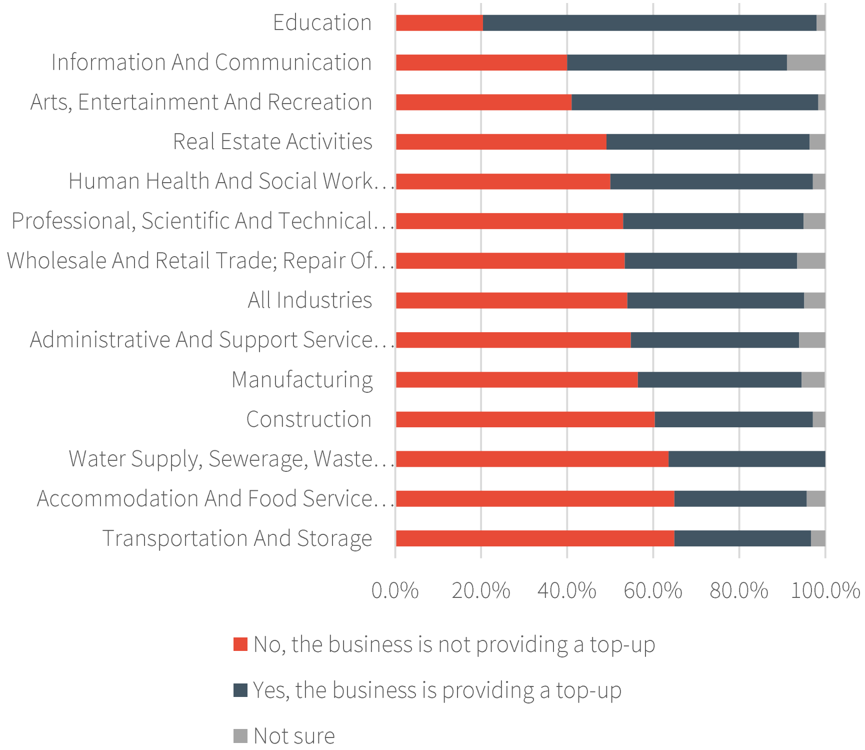
Source: ONS Business Impact of COVID-19 Survey (BICS) Wave 6, ONS Business Counts, Hatch Analysis

An estimated 4.1k businesses in Humber LEP have temporarily closed

The ONS has been running regular surveys on the trading activities of businesses nationally. The data has not yet been released on a geographic basis but is cut by sector. To estimate the number of businesses that have ceased trading in the Humber region, national rates have been applied.

Using this approach it is estimated that 16% of the total Humber LEP business base has suspended trading activity since the outset of COVID. The impact has been particularly acute for the arts and entertainment sector (estimated 1.2k businesses closed), accommodation and food services (1.2k businesses closed). Notably the rate of temporary closure in wholesale and retail trade is significantly lower than national average, which may reflect the higher proportion of wholesale trade which has continued during lockdown. In addition the rate of temporary closure in construction is also much lower than national average, which may reflect the greater ability to socially distance on building sites, or the nature of the construction projects. Many infrastructure projects have continued work during the lockdown period, while residential and commercial real estate developments have been halted.

National Job Retention Scheme Salary Top-Up
(Proportion of national total)



Source: ONS Business Impact of COVID-19 Survey (BICS) Wave 8, ONS Business Counts, Hatch analysis

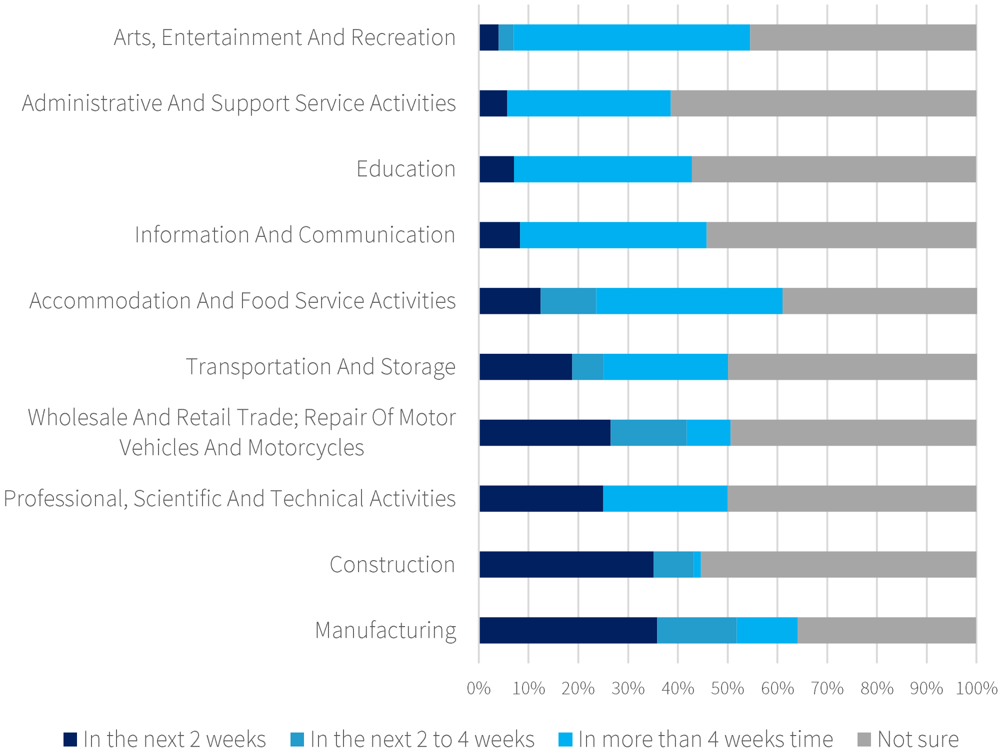
Education sector is leading the way on salary top-ups to support JRS

The latest ONS Business Impact of COVID survey asked businesses whether or not they were topping up employee's salaries (if the net salary is greater than the £2,400 threshold). At this stage the data is only available at the national level.

The data shows that businesses have been willing to top up employees salary, but there are great sectoral differences. The education sector has the highest proportion of employees being topped up, with 77.6% of employers saying that they are topping up salaries. At the other end, the transportation and storage sector, an important sector in the Humber region, has the highest proportion of businesses not offering a top up of salary at 65%.

The construction sector is also a strength of the Humber region with over 4,000 firms, however, it is also a sector which is one of the least likely to offer JRS top ups with 60% of firms stating that they are not topping up employees salaries.

Plans to reopen - businesses that have stopped trading (Proportion of total Humber)



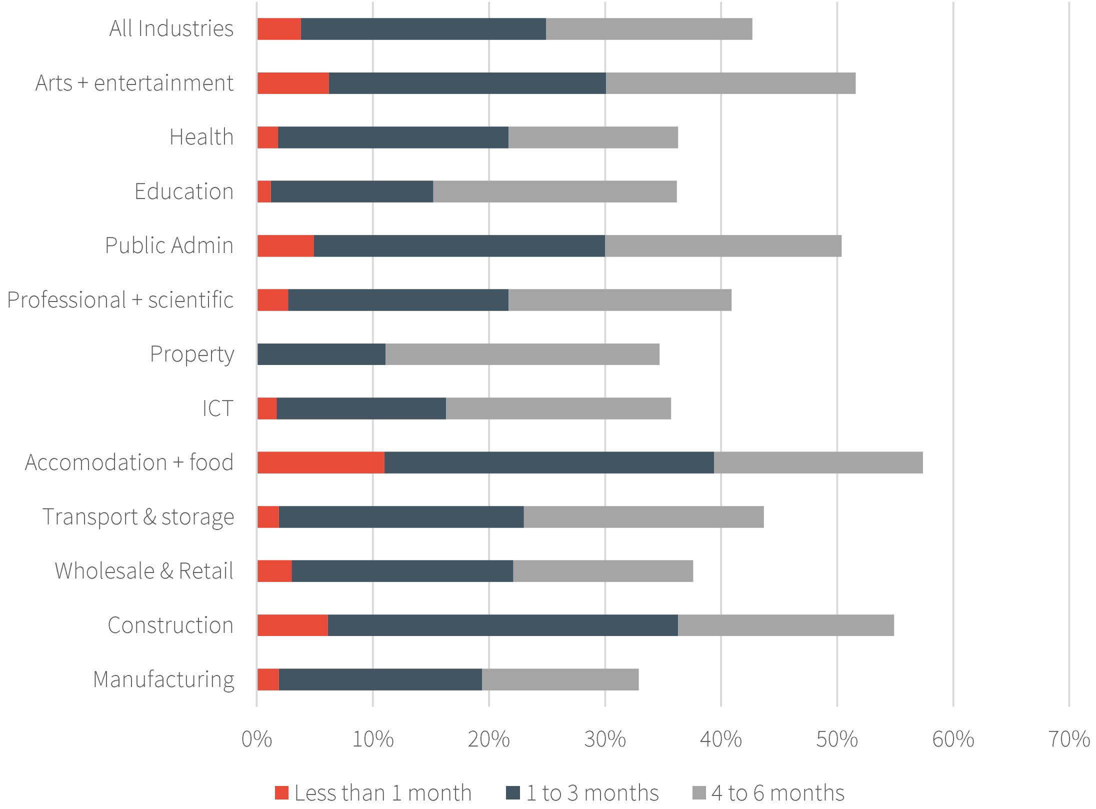
Source: ONS Business Impact of COVID-19 Survey (BICS) Wave 8, ONS Business Counts, Hatch analysis

Half (2k) of all temporarily closed businesses plan to reopen over the coming month

Now the easing of lockdown has begun and social distancing requirements have become clearer, about half of all businesses that temporarily closed are planning to reopen. Sectors such as manufacturing, construction and office-based jobs are putting measures in place to enable operations to recommence.

The flipside is that about half of all businesses in the Humber do not know when they will reopen and this is for a variety of reasons including a collapse in demand for services and /or products, operations where social distancing is not possible or in some cases due to financial hardships that make it difficult to determine whether the business will still be operating in several months time.

Humber Business Base's Cash Reserve
(% of businesses in sector)



Source: ONS Business Impact of COVID-19 Survey (BICS) Wave 8, ONS Business Counts, Hatch Analysis

Just under half of all businesses in the Humber LEP area have six months or less of cash reserves

The ONS has started to survey businesses on cash reserve positions. This is national data cut by sector. To estimate the proportion of businesses in the Humber that currently are, or are likely to experience cash flow issues, the sectoral survey results have been applied to the Humber business base.

This analysis indicates that about 1.1k businesses have less than one month of cash and are therefore likely to go insolvent. An estimated 6.4k businesses have cash reserves to last between one and three months. Businesses in sectors such as construction, manufacturing, food delivery and real estate will have a greater likelihood of survival as those sectors are likely to exit lockdown over the next few weeks. However sectors including retail and the arts may see a delay to the resumption of trade; low cash positions compound the risk these businesses face.

On this basis it is estimated that 52% of all arts and entertainment businesses have six months or less of cash reserves; 57% of accommodation and food services.

The challenge for these businesses will be to find alternative ways to operate quickly to drive revenue.

Corporate insolvencies and liquidations, May 2020

Sector	Location
Construction	East Riding
Construction	Kingston Upon Hull
Construction	North East Lincolnshire
Construction	East Riding
Financial and Professional	North East Lincolnshire
Financial and Professional	Kingston Upon Hull
Hospitality	East Riding
Manufacturing	North Lincolnshire
Manufacturing	East Riding
Manufacturing	Kingston Upon Hull
Manufacturing	Kingston Upon Hull
Retail	North East Lincolnshire

Source: The Gazette, Hatch analysis

Corporate insolvencies are increasing in volume

On average between 4-5 businesses a month in the Humber were declared insolvent. During the month of May, 12 businesses were declared insolvent or liquidated. In June, the figure jumped to 15 firms, however it should be noted that this month-on-month increase is lower than rates seen in other parts of the country.

As the liquidation process has a lead time of several weeks, it is likely that many of the businesses that appear on the May and June registers were already in financial jeopardy.

Out of the insolvent companies in May, 67% were either manufacturing or construction companies, up 45% on the previous month. Out of the 27 firms that filed for liquidation 37% were located in East Riding, followed by 33% in Kingston Upon Hull, while only 7% were located in North Lincolnshire.

Despite being most affected by closures, the hospitality, leisure and recreation sector have a relatively small number of insolvencies registered. This could be due to business actions outlined on previous pages, with high rates of temporary closures and high take up of government support enabling businesses in this sector to stay afloat.

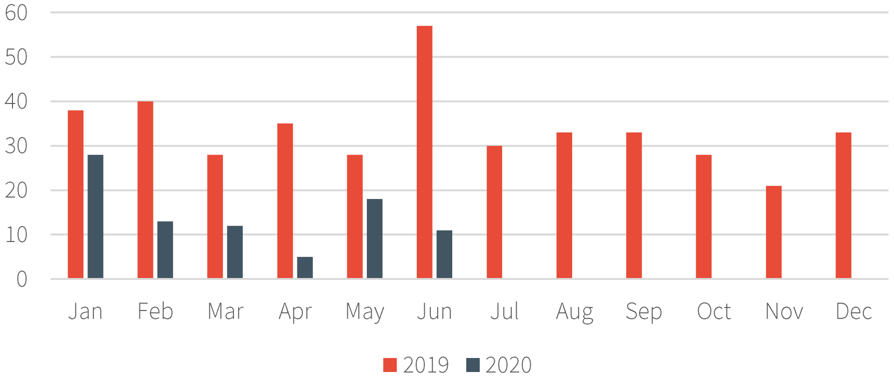
Corporate insolvencies and liquidations, June 2020

Sector	Location
Business Support	Kingston Upon Hull
Business Support	North East Lincolnshire
Construction	North Lincolnshire
Construction	East Riding
Financial and Professional	East Riding
Financial and Professional	East Riding
Hospitality	East Riding
Hospitality	East Riding
Hospitality	Kingston Upon Hull
Manufacturing	Kingston Upon Hull
Other Services	East Riding
Retail	Kingston Upon Hull
Retail	North East Lincolnshire
Transport	Kingston Upon Hull
Transport	East Riding

Source: The Gazette, Hatch analysis

Total Humber commercial real estate transactions

(Number of completed sales and leases per month)

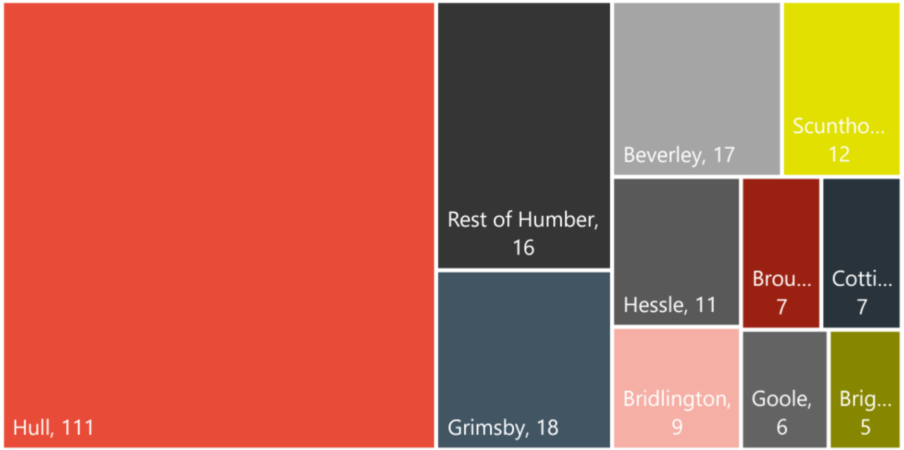


Source: CoStar, Hatch analysis

The commercial property market has performed poorly in the early stages of 2020 compared to 2019, with activity down 59% for the period January to July. January looked promising, with only 4 less sales in that month than the previous year (8 and 12 respectively). The month of June has experienced the greatest decline in activity, down by 86% compared to 2019. Additionally, the percentage share of activity has shifted from a more even 57% and 43% split of leases to sales in 2019, to a 67% to 33% lease to sale activity split in 2020.

Geographic distribution of 2019 leases

(Number of completed leases in calendar year)



Source: CoStar, Hatch analysis

According to RICS, both investors and occupiers are increasingly nervous with the retail property market the most depressed; in the coming months the office market is expected to fall as well as businesses forgo new office leases in favour of informal workspaces or formalised home working.

This will have a significant impact on Hull as 46% of all leases executed last year were in Hull with approximately 50% on retail space and 32% on industrial and 17% on office leases.

New Business Index PMI – Yorkshire & Humber
(January 2020 to June 2020)

Source: NatWest PMI

PMI is the Purchasing Managers Index, a widely used real-time metric that is considered to be a leading indicator of GDP. It is a wide survey of UK businesses and measures the volume of new orders places. Responses below 50 indicate a decrease in new orders and responses above 50 indicate expansion.

New orders placed with businesses in Yorkshire & Humber decreased markedly for the third month in a row during May. Though the rate of decline eased from April's series record, it remained among the fastest since data collection began on the PMI series in 1997. Evidence suggests that COVID – related restrictions continued to prevent businesses from placing new orders until there is evidence of a resurgence in demand.

Private Sector Future Activity Index PMI– Yorkshire & Humber
(January 2020 to June 2020)

Source: NatWest PMI

Private sector firms in Yorkshire & Humber remained optimistic towards the one-year business outlook in May Notably the degree of positivity is close to pre-COVID months and is significantly ahead of the UK average.

This may reflect the unique sectoral mix in the Humber region and the fact many clusters and businesses are less exposed to consumer demand and linked to critical national infrastructure including energy, renewables and logistics.

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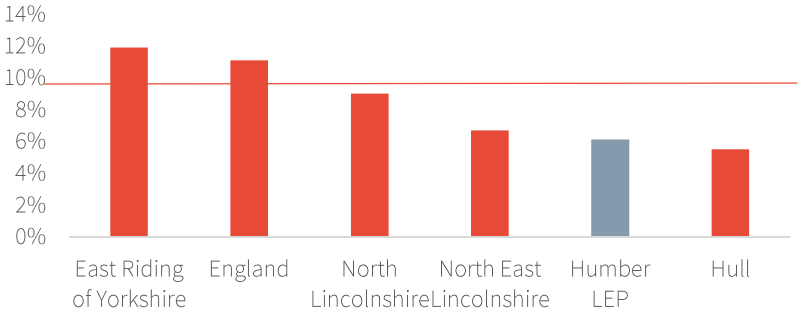
Self employment rates
(% of 16-64 who are self-employed, 2019)



Source: ONS

The rate of self employed people in the Humber LEP is below the national average. The financial risk facing self-employed people has received much press attention during recent months with many finding themselves in a precarious financial position and may stand to lose up to two-thirds their current earning. Therefore, the below average rate of self employed people in the Humber LEP adds resilience to the area.

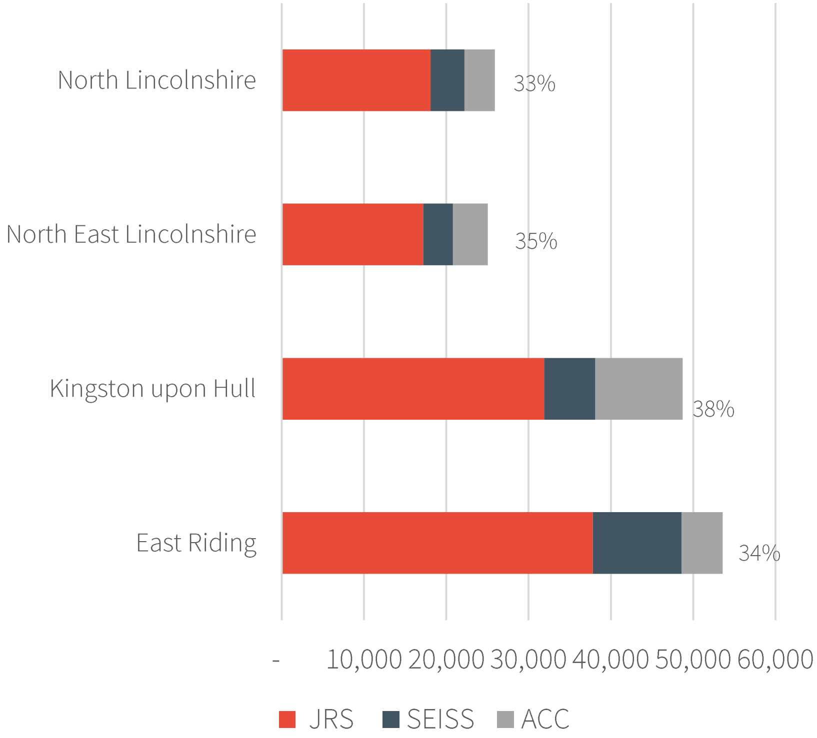
The wider impact of unemployment across the region can be seen in the rising numbers of people claiming Jobseekers' Allowance and Universal Credit.

Claimant count is increasing across the Humber LEP
(Claimants as a % of residents aged 16-64)

Geography	Claimant Count, March 2020	Claimant Count, April 2020	Claimant Count, May 2020	PP Change May 2019-2020	PP Change March-May 2020
East Riding of Yorkshire	2.3%	4.3%	4.8%	+2.8%	+2.5%
Hull	5.8%	8.6%	9.7%	+4.8%	+3.9%
North East Lincolnshire	4.5%	6.8%	7.4%	+3.1%	+2.9%
North Lincolnshire	3.5%	5.8%	6.3%	+3.1%	+2.8%
Humber LEP	4.0%	6.3%	7.0%	+3.5%	+3.0%
England	3.0%	5.0%	6.5%	+3.9%	+3.5%

Source: NOMIS

Impact of COVID on economically active population
(% of people as proportion of economically active population)



Source: HMRC (JRS, SEISS), ONS (ACC, APC) and Hatch analysis

35% of Humber LEP's economically active residents have already been impacted by COVID

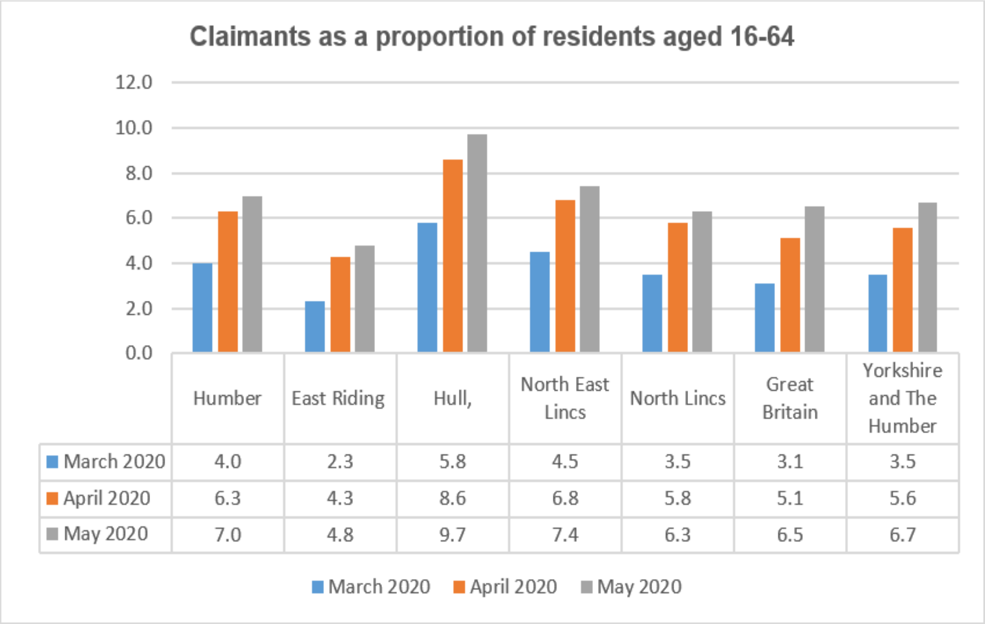
As of June 2020, 105,000 people across the Humber LEP area were in receipt of the Job Retention Scheme (JRS). On a proportional basis, the scheme is being used at a similar rate across the region with around 25% of all economically active people. In addition, 24,700 people are in receipt of the Self-Employed Income Support Scheme (SEISS) across the region. Just under 7% of all economically active people in East Riding are on the scheme and just 5% in North Lincolnshire.

The DWP have created an experimental dataset called the Alternative Claimant Count (ACC). This aggregates all people on Jobseekers' Allowance and those on Universal Credit with a conditionality agreement. It is therefore the total of all people in receipt of benefits who should be jobseeking. The latest data is March 2020 and therefore the data is prior to the first wave of COVID redundancies and will undoubtedly increase rapidly.

Therefore the figure of 35% population impacted by COVID is low and will rise. Over the coming months the risk is that people who are in the red bar (currently furloughed) are made redundant and appear in the grey bar.

Increase in claimant count

(Claimants as a proportion of residents aged 16-64)



	Humber	East Riding	Hull,	North East Lincs	North Lincs	Great Britain	Yorkshire and The Humber
March 2020	4.0	2.3	5.8	4.5	3.5	3.1	3.5
April 2020	6.3	4.3	8.6	6.8	5.8	5.1	5.6
May 2020	7.0	4.8	9.7	7.4	6.3	6.5	6.7

Source: ONS claimant count

Hull is experiencing the quickest increase in claimants

Hull had the largest increase in claimants as a percentage of the working age population in the Humber sub-region between March - May, an increase of 3.9 percentage points followed by North East Lincs (2.9), North Lincs (2.8) and East Riding (2.5). Hull’s rise is also larger than Y&H (3.2) and Great Britain (3.4).

Generational impacts of COVID
(% of age group)

Source: Hatch analysis of YouGov data

Young people are being disproportionately impacted by COVID

The large proportion of 18-24-year-olds on furlough and who have lost their main job is particularly worrying because many are at the beginning of their careers.

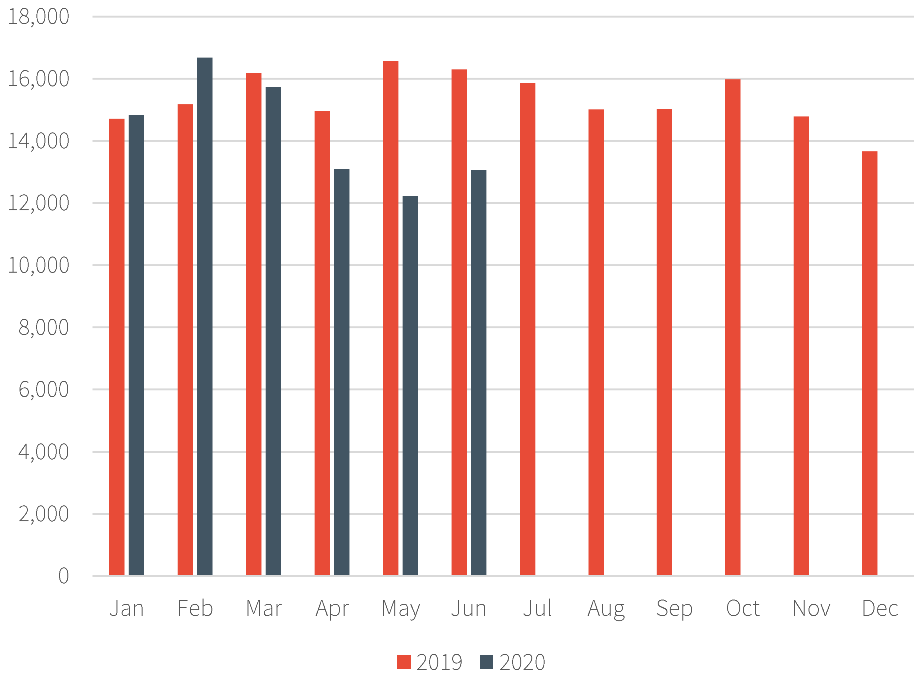
In addition, many young people require part-time jobs in order to finance HE and FE degrees.

One of the most concerning factors has been the reduction in apprenticeship positions with some apprentices losing their position just months before the completion of training.

Research undertaken by the Resolution Foundation has shown that young people who have recently left education and have recently entered, or are about to enter, the labour market are more susceptible to long-term employment and pay scarring.

Number of vacancies

Total vacancies on a monthly basis, 2019 and 2020)



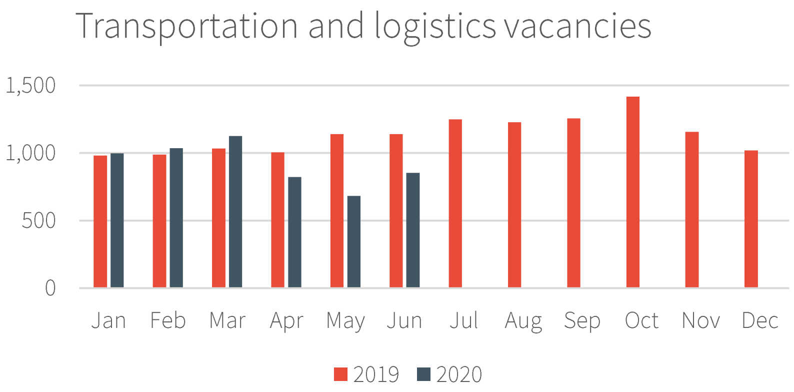
Source: EMSI Data, Hatch Analysis

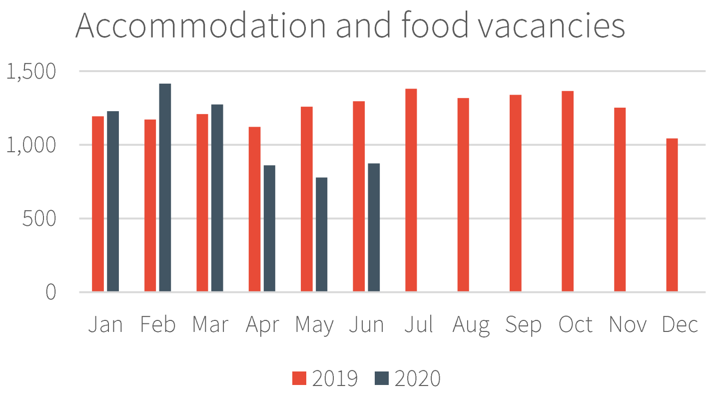
There has been a drop in vacancies across the Humber region of 32% since lockdown

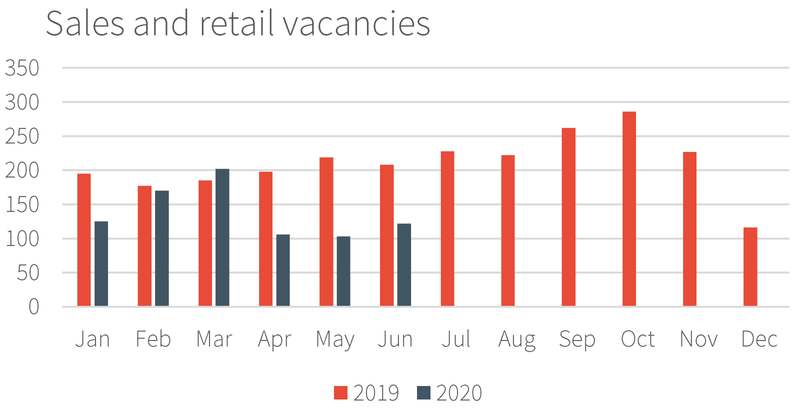
Humber LEP has seen a drop in vacancies by 32% , which is mainly attributed to the low levels of pre COVID vacancies (was in the top 3 LEPs of low pre COVID vacancies). Additionally the area has a greater reliance on public sector jobs in particular those in health and social care.

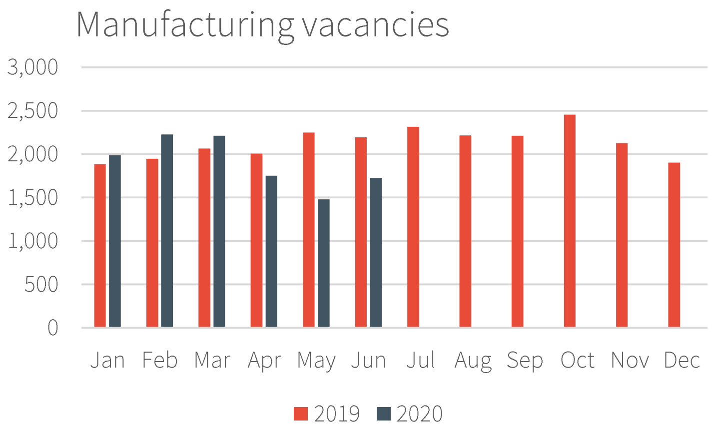
Humber LEP has the 2nd least average number of vacancies per 100 people of working age out of all the Local Economic Partnerships in the UK. However, there has been some growth in June after falling consecutively from March to May.

At the national level the industry with the most job vacancies posted in March was the IT sector, which reflects the move to remote working and the increased importance of broadband and IT services. However, as the IT job vacancies dropped by just over half in April, the Healthcare and nursing industry recorded high levels of vacancies throughout the period March to June, with 20% of all vacancies being attributed to the healthcare sector in May. A breakdown by key sector is included on the following page





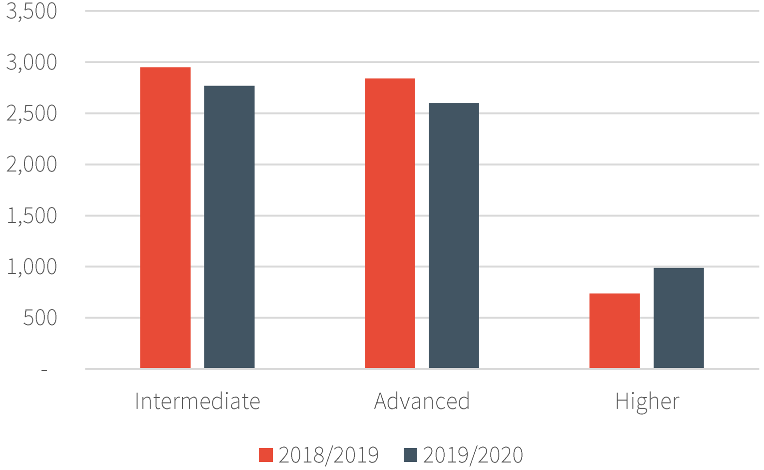




Source: EMSI Data, Hatch Analysis

Apprenticeship levels across Humber LEP

(Total numbers Q219/20)

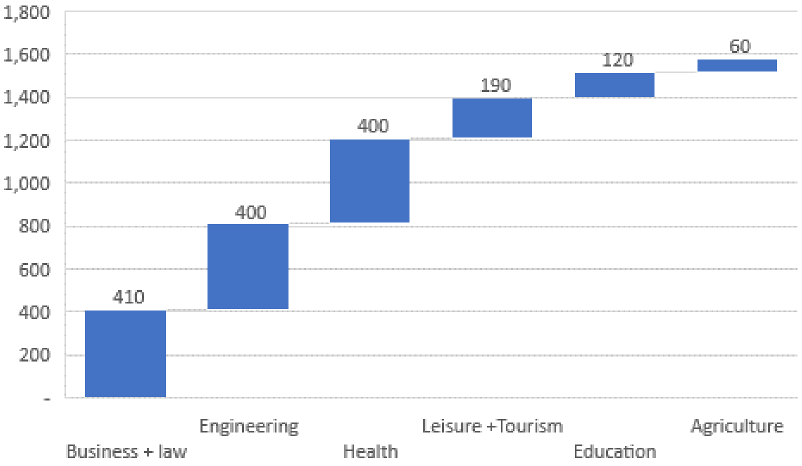


Source: Humber DataCube

Nationally, many large businesses have already announced their intention to temporarily suspend their apprenticeship programmes. This includes Rolls-Royce and GSK. There is also a risk that training providers, many of whom already face financial pressure, are unable to continue to trade. For instance, Kirkdale Industrial Training Services Limited (KITS), an Ofsted grade 2 registered charity that is more than 50 years old stopped trading in June 2020 and a total of 278 engineering and manufacturing apprentices have now been left without a training provider.

Distribution of apprenticeships by subject

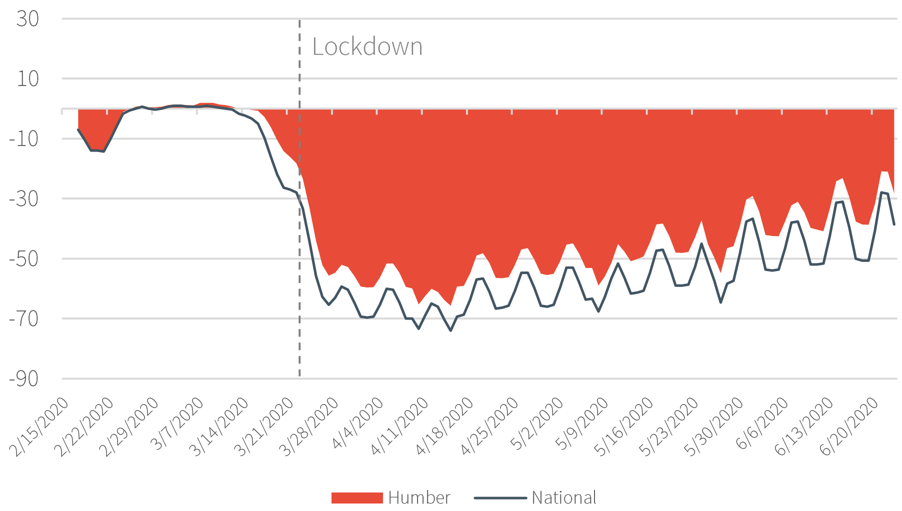
(Total numbers 2018/19)



Source: Humber DataCube

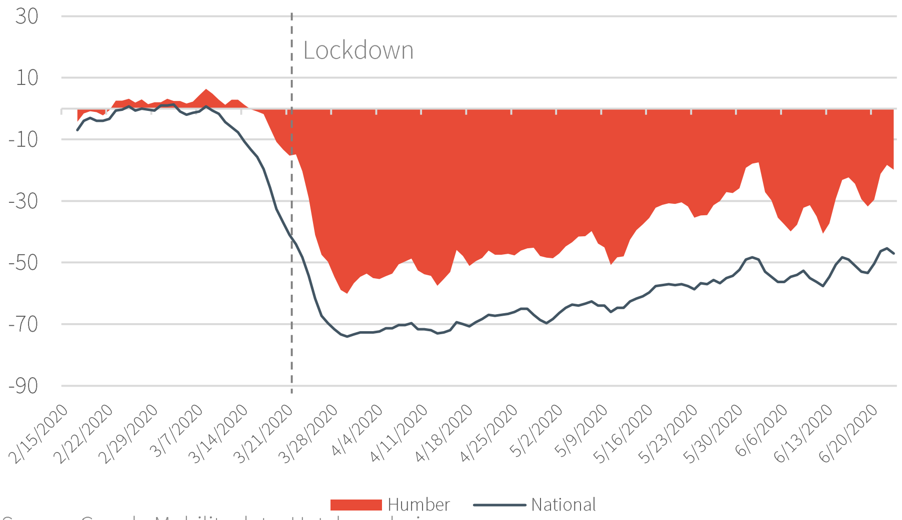
The largest proportion of apprenticeships are in the business and law sectors. The Government is likely to introduce a scheme similar to the Future Jobs Fund that provides businesses with a cash grant to incentivise the hiring of apprentices. Given the high levels of youth unemployment that will be likely, there is an opportunity to work with the businesses across the Humber region to provide advanced and higher-level skills in sectors such as renewables, advanced logistics and manufacturing to ensure the people have access to high-quality jobs and the region is supporting the sectors that could contribute to catalytic growth.

Humber Workplace Mobility



Source: Google Mobility data, Hatch analysis

Humber Transit Station Mobility



Source: Google Mobility data, Hatch analysis

Google have released mobility data that records numbers of using location proxies including workplaces, transit stations, non-essential retailers and essential retailers. The mobility statistics are measured against a baseline of 0, which is a measure of average volumes for the day in the pre-COVID period.

This chart shows an average of 47% decline in people at their workplaces in the weeks since lockdown at the Humber level, while the national decline has been greater at 56%. However, there is a clear trend of people returning back to the workplace, as during the first 3 weeks of lockdown there was an average decline of 55%. With the residual 45% most likely made up of key workers in the health sector, retail, logistics, storage and transport.

Not surprisingly, the picture for usage of transit stations is a close mirror image of the workplace statistics, although the average usage has declined slightly less during lockdown (41%). It is notable that there was a sharp recovery at the beginning of June which most likely reflects the slight easing of lockdown restrictions which came into affect on the 1st of June allowing public gatherings of up to 6 people. Thus people are moving around the region more, but not necessarily returning to the workplace.

The return to transit station mobility in the Humber is further down the line than at the national level, with the most recent statistics placing Humber at a 20% decline, while the national figure stands at 47% .

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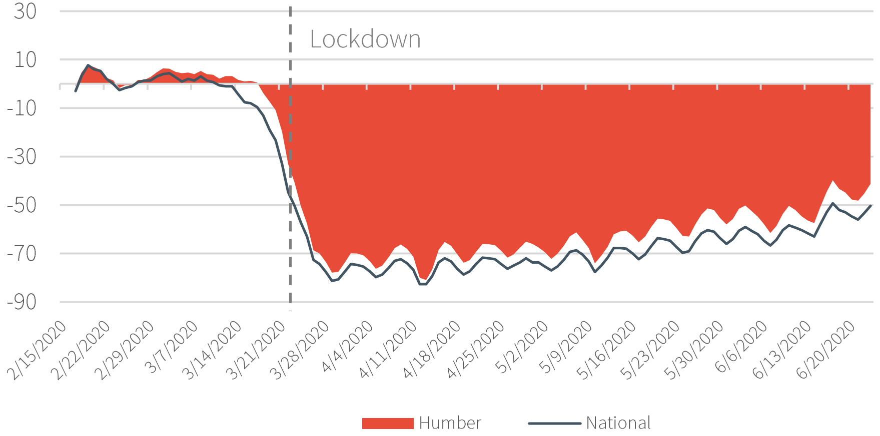
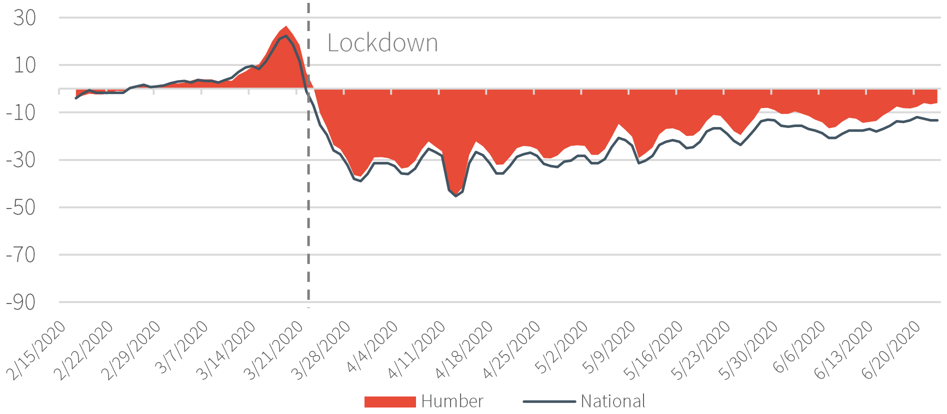
Humber Retail Mobility



Source: Google Mobility data, Hatch analysis

Humber Grocery and Pharmacy Mobility



Source: Google Mobility data, Hatch analysis

The decline in non-essential retail has been stark, with an average decline of 63% since lockdown commenced. With non-essential retail re-opening again with the easing of lockdown restrictions, it will be an important metric to watch over the coming weeks. Initial reports put a 12% jump in retail spending last month, which suggests that the demand will be great as people return to the high street, and in turn the retail mobility would be expected to increase.

Whilst grocery stores and pharmacies have been allowed to continue to trade, there has been a decline in the number of visits down on 21% over the lockdown period. Although there has been a decline, the scale of the decline is not as severe as the reduction in mobility of other indicators such as retail. Additionally the pre lockdown spike saw an increase of up to 27% along with families and individuals reducing the number of visits, but increasing the spend per trip.

Proportion of businesses using government initiatives by sector, May 2020

Source: Business Impacts of COVID-19 Survey, BICS, May 2020

Government Support Take-Up

National Picture

The British Chambers of Commerce Coronavirus Business Impacts Tracker is the UK's largest independent business survey tracking economic conditions on a weekly basis. The latest survey tracked collected data between 13 – 15 May 2020 and provides insight into how businesses have used financial support schemes from the government:

- 70% of firms had used the Coronavirus Job Retention scheme and 85% of those who have applied received payment.
- 59% of firms had no plans to apply for government bounce back loan scheme. 25% of firms who applied were successful in securing the loan.
- 50% of firms had three months cash flow in reserve or less. 6% have no cash reserve in place.

Data from the BICS survey also shows the proportion of businesses that are accessing government support initiatives across different sectors. This is outlined in the table above.

The data shows a number of trends, including:

- There are big variations in the proportion of businesses using the coronavirus job retention scheme across sectors. For example, almost all accommodation and food businesses have accessed the scheme compared to under half of digital businesses.
- Uptake of the business rates holiday initiative has been notably higher among sectors with public facing high street businesses compared to commercial businesses.
- Aside from the public sector, the digital sector has the highest proportion (over a quarter) of businesses that have not applied for any government initiatives.

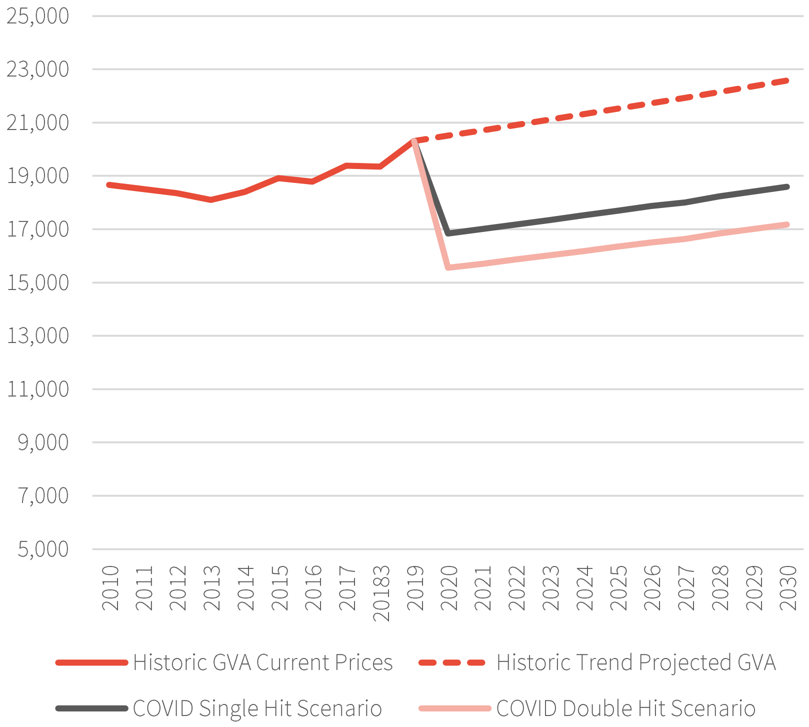
Humber Picture

The weekly Covid-19 reports produced by the Humber LEP and the Growth Hubs show a break down of the take up of government funded schemes.

The most recent report dated 29th June stated that 97% of coronavirus grant funding has been delivered to eligible businesses by Hull City Council. Meaning the Local Authority has distributed grants to 4,022 of the 4,133 eligible businesses with more than £45million being handed out since the applications began in April.

Additionally the small business grant fund has seen £33.8million paid to 3,317 of 3,374 eligible small businesses in grants of £10,000. The retail hospitality leisure grant fund has paid out £8.8million in £25,000 payments with another £3.6million in £10,000 payments. This lifeline for the hospitality industry may help explain the small number of insolvent companies in the hospitality industry in the Humber region.

Humber LEP GVA Impact of COVID Estimates
(£mns in 2020 prices)



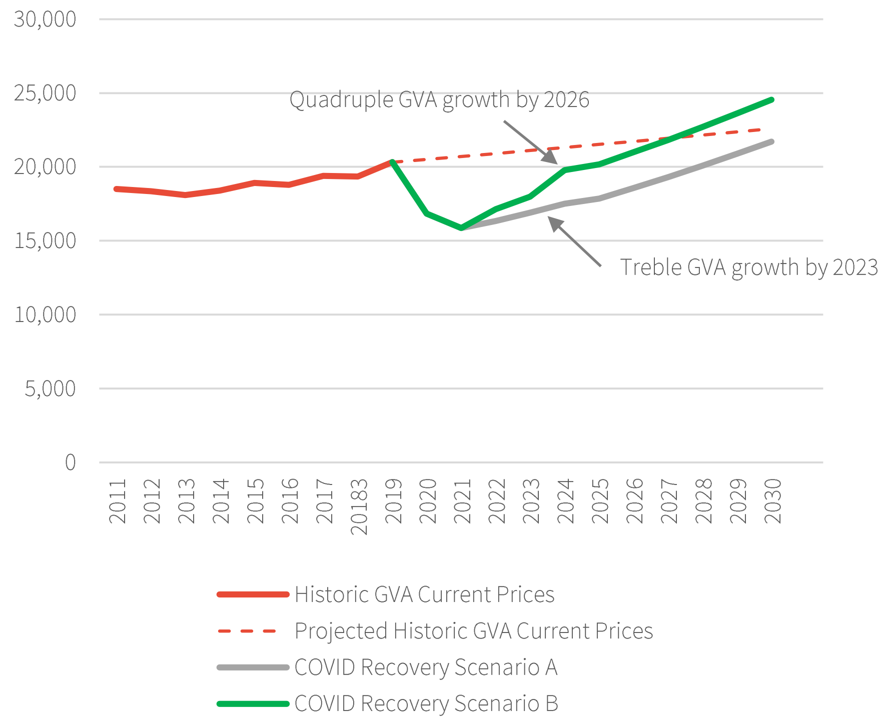
At this stage in the COVID cycle it is not possible to forecast the impact on GVA with any precision; there are simply too many unknowable factors. External estimates of the year on year impact of COVID-19 on GDP have ranged from a drop of 2.1% (KPMG) to a drop of 30% (Morgan Stanley). The release of GVA data for April shows a 20% decline in month, so the in-year figure is now likely to be higher.

For the purposes of a providing a central estimate of the impacts on , Humber LEP we have used OBR and OECD figures to produce a coronavirus reference scenario.

Using this methodology, we have built a model that uses the OBR's initial sectoral impact estimates for Q2 2020 and rolled the loss rates out for four quarters on a decreasing basis to reflect the likely path of recovery. We have taken this approach to reflect the U-shaped recovery that most economists are now predicting. We have also added a second scenario that reflects the likely impacts of a second lockdown event. To determine future GVA growth rates we have used the OBR's regional GVA Projection for the region.

Using this methodology, the estimates show the Humber region is likely to have a 17% loss of GVA in 2020 (against a national average of 15%) for the single lock-down scenario and a loss of 23% for the double lock-down scenario.

Humber LEP GVA COVID Recovery Scenarios
(£mns in 2020 prices)



To provide an estimate of the GVA growth rate required across the region to recover, we have modelled the trajectory of the historic growth rate (1% over the last 9 years in 2020 prices) to show the trend in a pre-COVID world. In order to rejoin the same growth trajectory, the region would need to treble that historic growth rate to 3% by 2023. To return to the same trajectory by 2027 would require a quadrupling of GVA by 2026.

These are not forecasts, but give an indication of the growth rates required to both make-up for the 2020 GVA loss and return to similar growth rates. This means that sectors and businesses will need to be supported not just to recover, but to find new and innovative ways of producing output and increasing productivity.

At the same time it will be important for Humber LEP to work with partners to help recover sectors like retail, food and accommodation that may not contribute as much GVA as sectors like manufacturing, but are critical to the identity and culture of the region. Property websites like Zoopla have seen an increase in people searching for homes across the region, which is a likely acceleration of the urban - exit. Ensuring the identify and unique parts of the region are recovered quickly will be an important part of a medium term plan to attract more talent out of cities.

Section 2: Recommendations

Recommendations

The Humber LEP is recommended to:

Continue to **monitor the impacts of COVID** as more datasets are released and existing datasets are refreshed, particularly data on unemployment, furloughing and take-up of the Government's new Kickstarter and other programmes.	Undertake a **'deep dive' of high growth, high value sectors** to diagnose any supply chain, operational or skills-related issues that could hamper recovery and growth.	Develop a **centralised Apprenticeship clearing system** to coordinate the transferring of live apprentices to different employers/FE providers, if required.	Add to the **SAP skills data** analysis to inform the ESB in order to make informed decisions and recommendations in line with the demand and supply of education and training needs.
Continue to **seek feedback from businesses** of all sizes to develop and deliver interventions and feedback to government departments.	Establish and repeat a **LEP-wide business survey** to monitor furloughing returners, hiring intentions, cash reserves, uptake of new govt schemes and to diagnose recovery/growth blockages.	Coordinate **'meanwhile' uses for vacant retail properties** through negotiations with landlords, drawing on the and strengths of the arts and creative sectors.	Coordinate a **regional Kickstart campaign** to recruit businesses, particularly in high-growth, high-value sectors.
Immediate Term	Autumn 2020		