GLOUCESTERSHIRE COUNTY COUNCIL COVID-19 ECONOMIC RECOVERY PLAN

Meeting	GLOUCESTERSHIRE ECONOMIC GROWTH JOINT COMMITTEE (GEGJC)
Report Author	Colin Chick Executive Director, Gloucestershire County Council Email: colin.chick@gloucestershire.gov.uk
Background documents	Gloucestershire County Council Road to Recovery
Location/Contact for inspection of background documents	At Appendix 1.
Main Consultees	This plan has been produced in consultation with the Gloucestershire County Council Transition Board with input from lead members, district councils and GFirst LEP.
Planned Dates	30th November – Strategic Communities and Infrastructure Members Board.
Purpose of report	To update the Committee in respect of the County Council's Covid-19 economic recovery planning.
Recommendations	The Committee considers the content of the paper and comments on progress so far.
Reason for recommendations	To endorse the next phase of the recovery planning which builds from a close understanding of the emerging evidence.
Resource Implications	The resource implications required are yet to be defined. A fully costed action plan will be developed in order to ensure that the actions identified can be delivered.

1.0	**Background**
1.1	This paper supports the development of the Gloucestershire County Council Covid economic recovery plan which is included at Appendix 1.
1.2	The recovery plan has been produced in line with the ambitious framework that already exists across the county – the Vision 2050, the draft Local Industrial Strategy and the locality-based economy plans. This remains the need to deliver a model of sustainable growth and a thriving economy for Gloucestershire. Since the last Gloucestershire Economic Growth Joint Committee meeting in September, a full draft recovery and action plan has been developed. This has been done in conjunction with officers across the county council and with a clear understanding of the roles and responsibilities of the county council and the action plans already developed by the district councils.
2.0	**Road to Recovery**
2.1	This report brings you the full draft document (at Appendix 1). This document sets out: • Overall vision and context and how the plan fits with the current landscape • The drivers – setting out what Gloucestershire is facing? • Narrative around communities, residents and business base • The three drivers of recovery • A detailed action plan against the drivers of recovery • How impact will be measured
2.2	Three themes have been developed through the evidence gathering and these have been used to frame an action plan against which the county council will deliver positive outcomes for residents, communities and businesses. The themes and their core priorities include: • **People, place and connectivity** – resetting how our communities interact with business and education o Work with the VCS, schools, colleges and business to identify and provide equipment to level up the digital divide. o Understand how employers and employees will work in the short, medium and long-term and understand how communities will need to interact with their local environment and local facilities such as libraries and workspace. o Capitalise on the county's ambitions for improved access to high quality broadband. o Work closely with partners in the public and private sector to shape places so they take account of working locally and ensure the benefits remain in our local places. • **Skills and employment** – encouraging resilience through skills and employment o Develop an inclusive employer model, led by the county council to promote good workplace practice and work to remove barriers to employment.

	o Encourage greater collaboration between partners to fulfil skills needs.
	o Work closely with businesses and investors to drive growth in cyber, tech, manufacturing, engineering and construction sectors.
	o Drive the pipeline of county infrastructure projects to develop and execute needs analysis and fulfil gaps in the jobs market.
	
	The priorities relating to skills and employment will need to be developed in close coordination with GFirst LEP and other partners. The actions identified will need to be implemented in line with the skills report presented at Item 5 of this Gloucestershire Economic Growth Joint Committee.
	
	• **Infrastructure, economy and growth** – accelerating infrastructure to promote sustainable development and growth
	  o Identify spend in the local economy and develop a social value model that can deliver investment, jobs and opportunities for local businesses and residents.
	  o Accelerate the delivery of infrastructure projects and bring forward investment for supply chains locally.
	  o Continue to deliver investment in innovative sustainable transport schemes which promote access.
	  o Reframe long-term growth through an infrastructure first approach to long-term sustainable growth.
	
	The action plan which supports the recovery plan sets out the specific activity required to deliver against these themes and will be supported by a resource plan to ensure deliverability.

2.4	The Gloucestershire County Council Transition Group will continue to work to develop a fully costed action plan. As the full impacts of Covid are unknown and as the government has recently extended the economic support package, the scale of the support required is not yet clear. Finally, this document will be presented to the County Council's Strategic Communities and Infrastructure Members Board at the end of November.

Appendix 1

Gloucestershire County Council's

Road to Economic Recovery

Contents

Overall Vision and Context

The past 9-months has created a shock that will test the economic resilience of our county for years to come. The repercussions of Covid-19 are still being felt by businesses and communities on a global scale and the full extent of the damage will be unknown for some time.

During this time, the government has stepped in with a suite of schemes to slow down the rate of job loss and business closure. The schemes are constantly being refreshed to deal with the challenges faced by the resident and business population while economic policy is shifting towards in-work support. This is based on jobs which employers are also prepared to fund and investing more in education and training to help others back into work. There are significant short-term consequences from this including unemployment and business closure.

However, there will be new prospects generated for residents and businesses and the actions set out in this plan will help to capitalise on them. The county council has identified a core set of drivers of recovery around which these opportunities can be delivered. By working closely with local stakeholders as well as sub-regional partners and central government, these drivers have the potential to deliver for the local economy – aligning skills provision to employer and employee needs, understanding local supply chains, investing in local assets and ultimately growing out of the recession.

Our ambition at Gloucestershire County Council is to deliver a model of sustainable growth and a thriving economy for Gloucestershire. In doing so, we will affirm our long-term vision for the county (or refresh in the light of Covid) and reinforce a longer-term sense of direction. This strategy Looking to the Future sets out a clear vision: "To make the most of all that Gloucestershire has to offer, help improve the quality of life for every community, support businesses to be successful and make sure the

county is a place where people want to live, work and visit". The ambitions are mirrored through the recovery plan in relation to our support for communities and localities, and transport, economy and infrastructure.

In doing so, closely monitoring the challenges and opportunities faced by our local business base and supporting residents into economically viable future careers will be needed. This will not come without cost and the need to reprioritise certain council spending in order to provide longer-term sustainability for the future.

The purpose of this recovery plan is to set out the particular challenges faced by our county and identify the ways in which strong leadership and investment locally is going to make a difference – to our residents, businesses and communities across Gloucestershire. Central to this is joining up housing, transport, skills and employment to deliver a well-connected and low carbon county.

The county council brings four essential components to the recovery – a county-wide focus on action required, effective delivery of core services such as infrastructure and education and skills, clout to lobby for freedoms and flexibilities, and a convening role which brings partners and services together to make the most of recovery planning.

The rest of this document sets out:

- The challenges and opportunities faced by residents, communities and employers;
- The response and role played by the county council;
- The drivers of recovery; and
- The actions needed to support recovery.

The Drivers – what is Gloucestershire facing?

Overall

Although hard economic data will be unavailable until mid to late-2021, there is no doubt that the recent Covid-19 pandemic will have a serious impact on Gloucestershire's economy. High levels of unemployment and a contracting jobs market will be two of the key factors that will affect the residents of the county as well as a greater "deterioration in business investments over the past six months than in other countries"[1]. This will limit future productivity and growth and supress wages at a time when Brexit transition is stemming investment plans. The baseline forecast prepared in the summer[2] predicts that GVA will contract by 8.4% but consideration must be given for the advent of future "lockdowns" and restrictions on movement.

Covid-19 has accelerated trends that had been emerging in society at a much slower pace. A quick transition to home or flexible working, the intensification of digital channels coupled with a decline in the traditional use of high streets and closure of public venues, and a movement towards encouraging more low carbon emissions. As a consequence of any economic shock, there are those individuals and businesses who will thrive and innovate and there are those who will move further from the job market or be unable to sustain their business.

Appreciating that the priorities for the economy will shift as government schemes come to an end and new policy tries to address the next set of challenges, local business intelligence will be vital to future planning and formal data must be monitored to ensure the recovery planning can account for changes.

Category of data	Gloucestershire data
Total Population	637,070[3]
Total Working Age Population	384,540[4]
Furloughs	93,400 (or around 32% of residents in employment based on all claims as at end July 2020) [5][6]
Claimant Count	19,460 (from 2.0% in March 2020 to 5.1% in August 2020) [7][8]
Self-employment Income Support Scheme	25,400 (based on all claims at end of July)[9]

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[1] FT Report Falling business investment scars UK's long-term growth potential https://on.ft.com/349GLLu
[2] Oxford Economics, Coronavirus: Economic Impact Scenarios for Gloucestershire, A Report for South West Councils, July 2020, Page 20

[3] Mid 2019 Population Estimates, ONS
[4] Ibid
[5] Coronavirus Job Retention Scheme, HMRC
[6] Cumulative figure and does not capture when people are no longer furloughed
[7] Claimant Count, ONS
[8] Enhancements to Universal Credit as part of the UK governments response to COVID mean that an increasing number of people become eligible for unemployment related benefit support although still in work. Consequently, changes in the Claimant Count will not wholly be because of changes in the number of people who are not in work.
[9] Self Employment Income Support Scheme, HMRC

Our communities and residents

In considering the resident population of Gloucestershire, there are a number of factors which must be taken into consideration. The sectors which are expected to have the highest job losses such as accommodation and food services and arts, entertainment and recreation generally have a higher proportion of young people employed in those sectors. However, Gloucestershire has a higher proportion of older workers between 50-64-year olds, who are more likely to be employed in the public sector and in business services, where employment levels are expected to be more resilient. This needs to be factored into considerations for the provision of support offered in the future to avoid a "lost generation" of young people without opportunity and career prospects.

Evidence tells us that people with lower skills and those with complex needs also suffer disproportionately in recessions and this will arguably be compounded by a predicted decline in employment in retail, hospitality and leisure. Education institutions and providers will have a role to play in engaging with businesses to understand emerging needs and exploring labour market intelligence around employment growth to ensure provision is fit for purpose. This will need to consider the approach to inclusive employment to support local residents with disabilities. The ability to track these emerging inequalities and identify where the gap is widening will be central to the role of the county council.

Case study: Adult Community Learning

"Furlough Fighting" courses have commenced through Adult Community Learning to help residents develop the tools needed for job searching. This includes CV updating, interview technique refreshing and supporting people to understand how their skills may be transferable. This free course will help to build confidence and ensure residents are work ready for future opportunities.
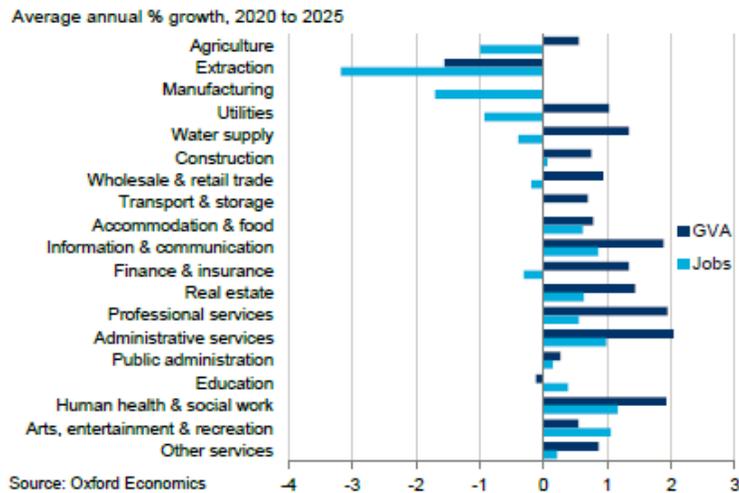
Category of data	Gloucestershire data
Business population	29,885[10]
Job postings	17,209 (compared to 24,646 in August last year)[11]

Gloucestershire GVA and jobs growth, baseline forecast, 2020-25[12]

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[10] UK Business Counts, March 2020
[11] EMSI, August 2020
[12] Oxford Economics, July 2020

Average annual % growth, 2020 to 2025

Chart showing GVA and Jobs for sectors: Agriculture, Extraction, Manufacturing, Utilities, Water supply, Construction, Wholesale & retail trade, Transport & storage, Accommodation & food, Information & communication, Finance & insurance, Real estate, Professional services, Administrative services, Public administration, Education, Human health & social work, Arts, entertainment & recreation, Other services.

Legend: ■ GVA ■ Jobs

Source: Oxford Economics

Gloucestershire jobs, alternative scenarios, 2020-25[13]

Change in jobs (000s)

Chart showing Baseline, Downside, Upside for sectors: Human health & social work, Administrative services, Accommodation & food, Professional services, Information & communication, Arts, entertainment & recreation, Education, Real estate, Other services, Construction, Public administration, Transport & storage, Water supply, Extraction, Utilities, Finance & insurance, Agriculture, Wholesale & retail trade, Manufacturing.

Legend: ■ Baseline ■ Downside ■ Upside

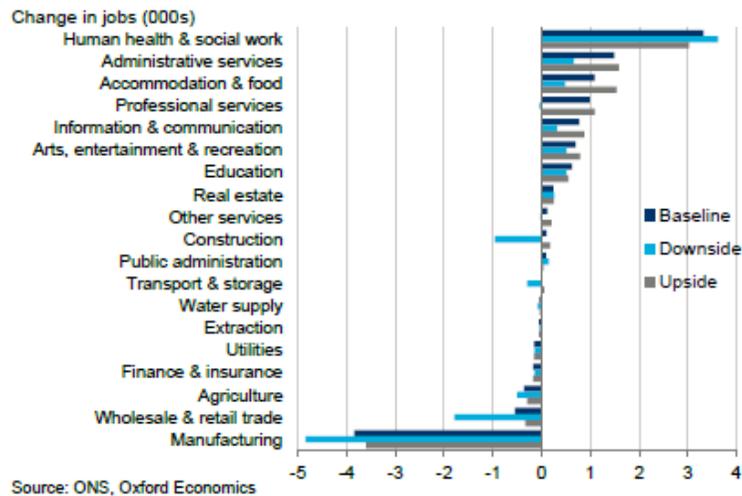Source: ONS, Oxford Economics

and capitalising on strengths in its economy such as:

- Growth in agri-tech through collaboration and new product and service development.

- Growth in cyber tech and digital through promotion and technological advancements, in addition to close working between authorities, the growth hub and the CyNam Hub8 Centre.

- Strength in advanced manufacturing sector linked to the aviation industry.

- High levels of tourism and high volume of employment in the visitor economy.

- A focus on the low carbon economy and ways to reducing carbon emissions through growth and development.

Our business base

Pre-Covid, Gloucestershire has been developing

The pandemic saw high levels of furloughed residents in accommodation and food services sector, manufacturing as well as retail and construction at a national level and when considering the industry base of the county are likely to account for the near 90,000 furloughed residents. It is worth highlighting that some sectors such as construction have brought many furloughed employees back into employment but others such as hospitality continue to struggle in the short-term. As important sectors for the county in providing jobs and with manufacturing returning comparatively higher levels of GVA, there must be support for innovation and increased investment to ensure the supply of new or replacement jobs can be accessed locally.

There have however been some positive examples of local Gloucestershire-based businesses successfully addressing some of the challenges of the pandemic and others changing their product or service lines to address new business opportunities.

Case study: Business resilience

Platform 14 based in Stroud recently won a £120m contract with the NHS to supply them with face shields. This contract represents half of the orders made with the NHS during the pandemic.

To capitalise on this, the county council has a role to play in business engagement and opportunity identification. This will enable businesses to capitalise on value and volume sector opportunities while promoting key industries such as cyber, advanced manufacturing, tourism, hospitality and retail and grow the new economy through a low carbon approach.

CASE STUDY: Tourism Sector Funding

In conjunction with the GFirst LEP and the tourism business across the county, Gloucestershire County Council is supporting the development of a collaborative model to promote Gloucestershire as a destination for leisure purposes. By working across this key sector for the county, we hope to bring resilience and security to the sector and develop a low carbon offer.

The response – road to recovery

In considering the challenges and opportunities that have been identified so far, the county council has to play a clear leadership and convening role in delivering not only business as usual but also a step change in activity to better encourage the recovery of the county.

The business as usual role will mean that the county council will concentrate on:

- Performing the core role efficiently and effectively and identifying the resources required to deliver at scale and pace.
- Building on the existing framework of plans and strategies, taking care not to duplicate and identifying ways to secure additional funding for the county as a whole.

In addition to those key areas, there is also a need to contribute more at a local, sub-regional, regional and national level, supporting the growth of the economy and place.

The first way is to accelerate or bring forward plans that will deliver growth and impact across the county. These plans must work to remove barriers to inclusive growth, support the wider green agenda and promote activity within volume and value sectors.

The second is ensuring a strong voice across the economic landscape, fostering relationships with employers to gather the best possible intelligence across all sectors and lobbying government to secure funding and flexibilities for Covid-19 recovery measures such as apprenticeship delivery. In order to do this successfully, working collaboratively and cohesively with existing and new partners across districts, GFirst LEP, the rest of the public sector, building on existing relationships to identify opportunities while delivering growth and resilience.

Work through the Western Gateway to influence regional priorities and ensure Gloucestershire is at the forefront of plans and decisions will also be essential. This partnership builds Gloucestershire as a desirable place, where people want to live because of the quality of area and the opportunities provided. Investment in key corridors will bring forward quality employment within the county, but also the opportunities provided by neighbouring areas including:

- The Western Growth Corridor linking the economies of Birmingham and Bristol.
- The Western Innovation Corridor linking the economies of London, Reading, West of England and South Wales.
- The Oxford to Cambridge Innovation Arc linking the economies of Swindon, Oxford and the Thames Valley.

The drivers of recovery

The pandemic has caused many to re-assess their priorities. The county council as a key decision maker in conjunction with public health are focusing attention even more so on community, connectivity and wellbeing to deliver a healthy and sustainable environment.

The priorities that have emerged and will continue to emerge as the county council monitors the needs of our residents falls under three drivers of recovery. These are:

- **People, place and connectivity** – resetting how our communities interact with business and education
- **Skills and employment** – encouraging resilience through skills and employment
- **Infrastructure, economy and growth** – accelerating infrastructure to promote sustainable development and growth

These drivers of recovery are intended to complement the plans and actions taken at a locality level, across the districts of Gloucestershire and GFirst Local Enterprise Partnership. A family of strategies has been emerging over the last couple of months addressing the challenges and opportunities faced at a local level in Cheltenham, Cotswold, Forest of Dean, Gloucester City, Stroud and Tewkesbury. The county council will work closely with partners in each of these places to collaborate on key issues which are currently being identified.

People, place and connectivity

It is widely reported that particular resident groups such as young people, older workers and people from disadvantaged communities are facing disproportionate challenges as a result of Covid and will continue to do so as the economy contracts. This plan has identified the need to continually monitor the disparities faced among known deprived areas but also to identify any new and emerging issues.

One issue that has risen to the surface during this pandemic and especially during periods of lockdown is digital connectivity and access. This is an important driver from two perspectives. The first is that not all residents have access to equipment to support remote learning, job searches or research into opportunities. This relates to the parts of the community such as young people who are at risk of being marginalised and working with the Gloucestershire Social Mobility Task Group, we will explore how to close this gap.

Secondly, for those residents continuing in employment, the current trend of home working or distributed working looks set to continue into the near future. This reinforces the need to connect residents to their local environment as well as ensure that broadband capability and capacity is delivered. It also puts our library network central stage in its

provision of support to individuals, business and through our innovation labs.

Action is therefore required to:

- Work with the VCS, schools, colleges and business to identify and provide equipment to level up the digital divide.
- Understand how employers and employees will work in the short, medium and long-term and understand how communities will need to interact with their local environment and local facilities such as libraries and workspace.
- Capitalise on the county's ambitions for improved access to high quality broadband.
- Work closely with partners in the public and private sector to shape places so they take account of working locally and ensure the benefits remain in our local places.

CASE STUDY: Library Innovation Lab at Coleford

Our Library Innovation Lab at Coleford has been supporting schools to explore new technology, helped businesses to discover practical applications and encouraged our community to make and experiment. This friendly creative makerspace and community has a mission to inspire, engage and up-skill people of all ages to have fun while building confidence in using virtual reality, 3D modelling, printing, design & coding. Adapting quickly to the ever changing Covid-19 situation, we are now building an online model to extend our reach further than we could have imagined.

Skills and employment

Our ambition is for residents to develop the skills and qualifications required to fully perform in the economy. This ambition also extends to ensuring that businesses can create employment opportunities through confidence to grow. This will deliver sustainability for businesses while investing in relevant skills development to enable access to new jobs and career progression.

To address inequalities gaps, we wish to support an inclusive employer model to increase awareness of the benefits of a diverse workforce and promote good practice in employing those who face barriers to work. We will do this through campaigns to encourage more apprenticeship delivery, work experience and by connecting people to opportunities.

Greater collaboration between education, industry and the public sector will also help to identify the skills barriers to growth and deliver a bounce back in the economy. We want to encourage investment in cyber and tech skills, the green economy as well as supporting manufacturing, engineering and construction sectors to pivot their operations towards emerging growth opportunities.

The opportunity brought to the table by the county council relates to the pipeline of development projects which require close collaboration across highways, planning and transport. Understanding the skills and employment profiles of multiple infrastructure projects and working closely with identified partners to deliver the skills and qualifications needed will create jobs for local residents.

If this ambition is not achieved, there is a very real risk that households will be further impacted by reduced incomes and a greater inequality gap will arise. This in turn could have a detrimental effect on the health and wellbeing of our residents.

Action is therefore required to:

- Develop an inclusive employer model, led by the county council to promote good workplace practice and work to remove barriers to employment.
- Encourage greater collaboration between partners to fulfil skills needs.
- Work closely with businesses and investors to drive growth in cyber, tech, manufacturing, engineering and construction sectors.
- Drive the pipeline of county infrastructure projects to develop and execute needs analysis and fulfil gaps in the jobs market.

Case study: Kickstart job creation scheme

Making the most of the government's Kickstart programme GCC has worked across the voluntary, public and private sectors to create nearly 400 placements since the Covid pandemic. The scheme is targeted at 16-24 year olds on Universal Credits who are at risk of long-term unemployment, and who represent a key demographic at significant risk in the county.

Case Study: Delivering local apprenticeships

Gloucestershire County Council's Highways Skills Academy has been set up to provide apprenticeships both with the council and its partners who together design, build and maintain our highways network in Gloucestershire. This partnership between Ringway, Tarmac, Atkins, Skanska and the county council has already delivered over 20 apprenticeships for local people at a variety of different levels, including now developing traineeships to work alongside apprenticeships. These opportunities give a breadth of experience

across the public and private sectors throughout the duration of the programme.

Infrastructure, economy and growth

The county council is responsible for significant spend in the local economy through projects relating to infrastructure, the built environment and through investment required to deliver core services.

New thinking has started in order to take advantage of the additional benefits of investment and ensure that much needed capital projects are delivered. While this remains a core county council role, there is significant potential benefit to accelerating activity to deliver growth locally and retain the social value locally. The Strategic Procurement Team is reviewing this as part of the overall Covid recovery plan.

In relation to the economy, the protection of our natural resources and ensuring sustainable transport is at the heart of this recovery plan. Innovative sustainable transport schemes such as improved walking and cycling access and services within our town centres will enable our localities to deliver sustainability and net zero best practice.

With regards to growth across the county, the council has ambitions to reframe long-term growth for the county. The county council favours an infrastructure first approach to long-term sustainable growth and will actively seek the support of the Local Planning Authorities to consider this when reviewing their Local Plans. Developing a Gloucestershire Spatial Strategy to guide long-term planning policy decisions and enable the infrastructure first approach to informing locations for growth will be key to accelerating new homes, business accommodation and community space. In developing this approach, it will provide the next 30 years of

economic growth while considering the changing needs of communities, their movement and requirements of businesses.

Action is therefore required to:

- Identify spend in the local economy and develop a social value model that can deliver investment, jobs and opportunities for local businesses and residents.
- Accelerate the delivery of infrastructure projects and bring forward investment for supply chains locally.
- Continue to deliver investment in innovative sustainable transport schemes which promote access.
- Reframe long-term growth through an infrastructure first approach to long-term sustainable growth.

Case Study: Adding local value to contracts

GCC Highways Term Maintenance Contract 2019-2030 was set against the council's corporate vision and values of "Living within our means", "Doing the right things", and "Helping communities to help themselves" and is adding strong value locally. The appointed contractor Ringway Infrastructure Services have agreed to:
- Compliance with Fair Pay Charter
- Agreed measures for spend with subcontractors and suppliers with a 10-mile radius of the county boundary
- Working with local organisations to employ a diverse workforce
- Approaching local schools and colleges to offer support through our Schools Partnership Programme
- Provision of Basic Skills for life for new recruits - such as literacy, numeracy and IT
- Working with Business in the Community and Going the Extra

Mile (GEM) who will provide support by matching Academy businesses with the needs of local excluded groups in the County

The GCC Highways Professional Services Contract was developed along similar lines. The appointed consultant Atkins, have agreed to:
- Compliance with Fair Pay Charter
- Provide a supply chain aligned to GCC's core values and purpose
- Working with the National Star College to develop supported internships for people with disabilities
- Working with local schools to develop a work placement programme

Next steps

In order to deliver outcomes against these three themes, and ensure sustainability across the county, a plan setting out the action required to support the ambitions of the county council has been produced. This plan will need to indicate the level of resource required to succeed. This plan has been developed with three timescales in mind:

- Short-term – this is considered to be the time from the publication of the plan to the end of March 2021.
- Medium-term – this is from the end of March 2021 to mid-way through 2022.
- Long-term – this is from mid-2022 and beyond.

However, the scale of resource required has yet to be set out. This is partly due to the fact that the full impacts of Covid are unknown and as the government has recently extended the economic support package, the full extent of business closure and job loss is yet to unfold.

Measuring impact

In order to ensure that the county council is measuring progress against economic outcomes, a number of sources of data have been identified. These have been broken down into three categories including:

- Labour market
- Business
- Economic output

This dashboard will be established and monitored regularly in order to track progress, using sources such as Office of National Statistics, Department for Work and Pensions and Annual Population Survey. The timeframe for publication for these statistics varies greatly as some will take over a year to publication. Local business intelligence will be essential to understanding the challenges faced.

Action Plan

People, Place and Connectivity

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes
Tackling deprivation and inequality	• Closer working with the VCS sector to enable the provision of targeted support, particularly by working with those organisations which can make a difference across key communities and geographies • Continue to review data to identify communities which haven't historically been deprived, but may be in the future, such as young people in Cotswold for example • Build on good practice already developed in Gloucestershire, such as diversity in senior role and reverse mentoring for BAME workforce in the NHS trust • Develop an engagement strategy through community ambassador relationships (also links to skills and employment section) to understand the particular challenges faced	• Develop a programme of targeted support for the VCS sector to build long-term resilience • Support the existing Social Mobility Task Group to identify further actions to narrow the gap in GCSE attainment among children from low income families and BAME backgrounds • Link communities which have gone through similar challenges, rather than isolating them to build resilience	• Design, develop and seek significant funding required for programmes to reduce inequalities within communities facing intergenerational worklessness • Tackle longer term issues for recovery in areas such as Mental Health, particularly in most deprived areas	• Support needs for particular communities such as 16-24-year olds which have been identified as a priority group through this work • Close the digital divide to ensure access to education, employment etc can be levelled • Places and communities facing greater levels of deprivation need to be addressed in a more focused manner – for example, there has been a doubling of unemployment in specific wards and BAME groups have been hit harder by Covid

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes
Social Value	• Create and deliver a county-wide campaign across public sector to encourage the theme of "buy local" and the recently launched "Add a bit of Glos to your Christmas campaign" • Explore best practice in social value to identify and ensure that GCC is leveraging spend and addressing target areas identified through the work that GCC strategic procurement team is doing to develop a social value framework and toolkit	• Strengthen internal policy mechanisms to encourage more local opportunities through GCC supply chains (in conjunction with GFirst LEP/FSB) •	• Build a model of estate sharing with localities and business • Contractors proposals include increasing social value – make sure part of procurement strategy includes this more widely – buy local or buy from companies who employ local people or buy local • Develop a consistency of including social value in procurement, like highways, across the organisation	• Support needs for particular communities such as 16-24-year olds which have been identified as a priority group through this work • Review the public estate to identify locations for delivery of support to residents and businesses
Digital	• Continue to encourage the private sector to invest in their own commercial plans – working with BT, Gigaclear, Airband, Glide, Voneus and more recently Zoom	• Build standard IT policy to supply recycled equipment to organisations through links with CVS into communities and promote among business audience • Explore potential of planning flexibilities to encourage home working arrangements	• Progress the development of a Shared Rural Network, which will provide enhanced investment into 4G provision and reduce digital isolation	• Close the digital divide to ensure access to education, employment etc can be levelled • Support needs for particular communities such as 16-24-year olds which have been identified as a priority group through this work
Delivery within the community using local assets	• Create a Covid consultation platform to engage with residents and businesses to understand requirements	• Develop a business sharing network in 'out of town' locations •	• Review the public estate to identify locations for delivery of support to residents and businesses	• Bringing support to where communities and businesses are operating

Skills and Employment

The actions outlined in this priority theme will be developed and delivered in conjunction with the Gloucestershire Local Skills Response with partners across the county.

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes
Skills provision and access for vulnerable groups	• Work with schools, colleges, universities and GFirst LEP to develop new measures to support schools and students for virtual work experience etc. • Continue to develop adult learning programmes for family learning for workless households targeting youth unemployment, • Facilitate a reorientation of the FE offer to short-term business need through a county wide sharing of business intelligence • Work with businesses to ensure that regular training is provided for employees by employers, to keep their skills developed • Continue to source investment for ongoing projects such as GEM and new projects such as Training Hub model for digital engineers	• Develop a county-wide skills needs analysis for transport and the built environment (for example requirement for construction skills across all public investment) working with local colleges and national providers where relevant • Identify and manage skills shortages, and work to build availability of career progression options • Map skills needs for the future to make sure that the right number and types of skills are produced and work with training providers to ensure this skills need is met • Campaign on apprenticeships and apprenticeship levy flexibilities to encourage workforce supply for sectors such as engineering • Work with the Western Gateway with a focus on Gloucestershire apprenticeships and HE, building on this and	• Link large (particularly public sector) businesses with schools, colleges and CVS through the Gloucestershire Careers Hub and schools to encourage better understanding of the emerging range of roles available and skills needed to gain employment. This could include areas such as the NHS, where a number of non-clinical roles such as logistics, catering, accounting etc. exist	• Enable reskilling and retraining for those in employment • Deliver skills and training suited to the local economy • Requirements to support job creation and access to those jobs • Ensure emerging growth sectors have the necessary workforce • Support for short-term demand requirements for education and business

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes
		exploring emerging sectors for future planning		
Social Value	• Develop policies to encourage all inward investment to guarantee interviews for local residents, deliver employer days etc. • Advertise council and business innovative approaches around the apprenticeship levy to a wider audience	• Develop policies to include council priorities in contracts to support growing future sectors – such as electric vehicle requirements • Explore opportunities in new developments with districts to deliver employment and skills plans, encouraging spend in local education, or delivering training opportunities directly	• Explore the concept of council investment in community-based businesses to help to create jobs • Coordination of skills funding to make sure investment is being used on county-wide priorities	• Deliver skills and training suited to the local economy • Requirements to support job creation and access to those jobs • Ensure emerging growth sectors have the necessary workforce • Requirements to support job creation and access to those jobs
Job creation support	• Submit a Kickstart bid to DWP for gateway employers in Gloucestershire and support 150-200 job creation opportunities • Negotiate more support from DWP for 18-24-year olds employment pilot in the Forest of Dean – link with innovation lab	• Prepare and submit a bid for kickstart apprenticeship funding • Develop data reporting system to identify where jobs are likely to be generated through growth sectors and local spend • Support an Inclusive Employer model to increase awareness of the benefits of a diverse workforce and promote good practice in employing those who face barriers to work	• Identify funding source for GEM 2.0 (Going the Extra Mile) to ensure GCC can support vulnerable residents and those furthest from the labour market	• Enable reskilling and retraining for those in employment • Deliver skills and training suited to the local economy • Ensure emerging growth sectors have the necessary workforce • Requirements to support job creation and access to those jobs • Ongoing projects such as GEM and new projects such as Training Hub model for digital engineers

Infrastructure, economy and growth

Area	Short term actions	Medium Term actions	Long-term actions	Impact on Themes
Support to high streets	• Continue to work with districts to support schemes to ensure high streets are adequately "socially distanced" and bring people back to the high street in a safe way post lockdown • Share best practice across high streets to reduce vacancy rates and empty shops	• Develop a better understanding of the multiplier effect for investment made across Gloucestershire		• Projects which can be brought forward to generate wealth in the local economy • Consider the freedoms and flexibilities required across high streets to deliver innovation • Establish an economic recovery indicator for growth
Encourage use of sustainable transport	• Support the objectives of the Gloucestershire Community Rail Partnership, to encourage more train usage • Support maintaining, and in some cases expanding, affordable and accessible bus routes	• Determine rail service levels to develop a strategy to protect routes post-Covid • Develop funding proposals for further active travel opportunities with measures to ensure this takes place	• Explore commuting and transport routes, and lobby government to protect key routes including subsidising routes which may not otherwise be viable	• Support development of sustainable transport proposals e.g. e-bikes, e-scooters etc. • Develop accessible walking and cycling network via quiet way routes in main settlements
Supporting the planning process		• Build in social value considerations through plan making and policy setting		• Projects which can be brought forward to generate wealth in the local economy
Community hubs	• Develop community hubs including library, employment advisors, employers etc. and link to local employers, colleges etc.		• Develop a model for community hubs, learning from others and delivering long-term sustainability for CVS to empower local communities	• Projects which can be brought forward to generate wealth in the local economy • Bringing partnerships to deliver culture or libraries or other areas to high

				street
Innovation Lab development	• Develop Innovation Lab concept through libraries to encourage innovation across emerging growth sectors and across districts • Develop the library offer to include IP advice provision, to help provide opportunities or advice for businesses developing new products and start ups			• Projects which can be brought forward to generate wealth in the local economy