



# Sub-Regional Covid-19 Business Intelligence

April 2021

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# 1. Executive Summary

Welcome to the April edition of the Coventry & Warwickshire Smart Region report. This month we spotlight just some of the effects that Covid-19 has had on the so-called gig economy, with a specific focus on this way of working in the travel and delivery sectors.

Whilst the full economic impact of the pandemic may not be fully understood for some time, (if ever), as usual we present what we know right now, through a range of the latest economic data, statistics, and business intelligence. We still lack a complete year's data for all indicators, but we are gathering a good overall picture of the economic impact of the pandemic so far.

The recommendations and findings in this month's report are based on intelligence gathered from CWLEP Growth Hub's contacts with local businesses, alongside survey data and information provided by Coventry City Council, Warwickshire County Council, and CWLEP.

Other sources include Office for National Statistics, London School of Economics and organisations such as Fairwork, Carnegie Trust UK, and other research bodies with expertise in labour market analysis.

## Key Headlines

- In March 2021, **the claimant count in Coventry & Warwickshire totalled 34,420 people**. Twelve months ago, in March 2020, the claimant count stood at 15,830.
- Whilst there has been an increase on the previous month, with an uptick in Universal Credit claimants, **the overall claimant count total has been around the current level in Coventry & Warwickshire since May 2020**.

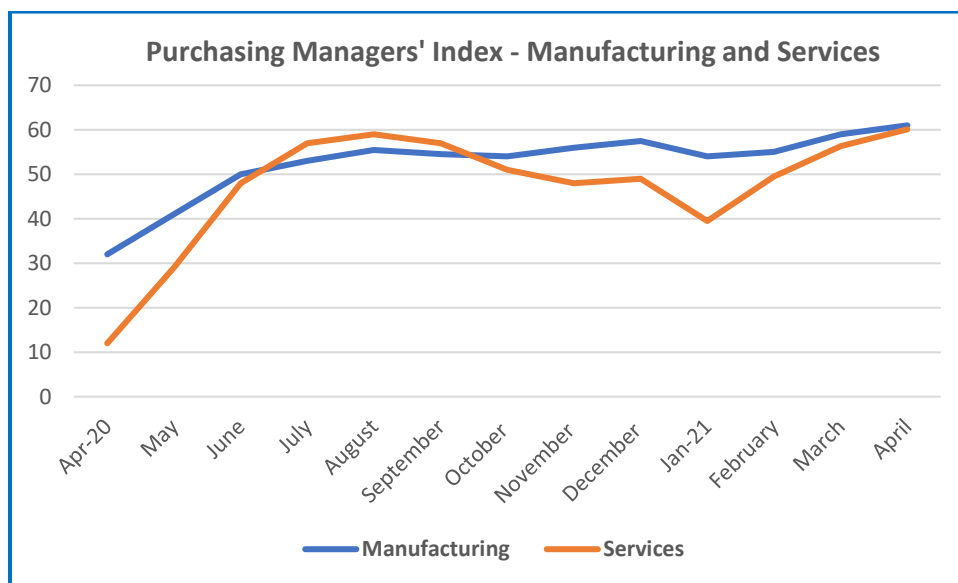
Area	March 2020	January 2021	February 2021	March 2021
Coventry	8,000	16,195	17,100	17,380
North Warwickshire	845	1,905	2,045	2,035
Nuneaton & Bedworth	2,830	4,895	5,100	5,125
Rugby	1,535	2,990	3,165	3,145
Stratford-on-Avon	1,050	2,855	3,050	3,060
Warwick	1,570	3,505	3,700	3,675
Warwickshire	7,830	16,150	17,060	17,040
<b>CWLEP</b>	<b>15,830</b>	<b>32,345</b>	<b>34,160</b>	<b>34,420</b>

Source: Office for National Statistics

- Nationally, the claimant count stood at **2,692,940 in March 2021, up from 1,268,620 twelve months ago**.

The Office for National Statistics (ONS) also reported that:

- **There were 56,000 fewer people in pay-rolled employment in March 2021 compared with February 2021.** This is after three months of consecutive increases.
- The total number of **weekly hours worked was 959.9 million, down 92.3 million hours on the same period the previous year** and down 20.1 million hours compared with the previous quarter.
- There were an estimated **607,000 job vacancies in January to March 2021, which is a 22.7% fall** compared with a year ago.
- However, the **overall picture with the labour market remains unclear – and the continuation of the furlough scheme is continuing to provide important support** for many workers of all ages.
- At the same time the ongoing lockdown restrictions are continuing to be reflected in the labour market data – **the impact of the re-opening of further parts of the economy should start to be reflected in the data over the coming months.**
- **Finally, business confidence is improving.** The **Purchasing Managers Index (PMI) for manufacturing rose to 61 in April**, from 58.9 in March (a figure above 50 represents growth). Likewise, **for services the PMI increased from 39.5 in January to 49.5 in February, 56.3 in March, and to 60.1 in April.**



Source: The Markit/CIPS UK Services PMI (Purchasing Managers' Index)

## 2. Latest Economic Trends

### Economic Trends

The UK economy (assessed using GDP) increased by 0.4% in February 2021 after the 2.2% contraction in January. However, as a whole, the economy remains 7.8% smaller than it was before the start of the pandemic. The recent growth was mostly underpinned by the production and construction sectors, which grew by 1% and 1.6% respectively. Services, which have been severely hit by the ongoing restrictions, grew by 0.2% in February mainly due to increasing trade in retail & wholesale.

England moved to stage two of the Roadmap out of lockdown on 12<sup>th</sup> April. This saw the reopening of all non-essential retail, and leisure facilities. Hospitality venues are now allowed to serve meals and drinks outdoors only. The opening of shops increased footfall in Coventry City Centre, with lengthy queues for fashion retailer Primark, in particular. Nationally, high street footfall increased by as much as 174% compared with the week before.

The re-opening measures were welcomed by business leaders. According to the Centre for Economic & Business Research (CEBR) 26% of the estimated amount (£192 billion) that people have saved during the lockdowns will be spent by consumers this year across a range of sectors. However, the retail sector faces a big challenge in making up for the £22bn in lost sales since the beginning of the pandemic, suggest estimates from the British Retail Consortium. Springboard (a retail analytics business) forecasts a 48% improvement in sales this year, led by increasing in-person shopping.

Across all sectors, the FSB reported its highest levels of confidence amongst its members since Q3 2014, with 58% of small businesses expecting their performance to improve in Q2 2021.

The IMF has predicted faster than anticipated growth for both the UK and global economies this and following years, building on the successful vaccine roll out coupled with fiscal stimulus packages. It forecasts that the UK economy will grow by 5.3% in 2021 (bettered by France and United States of the G7 nations) and 5.1% in 2022 (the highest of any G7 nation). However, the IMF warns that the recovery will be uneven and will likely lead to greater levels of inequality, with growth returning to pre-pandemic levels in Q4 2022, which is more conservative than the OBR's projection of Q2 2022.

Despite these encouraging predictions, the British Chambers of Commerce Quarterly Economic Survey (QES) has shown some negative business conditions for key indicators in Q1 2021. 40% of businesses suffered a fall in sales in Q1 while a further 32% reported no change. There was, however, an optimistic outlook for the

coming year with 55% of firms expecting turnover to grow to pre-pandemic levels over the next 12 months.

At the regional level, emerging ONS Business Insights Survey data for the West Midlands shows further concerning trends, with one in five businesses reporting a fall in turnover of up to 20% and one in four businesses importing lower than normal levels. This was in spite of the West Midlands Business Activity Index increased from 41.5 in January to 51.1 in February. One in five firms also reported less than three months of cashflow remaining.

What all of this this points to is the likelihood that individual sectors of the economy will recover from the effects of the pandemic at differing rates and over disparate timescales over the coming months.

## Jobs & Unemployment

Unemployment nationally has fallen to 5.0% for the three months to January, down from 5.1% for the three months to December. This is the first fall since the pandemic began, but concerns continue:

- The Coronavirus Job Retention Scheme (CJRS), which **ends on 30<sup>th</sup> September 2021, could be disguising the true state of the labour market.**
- Young people (**16–24 year-olds**) **account for two thirds of the job losses** since the pandemic began.
- **Workers who are from a minority ethnic background have been one of the groups most negatively impacted economically throughout the pandemic.** In the 12 months to September 2020, the unemployment rate was highest for people from a Pakistani (9%), or Black (9%) ethnic background. The unemployment rate was lowest for people from a White, Indian (4%), or Chinese (5%) ethnic background.
- **Among people aged 16-24, unemployment rates were highest for people from a Black (29%) or Bangladeshi or Pakistani (27%) ethnic background** in October 2019-September 2020. This compared to a rate of 11% for people from a White ethnic background.

(Source: House of Commons Library Briefing Paper No. 6385, March 2021)

The ONS estimates that in February 2021 there were 19,600 employments furloughed in Coventry (13% of eligible posts) and 37,900 in Warwickshire (14% of eligible posts). The number of furloughed posts is considerably lower than during the early stage of the pandemic, which peaked in Coventry at 49,200 (31%) and in Warwickshire at 89,000 (32%) in July 2021.

## Changing Trading Conditions with the EU - Ongoing Challenges

Trade between the UK and EU grew in February 2021, with exports to the EU increasing by 46.6% (or £3.7bn from the previous month), to £11.6bn, according to the Office for National Statistics. This follows the record 40.7% fall in exports in January. Imports from the EU (excluding non-monetary gold and other precious metals) grew by 7.3% (£1.2bn) in February.

The increase in exports to the EU was driven by machinery and transport equipment and chemicals, particularly cars and medicinal and pharmaceutical products. The value of exports to the EU were 12% down on February 2020 levels and imports 15% down.

Confidence among exporters remains relatively low. A national British Chambers of Commerce survey found that the percentage of firms reporting decreased export sales had increased to 41%, up from 38% in the previous quarter. The survey also found that the percentage of businesses reporting increased export sales fell to 20%, down from 22% in Q4 2020. Respondents cited Brexit and the impact of Covid-19 as the biggest causes of problems in trade. Firms told of issues such as shipping delays, increased cost of transporting goods and extensive paperwork requirements, with many seeing the problems they were facing as structural in nature rather than short term issues likely to alleviate as companies adjusted to the changes in the UK-EU trading relationship. Given that Coventry & Warwickshire is a high exporting economy, we expect these national trends to also reflect the local picture.

It is unclear to what extent these trading figures are influenced by the Coronavirus pandemic, and by stockpiling in preparation for the full EU Exit on 31<sup>st</sup> December 2020. There are increasing concerns, however, that the delays and higher costs of trading with the EU will be permanent challenges, rather than temporary teething problems.

Moreover, the delays to the additional border control measures suggest that situation could be made even more difficult into 2022. A recent survey of West Midlands businesses led by CWLEP Growth Hub indicated that just one in five businesses had reviewed their international trade and customs processes since the UK EU Trade & Co-operation Agreement was signed.

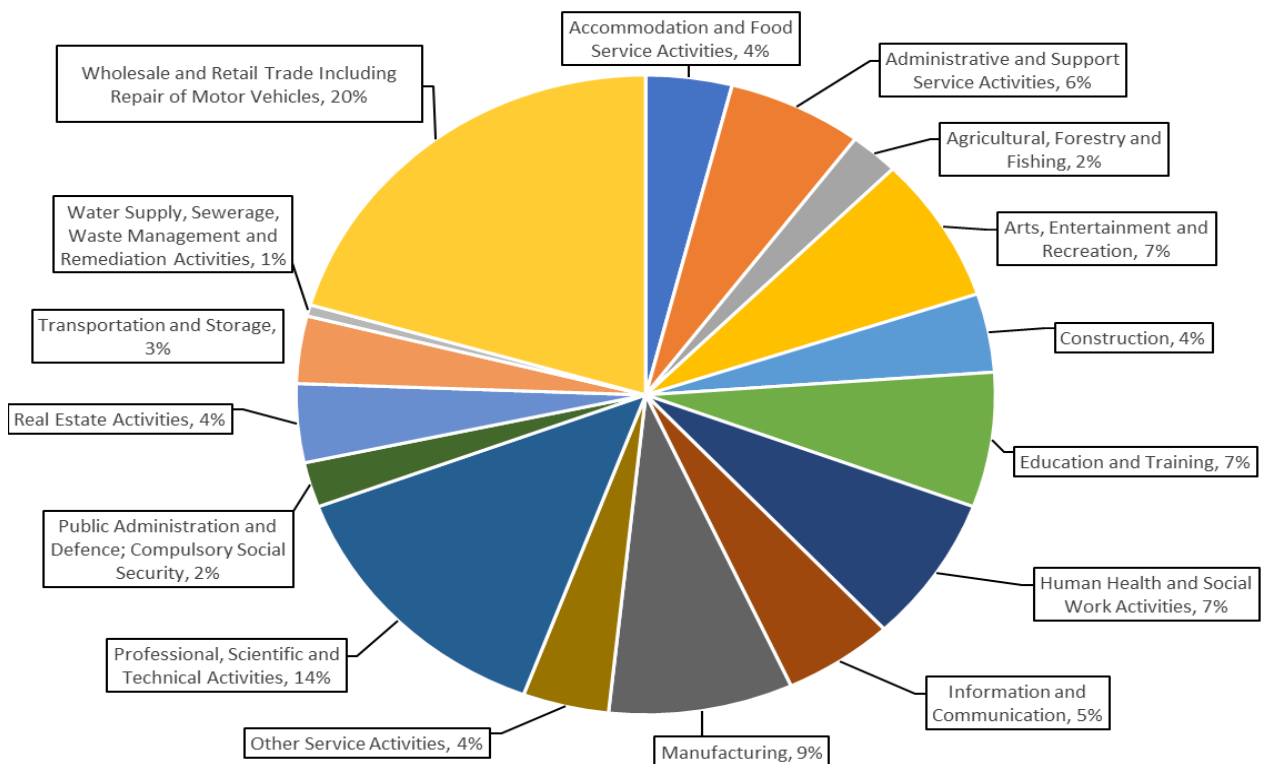
We will therefore continue to direct local businesses to means of support for understanding the new rules and adapting to them, such as the CWLEP Growth Hub, and DIT. With growing take-up levels of Growth Hub diagnostics around EU Exit, local partners will be continuing to deliver support for small businesses to adapt to new trading conditions and processes.

### 3. Latest CWLEP Growth Hub Insights

#### 3.1 CWLEP Growth Hub – Trends

Since the start of the pandemic in March 2020, **CWLEP Growth Hub has supported 4,125 businesses and has had substantive discussions with 1,605 businesses specifically related to Covid-19 impact and EU Exit.**

This month's business insights are taken from intelligence gathered in March 2021.



The top sectors supported by CWLEP Growth Hub in March were **Wholesale & Retail Trade including Repair of Motor Vehicles (20%); Professional, Scientific & Technical Activities (14%); Manufacturing (9%); Accommodation & Food Service Activities; and Human Health & Social Work Activities (at 7% in each sector).**

The volume of businesses from the **Wholesale & Retail Trade and Manufacturing sectors** seeking help reflects the levels from these sectors that local business support systems has traditionally aided in high numbers. Meanwhile other sectors, such as **Water Supply, Sewerage, Waste Management & Remediation Activities** have been somewhat less represented this month.

The size profile of the businesses supported over the past month consisted of **46% sole traders; 34% micro businesses (2-9 employees); 16% small businesses (10-49 employees); and 4% medium sized businesses (50-249 employees).**



There was an **increase** in **Sole traders and Medium sized enterprises** and **decreases** in **Micro and Small enterprises** approaching CWLEP Growth Hub compared to last month. Some 20% came from businesses that started trading in 2020 or 2021.

### 3.2 CWLEP Growth Hub – Themes

**Business As Usual (BAU)** – General feeling of increasing entrepreneurial spirit with businesses returning to more “normal” levels of activity. Business Advisors dealing with pre-Covid-19 type day-to-day requests for support.

**Grants** – Continued and increasing appetite for BAU business support grants. Businesses across all sectors looking to obtain grant funding for machinery, equipment and property renovations, as well as investment in carbon efficient machinery featuring in an effort to reduce energy bills. Restart Grants – continued requests for information and details about the opening date for new applications.

**High Street** – Enquiries from town centre/high street businesses about the use of pavements/streets outside premises to trade, leading to planning enquiries.

**Finance Support** – Previous questions around “Capital on Tap” where financiers are offering last minute cashflow support in the form of a short term “immediate” loan seen to be expensive as the cost of borrowing is directly linked to the risk.

**General Business Support** – Varied support being sought:

- Advice on building repairs and legal advice following property purchase.
- Guidance on short-term cashflow issues whilst bringing back staff and preparing to restart. Some delaying re-opening, particularly restaurants.
- Businesses looking to explore the options for co-working.
- Businesses continue to look for advice and guidance around restructuring.

**Partner Referrals** – Multiple referrals to partner support for ongoing projects. These include Chamber Accelerated Growth, DIT for bulk importing advice, SERCO for training, and WCC for the Adapt & Diversify scheme. Focus Digital engaged as businesses look for support with e-commerce projects.

**Apprenticeships** – Growing interest in apprenticeships advice, and some clients interested in MTC’s Apprenticeship programme.

**EU Exit** - Varied support being sought:

- Rising import costs resulting in renegotiating contracts with customers.
- Worldwide shortage of certain parts and raw materials, with lead times for deliveries going from 5/ 7 days to up to 18 weeks. Some businesses switching from sea to air freight to bring in supplies.
- Interest from European companies looking to bring manufacturing to the UK.

## 4. Spotlight: The Gig Economy - Impacts on the Transport and Delivery Sector

### 4.1 What is the Gig Economy?

A gig economy is where the labour market is made up of a range of short-term jobs, independent contractors, and freelancers, compared to traditional permanent jobs.

The gig economy has expanded rapidly in recent years, and become popular across a huge range of occupations, including for example deliverers, accountants, performers, and project managers. This way of working has huge potential to benefit workers, businesses, and consumers by making work more adaptable to the rapidly changing needs of the moment and demand for flexible lifestyles.

However, there are a number of downsides emerging to the gig economy, such as through a perceived or actual erosion of traditional economic relationships between workers, businesses and clients. It can mean the security of a steady job with regular pay, benefits such as a pension, and a daily routine, are all rapidly disappearing. And this potentially can lead to the elimination of relationship-specific investment between worker and employer as no party is incentivised to invest significantly in a relationship that could last only until the contract ends or the next gig arrives.

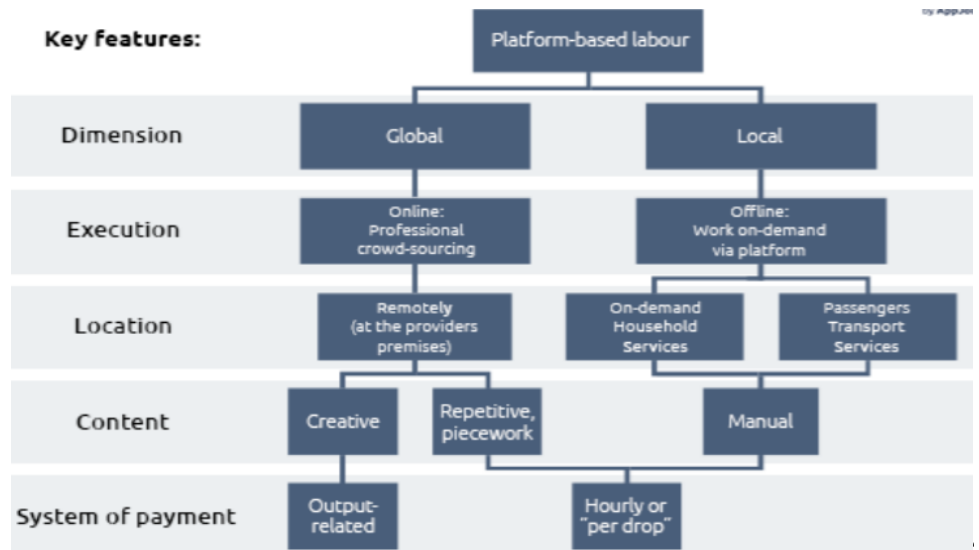
In this section we focus on the transport and delivery aspects of the gig economy, to highlight the complexity of the issues it is raising in a fast-changing labour market, and how Covid-19 has added to the issues associated with this way of working.

### 4.2 Transport and Delivery Gig Economy

Over the last decade, the gig economy in the transport and delivery sector has expanded, due to many factors such as emerging new technologies, changing consumer behaviour towards more immediate on-demand expectations, and companies keen to reduce operational costs.

Workers can provide the service on-demand through platforms and apps that can connect workers and customers directly. For instance, take-away delivery or web developers are services which the workers can work through using the platforms such as Just-Eat and TaskRabbit. Additionally, these workers do not earn a regular wage, but are paid based on the quantity of services/transactions they provide.

Furthermore, not all gig jobs are based solely on technology platforms since some gig jobs are available through more traditional companies. For instance, a driver can work for parcel delivery company Hermes, can be getting paid based on the services they provide - such as the deliveries they make - rather than by the hour.



### 4.3 The effects of Covid-19 on the Gig Economy – App workers

Since the start of the pandemic, the growth of the gig economy has accelerated rapidly with the increased reliance on gig workers delivering goods to people's homes, particularly those shielding although households more generally have increased their demand for at home deliveries. Moreover, the pandemic has also led to employees who usually worked standard hours (9 to 5) seeking gig jobs for additional income, or to become their main source of income as traditional job security has changed.

#### Changing impacts of the gig economy

According to data from Channel 4's Dispatches, orders for UberEats grew by 150%, Amazon's UK sales were up over 50% (around £20 billion pounds) and around 6 million users used Deliveroo's app every month since the outbreak of Covid-19. This success is closely linked to the various lockdowns and restrictions on daily life, due to closures of retail, restaurants, and non-essential shops, many of which have found deliveries the way to keep trading throughout the pandemic and ensure ongoing business sustainability until restrictions ease.

Furthermore, Dispatches also highlighted that Indeed (a job search website) has seen a marked increase in gig jobs that have been posted on their site since the start of the pandemic. The data also highlighted that job searches for UberEats had increased by 87%, for Deliveroo it was 30%, and for Amazon delivery drivers it was 500%.

### Negative impacts of the gig economy

The LSE CEP (London School of Economics, Centre for Economic Performance) conducted a survey of gig economy workers in September 2020 with 1,500 respondents. One issue explored was worker health and wellbeing, and for respondents who are app-workers more than three quarters indicated they experienced health risks at work throughout the pandemic. Workers continued to work despite risks they faced because they had to so that they continued earning. The survey also highlighted issues with working through the pandemic through fear of losing future work.

Finally, and until recently, workers in this sector also did not necessarily have the same benefits as employees, such as sick pay. This is changing within the sector, as the wider role that gig workers play in the economy evolves, including the relationships they have with employers, along with their employment status, rights, and benefits.

### The changing profile of the gig economy for the transport and delivery sector

The table shows policies that app-based companies have for their transport and delivery sector gig workers, according to Fairwork.

This is a dynamic environment for gig workers in this sector, with these working conditions and protections continuing to change.

Policy Category	1. Fair Pay		2a. Fair Conditions (Prevention)				2b. Fair Conditions (Illness)			3. Fair Contracts	4. Fair Management		5. Fair Representation	
	Pay Loss Compensation	Financial Deferral	Physical Protection	Personal Protection	Virus Safety	Knowledge	Healthcare Assistance	Sick Pay	Insurance	Death Benefits	No Policies	Penalty Protection	Anti-Discrimination	No Policies
UK	Deliveroo		⊙	⊙	⊙	⊙	⊙	⊙						
	Uber		⊙	⊙	⊙	⊙	⊙	⊙				⊙	⊙	
	Uber Eats			⊙	⊙	⊙	⊙	⊙	⊙	⊙		⊙	⊙	
	JustEat			⊙	⊙	⊙	⊙	⊙	⊙					
	DPD		⊙	⊙	⊙	⊙	⊙	⊙						
	Hermes			⊙	⊙	⊙	⊙	⊙				⊙		
	Kapten			⊙	⊙	⊙	⊙							
	Syft			⊙	⊙	⊙	⊙							
	Bolt			⊙	⊙	⊙	⊙	⊙				⊙		

Source: Fairwork (the data is up to August 2020)

## 4.4 Age and Gender Group

The section of the workforce most likely to work in the gig sector tend to be young people and those from an ethnic minority background. Within this sector 18–24-year-olds are the biggest age group for workers, and the proportion decreases as age increases. In terms of gender, there are predominantly more men than women working in the transport and delivery sector gig economy.

The main reason cited by young workers looking for transport and delivery gig jobs is the flexibility linked to the roles, enabling them to work around personal and life-

based schedules. Furthermore, relatively low-entry levels attracting young workers with no or little experience or qualifications to earn an income whilst studying.

## 4.5 Job Quality – Measuring Good Work

In recent years there has been a growing interest in focusing on improving the quality of work to sustain growth of the economy rather than a focus primarily on the number of jobs. Research by Carnegie Trust UK recommends that the government should adopt a new established set of national job quality metrics, according to the CIPD's 7 job quality dimensions which are:

- Terms of employment
- Pay and benefits
- Health, safety, and psychological wellbeing
- Job design and nature of work
- Social support and cohesion
- Voice and representation
- Work-life balance.

This job quality metric is an exemplar to set minimum job quality standards across the UK. The metrics provide a framework for promoting better quality of jobs, in turn improving working conditions across the economy, including for the self-employed and gig workers.



Source: Carnegie Trust UK: *Measuring Good Work, 2019*

## 5. Recommendations

The following recommendations have been derived from analysis of macro-economic and business-level data and intelligence collated from Coventry & Warwickshire stakeholders.

### 5.1 Short Term

#### 5.1.a

Clarification is needed for businesses due to open at the next two stages of the Government's Roadmap (no earlier than 17<sup>th</sup> May and the 21<sup>st</sup> June). Some ambiguities highlighted with the re-opening measures to date.

In addition, there is a need to continue **developing contingencies should any of the next steps in the Roadmap be delayed due to insufficient progress with reducing Covid-19 cases and hospitalisations, and the roll-out of vaccinations.**

#### 5.1.b

Further support is necessary for businesses in relation to EU trading arrangements. Based on feedback from Coventry & Warwickshire businesses through surveys and account management, **it is clear they continue to need specific support and clarity around future trading with the EU.**

Businesses should be encouraged to engage with local organisations, such as Growth Hubs, Chamber of Commerce, and DIT to access support around EU trading.

#### 5.1.c

**Local and national campaigns to spread more timely messaging around the costs and practicalities associated with trading with the EU.** This should include up-to-date waiting times at ports/crossings, as well as the required taxes/tariffs that have been levied to businesses and customers. The following topics need immediate attention:

- IP
- Data Regulations
- Upskilling the workforce in customs declarations/processes.

#### 5.1.d

With the current lockdown restrictions, 2021 is likely to see increasing unemployment later in the summer – with further rounds of redundancies expected as the employment support schemes comes to an end.

**Partners in the region can support enhanced promotion of the Employment Solutions portal, supported by CWLEP and other local partners, to promote current and future job opportunities to both local jobseekers and employers.**

Visit [cwemploymentsolutions.co.uk/](https://cwemploymentsolutions.co.uk/)

#### 5.1.e

A focus on **training and reskilling for younger workers in particular will be needed short-term**, to help reduce unemployment levels post-pandemic.

Gig workers of all ages may also need support reskilling in the short term, as for some it is unlikely the demand for their services will consistently reach pre-pandemic levels once restrictions are lifted.

#### 5.1.f

We have a clear opportunity during the late spring and throughout the summer 2021 to restart the visitor economy, especially with the commencement of the City of Culture programme from mid-May. **A clear strategy on how to navigate the potential barriers, such as the current domestic and international travel restrictions, will ensure that the move towards our local economic recovery is not unnecessarily stifled.**

A locally focused consumer confidence campaign could help to boost tourism in the CW economy, during the next phase of the pandemic.

#### 5.1.g

With details now emerging around the new **Levelling-Up Fund**, **local stakeholders in Coventry & Warwickshire will need to establish a compelling and exciting range of projects** for submission to Government so we get the best we can for Coventry & Warwickshire.

#### 5.1.h

There is an urgent need to **tackle the gap in funding for those ineligible for government financial support**, such as those relatively recently self-employed.

## 5.2 Medium Term

Additional initiatives that would benefit the local economy and the labour market in the medium term could be led by government and include:

#### 5.2.a

**Rollout of broadband** – inconsistencies remain across Coventry & Warwickshire and **investment in skills** to improve computing and digital skills within the CW labour market will be critical to help employees and consumers, as well as businesses, to adapt to new technologies to expand trading relationships and establish new ones.

#### 5.2.b

Continue to level-up on **vaccine rollout and facilities for increased regular workplace and community-based testing**, in order to sustain safe working environments for businesses in the region.

### 5.2.c

**Better promotion of local, regional, national, and international initiatives** and opportunities to expand trading relationships within the UK and helping to better utilise UK suppliers, in addition to showcasing the benefits of expanding markets globally. Services such as Coventry & Warwickshire's [FinditinCW](#) can help businesses to find new suppliers locally and build relationships.

### 5.2.d

**Work alongside banks/lenders and other financial and business support institutions to explore ways to relieve the volume of debt** in all sectors. This will ensure diversification, investment, and growth are not held back for longer than necessary.

Examining the debt situation on a sector specific basis may prove to be a more practical way of addressing the issue, with a suggestion to adjust repayment terms if/when appropriate.

### 5.2.e

**Greater clarity is needed on the future funding for business support infrastructure** following the end of the transition period with the EU.

In addition, firmer commitment to business support funding, not only for Growth Hubs but the wider local support landscape, would also allow for more effective planning for the long-term business support infrastructure in the region.

### 5.2.f

**Effectively monitor and evaluate the amount of existing and future employment land**, to ensure that there is a range of stock available for all sizes and sectors, to help with the economic recovery from Covid-19.

### 5.2.g

Clarity is required on the **UK Shared Prosperity Fund and its potential impact on Coventry & Warwickshire**. Local partners and stakeholders should ensure that Coventry & Warwickshire benefits from the fund to the best it can, as the details become known.

Furthermore, a greater understanding of this funding (from the proposed UK Shared Prosperity Fund and Levelling-Up Agenda) is required to plan for the remainder of 2021 and beyond, to ensure these programmes can work for businesses in CW.

### 5.2.h

**Develop innovative ways of utilising empty retail and larger commercial property space particularly in town centres**, as there is a shift in the availability of premises due to the restrictions and challenges that the sector has faced.



### 5.2.i

A focus on 'Good Jobs and Levelling-Up Opportunities', as detailed in CWLEP's Strategic Reset Framework Pillars, **will help promote job quality and security along with improved employment rights, in turn strengthening our local economy.**

## 5.3 Long Term

Businesses and the economy would benefit if both central government and local stakeholders consider and support these long-term recommendations:

### 5.3.a

**Conduct market research to explore the best ways to further address the issues** businesses are facing following Covid-19 and post EU Transition period.

### 5.3.b

**Drive and support initiatives to upskill the workforce**, to promote diversification and boost the labour market in many sectors as the reset of the local economy occurs, including the **promotion of 'good work' opportunities and sustainable growth which reduces economic inequalities.**

A focus on training and reskilling for all age groups will be needed long-term, to help reduce unemployment levels post-pandemic.

### 5.3.c

**Create and implement a clear and compelling presence for 'Coventry & Warwickshire' to showcase the offer from our local area, to be used to attract future inward investment to the sub-region and deliver against our Strategic Reset Strategy.**

Building a strong and consistent branding and messaging style will help to strengthen the presence for Coventry & Warwickshire.

### 5.3.d

**Recognise and plan for a range of opportunities which will help to address market need for employment space**, ensuring that there is a good supply of space available, for all sectors and all sizes in the economy throughout Coventry & Warwickshire. This will help the recovery from Covid-19 and allow business start-up, expansions, and inward investment.

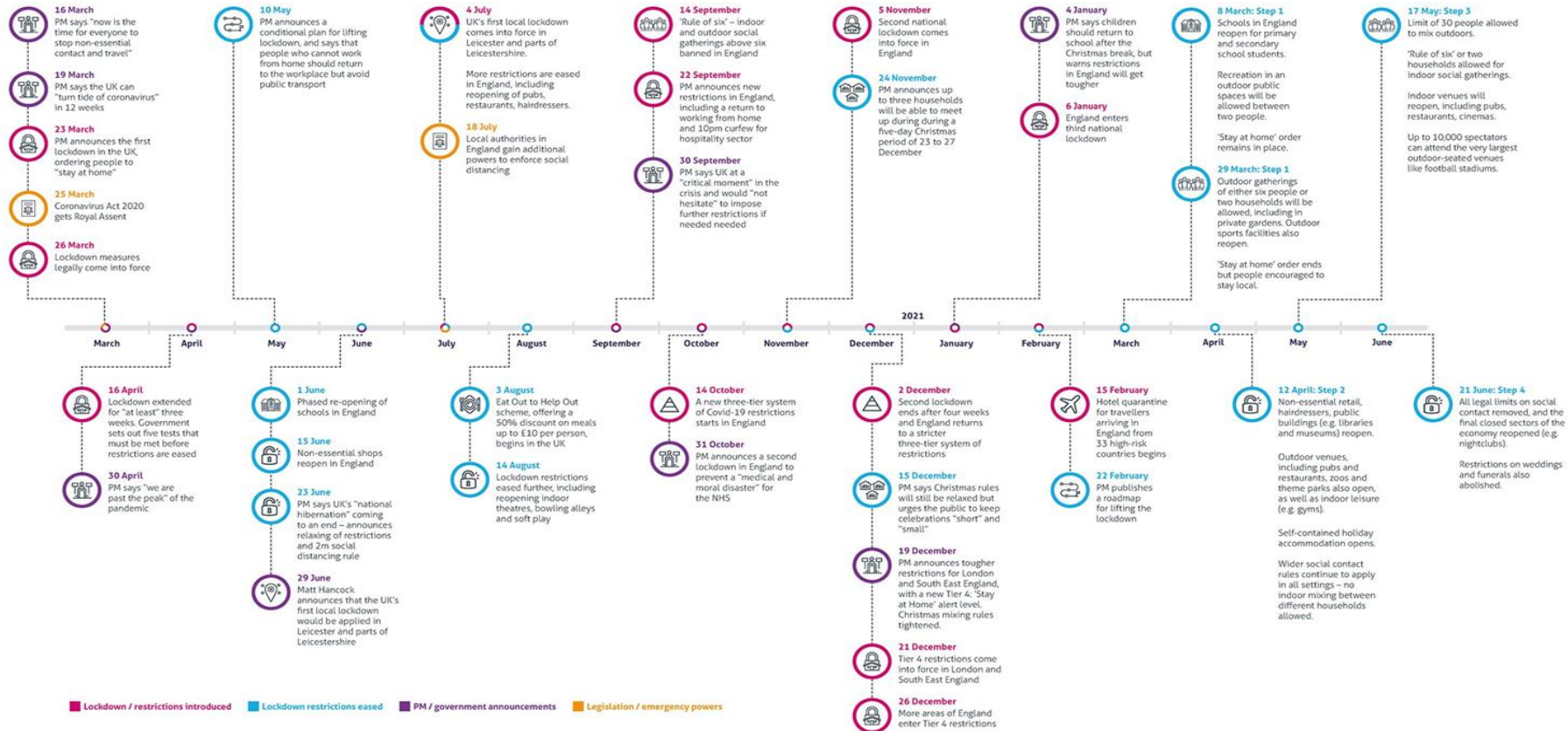
### 5.3.e

The New Economics Foundation (NEF) recommends **improving the provision of tailored necessary advice services for self-employed workers**, taking some of the burden off existing general advice services over the medium to long term.

# 6. Covid-19 Timeline – Announcements, Restrictions, and Lockdowns

## Timeline of UK government coronavirus lockdowns, March 2020 to June 2021

IfG



Source: Institute for Government analysis.

CC BY-NC

Source: *Lifting lockdown in 2021: the next phase of the coronavirus strategy – Institute for Government - February 2021*