

Harrogate Borough Council - Covid-19 Economic Recovery Framework (Working Draft - June 2020)

This document sets out where we are focusing our efforts to support the local economy, working with others to ensure the Harrogate district survives, recovers and thrives in a sustainable way.

ECONOMIC RECOVERY PROCESS

Our immediate focus has been about supporting our residents and businesses to cope with the unprecedented and short term challenges of the Covid-19 pandemic and lockdown, however local economic recovery is about much more than a short term response. This framework document recognises that economic recovery is a process that will require different responses and actions over a longer period of time:



(NB Illustrative timescales are included to show that economic recovery will be an ongoing process. They are not intended to act as a deadline or imply that certain stages of recovery will definitely be reached by a particular date)

WORKING IN PARTNERSHIP TO MAXIMISE THE BENEFITS

We cannot do this work on our own, nor would we want to. We have already been working proactively with a wide range of people and organisations to co-ordinate and manage the immediate local response to the Covid-19 pandemic. This engagement and joint working will continue and expand as we work across the Harrogate district to ensure our economy survives, recovers and thrives in a sustainable way over the coming months and years.

The main aims of this economic recovery framework are to:

- **CO-ORDINATE** the economic response across the Harrogate district to ensure that activity is planned and effective in addressing our local needs
- **COLLABORATE & ENGAGE** as proactively and widely as we can to share ideas, develop actions, maximise resources and increase the direct benefits for the Harrogate district economy
- **COMMUNICATE** clearly to make sure that people know what is happening around economic recovery and how to get involved/access the support they need

THE FRAMEWORK

The Economic Recovery Framework is a 'live' document that will develop and change over time. It will be updated on a regular basis by the Council's Economic Recovery Project Team, led by our Director of Economy & Culture.

We have used four key themes as a way to help co-ordinate the content of the framework:

- Business & Innovation
- Place & Infrastructure
- People & Community
- Environment & Land Use




Our focus has initially been on developing the short term actions ('Survive' column - April-August 2020). Colour coding has been used in this section to help monitor which actions have been completed (green), where work has been started (orange) and where work is planned but not yet started (red). Actions in the 'Recover & Thrive' column (September 2020 onwards) are not as fully developed at this stage but will continue to be updated/developed further over time.




The framework is not intended to replace the Council's existing economic strategies and action plans, it is a separate document that has been produced for the purposes of our Covid-19 response. However in time we will look to review and update our relevant strategies and action plans if and where necessary.


ECONOMIC RECOVERY ACTIONS

BUSINESS & INNOVATION		
	'SURVIVE' Actions (April – August 2020)	'RECOVER & THRIVE' Actions (September 2020 onwards)
	<p>Help businesses access the support and funding that they need to survive</p> <ul style="list-style-type: none"> • Ensure Business Rates Grants are paid promptly to all eligible businesses (April-June 20) • Proactively and regularly promote the support and funding available for businesses and individuals via web, social media and direct contact as appropriate (April 20 onwards) • Conduct online business survey across the district to get direct feedback from businesses about their challenges and what support they need to survive (March-June 20) • Lobby government and relevant organisations to ensure business support schemes are relevant and appropriate for our local economic needs (April 20 onwards) • Work with partners to establish 1-2-1 business support for those sectors that are not eligible for existing grant provision (June 20) • Develop, launch and administer the Harrogate Discretionary Business Grants scheme (May – August 20) 	<p>Help businesses access the support and funding that they need to grow</p> <ul style="list-style-type: none"> • Targeted 1-2-1 support for growth businesses via the Growth Service • Proactively and regularly promote the support and funding available for businesses and individuals via web, social media, our e-newsletter as well as via events and direct contact as appropriate • Re-run business survey to get direct feedback from businesses about their challenges and what support they need to recover and grow • Continue to lobby government and relevant organisations to ensure business support schemes are relevant and appropriate for our local economic needs • Launch virtual digital incubator business support programme (C-labs)
	<p>Deliver up-to-date Covid-19 information, guidance & advice to aid business survival & recovery</p> <ul style="list-style-type: none"> • Publish our free business e-newsletter at least once a fortnight and encourage as many businesses as possible to sign up • Keep the business pages of our website up-to-date with links to the latest advice, guidance and support for businesses • Develop and run social media and promotional campaigns to promote the support available to businesses • Provide targeted 1-2-1 support for growth businesses via our Growth Managers (April 20 – onwards) • Provide regular updates on business support in our residents newsletter to help raise awareness with a wider local audience • Include relevant Covid-19 links at the bottom of all Council staff emails to increase awareness of the support available • Increase joint working and collaboration between our business-facing services to improve the quality and consistency of support to our customers • Provide targeted advice & support to high street / town centre businesses (in particular retail & hospitality), using funding from the 'Reopening the High Street' Plan 	<p>Deliver up-to-date business support information, guidance & advice to aid business growth</p> <ul style="list-style-type: none"> • Publish our free business e-newsletter regularly and continue to encourage as many businesses as possible to sign up • Keep the business pages of our website up-to-date with links to the latest advice, guidance and support for businesses • Provide targeted 1-2-1 support for growth businesses via the Growth Service (April 20 – onwards) • Continue to provide targeted advice & support to high street / town centre businesses (in particular retail & hospitality), using funding from the 'Reopening the High Street' Plan • Continue the increased joint working between our business-facing services, to further improve collaboration and communication for the benefit of our business customers
	<p>Support local businesses to stay open/re-open safely and responsibly</p> <ul style="list-style-type: none"> • Online Business Toolkit developed with downloadable posters and social distancing materials for businesses to use in their premises as they reopen 	<p>Support businesses in priority sectors to grow and create jobs</p> <ul style="list-style-type: none"> • Support the implementation of the Legal Tech and Innovation review. The review will look at the application of new technology

	<ul style="list-style-type: none"> • Latest health and safety advice and guidance from government shared regularly and proactively with businesses via our website, social media and our business e-newsletter (ongoing as new guidance arises) • Covid-19 tailored food safety advice and re-opening checklist developed and posted on the website • Targeted contact with businesses who have private water supplies to assist with safe re-opening of their supplies after lockdown • One-to-one support available to businesses via our Environmental Health and Licensing team to help them prepare for re-opening safely • Online reporting system available to report any concerns and help us check that businesses are operating safely and within the government regulations 		<p>to the legal sector, to enhance the efficiency or effectiveness of the legal sector – a key Harrogate district sector.</p> <ul style="list-style-type: none"> • A programme of Harrogate Digital events to support the Digital sector • Targeted 1-2-1 support for growth businesses via the Growth Service • Longer term review of priority sectors in the Economic Growth Strategy, recognising that priorities may need to change in light of Covid-19 impact
	<p>Work with businesses who need to re-structure or re-train their workforce, including making redundancies, due to the economic impact of COVID 19.</p>		<p>Work with businesses to ensure that they can access the people and skills that they need to grow and succeed</p>
	<ul style="list-style-type: none"> • Work with training providers, to support their engagement with local businesses and business organisations during lockdown and post-COVID 19. • Promote employment brokerage support for businesses via the York & North Yorkshire Jobs Fuse support programme • Work proactively with Harrogate College to maximise joint working between our local college and local business community to add value to local economic recovery work. 		<ul style="list-style-type: none"> • Support the provision of training courses relevant to the needs of local businesses post-COVID • Work with Homes England to progress plans for the Clothholme Skills Village, Ripon • Implement the actions outlined in the Skills for Growth Plan • Work proactively with Harrogate College to maximise joint working between our local college and local business community to add value to local economic recovery work.
	<p>Encourage our 13,000 businesses and 165,000 residents to “Think Harrogate” as a way to kick-start economic recovery</p>		<p>Encourage workers, investors and businesses outside the district to “Think Harrogate” as a fantastic place to work, invest and do business</p>
	<ul style="list-style-type: none"> • Launch the ‘Think Harrogate’ website (May 2020) • Play our part on the Place Leadership Group, using regular meetings to keep others up to date on HBC activity (April 2020 onwards) • Support the Place Leadership Group to proactively engage with other local groups to maximise joint working across the district under the “Think Harrogate” approach (June 2020) • Hold a Creative Masterclass session to share “Think Harrogate” promotional resources and ideas with businesses and partners (June 2020) • Support the first (virtual) meeting of the “Harrogate Place Network” to widen engagement and help identify future place-based priorities for the district (June 2020) • Proactive information/PR campaign linked to safe re-opening of high streets –using a ‘shop safe/shop local’ approach as a key way to drive forward local economic recovery (July 2020) 		<ul style="list-style-type: none"> • Work with Place Leadership Group to develop specific actions and priorities under the four themes of the Harrogate Story • Further develop the Think Harrogate website • Hold further Creative Masterclass session to share promotional resources and ideas with businesses and partners (September) • Refresh the Inward Investment Plan to reflect the post COVID 19 economic environment
	<p>Direct financial support for HBC commercial tenants</p>		<p>Invest in Council-owned commercial premises to support business growth</p>
	<ul style="list-style-type: none"> • Implement 3-month rent free period for commercial tenants (Apr-June 2020) 		<ul style="list-style-type: none"> • Re-prioritise our Capital Investment Programme to maximise alignment with the Economic Recovery Framework (<i>specific project information will then be added here</i>)

PLACE & INFRASTRUCTURE	<div style="display: flex; justify-content: space-between;"> 'SURVIVE' Actions (April – August 2020) 'RECOVER & THRIVE' Actions (September 2020 onwards) </div>	
	<p>Make sure that all our town centres are clean, safe and accessible for businesses, workers and customers</p> <ul style="list-style-type: none"> • Submit ideas to, work with and lobby the County Council in their implementation of social distancing measures around the district's town centres – to support safe re-opening of the high street • Continue our daily street cleansing service across the district • Innovatively manage our weekly markets to continue being a vital source of supplies • Support/promote the rollout of the York & North Yorkshire LEP 'Shop Appy' scheme • One-to-one support available to town centre businesses via our Environmental Health and Licensing team to help them prepare for re-opening safely (Ongoing) • Online reporting system available to report any concerns and help us check that town centre businesses are operating safely and within the government regulations (– since 27th March 2020, ongoing) • Allocate staff to act as High Street 'Helpers' in our main towns to support re-opening of non-essential retail • Operational car park recovery plan aligned with national lockdown transition timetable (June onwards) • Re-open public toilets in town centre locations when it is safe and possible to do so • Develop a package of local activity to support "Re-opening our high streets safely", drawing down the £141k European funding allocation recently made available to us for this work 	 <p>Reshape our town centres to make them sustainable, safe & welcoming spaces where people want to meet & spend time</p> <ul style="list-style-type: none"> • Progress work to engage and create a shared vision and action plan for the future of our town centres • Finalise a development agreement that sets out the Council's role and secures commitment from partners to begin the re-development of the Station Gateway site to underpin the district's economy health, make the town centre a more attractive place to visit and improve transport connections. • Continue development activity and implementation of the £7.9m Transforming Cities Fund project
	<p>Encourage people to use our public spaces in a safe way</p> <ul style="list-style-type: none"> • Promote the use of open space in parks to promote safe social gathering but encourage residents to act responsibly and safely • Manage social distancing and give people the confidence to use spaces safely both for themselves and others • Maintain outdoor activities and services delivered in line with government guidance • Operational car park recovery plan aligned with national lockdown transition timetable (June onwards) • Re-open public toilets in town centre and tourism locations when it is safe and possible to do so 	 <p>Maximise the economic use of our public spaces</p> <ul style="list-style-type: none"> • Work with Place Leadership Group to develop the 'Our Place, Your Stage' theme of the Harrogate Place Story • Development of an Events Strategy for the Harrogate District • Development of a programme of cultural events offer in partnership with others
	<p>Work with developers so that they can re-open their sites safely and responsibly</p>	 <p>Accelerate the delivery of high quality homes and jobs across the district</p>

	<ul style="list-style-type: none"> • Launch development industry survey and positive communications about the council's approach to economic recovery (May-June 2020) • Work with Homes England to take a joint approach to economic recovery where possible (ongoing) • Establish process for allowing developers to work extended site hours until 9pm Monday – Saturday, in line with government guidance (June 2020) • Run first successful virtual planning committee (June 2020) • Contact key site promoters/developers via telephone to see how we can help them progress their schemes (June 2020) 		<ul style="list-style-type: none"> • Identify priorities for action arising from developer survey and other intelligence • Identify and promote funding opportunities • Identify and promote site development opportunities • Launch a Harrogate Property Forum to share information, encourage joint working and progress development opportunities
	<p>Prioritise work on HBC capital projects that will help aid economic recovery</p>		<p>Deliver a range of economic infrastructure projects across Council-owned sites and buildings to support future economic growth</p>
	<ul style="list-style-type: none"> • Re-prioritise our Capital Investment Programme to maximise alignment with the Economic Recovery Framework • Finish our investment in modernised managed workspace at Conyngham Hall Business Centre, Knaresborough 		<ul style="list-style-type: none"> • Finalise the detailed design and final business case for investment in Harrogate Convention Centre so that it secures business and attracts visitors to support the districts economy • <i>(Add other project details here once re-prioritisation of capital programme is completed)</i>
	<p>Encourage residents to keep their visits safe & local and make the most of the beautiful area that we live in; promote opportunities to 'discover what's on our doorstep' and 'holiday at home'</p> <ul style="list-style-type: none"> • Use the Visit Harrogate website and social media to promote the district to local audience - encouraging people to stay local/discover the attractions on your doorstep. • Maintain current messages asking external visitors to plan for future visits and respect our businesses and communities by staying away for now. • Provide direct support to Visit Harrogate partners by giving them free web entry and promotional products for 6 months (to September 2020) • Survey tourism businesses and visitors to provide local evidence to verify national and regional forecasting • Enhance the digital representation of the district by creating a new 'Directory Level' listing, free for all visitor facing businesses, active until at least December 2021. • Collaborate with other regional, national and international DMOs and industry bodies to ensure that district T&H businesses can access best practice and thinking from other areas of the UK 		<p>Promote our beautiful district (and all its assets) far and wide as a safe and desirable place to visit, meet and stay</p> <ul style="list-style-type: none"> • Provide visitors with simple, standardised information to promote confidence in the safety and quality of our hotels and attractions; support the introduction of the Visit Britain quality marque and encourage take up locally • Integrate our marketing campaigns with the Welcome to Yorkshire "Welcome Back" campaign • Encourage businesses to sign up to Yorkshire Gift Card • Holiday at Home marketing campaign to attract and disperse regional and national visitors back to the Harrogate district with respect for the local environment and residents • Commission and launch fresh contemporary Visit Harrogate website with full UGC image led digital marketing integration • Re-launch our Destination Marketing Organisation (DMO); create stronger working relationships with other regional, national and international DMOs and industry bodies and lead on the longer term recovery of the local visitor economy • Pursue Harrogate as a key player within a regional or local Tourism Zone • Pursue large scale funding to support visitor economy recovery as appropriate
<p>PEOPLE & COMMUNITY</p>	<p>'SURVIVE' Actions (April – August 2020)</p> <p>Support people who are redeployed, on reduced working hours, made redundant or needing to retrain or upskill due to the economic impact of COVID 19</p>		<p>'RECOVER & THRIVE' Actions (September 2020 onwards)</p> <p>In the longer term, increase the number of higher value, higher skilled jobs in the Harrogate district to reduce the need for out-commuting</p>

	<ul style="list-style-type: none"> Support individuals who are redeployed, on reduced hours or being made redundant via the National Careers Service and the York & North Yorkshire Jobs Fuse scheme (May- Sept 20). 		<ul style="list-style-type: none"> Continue to support local people who are redeployed, on reduced working hours, made redundant or needing to retrain or upskill due to the economic impact of COVID 19 Support employers to influence local skills provision Enter into dialogue with providers to test appetite for increased provision of higher education, developing pathways for progression from further education Strengthened further education provision through the revised offer of Harrogate College Work to ensure CEIAG in schools is reflective of local business needs and provides more work experience opportunity locally. Harrogate the Science Town – engage with businesses to inform local provision of science pathways. Drive skills outcomes through planning obligations in the Council’s housing programme
	<p>Ensure investment in digital infrastructure continues in order to support people to work and access services from home where they can</p>		<p>Ensure investment in digital infrastructure continues in order to support new business models, changing consumer behaviours and digital skills.</p>
	<ul style="list-style-type: none"> Promote the Leeds City Region (LCR) Digital Resilience Voucher, which can be used by businesses to ensure they are able to continue to operate, both now and in the future, in the event of another crisis 		<ul style="list-style-type: none"> Town centre WiFi / LoRoWan - introduce wireless digital network infrastructure across Harrogate District and utilise this new connectivity to deliver outcomes linked to the economy, place management, digital inclusion, culture, event management and public services Fibre Nation Fibre roll out - 1Gbps Fibre-to-the-Home (FTTH) broadband ISP network to 50,000 premises across Harrogate. The next phase will then see the service delivered to homes across Knaresborough and Ripon. Local Full Fibre Network (LFFN) roll out, that aims to secure an upgrade to full fibre connectivity to nearly 400 public sector sites across 16 towns in North Yorkshire, including Harrogate, Ripon and Knaresborough. Support the roll-out of Superfast NY phase 3, a £20.5m phase with an initial outlay of £12m to secure 94 per cent superfast broadband coverage of premises in North Yorkshire, including the Harrogate District.
<p>NB Further work needs to be undertaken to ensure that the ‘People & Community’ section of this Economic Recovery Plan links to the priorities identified in the HBC Community Recovery Plan and that emerging Council priorities around health & wellness are reflected in the most appropriate plan.</p>			
<p>ENVIRONMENT & LAND USE</p>	<p>‘SURVIVE’ Actions (April – August 2020)</p>		<p>‘RECOVER / THRIVE’ Actions (September 2020 onwards)</p>
	<p>Encourage people to keep walking and cycling whenever they can, promoting these as a sustainable way to travel to work and school</p>		<p>Walking, cycling and public transport become the method of choice for both shorter, local, trips and journeys to and from further afield.</p>
	<ul style="list-style-type: none"> Put cycle racks into Chapel Street Car Park and Castle side Car Park (K’boro) to support cycling to shop, work and visit Knaresborough Work with NYCC to promote cycling and walking as a sustainable way to commute. Ideas include; potential areas for pedestrianisation, reallocation 		<ul style="list-style-type: none"> Continue to lobby, provide ideas to and work with NYCC to promote cycling and walking infrastructure and participation. Ongoing active travel infrastructure improvements both on HBC land and in partnership with external organisations

	<p>of road space; temporary road closures, support for an increase in cyclist and walkers (May – June 2020).</p> <ul style="list-style-type: none"> Promote existing cycle routes, advertising new travel options e.g. e-bikes 		
	<p>Promote the positive impacts of lockdown on carbon reduction</p>		<p>Step up our carbon reduction plans</p>
	<ul style="list-style-type: none"> Communicate the unintended but beneficial local air quality impacts (once we have data from AQ monitoring) by end July 2020 Promote circular economy principles to local businesses and other organisations (e.g. Circular Yorkshire campaign) Submit PCAN funding bid for research project into activity that increases walking/cycling for school journeys, particularly while roads are quieter Re-start home energy efficiency installations via Better Homes fuel poverty scheme (Warm Homes Fund) Promote carbon reduction benefits of home working and reduced business travel Promote carbon footprint/home energy tools to residents 		<ul style="list-style-type: none"> Take opportunity to ensure that Covid-19 economic recovery work has a meaningful focus on carbon reduction opportunities Implement our Carbon Reduction Action Plan
	<p>Help residents and businesses to access statutory Council services as quickly and easily as possible to aid economic recovery</p>		<p>Deliver a proactive, 'open for business' approach for all our statutory services</p>
	<ul style="list-style-type: none"> Adapt our processes to enable more site visits to be undertaken and deal with backlog of planning applications (May/June 2020) One-to-one support available to businesses via our Environmental Health and Licensing team to help them prepare for re-opening safely. Ongoing Online reporting system available to report any concerns and help us check that businesses are operating safely and within the government regulations – since 27th March 2020. Ongoing 		<ul style="list-style-type: none"> Update our planning guidance documents to help our customers access relevant and up to date information to support their applications Improve website content for planning to ensure it is relevant and easy to access Continue to make improvements to the way that we work to ensure our planning processes are as streamlined as possible and our communication is proactive & clear. Examples include improving our IT systems, streamlining the planning obligations processes, introducing the community infrastructure levy and improving our pre app service and planning conditions.

OUTPUTS AND OUTCOMES

This section of the framework will be updated on a quarterly basis to illustrate the outputs and outcomes achieved through the actions undertaken.

The first update will be completed by the end of July 2020 (covering the period April-June 2020)