

Baseline Economic Assessments of
Coronavirus impact, issues and
potential responses:

A useful guide for City Leaders



The value of good data in a crisis

Unprecedented economic contractions are forecast at global and national scales by the [IMF](#) and the UK's [OBR](#). But the real impact will be felt locally, by business and people who are out of work.

We know the impact will be uneven across localities, sectors and individual businesses.

However, it is difficult to access and analyse up-to-date data in a fast moving crisis.

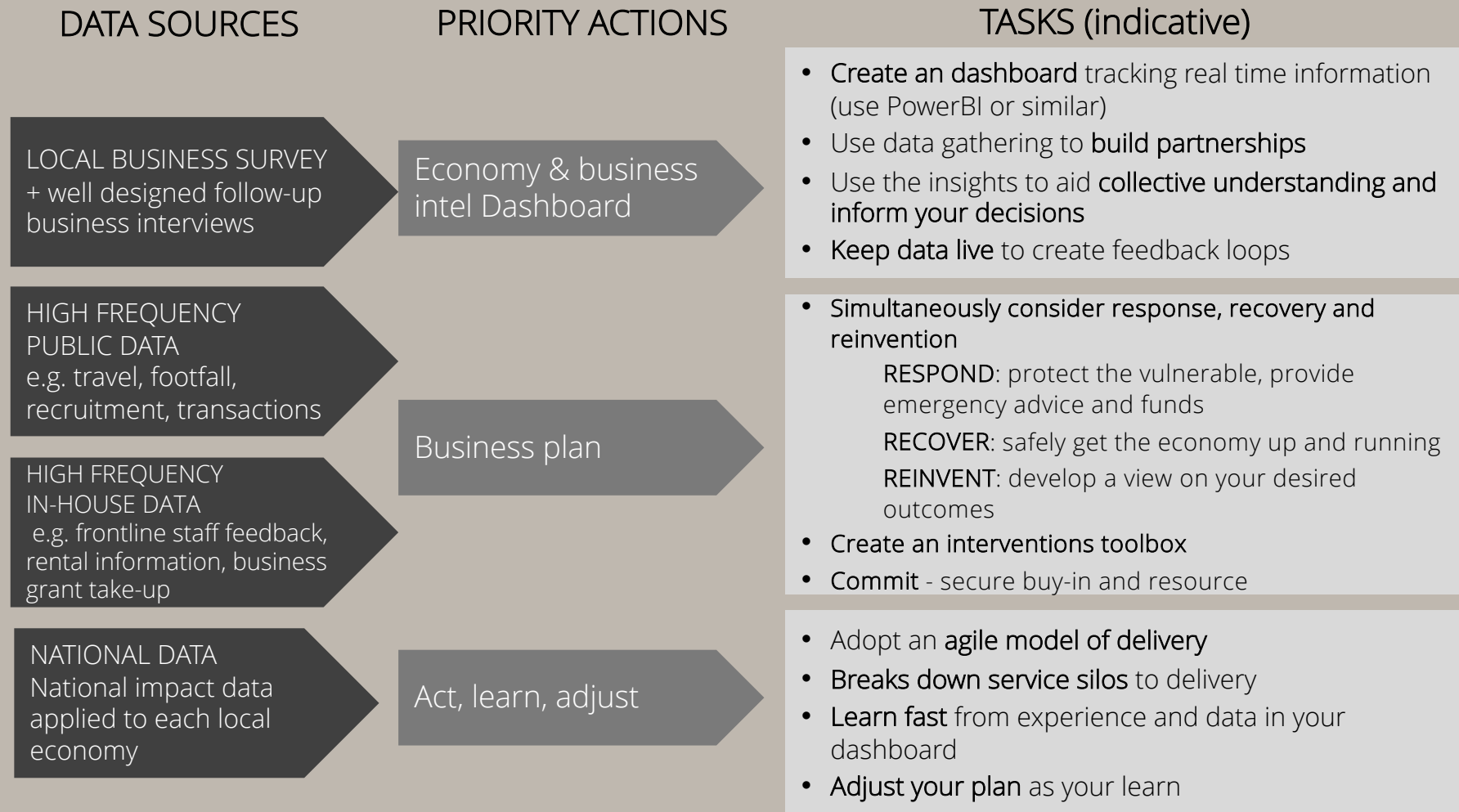
We offer an approach to rapidly collect and analyse sufficient data to make informed decisions for local public sector action and provide a baseline against which to track recovery.

This paper is part of our ongoing ICC Conversations series where we will explore how the impact of COVID19 is playing out in local economies. We will ask: which places are likely to come through the challenges better or worse? Importantly, what kind of an economy do we want? And what might be done to aid the recovery and rethink at a local level?

What's inside?

1. What is the best available data for planning your local economic recovery?
2. How to gather that data - what, when – and analyse it
 - Business insights surveys
 - High frequency data
 - National datasets transposed on to local areas
 - Creating a window into your data
3. Using an interventions toolbox to plan your action

We propose an approach that rapidly draws together data from up to date sources, undertake a focused analysis and monitor the changing economic landscape. There are reliable and robust data sources that you may be unaware of.



Know your purpose: A business questionnaire can gain insight and build relationships with local enterprises.

Local authorities and your partners (LEPs, BID's, businesses etc) can gain a holistic understanding of how Coronavirus may be impacting businesses in your area.

Design it well: Think about the capturing the business characteristics as well as behaviours. Seek responses from as many local businesses as possible – understand the characteristics of the businesses and what will get a representative sample.

Follow up: Use interviews with a sample of businesses to provide further detail on the issues facing businesses. You can also gain insights into their creative responses and, new business strategies that could help others. Use this as an opportunity to build better relationship with your local businesses.

Survey Section	What information will be captured	What we can do with this information
Business Awareness	<p>Background information including:</p> <ul style="list-style-type: none"> - The size of the business - The industry type of the business - The location of the business - The residing area of the workers. 	<p>Target our responses and interventions by sector, size and by area.</p> <p>Businesses could be mapped by GIS to allow interventions to be targeted geographically.</p>
Business Resilience	<p>An understanding of the impact of Coronavirus on businesses and how the company has been impacted.</p>	<p>Ensure businesses, through interventions, are resilient to the economic shock of COVID 19 and can bounce back.</p>
Business Outlook	<p>Understanding of the support businesses have received, the support available, the issues facing the businesses, the support businesses envisage they need and their longer term outlook.</p>	<p>Ensuring local businesses have a strong, resilient and prosperous future through longer term, structural interventions.</p>
Diversity	<p>An understanding of the diversity of the businesses. Is it minority owned? Does it serve minority communities?</p>	<p>Allowing for more targeted interventions and an understanding of the background of employers and employees.</p>

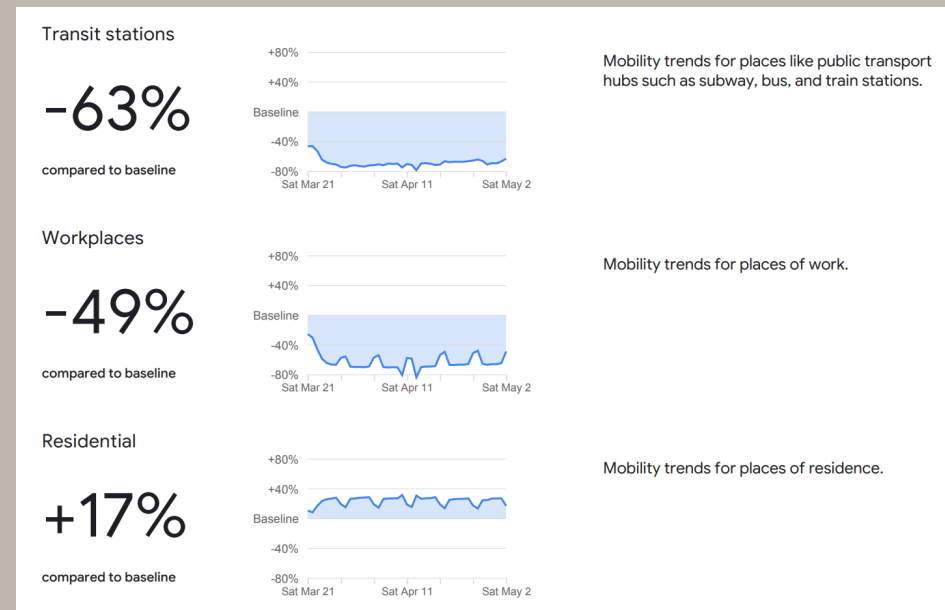
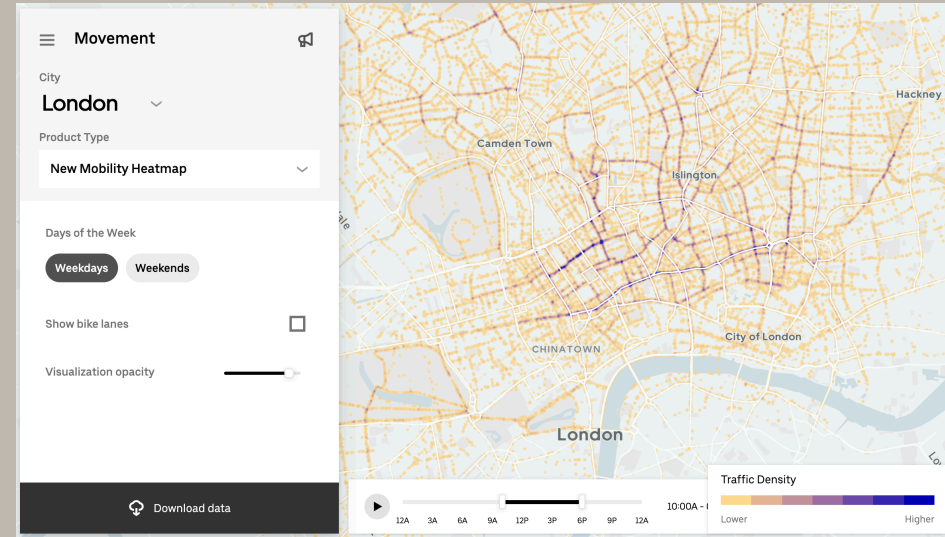
Faster Data: You can develop a basket of 'high frequency' data sources to act as a proxy for economic activity. These datasets do not suffer the long lags of traditional socioeconomic data sources, so allow mapping and tracking of the response to economic recovery interventions whilst the crisis is live.

In-house data: Data will come from a mixture of your Council services, partners and open source data. Think creatively about the kinds of data you have access to. How can you capture insight from the conversations had by your planners, enforcement team, call centre staff? How can you use the new open source data from tech business? How can you interpret social media?

Each data set will have its own limitations, but the overall basket of data should considerably enhance your management information.

Example indicators:

- Traffic counts and public transport journeys (i.e. Uber, TfL)
- Footfall (i.e. Google)
- Twitter
- Indeed
- Planning applications
- Building control applications
- Business take up of government support measures
- Rent arrears
- Asset occupancy

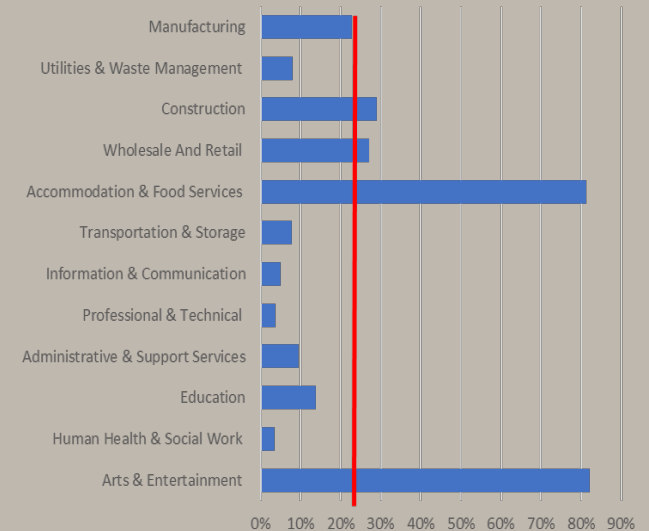


The UK's ONS is world leading. Whilst many of the datasets suffer from lag (i.e. they report on the past, sometime several years past) ONS is publishing more data, faster than ever during this crisis.

Transposing national COVID19 industrial sector data on your locality: To best make use of that data you need a sound analytical baseline of your area to overlay insights from the emerging national datasets to begin to see how the economic base in your area may be affected.

For each city, town and borough council many of the economic strengths and weaknesses will continue to drive economic performance over the long term.

Proportion of Enterprises Temporarily Closed or Ceased Trading, UK (source: ONS Business Impacts of Covid-19 released on 23 April 2020 and based on a national response from 6,171 firms)

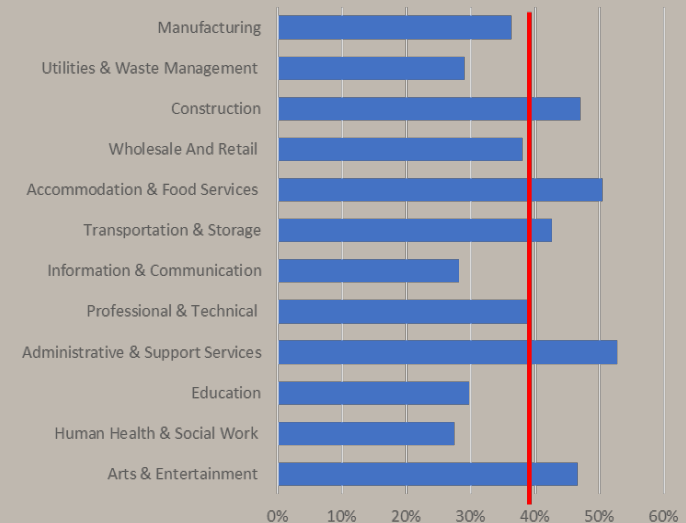


COVID19 has put a spotlight on the underlying vulnerabilities in your area. The dominance of a single industry, the relatively low level of high value businesses, wage inequality, the lack of diversity in town centres, concentrations of low qualifications and insecure employment and digital not-spots could be some of those.

Your first step is to review your baseline analysis to consider the likely impacts of Coronavirus on the local economy against national patterns impacted industries and local strengths and weaknesses.

Once you have a better understanding you and your local partners can rescue and recover your economy in ways that are sustainable and rebalance economic activity to enhance community wealth.

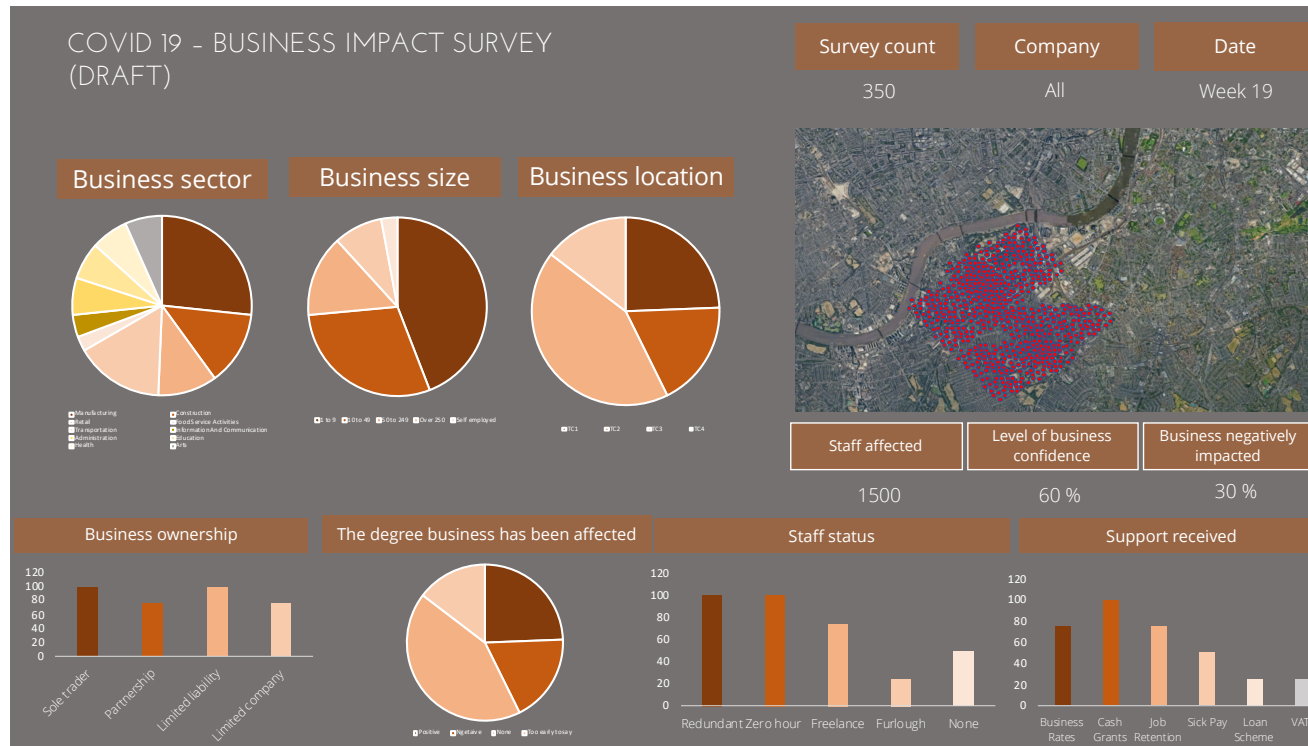
Proportion of Enterprises Not Confident or Unsure About Survival, UK. (source: ONS Business Impacts of Covid-19 released on 23 April 2020 and based on a national response from 6,171 firms)



A window into the data

A **dashboard** will bring together the information provided in the questionnaires and the high frequency data together with national datasets to build a picture of the effects of Coronavirus throughout your town, city or borough.

You can use your PowerBI or similar applications to build a window into the data. Local Authorities often have this capability within their corporate software packages, they have just been under utilised. Designed well, it will help all decision-makers engage in the issues. 'Real-time' updates helps you adapt your action plans.



Intervention over time

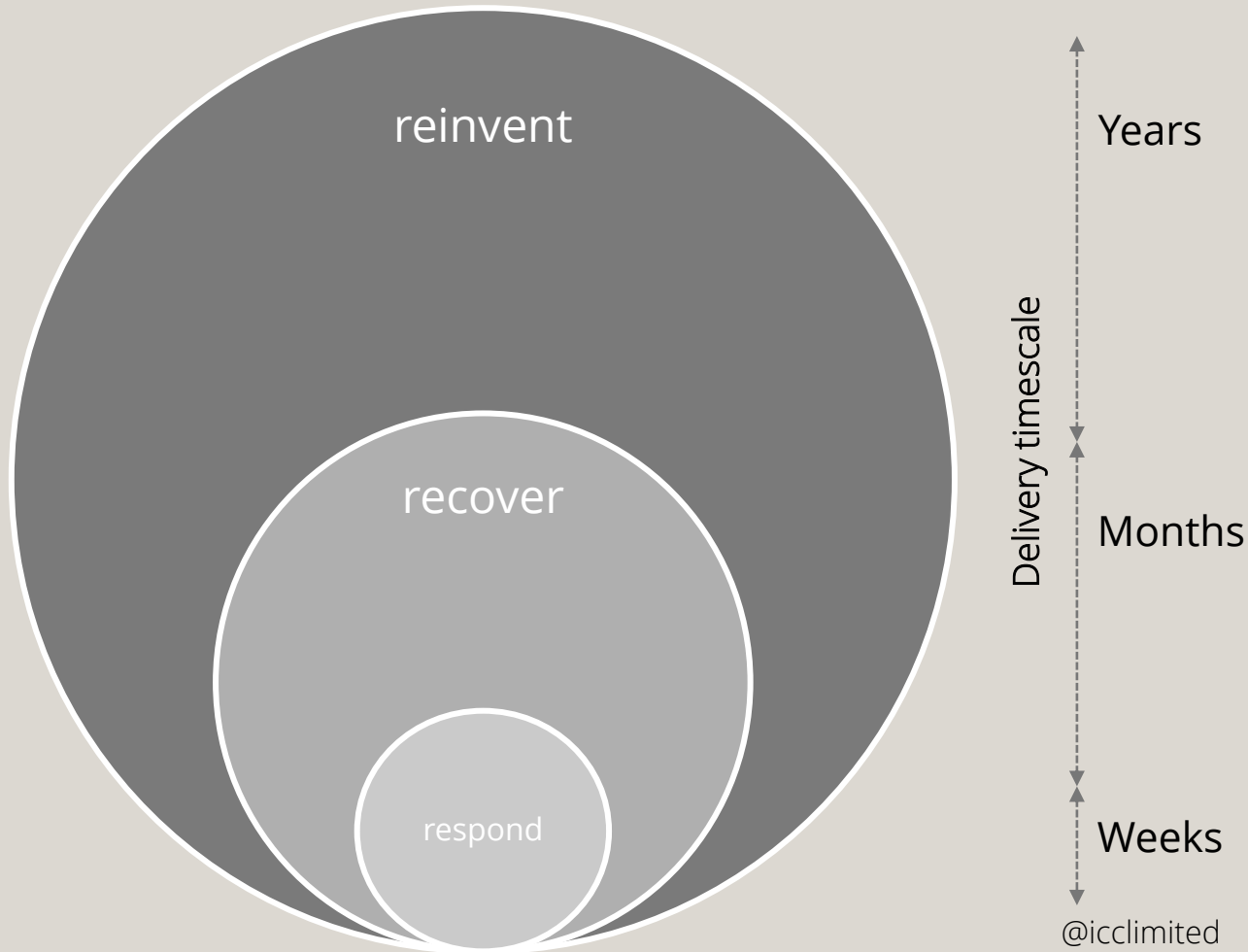
We also believe it makes sense to consider the immediate rescue and recovery phases along with the longer term reinvention of your local economy.

One evidence-based plan that flexes over time

REINVENT: Develop a view on your desired outcomes. Ask what sort of economy you want? Develop a detailed understanding of the impacts / opportunities with this in mind.

RECOVER: Safely get the economy up and running. How can data inform your interventions and monitor the impact?

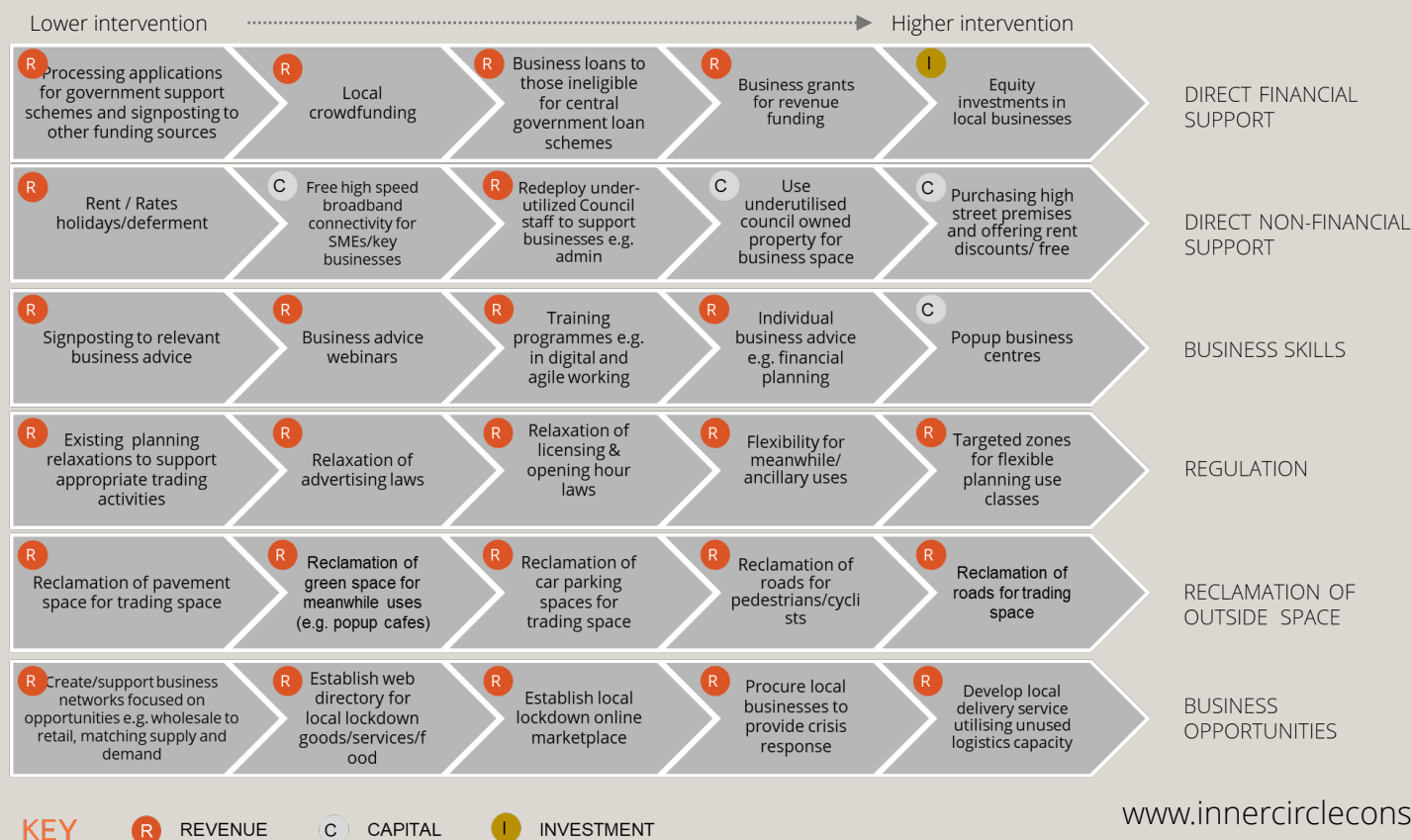
RESPOND: Protect the vulnerable, provide emergency advice and funds.



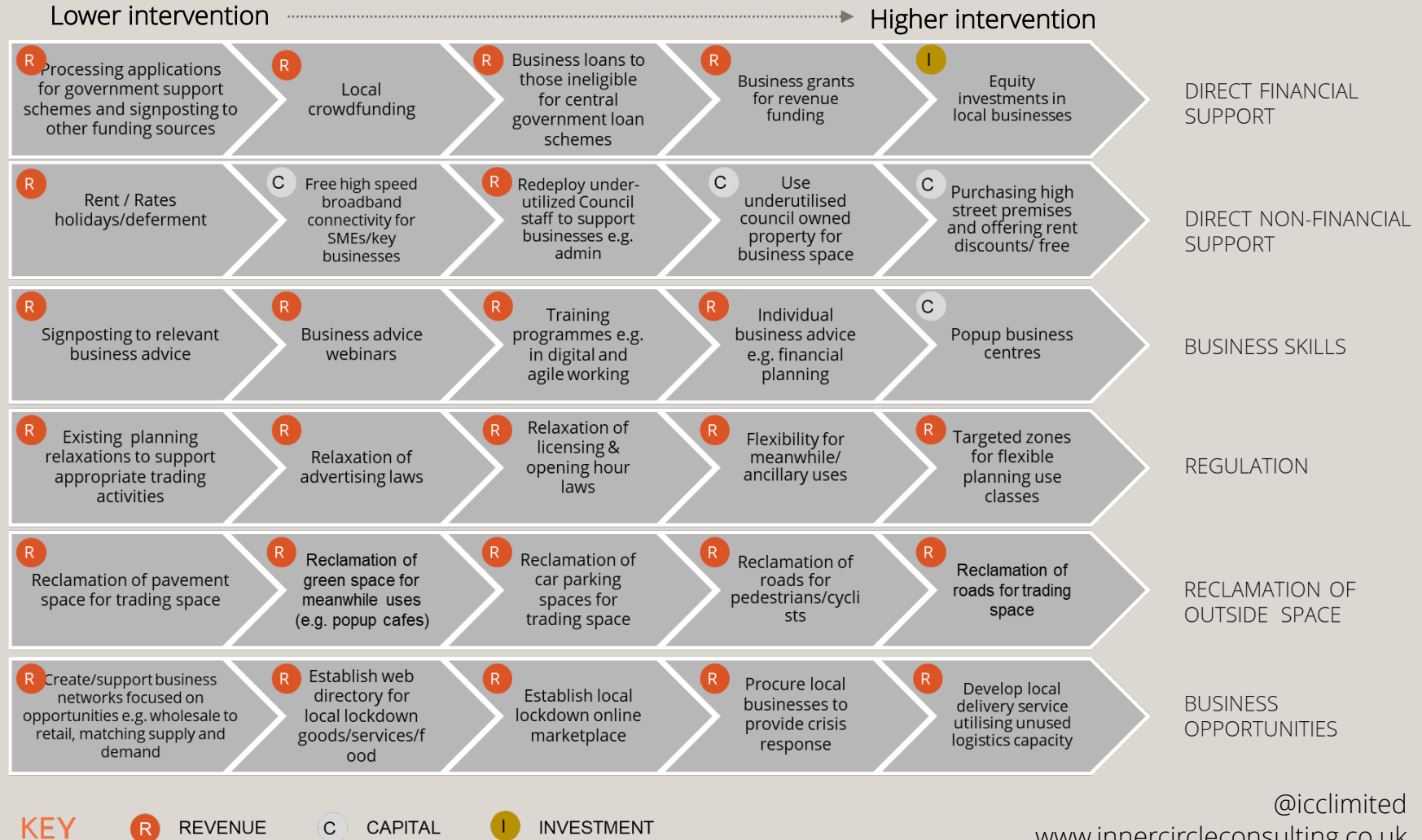
Interventions Toolbox - Rescue and Recovery phase (example)

What level of intervention do you need? Exploring actions by topic and by the degree of intervention you desire (you need or are able to make) local partners can agree on what approach is right for your area. You may wish to make an interventions toolkit for all phases of recovery over the coming months, then consider what is possible and desirable in parallel planning sessions.

The example below focuses on the rapid rescue and recovery phase. It emphasises small business recovery in high streets and town centres. A similar plan could start with national data analysis, followed up with high frequency data (movement & footfall), then local surveys, then frontline service insights to inform monitor and manage strategy. The approach works for any sectors.

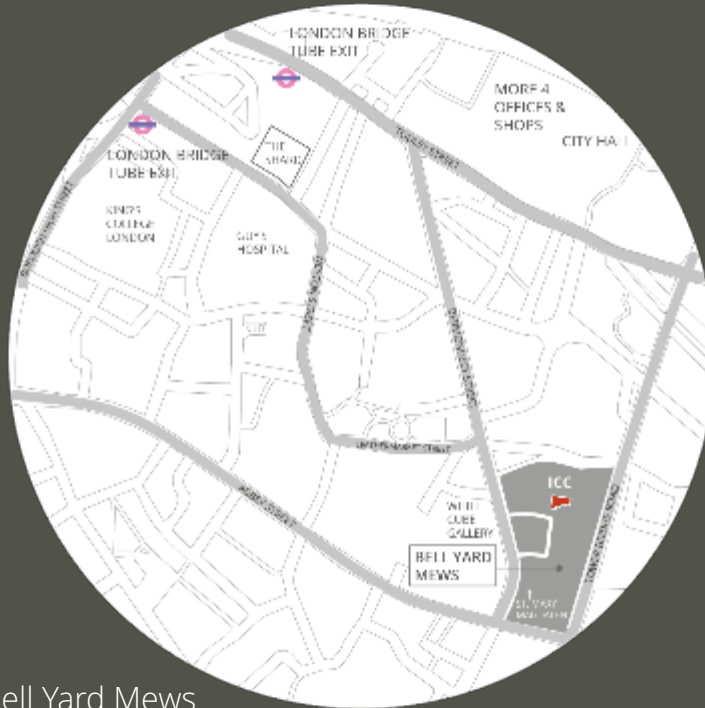


The example below focuses on the rapid rescue and recovery phase. It emphasises small business recovery in high streets and town centres. A similar plan could start with national data analysis, followed up with high frequency data (movement & footfall), then local surveys, then frontline service insights to inform monitor and manage strategy. The approach works for any sectors.



1. Early movers in a crisis often come out best
2. Early movers need to be well informed by data - there is more data available than you think
3. Engagement gives you data and partners – work closely with your local businesses and frontline service workers to gain insight and galvanise action
4. Create a window into your data – develop a dashboard with real time insights to inform your decisions
5. Make a business plan – go beyond silos and collectively commit a well-resourced set of actions for recovery and long-term reinvention
6. Act, learn, adjust - be fast and flexible in your response

CONTACT US



Unit 3, 9 Bell Yard Mews
London
SE1 3UY

@icclimited
info@innercircleconsulting.co.uk
www.innercircleconsulting.co.uk
T: Chris Twigg 07775 510641
T: Jamie Ounan 07989 420493

INNER CIRCLE
CONSULTING