

Backing Thurrock

A roadmap for economic recovery, resilience and a return to growth.

Appendix 1

Part 1: The Roadmap

Introduction

Thurrock is a place of opportunity and entrepreneurship.

Our motto translates as 'By Thames to all peoples of the world' and it tells our story. At the heart of the Thames Estuary to the east of London Thurrock is a dynamic trading economy, with natural advantages including its 18 miles of riverfront and proximity to the big UK markets in the capital and wider south-east as the basis to support growth.

Given our location it is unsurprising that sectors such as wholesale and retail, transportation and storage and construction are particularly important to the local economy. It is these sectors, alongside administration, education, health and social work that generate a significant number of our jobs. We continue to attract private sector investors who are looking for a place with potential to grow. We have a 'can do' attitude and an entrepreneurial spirit. In recent years we have seen high numbers of people who can work in work – either as employees or setting up their own businesses.

Snapshot of the Local Economy

There is a wealth of economic data available that can be used to shape the actions set out in the Action Plan that forms the second part of this document. The information in this section pulls some key indicators together to draw broad conclusions about Thurrock before, during and after the COVID pandemic.

Before COVID

In recent years Thurrock's economic prospects have been looking up:

- The economy has been growing: In 2013 the GVA (Gross Value Added) of the Thurrock economy was around £2.8billionⁱ. This has increased to around £4.1billion in 2019ⁱⁱ.
- The number of enterprises in Thurrock has been rising: The number of enterprises has grown from around 5,000 in 2015 to nearly 7,000 in 2020ⁱⁱⁱ. Over these five years the number has increased much faster than for Great Britain or the East of England^{iv}. The proportion of adults self-employed has also increased from 7.9% in 2015 to 10.5% in 2019^v.
- There have been growing numbers of residents who are working: In 2014/15 there were around 80,000 residents in employment. This has increased to nearly 85,000 in 2019/20^{vi}. In the meantime the number of workless households dropped from 15.2% (7,800 in 2015) to 11.3% (5,900 in 2019)^{vii}.
- The number of jobs in Thurrock has also increased from 68,000 in 2014 to 78,000 in 2018 and the jobs density increased from 0.64 to 0.72 – still lower than the East of England or Great Britain but increasing at a faster rate than in those areas^{viii}.
- The vast majority of businesses in Thurrock are small businesses employing fewer than 9 people. In 2015 there were 4,500 and by 2020 the number had increased to more than 6,300. At more than 92% of total businesses this is a higher proportion than for the East of England or Great Britain as a whole^{ix}.

- Pay has been improving both for residents and for all people working in Thurrock.
 - Gross weekly pay for people working full time in Thurrock has increased by nearly £90 per week over the past 5 years to over £571. The figure is broadly in line with the average across the East of England (£575)^x.
 - Thurrock residents have also been earning more wherever they work. Residents working full time have increased earnings from £563 to £632 per week over the same period which is higher than the average for the East of England and Great Britain as a whole^{xi}.
- There has been huge investment in Thurrock: Thurrock is benefitting from investment in homes, jobs and infrastructure. This includes some high profile private sector schemes including the expansion of the Port of Tilbury, the development of the DP World London Gateway and Logistics Park, Purfleet-on-Thames, expansion at Lakeside and at Thames Enterprise Park. There is potential for significant further investment and expansion.

Like many other local economies there were areas of concern. For example:

- The claimant count was increased - from 2.1% in Jan 2015 to 3% in Jan 2020. The claimant count was broadly in line with Great Britain as a whole but higher than the East of England average^{xii}. One reason for this might be changes in the benefits system and an expectation that more people will work.
- Thurrock has some areas that are among the most deprived in the country and in need of levelling up.
- The UK is widely recognised as having low productivity compared with similar economies elsewhere. In addition Thurrock has a productivity gap compared to the UK as a whole. The productivity gap is driven by factors such as skills levels, working practices, connectivity and infrastructure^{xiii}.
- Skill levels are lower and numbers working in managerial, professional and technical occupations are lower than across the East of England and Great Britain.

In summary the Thurrock economy was growing with employment and the number of businesses increasing along with wages (at least for full-time employees). There was significant interest in Thurrock as a place of opportunity and a determination to create a business friendly environment ready for continued investment and growth. On the other hand skill levels are lower than across the rest of the country, there is a productivity gap and relatively low numbers of people employed in what are traditionally seen as more secure and better paid jobs in management and professional occupations.

Economic Impact of the COVID Pandemic

Then the COVID-19 Pandemic hit. The full economic impact of the COVID pandemic will not be known for some time and there are many different forecasts about the severity and duration of the downturn, the impact it is having on particular businesses and on jobs and, most crucially, how long the impacts will last. However certain points are clear:

- There has been a significant contraction in the economy. The economy entered a deep recession in the first half of 2020. While there was a bounce back over the summer the last

quarterly estimate of GDP from the Office for National Statistics suggested GDP remains 8.6% lower than a year ago^{xiv}. Forecasts suggest that there will be growth in 2021 but not enough to offset the losses caused by the pandemic^{xv}.

- The claimant count has increased significantly. In January 2020 the claimant count for Thurrock stood at about 3% (just under 3,300 people). By November 2020 the figure had increased to 7.0% or more than 7,600 people. This is significantly higher than the claimant count for the east of England (5.4%) or for Great Britain as a whole (6.3%). Jobs in Thurrock have been less resilient to the economic shock^{xvi} and groups who have traditionally found it harder to access jobs could be disproportionately affected.
- Certain sectors have been particularly badly hit. Different sectors of the economy have been impacted in different ways. Retail, hospitality, culture and the arts, leisure and aviation are some sectors that have been badly hit. The most resilient parts of the economy are those where workers are most able to work from home.
- Some sectors and businesses have grown during the pandemic. The move to online retail and impact on the distribution industries are of particular note to Thurrock.
- Many businesses and workers are dependent on Government schemes designed to keep the economy afloat. There has been unprecedented action to support businesses and the workforce through the lockdown. Many staff remain furloughed and businesses are accessing Government grants. Freelancers and the self-employed are among the groups who have been particularly hard hit and sometimes struggled to access Government support.
- Some parts of Thurrock have particular issues with broadband connectivity making it more difficult for businesses and for employees to work remotely. There are relatively low rates of home working.
- Restrictions are likely to continue well into 2021. Restrictions have been subject to frequent changes in an effort to contain the virus and are expected to continue well into 2021. While a rebound in the economy is forecast for later in the year the ongoing impact on consumer behaviour and economic activity is unknown.
- There are likely to be lasting changes to the way the economy works. For example it seems likely that office based staff will continue to work remotely more often as businesses look to reduce expensive office space. The purpose and look of the high street has probably changed for the long term as people shop more online and high streets find a new purpose as the focus for a vibrant community - areas for people to live, where creative and cultural, hospitality and leisure businesses are to be found.

It won't be possible to save every job and every business and the economy is likely to work differently in the long term. Such a shock requires a different approach to economic development. A proactive and collaborative approach where decisive action is taken to make best use of resources available and help shore up the economy, protect business, key sectors and jobs in the short term.

Other Factors

While the focus is on recovery from COVID at the moment there are other factors that will influence a return to growth in the medium and long term, including:

- **EU Exit.** Now the UK has left the EU new opportunities will emerge, particularly for Thurrock - the 'UK Ports Capital' as the trading relationship between the UK and other places develop. Thurrock is uniquely positioned geographically and with its economic infrastructure to take advantage of new opportunities such as Freeport status.
- **Levelling Up.** Levelling up the economy is an important policy commitment for Government and will mean changes across the public sector that seek to rebalance the economy and 'level up' those areas that have been left behind in previous years. While the media has tended to focus on the implications for the north of England there are areas across the country that are particularly deprived and in need of support and investment. A number of parts of Thurrock have been recognised as in particular need which is why both Grays and Tilbury are eligible for investment from the Towns Fund.
- **Green Growth.** The Government has made a particular commitment to champion green growth and address climate change including legislation for net-zero carbon emissions by 2050. To meet the target there will be fundamental change in the economy and business opportunities arising from finding ways to reduce emissions to promoting new energy sources such as hydrogen.

Role of the Council

The Council has a vital role to play in leading work to support recovery, improve resilience and help the economy return to growth. The Council can:

- **Act as an analyser**, understanding the underlying state of the local economy, assessing the implications and using that information to share with others and to drive decision making.
- **Use its own clout as a major employer and business** to help drive economic recovery and growth through, for example, initiatives to drive up local recruitment and procurement of services from local businesses.
- **Act as an agent of change, helping to link the approach to interconnected priorities** such as addressing poverty, ill health, social isolation, resilience in the voluntary and community sector among others to drive better outcomes for local residents and the economy.
- **Promote and champion investment** in projects that improve the business environment and achieve Government objectives such as levelling up communities left behind in recent years.

This isn't something that the Council can or should do alone. As a key anchor institution with a responsibility for Thurrock as a whole the Council has a role as a leading organisation to encourage and facilitate a wider approach with stakeholders to support and grow the economy.

In recent years Thurrock has developed a proud tradition of co-designing services with stakeholders. From the 'your place your voice' consultation informing the Local Plan to the Stronger Together Thurrock partnership the value of developing a shared vision and acting together is well recognised. We need to take a similar approach working with key businesses, with public sector institutions like DWP and the NHS and with the voluntary sector to harness the power of collaboration to shape and deliver this plan.

We have to recognise that there are no easy answers, that resources will be tight and that intervention may need to be long term but the fundamentals haven't changed – Thurrock is a fantastic location, has good access to markets for goods and services, boasts an entrepreneurial culture and a large number of people who are committed to working life.

There are opportunities out there and we need to be brave, work together and grab them with both hands. In short this plan is a call to work together and back Thurrock.

Recovery: Our immediate actions

In the short term we need to focus on rescue and recovery.

The Council has been working hard throughout the pandemic to support the borough and its residents, from help for the most vulnerable in the community to making use of Council resources and Government initiatives to support businesses in Thurrock.

The immediate actions that the Council has taken to support the economic rescue and recovery include:

- Delivering financial support
 - Since the start of the pandemic the Council has been responsible for distributing many of the Government grants available to support the business community. So far more than £25m has been given to businesses across Thurrock who have been adversely impacted.
 - The Council has also implemented the business rate reliefs for eligible businesses and deferred payment of business rates until new bills could be sent early in the pandemic.
 - Implementing its own initiatives including deferral of rental payments on commercial property owned by the Council for three months.
- Gathering data to understand impact and to raise issues with Government. Working closely with local businesses including Thurrock Business Board to understand the impact on the local economy and to inform discussions with Government.
- Providing easy access to advice and guidance for local businesses. Sending regular updates to more than 2500 local businesses who have signed up for the business newsletter, promoted advice and guidance and opportunities for support via social media and tried to help businesses asking for information.
- Supporting the reopening of the High Street in the summer – introducing signage, reviewing queueing systems and talking to local business contacts to find out if and when they plan to reopen.
- Protecting the public, businesses and their employees by:
 - employing staff to help maintain social distancing measures at particular pinch points
 - helping businesses understand and comply with guidance on reopening
 - taking action to encourage and enforce the rules when required
 - helping businesses find the wellbeing advice and support they need to help their employees

This is a positive start, but there is more we can do and will do to help. We need to work with our residents, our business community and our voluntary and community sector to:

- Invest in gathering economic intelligence and insight so it can identify and respond to developing issues.

- Planning for local outbreaks. The Council's public health team have developed a Local Outbreak Control Plan working with partners to ensure there are effective systems in place to identify the source of an outbreak, to track and trace people who may be affected, to shut down the problem and protect local residents and the rest of the local economy.
- Help people find work. Being in work is important for financial reasons but can also have a big positive impact on health and wellbeing. Vulnerable groups like care leavers and those with long term health conditions are particularly at risk as unemployment rises and therefore an immediate focus should be on connecting local people to local jobs. Promoting and expanding initiatives like Thurrock Opportunities – www.thurrockopportunities.co.uk – to help people find local jobs, apprenticeship opportunities and training courses, using initiatives like Kickstart to help people find work should be an immediate focus.
- Support our local economy. We need to work together to develop new systems that help us all to buy locally, recruit locally, supply locally and to train locally.

We will continue to monitor and explore other opportunities to help our economy recover from the pandemic.

This is something that everyone can help with.

We all want to see our local businesses recover and new business emerge. We all want to see our family, friends, neighbours and colleagues in good quality jobs. We all want to see the wealth created in Thurrock spent in Thurrock, levelling up to benefit us all.

We have seen the community in Thurrock pull together and support each other through the lockdown, from the volunteers who have helped their vulnerable friends and neighbours to the fantastic key workers who have kept everything running.

Everyone needs to do their bit to help the local economy recover.

Our Vision and Approach

In the medium to longer term we need to reframe our approach to economic development and growth. In these unprecedented times we need to realise the potential of local Government to act as an agent of change and a leader of place and collaborate with others to reshape our local economy, address the challenges we face and realise the fantastic growth potential we have.

Our Vision for Growth

Thurrock's motto – 'By Thames to all peoples of the world' reflects our comparative strengths and unique selling points.

Our prime position next to London and the markets of the south east, our great transport links, our scope to export and import through our ports, our employment land availability all point to Thurrock having fantastic potential to grow in a way that benefits everyone. Initiatives like the development of Freeports and the drive to accelerate delivery of the Local Plan are opportunities to drive growth in a way that will benefit residents.

The area has already seen significant private sector investment in recent years and there is commitment to much more at our major Ports, Thames Enterprise Park, Purfleet-on-Thames and other places across the borough. We are part of the system that is already delivering for the UK economy and point to our strengths as a place to do business.

Thurrock's level of ambition and determination to drive growth that benefits local people is stronger than ever. However we do not want to see growth for the sake of it. We are determined that growth in Thurrock is infrastructure led, community driven and of high quality. It must deliver real benefits for our residents and for our business community who have shown a commitment to Thurrock by investing in the area.

Physical change and infrastructure requirements including new homes and amenities in the borough will be guided by development of the new Local Plan, policy changes and the regeneration projects led by the council and other organisations across the borough. It will be important to ensure that there are close ties between these plans for physical change in the borough and the Backing Thurrock Action Plan.

This plan is about people, place and prosperity. It focuses on how the Council and its partners can help residents find good jobs with opportunities to progress, how we help our businesses adapt to new technology and to changes in demand, how we help our economy to become more productive and resilient, greener and wealthier. Most of all we need to work with our businesses to help them take advantage of the opportunities that are out there.

These are laudable aims in themselves but we also want to drive growth because of the positive impact on other priorities we all share: Improving the health and wellbeing of residents, helping to reduce poverty, tackle debt and to level up our communities, supporting investment not only in roads and rail but also in homes, schools, health, cultural amenities and green spaces. Most importantly we want to support proud, vibrant communities.

Alongside our immediate work to recover from COVID we need to focus on:

- **Resilience:** Building an inclusive economy, helping people and businesses to plan for and adapt to changes in the economy, providing tailored support for vulnerable groups, support the levelling up agenda and take advantage of opportunities as they arise

- **Returning to growth:** Strengthening our key sectors and taking advantage of new opportunities created by long term changes in the economy such as green growth

What we do and how we do it will need to be defined with our partners. We want to collaborate with our businesses, our partners and our residents and develop a collaborative approach to driving resilience and growth. We want to work with the other anchor institutions in the borough to understand market needs and to facilitate growth and wealth creation that will benefit local people.

In short, we want to work together to Back Thurrock.

Collaborating to facilitate market led growth

We want to collaborate with other public sector institutions, private businesses and the voluntary sector – Thurrock’s anchor institutions that are rooted in our borough, unlikely to move and are committed to Thurrock. Our Thurrock anchor institutions have a vested interest in Thurrock and we can work collectively to facilitate growth and benefit the whole economy.

There are five areas that we particularly want to explore:

- **Recruitment** - good quality jobs with prospects: by working together with key anchor institutions in Thurrock can have a defining impact on the prospects for local people – recruiting from local areas, particularly more deprived communities and building progression routes in work. We also want to explore how we can best help the most vulnerable and those hardest by the pandemic.
- **Collaborative procurement:** working together we can explore developing local supply chains that will support businesses, the voluntary and community sector, social and micro-enterprises and employment, helping local people benefit more from the economy. Many organisations, including the Council are looking at how they can adapt procurement policies and use social value frameworks to support the local economy and secure wider benefits.
- **Nurturing and supporting local businesses.** We can focus on nurturing locally owned businesses including social and micro enterprises that are more likely to employ, buy and invest locally.
- **Investing in Thurrock.** Active promotion of Thurrock as an area for investment - focused on key sectors and the responsible businesses we want to attract to contribute to the local economy.
- **Using assets to enable the economic recovery:** whilst recognising the importance of return on assets considering how land and property assets held by anchor institutions can be best used to enable economic recovery and growth.

By collaborating we can achieve more than the sum of the parts. Through our intervention we can facilitate the market and generate jobs and growth that creates wealth within Thurrock and that stays invested in the area we can also reduce demand for public services through positive early intervention before needs become acute.

Through collaboration we want to identify needs and develop actions around the foundations of economic growth.

The Foundations of Growth

We have identified five foundations for economic growth.

- **Business Advice and Support**

We want to work with the business community and business service providers to disseminate information and advice, address gaps in provision, strengthen networks between businesses and support collaboration in areas of shared interest such as developing supply chains.

Through our business advice and support we need to promote and improve productivity. The UK is less productive than comparator economies and as a result the country is poorer than it might otherwise be. Before COVID addressing the productivity gap was the key thrust of the Government's industrial policy.

We also need to support and help businesses better understand the changes resulting from leaving the EU – both in terms of the changing relationship with Europe but also to help gear up and take advantage of opportunities to generate future export-led growth.

- **Skills Training and Employment**

We want to develop opportunities for lifelong learning, addressing skills gaps and encouraging ongoing learning to develop an adaptable resilient business community and workforce.

We also want to help local people find good jobs. We need to work together to promote local employment opportunities and to help drive local recruitment. We need to understand and overcome the barriers to employment and to work with particularly vulnerable groups such as care leavers and those with health conditions to help them realise their potential. Any initiatives for these groups should be integrated into and reflect the wider changes happening in their lives as they make the transition into adulthood.

We also need to recognise that work is about more than financial benefit. There are clear links between work and improving health and wellbeing, just as there are wider consequences of unemployment and deprivation such as exploitation, offending and the most vulnerable losing out.

- **Sectors and supply chains**

As the economy moves from recovery and returns to growth key sectors that have growth potential, high value, are resilient and offer clean growth should be targeted with public intervention to facilitate market led growth and to attract inward investment. We have data on our most important and key growth sectors already but exploring potential with people already working in these sectors and understanding how we can best support them to grow is key.

For example: -

- The Government's Freeports initiative is a real opportunity to work with our Ports and play to our strengths as an area to attract new investment, to level up our left behind

communities and generate jobs growth in the area.

- Working with our neighbours on initiatives like the Thames Estuary Production Corridor and Creative Estuary programme are an opportunity to showcase the potential for growing sectors like creative and cultural industries to invest in Thurrock. While parts of the sector have been hard hit by COVID other areas like film, TV and gaming are booming.

Alongside a targeted approach to key sectors developing strong local supply chains to service particularly those larger businesses with growth potential will further encourage and support growth in the borough. Working through supply chains there are also opportunities to influence adaption to new technology, enhance training and assist with other objectives like social inclusion.

- **A cleaner, greener economy**

Responding to climate change and reducing carbon emissions will be of continued importance to individuals, businesses and to Government. It is likely that national initiatives will drive the response to climate change but locally we can focus on the opportunities created for green growth. However addressing climate change is a real opportunity for the local economy – to innovate, adapt and to develop new businesses and markets.

There will need to be a close relationship with the Local Plan and with other initiatives in the Council and elsewhere to develop the infrastructure required to develop a cleaner and greener economy.

- **Civic Pride and Community Engagement**

Civic Pride in Thurrock's growth story and support from the local community will be essential to deliver on our ambitions and create the vibrant, dynamic society that helps everyone to realise their potential. If we want businesses and residents to feel ownership and to support the local economy we need to use approaches like those described in the collaborative communities framework to review and build upon our ways of engaging to bring people in to influence our work.

Building Resilience and a Return to Growth

In the medium and longer term we need to focus on building resilience to change and a return to growth.

Resilience

Resilience is key to ensuring that individuals and organisations in Thurrock are in a position to adapt to change and take advantage of the opportunities afforded by Thurrock's location and the significant investment there is in the area.

It is also key to ensuring we have an inclusive economy, that people left behind have the opportunity to benefit from work, that businesses embrace new technology and improve productivity, that areas left behind are in a position to take advantage of changes and new opportunities and have the chance to 'level up'.

Over the lifetime of this strategy we want to work with colleagues across the public, private and voluntary sectors to explore some of the issues associated with building a resilient economy including:

Resilience among individuals:

- Helping to address skills shortages – both generic (like digital skills) and job specific, preparing local people for the jobs available in Thurrock now and that will be created in the coming years in our growth sectors.
- Linking local people to local employment opportunities and help career progression within Thurrock.
- Joining up services to take a holistic approach to address multiple issues. Linking skills and jobs with debt management, tackling offending, housing opportunities, health and wellbeing services, childcare provision.
- Paying particular attention to our most vulnerable residents such as care leavers and those with health issues so they can realise their potential and find rewarding work.

Resilient businesses:

- Helping local businesses to network and trade with each other.
- Working with local businesses to improve productivity, embrace new technology, improve digital connectivity and prepare for changes to the way we work such as automation and decarbonisation.
- Helping business identify where they can add value and persuade local people to buy locally, making sure that more of the wealth generated in Thurrock is retained in Thurrock.

Resilient economy:

- Improving infrastructure to support the economy - transport links, digital connectivity.
- Taking advantage of opportunities arising from public policy changes such as leaving the EU or the creation of Freeports or the drive for green growth to support and grow our economy.
- Taking advantage of opportunities arising from the levelling up agenda so everyone has the opportunity to benefit from growth.
- Building pride in what Thurrock has to offer – recognising what we're good at and focussing on the sectors with most potential.

A Return to Growth

The significant investment in the economy in recent years shows the confidence of private investors and public institutions in the potential of the area.

While the pandemic has resulted in a marked downturn Thurrock is well placed to weather the storm and to return to economic growth. Some of the themes we want to explore around the return to growth over the lifetime of this strategy include:

- Building the case for investment in public infrastructure to help the economy to grow.
- Taking advantage of our position on the river and the opportunities afforded by the Ports to drive growth.
- How we can support businesses in our key sectors and those in growth sectors with the most potential to grow in Thurrock.
- What we can do to promote green growth and encourage our local businesses to reduce their carbon emissions.
- Addressing the productivity gap, adapting to new technology and automation while ensuring our workers have the transferable skills to find new jobs.
- Promoting Thurrock and selling ourselves as a location for higher value businesses that will support the local economy and create good jobs.
- Building an economy where more wealth generated in Thurrock is spent in Thurrock.

Next Steps: a call to action

This document sets out the context and the approach we want to take to address some immediate priorities and to build resilience and a return to growth in the medium and longer term.

Working with our anchor institutions, businesses and with our stakeholders the vision and approach set out in this document will be used to form goals, objectives and actions set out in the Action Plan - the second part of this strategy. The Action Plan will be a live document, flexing and adapting as issues and opportunities arise. Given resources are tight it will need to prioritise and focus on areas where there is an opportunity to have most impact.

A first draft Action Plan has been prepared and is appended to this document. The plan reflects the initial priorities and opportunities identified during and through the consultation process. Further conversations will help shape and sharpen this first draft and a more fundamental review of priorities and actions will be carried out on an annual basis as opportunities arise.

Delivery of actions in the plan begins immediately.

In the meantime there are things we can all do to help rebuild our economy:

- We can buy from local businesses, we can try to recruit locally, and we can look for local suppliers of goods and services. All these things will help local businesses and jobs and ensure that wealth created in Thurrock stays in Thurrock.
- We can make sure we comply with social distancing rules and guidance, we can quarantine ourselves if we have COVID symptoms and we can support local track and trace services to help minimise the risks.
- We can start using our most vulnerable local facilities and businesses again as they are able to reopen. We can begin to eat out, enjoy a drink, watch a film, get a haircut and see a show. Guidance needs to be followed but as the economy starts to reopen we can support it.

Let's back Thurrock together.

ⁱ Paragraph 3.2, Thurrock Economic Growth Strategy, Shared Intelligence, 2015

ⁱⁱ Page 12, South Essex 2050, Work Advance and Oxford Economics, 2020

ⁱⁱⁱ NOMIS Local Authority Profile Number of Enterprises Time Series – taken from Inter-departmental business register (ONS)

^{iv} NOMIS Local Authority Profile Number of Enterprises Time Series – taken from Inter-departmental business register (ONS)

^v NOMIS, Local Authority Profile, Economically Active Time Series – taken from ONS Annual Population Survey (ONS)

^{vi} NOMIS Local Authority Profile, Economically Active In Employment Time Series – taken from ONS Annual Population Survey (ONS)

^{vii} NOMIS Local Authority Profile – Workless Households Time Series – taken from ONS Annual Population Survey (ONS)

^{viii} NOMIS Local Authority Profile – Jobs Density Time Series – taken from ONS jobs density (ONS)

^{ix} NOMIS Local Authority Profile – Micro Enterprises Time Series- from Inter departmental Business Register (ONS)

^x NOMIS Local Authority Profile – Earnings by Workplace Time Series – from ONS annual survey of hours and earnings

^{xi} NOMIS Local Authority Profile – Earnings by Resident Time Series - ONS annual survey of hours and earnings resident analysis

^{xii} NOMIS Local Authority Profile – Claimant Count Time Series – from ONS claimant count

^{xiii} Oxford Economics SE2050 Analysis

^{xiv} www.ons.gov.uk

^{xv} HM Treasury Forecasts for the UK economy – a comparison of independent forecasts December 2020

^{xvi} NOMIS Claimant Count Statistics