

Gloucester City Council

Meeting:	Cabinet	Date:	11th July 2018
Subject:	Economic Growth Strategy 2018-2021		
Report Of:	Cabinet Member for Regeneration & Economy		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	David Evans – City Growth & Delivery Manager		
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Appendices:	1. Draft Economic Growth Strategy		
	2. The State of Gloucester’s Economy		

FOR GENERAL RELEASE

1.0 Purpose of Report

To inform Cabinet of the approach taken to the production of the Council’s Economic Growth Strategy for the period 2018 to 2021, and to secure Cabinet’s approval of the strategy.

2.0 Recommendations

2.1 Cabinet is asked to **RESOLVE** that:

- (1) the Draft Economic Growth Strategy as a basis for consultation be approved, and
- (2) authority be delegated to the Head of Place, in consultation with the Cabinet Member for Regeneration and Economy to consider representations made during the consultation period and to make changes as appropriate.

3.0 Background and Key Issues

3.1 Purpose of the Strategy

The Economic Growth Strategy sets out Gloucester City Council’s strategy for the growth and development of the local economy over the period 2018 to 2021. It sits beneath the Council Plan, which prioritises ‘working to create a vibrant and prosperous city’, and alongside the Council’s Regeneration and Economic Development Strategy (2016-2021), which has a focus on the city centre, but also includes reference to stimulating jobs and business growth.

3.2 The Strategy is included at Appendix 1. It includes a Vision to 2025 and the Priorities over the period 2018 to 2021.

3.3 The state of Gloucester’s economy

- 3.3.1 Appendix 2 presents a summary of the state of Gloucester's economy, drawing upon the latest available indicators and prepared for the Council by the Data and Analysis Team of Gloucestershire County Council in June 2018. It describes a growing and changing city, facing many of the challenges and opportunities of a modern urban economy, transitioning from a manufacturing past into new types of industry and employment.
- 3.3.2 Gloucester has a growing population. All age groups are forecast to continue to grow over the next 20 years, particularly older age groups, although the City's young and working age groups are expected to grow at a higher rate than the rest of the County. However, whilst the number of jobs has grown in recent years it has been at a lower rate than the majority of the County. Health and the public sector are particularly large employers, whilst growth is forecast in a range of sectors, including digital, scientific, and health.
- 3.3.3 The economy has a high dependency on larger employers, and enterprise and self-employment levels are correspondingly lower by proportion. Earnings amongst households are lower than county and UK averages, although at a workplace level they are competitive, implying that a significant number of better paid employees travel into the City to work.
- 3.3.4 Employment amongst skilled trades, sales, customer services and machine operatives is relatively high, whilst qualifications amongst the workforce are relatively low compared to the rest of the County, including a significantly high proportion of the workforce with low qualifications.
- 3.3.5 Property prices – for residential as well as commercial and industrial uses – are lower in Gloucester than the rest of the County, although those values have risen in recent years. The amount of industrial floor space has fallen recently.
- 3.3.6 Social mobility for young people in Gloucester, in comparison to other areas across the UK, is poor, with the City ranked 282 out of the 324 local authorities. This points starkly to the opportunities that young people from poorer backgrounds have to succeed.

3.4 Opportunities

The profile presented above highlights some of the challenges facing the City, which the strategy is intended to address. Of equal importance, however, is the need to take advantage of opportunities that arise, generated by a changing economy and Gloucester's transformation in the light of its ongoing regeneration. Image 1 below captures some of those opportunities.

- 3.5 Appendix 1 presents the proposed Economic Growth Strategy, including a Vision for the economy in 2025, the Council's three strategic priorities for the strategy term, and the actions that the Council will take to deliver those priorities.

Image 1

Opportunities to grow the economy

- ✓ By improving connectivity, communications and travel infrastructure,
- ✓ By creating business opportunities that meet the needs of young residents
- ✓ By attracting greater numbers of shoppers and visitors to the Quays as well as to the City Centre, and building on the city Centre's Purple Flag status
- ✓ By attracting niche and specialist retail, leisure operators, and offices to the City centre
- ✓ By ensuring that the benefits of growth and regeneration are felt by all within the community
- ✓ By supporting the development of emerging and growing business sectors, such as engineering, advanced manufacturing and aerospace, cultural, cyber security, digital retail, and nuclear, as well as supporting existing employers in traditional sectors.
- ✓ By supporting the expansion of the University of Gloucestershire at its Oxstalls Campus. The Business School will be based there, with computing and cyber security facilities and initiatives as well as one-third of space devoted to the Gloucestershire Growth hub
- ✓ By working in partnerships with the other Gloucestershire local authorities and the GFirst LEP to strengthen Gloucester's position as an economic driver in the County

3.6 Economic Vision

By 2025...

- Gloucester will be known nationally as one of the UKs leading smaller cities, where people enjoy spending time, whether it is shopping, relaxing, living or working.
- The City will have its own distinctive economic identity. It will be strong in emerging sectors like digital, cultural, energy, advanced engineering, aerospace and cyber businesses without being over-reliant on one employer or sector
- Levels of prosperity in the city will be raised, with residents benefitting directly from regeneration and business investment.
- The City will have all the ingredients of a successful business location and will be a hot bed for start ups, existing firms, and inward investors.
- Gloucester will be recognised as part of the urban core that drives the economic growth of the County

3.7 Economic Growth Priorities

The strategy for 2018 to 2021 will “*generate economic growth in Gloucester to create benefits for our residents and businesses*” and it has been written with the intention of guiding the Economic Growth activities and expenditure within the Growth and Delivery team of the Council's Place service.

3.7.1 Three priorities are outlined in the draft strategy, specifically:

- *Business: Promote investment and business growth in Gloucester by strengthening support for start ups, existing firms and inward investors*
- *People: Address the skills gap, and ensure that local people have the skills they need to access the jobs available*
- *Place: Create a location that attracts and sustains business investment*

3.7.2 It also describes an approach to ensure that opportunities for Gloucester’s residents are created from regeneration and investment in the City. The Council will put in place a range of initiatives and mechanisms to increase the Council’s understanding of the barriers that people face in obtaining employment and local business opportunities, working through the Community Builders programme. Businesses and investors will be required to ensure that local regeneration projects are creating opportunities for residents.

3.8 Strong links with the City’s business community underpin the proposed strategy. This depends on a proactive programme of engagement to understand their needs so that the Council can provide the services required to facilitate their growth, investment, and job creation.

3.9 The strategy also recognises the importance of working with partner agencies at the regional, county, city and neighbourhood levels. For example, it is essential that strong links are built with the GFirst Local Enterprise Partnership in order to coordinate its proposed marketing activities and to strengthen the City Council’s input to national policy making. The LEP will shortly commence work on preparing a Local Industrial Strategy for the County, and it is important that the City Council inputs fully to its drafting in order to maximise potential local benefits. Similarly the Gloucestershire Growth Hub provides expert support and advice to high growth potential start ups and small businesses. It is important that the Council’s Economic Growth service works closely with the Growth Hub, referring business support enquiries to it, in order to reduce duplication of service provision and to ensure that customers receive advice from the most appropriately positioned partner organisation.

3.10 The City Council will also continue to strengthen links with neighbouring Districts in order to reflect the City’s role as a part of the larger economic area in the urban core of the County.

3.11 The Economic Growth Service will maintain and provide up to date economic, labour market and property market intelligence in order to offer advice within the Council as well as to businesses and partner organisations. It will also analyse trends in the economy and keep abreast of external influences on the local economy, such as the impact of BREXIT during the strategy period.

3.12 It is important that the performance of the Council’s investment in its Economic Growth Strategy is measured and managed. The following table presents the indicators that will be used during the strategy period.

Number of growing businesses and inward investors supported	100 per year
Number of new jobs created in supported businesses	500 per year

Submission of successful bids for external funding to enhance the Council's work (bids to include to the Coastal Communities Fund and to Historic England	Secure £500,000 of external funding
Number of new jobs and learning opportunities created in regeneration schemes in which GCC has a financial interest	200 per year

3.13 Furthermore, it is important to assess the impact that the Council's services will have on the City, particularly through indicators measuring the growth of the economy. The City's economy is, of course, directed by factors beyond the scope of the Council's influence, but by the end of 2021 the success of the economy will be indicated by:

- An increase in the number of businesses in key, growing sectors;
- An increase in the total number of jobs in the economy
- A reduction in the gap between workplace incomes and household incomes
- An increase in skills levels (at NVQ2, NVQ3 and NVQ4+ levels)
- A reduction in the proportion of the population with low level qualifications
- Increased productivity levels in the City (GVA)
- An increase in the number of new, start up businesses

3.14 Overview and Scrutiny Committee

The draft Strategy was considered by the Council's Overview and Scrutiny Committee at its meeting on 26th March 2018. The Committee discussed the draft at length and made observations relating to the level of deprivation within the City, the need focus services on supporting young people, particularly those not in education, training or employment (NEETs), and the need for Gloucester to have a mixed economy with more in the manufacturing sector. All of the points raised have been incorporated into the amended version.

4.0 Asset Based Community Development (ABCD) Considerations

4.1 The successful delivery of the strategy depends on the Council taking a diverse approach to the provision of services, in collaboration with economic development partners. The Council will commission the delivery of services from those organisations that are best placed to deliver services; for example, working with the GEM project to provide services to support residents that struggle to obtain jobs and training. In other instances the Growth and Delivery team will directly provide services, such as in strengthening links and relationships with local major employers. Alternatively, the Council will work in partnership with other agencies with an economic growth remit – such as the Gloucestershire Growth Hub – to ensure service provision is coordinated and to avoid duplication of provision.

5.0 Alternative Options Considered

5.1 The strategy sets out a proposed approach to delivering economic development and growth in the City, drawing upon officers' expertise, third party research into the strengths and weaknesses of the economy, and consultation.

5.2 Once adopted as a draft by Cabinet the Strategy will be the subject of consultation with partner agencies, including the County Council, the GFirst LEP, the Growth

Hub, the Gloucester BID, and neighbouring Districts. Larger businesses and business representative organisations will also be invited to comment on the Strategy. The views of those agencies as well as any other representation received will be incorporated into the final version of the strategy.

6.0 Reasons for Recommendations

6.1 To enable Officers to consult amongst partner agencies on the draft strategy.

7.0 Future Work and Conclusions

7.1 A final version of the Strategy, following consultation with stakeholders over the Summer of 2018, will be produced and circulated amongst Members for information.

8.0 Financial Implications

8.1 The Council has allocated financial as well as staffing resources towards the provision of economic development services, which would be directed by the adopted Economic Growth Strategy. The Council will also research and submit bids for external funding where it enhances and strengthen resources, however where any project did require additional funding this would need to be met from savings elsewhere within the Councils budgets..

9.0 Legal Implications

9.1 There are no direct legal implications of this report.

10.0 Risk & Opportunity Management Implications

Pre-Mitigation Risk	Imp-act	Likeli-hood	Mitigating Measures
Non-preparation of an Economic Growth Strategy would lead to unfocussed allocation of Council resources.	Med	Med	Preparation and adoption of the Economic Growth Strategy by the Council
Duplication of services delivered, leading to customer confusion and ineffective use of resources by the Council and partners.	Med	Med	Close partnership working with agencies with an Economic Development remit, including consultation on the Economic Growth Strategy.
Non delivery of inward investment marketing could put Gloucester at a disadvantage in competing for business investment.	Med	Med	The strategy proposes a proactive approach to inward investment marketing, to be delivered in partnership with relevant agencies, including the GFirst LEP.
Non engagement with local businesses could result in them disinvesting from the City.	Med	Med	A proactive and systematic approach to engaging with local businesses and their

			representative bodies (eg Chamber of Commerce)
Non maximisation of community benefits from regeneration, i.e. Few or lower value jobs and services for residents	Med	Med	Services proposed to understand the needs of both growing businesses and communities, and ensure that businesses creating opportunities are required and enabled to source local input.

11.0 People Impact Assessment (PIA) and Safeguarding:

11.1 The Economic Growth Strategy is intended to benefit all residents in the City. Particular emphasis is placed on the priority to ensure that local communities are in a position to directly benefit (through job creation, training and business opportunities) from the City's growth programme.

12.0 Other Corporate Implications

Community Safety

12.1 None

Sustainability

12.2 Progress towards the creation of a sustainable economy for the City underpins the Council's approach to economic growth.

Staffing & Trade Union

12.3 None

Background Documents:

Appendix 1: Draft Economic Growth Strategy
Appendix 2: The State of Gloucester's Economy

Economic Vision

By 2025...

- Gloucester will be known nationally as one of the UKs leading smaller cities, where people enjoy spending time, whether it is shopping, relaxing, living or working.
- The City will have its own distinctive economic identity. It will be strong in emerging sectors, in particular, digital, cultural, energy, advanced engineering, aerospace and cyber businesses without being over-reliant on one employer or sector
- Levels of prosperity and employment in the more deprived parts of the City will be raised, with residents benefitting directly from regeneration and business investment.
- The City will have all the ingredients of a successful business location and will be a hot bed for start ups, existing firms, and inward investors.

Strategic Priorities, 2018-2021

Generating economic growth in Gloucester to create opportunities for our residents and businesses

Business

Promote investment and business growth in Gloucester by strengthening support for start ups, existing firms and inward investors

People

Address the skills gap, and ensure that local people have the skills and abilities they need to access the jobs available.

Place

To create a location that attracts and sustains business investment

Ensure that opportunities for Gloucester's residents are created from regeneration and investment

Business – Promote investment in Gloucester by strengthening support for start ups, existing firms and inward investors.

Priority	Proposed Actions
Improve business start-up and growth rates	<ul style="list-style-type: none"> • Obtain a better understand of the growth needs of businesses, enhancing existing services and commissioning new activities where there are gaps. • Strengthen the Council’s links at a strategic level with large employers in order to understand their growth ambitions and needs.
Consolidate support for growth sectors	<ul style="list-style-type: none"> • Identify and progress opportunities to provide workspace for smaller businesses in the cultural, digital and creative sectors. • Support the development of the Cyber Security Park and the provision of associated infrastructure. • Support the Gloucestershire Airport to enhance services to support businesses, and to develop an aerospace and manufacturing cluster . • Strengthen links with regional partners to encourage investment in nuclear, aerospace, and advanced engineering sectors. • Provide services to support the visitor economy in the City Centre, including through the provision of cultural events, visitor information and cultural services.
Encourage and attract new investment into Gloucester	<ul style="list-style-type: none"> • Improve perceptions of Gloucester to visitors, residents and investors, working alongside the relevant partners • Work alongside the Gfirst LEP to promote Gloucester as an investment location for businesses, and ensure that the Council offers an effective soft landing package of support and aftercare to investors. • Submit bids for external funding to stimulate economic growth, including through the Heritage Action Zone programme

People – Address the skills gap, and ensure that local people have the skills they need to access the jobs available

Priority	Proposed Actions
<p>Take a strategic approach to encouraging employment and skills development</p>	<ul style="list-style-type: none"> • Work through the Gloucestershire Employment & Skills Board to <ul style="list-style-type: none"> ➤ Enable more young people to enter the labour market with the skills, knowledge and attitudes required to make them employable; ➤ Develop a larger and more skilled workforce in line with local employer/ labour market needs; ➤ Increase the number of Apprenticeships available; ➤ Reduce the number of unemployed and economically inactive people of working age; ➤ Ensure that local schools and colleges are providing 'Future proofed' skills provision that can accommodate new opportunities for growth.
<p>Work within our communities to overcome barriers to work</p>	<ul style="list-style-type: none"> • Work with local training and learning providers to support people within Gloucester who are dealing with circumstances that cause barriers to work, with the aim of moving these people closer to education, training, volunteering or work, including self-employment.

Place – To create a location that attracts and sustains business investment

Priority	Proposed Action
<p>Articulate the economic priorities for Gloucester and secure the necessary resources to provide the physical infrastructure to enable sustainable growth.</p>	<ul style="list-style-type: none"> • Strengthen links with the Gfirst LEP to prioritise projects and secure funding from the relevant local and national funding agencies. • Support the Gfirst LEP to draft the Local Industrial Strategy for Gloucestershire • Ensure that Gloucester’s infrastructure needs and priorities are recognised in the Joint Core Strategy, and in the funding plans of relevant County-wide partners.
<p>Create and promote the city centre ‘rich mix’</p>	<ul style="list-style-type: none"> • Secure a quality mix of occupants to new regeneration schemes, incl King’s Quarter and Gloucester Quays • Secure business opportunities within smaller regeneration projects • Create business opportunities within the city centre culture and leisure programme, working in support of the Gloucester Cultural Board
<p>Improve the place making role of the City Plan to provide a cohesive, market driven regeneration programme</p>	<ul style="list-style-type: none"> • Ensure that the Gloucester City Plan contains policies that encourage business growth, and appropriate site allocations that enable business investment. • Initiate and support schemes and projects that will lead to the creation of a vibrant and successful city centre, as identified in the Regeneration and Economic Development Strategy, 2016-2022.
<p>Implement initiatives to build interest in the city centre and test the market for new businesses and roles</p>	<ul style="list-style-type: none"> • Commission Marketing Gloucester to market the City Centre to visitors and provide services to City Centre businesses • Support the Gloucester Business Improvement District (BID) to provide services for businesses within the City Centre • Support Marketing Gloucester’s plans for a Full Fibre Network and test bed for new types of business with expertise in digital marketing.

Ensure that opportunities for Gloucester's residents are created from regeneration and investment

Priority	Proposed Actions
Maximise social value for all Council activity	<ul style="list-style-type: none">• Work in partnership with the GEM (Going the Extra Mile) Project engaging with and supporting individuals to move closer towards education, training, volunteering or work.• Strengthen links with the Council's Community Builders and respond to the employment, skills and enterprise needs identified within communities.• Insist that major regeneration schemes in which the Council has a financial interest create employment and skills• Opportunities for local communities, and business opportunities for local suppliers.• Work closely with Gloucester City Homes to generate economic opportunities within the regeneration of Matson & Podsmead communities.• Require applicants for planning consent to produce Employment and Skills Plans for major housing development and major commercial development, identifying opportunities for the employment and skill development of local people

Appendix 2

The State of Gloucester's Economy

Prepared by the Data and Analysis Team of Gloucestershire County Council, June 2018.

Population

- Between 2006 and 2016, Gloucester's population grew by 11.4 per cent (to 128,400) - the highest amongst all Gloucestershire districts, with the exception of Tewkesbury. During this period Gloucester experienced a faster rate of growth in the 0-19 year old population and 20-64 year old population than the county and national average. (Mid Year Population Estimates, ONS)
- This population growth is forecast to continue, with a projected increase of 14.7% or 18,195 people between 2016 and 2036. The greatest growth is projected to be in the 65+ age group which is forecast to grow by 60.2%, this reflects the picture seen at county and national level. However, Gloucester is expected to see greater growth in the 0-19 year old and 20-64 population than Gloucestershire or England (Source 2016 based sub regional population projections, ONS)

Output

- In 2016 the output of Gloucester's economy was approximately £3.36 billion, this equates to 20.7% of the county's total output. (Source: Regional GVA – Balanced Approach, 2016, ONS).
- GVA per head was £26,198 in 2016, this was broadly in line with county average of £26,093 and the national average of £26,621 (Source: Regional GVA – Balanced Approach, 2016, ONS).

Jobs and employment

- 69,000 jobs (2016), during the period 2011 to 2016 the number of jobs increased by 5%, which was lower than all districts with the exception of the Forest of Dean, which saw a decline of -3%. (Source: Job Density, ONS)
- In 2016 the ratio of jobs to resident stands at 0.85 which is lower than the County average and all districts with the exception of the Forest of Dean. (Source: Job Density, ONS)
- The health sector is the largest employer in the district in 2016, counting for 20% of employment, this was followed by retail which employed 11% of employment. When compared to the county and national average the district has particular specialisms in Health, Public administration and defence, Finance and Insurance and Mining, Quarrying and Utilities, with the sectors accounting for a greater proportion of employment in Gloucester than Gloucestershire and England (Source: BRES, 2016)
- Recent and projected growth in construction, distribution, Information and communications, professional, scientific and technical activities, administration, and health.
- Ongoing decline in manufacturing and public administration jobs.

Economic Activity

- 81.3% of residents are economically active, which is higher than the national average 78.6% and lower than the county average of 82.8% (Source: Annual Population Survey, Jan 2017-Dec 2017)

- 77.3% of the working age population are in employment, which again is higher than the national average and lower than the county average. (Source: Annual Population Survey, Jan 2017-Dec 2017)
- Levels of self employment are lower in Gloucester, 8.5% of 16-64 year olds in employment are self employed compared to 14.0% in Gloucestershire and 14.5% in England. (Source: Annual Population Survey, Jan 2017-Dec 2017)
- Unemployment rates are higher in the district with 4.0% of working age residents being unemployed compared to 2.4% of residents in the county and 3.5% of residents nationally.

Businesses

- In 2016 there were around 4,060 active enterprises in Gloucester, this equates to a rate of 47.7 per 1,000 working age population, this was lower than the county rate of 77.0 and the national rate of 71.7. (Source: Business Demography, ONS)
- Between 2011-2016 the number of active enterprises in Gloucester increased by 16.7% which was above the county of 12.1% but below the national average of 22.4% (Source: Business Demography, ONS)
- The Business start up rate (number of new enterprises per 100 active enterprises) was higher in Gloucester (14.04) than Gloucestershire (10.7) but lower than England (15.0) (Source: Business Demography, ONS).
- The Business death rate (number of business deaths per 100 active enterprises) was higher in Gloucester (11.2) than Gloucestershire (10.5) but lower than England (11.6) (Source: Business Demography, ONS).
- In 2016 90.7% of businesses born in 2015 survived 1 year which was in line with the county average and lower than the national average of 89.6%. 3 year survival rates were lower than the county and national average at 60.2% compared to 65% for Gloucestershire and 60.8% for England. 46.5% of businesses born in 2011 survived 5 years which was higher than the national average (44%) and lower than the county average (49.4%) (Source: Business Demography, ONS).
- 96 % of businesses in Gloucester were small (employing less than 50 people), this was slightly lower than the county and national average of 98%. (Source: UK Business Counts).
- The construction sector accounts for the largest proportion of businesses in the district (14.9%), followed by the Professional, scientific & technical sector. When compared to the county and national average Gloucester has an over-representation of businesses in the health sector and transport and storage sector. (Source: UK Business Counts).

Earnings, Occupations and Skills

- The average annual earnings of residents was £26,044 in 2017, this was lower than the county average of £28,685 and the England average of £29,085. The average annual earnings of workers was higher than that of residents at £28,782 which was in line with the county and national averages of £28,555 and £29,079. (Source: ASHE, ONS)
- Skilled trade occupations and sales and customer services occupations are the most common occupations for Gloucester residents employing 12.6% and 12.3% of people in employment respectively. The district has an over-representation of people employed in Sales and Customer

Service Occupations and Process Plant and Machine Operatives when compared to the county and national average (Source: Annual Population Survey, Jan 2017-December -2017).

- The working age population have lower levels of qualifications than the county as a whole with 30% having low level qualifications (no qualifications, NVQ Level 1 and other qualifications) compared to 22% for Gloucestershire as a whole (Source: Annual Population Survey, Jan 2017-December -2017).

Social Mobility

- The Social Mobility Index compares the chances that a child from a disadvantaged background will do well at school and get a good job across each of the 324 local authority district areas of England. It examines a range of measures of the educational outcomes achieved by young people from disadvantaged backgrounds and the local job and housing markets to shed light on which are the best and worst places in England in terms of the opportunities young people from poorer backgrounds have to succeed. Overall Gloucester is ranked 282 out of the 324 local authorities (where 1 is the best for social mobility); this means Gloucester is classed as a cold spot - an area with poor social mobility. When compared to the other local authorities in Gloucestershire, social mobility is better in Gloucester than the Forest of Dean but worse than the other 4 districts.
- The measures where Gloucester performs particularly badly in terms of social mobility are those affecting early years¹, where Gloucester has a rank of 273 and Youth² where Gloucester has a rank of 300.

Other

- House prices are lower than the county average (at £181,000)
- When looked at in conjunction with the average earnings of residents, the data suggests the average resident would need 6.95 times their earnings to afford an average house, this means Gloucester compares well in terms of housing affordability when compared to the county as a whole where the average worker would require 8.37 times their earnings to afford an average house. (Source: House price to residence-based earnings ratio, ONS)
- In 2015/16 total rateable values per square metre stood at £72 which was lower than the county average but higher than the national average. The value of retail and office floorspace was below the county and national average while industrial and other floorspace was higher (Source: VOA)
- Retail and office floorspace has increased since 2012, whilst industrial floorspace declined significantly

¹ Early years takes into account nursery providers ranked as good or outstanding by Ofsted and the percentage of children eligible for FSM achieving a 'good level of development' at the end of Early Years Foundation Stage.

² Youth measures include; percentage of young people eligible for FSM that are not in education, employment or training (positive destination) after completing KS4, Average points score per entry for young people eligible for FSM at age 15 taking A-level or equivalent qualifications, % of young people eligible for FSM at age 15 achieving 2 or more A-levels or equivalent qualifications by the age of 19, % of young people eligible for FSM at age 15 entering higher education by the age of 19, % of young people eligible for FSM at age 15 entering higher education at a selective university (most selective third by UCAS tariff scores) by the age of 19