

# Gloucestershire's Local Growth Plan Appendices





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# Delivery action plan

## Gloucestershire Local Growth Action Plan (2025–2035)

**Short Term** – pre-Local Government Reorganisation (LGR) – now to Spring 2028

**Short - Medium Term** – pre LGR to Devolution – now to devolution deal agreed

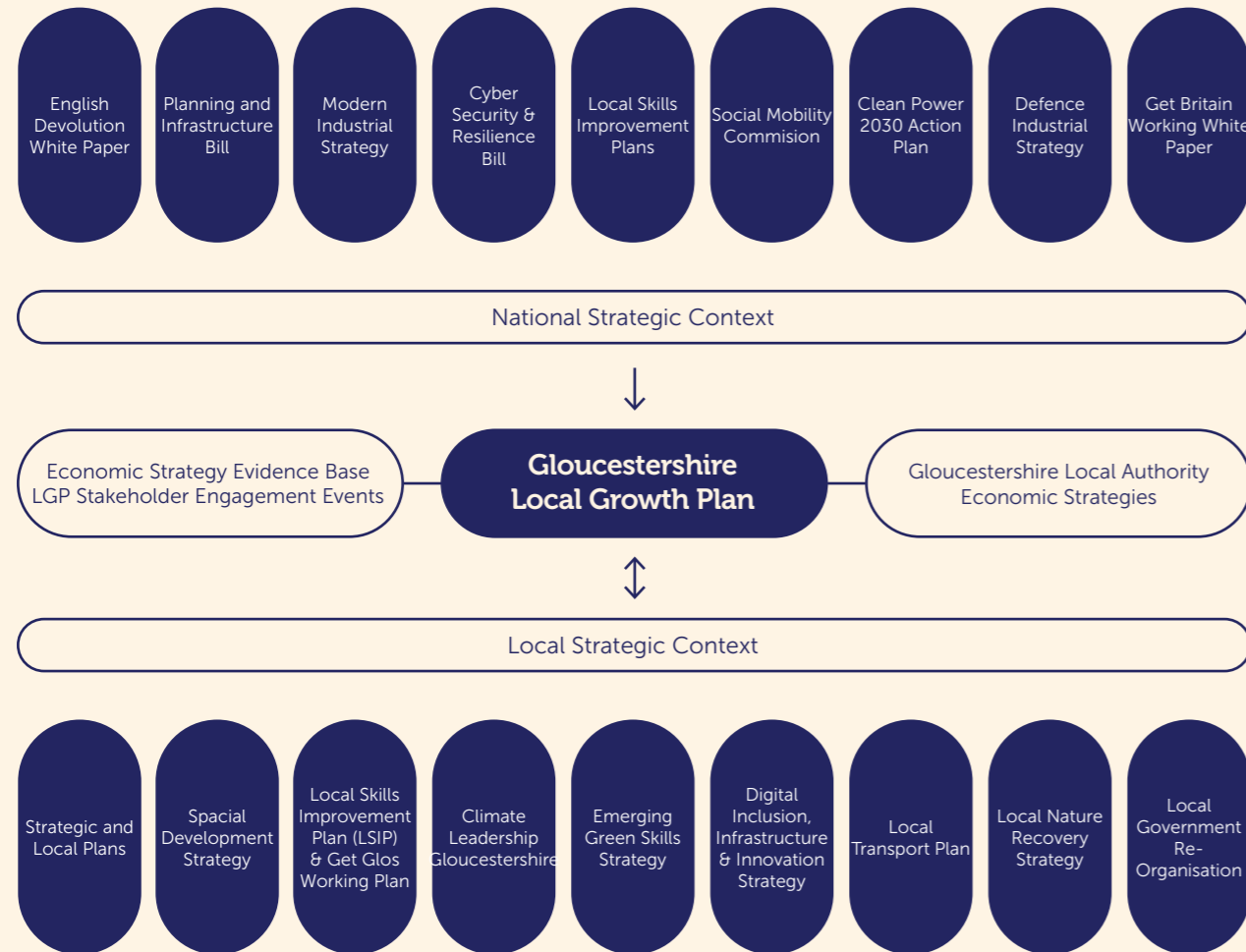
**Medium Term** – post Devolution

Ref	Theme	Strategic Action	Lead local partner	Timescales
1.1	Talent and Future Skills	Expand inclusive, high-impact skills programmes to meet evolving workforce needs across all communities.	GCC	Short Term
1.2	Talent and Future Skills	Launch youth enterprise and build upon existing training pathways to grow local talent and support Gloucestershire businesses and start-ups.	LA Partnership with academia/ businesses	Short - Medium Term
1.3	Talent and Future Skills	Collaborate and build upon existing relationships with local universities, schools, colleges, and industry to deliver tailored skills programmes aligned with devolution and growth sector demand.	LA Partnership with academia/ businesses	Medium Term
1.4	Talent and Future Skills	Position Gloucestershire's universities and colleges as national centres of excellence – attracting students, retaining graduates, and powering innovation.	LA Partnership with academia/ businesses	Medium Term
1.5	Talent and Future Skills	Accelerate training and opportunities for green jobs which have a direct impact on combatting carbon emissions including construction and retrofit, trade and MMC (Modern Methods of Construction).	LA Partnership with academia/businesses	Short - Medium Term
1.6	Talent and Future Skills	Champion and promote opportunities in digital and AI skills by investing in agile, inclusive training pathways that respond to rapid technological change.	GCC/VCSE	Short Term
1.7	Talent and Future Skills	Encourage Gloucestershire businesses to invest in training, upskill employees create new apprenticeship opportunities and to improve career pathways.	GCC/VCSE	Short Term
1.8	Talent and Future Skills	Promote visibility of entry-level career opportunities across all industries to foster a "grow your own" workforce culture.	GCC Partnership with academia/business	Short - Medium Term
2.1	Employment and Health for People and Places	Deliver targeted, multi-agency programmes to tackle poverty and inequality in the most deprived communities.	Public sector partnership	Short - Medium Term
2.2	Employment and Health for People and Places	Boost and enable more people to participate fully in the local workforce by increasing inclusive opportunities for 'good work', supporting entry level pathways and ensuring accessible, sustainable transport options are available connecting people to employment opportunities.	GCC/VCSE/Businesses	Short - Medium Term
2.3	Employment and Health for People and Places	Engage with employers to embed inclusive, healthy, and flexible working practices.	GCC/VCSE/Businesses	Short - Medium Term
2.4	Employment and Health for People and Places	Support economically inactive residents and those with health challenges through tailored pathways into training and employment in line with Gloucestershire's Get Britain Working initiative.	GCC/VCSE/Businesses	Short - Medium Term
2.5	Employment and Health for People and Places	Strengthen the Careers Hub to improve post-16 outcomes for disadvantaged young people through focused employability support.	GCC/VCSE/Businesses	Short - Medium Term
2.6	Employment and Health for People and Places	Promote access to nature, active lifestyles and travel to build a healthier, more mobile workforce and improve social mobility.	GCC/NHS	Short Term
2.7	Employment and Health for People and Places	Address the digital skills divide through enhanced digital inclusion initiatives.	GCC/VCSE/Businesses	Short Term
2.8	Employment and Health for People and Places	Make online safety a core part of digital inclusion for residents, employers, and employees.	GCC/VCSE/Businesses	Short Term
2.9	Employment and Health for People and Places	Harness the benefits of AI and emerging technologies while working with industry to prevent inequality and job displacement.	GCC/VCSE/Businesses	Medium Term
3.1	Thriving Communities and Culture	Deliver bold town and city centre strategies that drive regeneration, boost economic vitality, and connect communities with cultural spaces, heritage assets, and public realm improvements.	LA Partnerships/Businesses/ LVEP	Short - Medium Term

3.2	Thriving Communities and Culture	Create tailored regeneration plans that reflect the unique identity and needs of each place - unlocking public and private investment to revitalise communities.	LA Partnerships/LVEP/Private Sector	Short - Medium Term
3.3	Thriving Communities and Culture	Champion the creative arts industries as key drivers of inclusive growth, recognising their economic, social, and cultural value across Gloucestershire.	LA Partnerships/Private Sector/VCSE	Short Term
3.4	Thriving Communities and Culture	Promote local procurement and embed the 'Think Local, Think Gloucestershire' ethos to strengthen community wealth and support local businesses.	GCC/Business/VCSE	Short Term
3.5	Thriving Communities and Culture	Work with Cotswold Plus Local Visitor Economy Partnership to grow a vibrant, year-round visitor economy that is sustainable, inclusive, and resilient to the impacts of climate change.	LVEP	Short Term
4.1	Environment, Housing and Infrastructure	Streamline governance to fast-track spatial planning and unlock growth across Gloucestershire.	LA Partnerships	Short Term
4.2	Environment, Housing and Infrastructure	Deliver a county-wide Spatial Development Strategy in collaboration with GCC and district councils, incorporating shared local policies covering housing, employment, transport, climate change and nature recovery.	LA Partnerships	Short Term
4.3	Environment, Housing and Infrastructure	Champion high-quality, sustainable design to create distinctive, connected neighbourhoods.	LA Partnerships	Short Term
4.4	Environment, Housing and Infrastructure	Improve capacity in Gloucestershire's strategic road network to accommodate additional demand derived from housing and employment growth.	LA Partnerships	Short Term
4.5	Environment, Housing and Infrastructure	Improve Gloucestershire's public transport and active travel networks to enhance connectivity between employment opportunities and link communities across the county.	LA Partnerships	Short Term
4.6	Environment, Housing and Infrastructure	Invest in flood resilience research and mitigation to protect vulnerable areas and future-proof development.	LA Partnerships	Short Term
4.7	Environment, Housing and Infrastructure	Embed and encourage blue and green infrastructure within all new developments - integrating biodiversity, water management, and access to nature.	LA Partnerships/VCSE	Short Term
4.8	Environment, Housing and Infrastructure	Work with the Gloucestershire Nature and Climate Fund to unlock funding through Biodiversity Net Gain and deliver measurable environmental and community benefits.	Gloucestershire Local Nature Partnership/LA Partnerships	Short Term
4.9	Environment, Housing and Infrastructure	Support the Forest of Dean's UNESCO Biosphere bid and protect Gloucestershire's natural heritage as a strategic asset.	LA Partnerships	Short Term
4.10	Environment, Housing and Infrastructure	Enhance digital infrastructure to ensure residents and businesses benefit from full connectivity and technology adoption	Business (with support from Building Digital UK)	Short Term
4.11	Environment, Housing and Infrastructure	Explore Designated Area status for Golden Valley to retain business rates and reinvest in infrastructure, skills, and growth-enabling priorities.	LA Partnerships	Short Term
5.1	Innovation, Investment and Enterprise	Build a thriving innovation ecosystem led by high growth sectors - connecting local enterprise with national and regional networks.	LA Partnerships/Business	Short Term
5.2	Innovation, Investment and Enterprise	Support industry-led initiatives and partnerships to unlock growth and deliver flexible, high-quality commercial workspace.	LA Partnerships/Business/ Academia	Short - Medium Term
5.3	Innovation, Investment and Enterprise	Unlock finance and investment opportunities for a broader range of local enterprises, including the exploration of alternative sustainable funding mechanisms (e.g. pension funds, climate bonds, declaring Designated Employment Areas) for businesses and environmental enhancement schemes.	LA Partnerships/Anchor Institutions/VCSE/Business	Short Term
5.4	Innovation, Investment and Enterprise	Strengthen Gloucestershire's inward investment offer through the Invest in Gloucestershire brand, attracting domestic and international organisations to relocate and grow here.	LA Partnerships	Short Term
5.5	Innovation, Investment and Enterprise	Empower start-ups and SMEs through targeted support from the Growth Hub and sector groups - driving innovation, resilience, and job creation.	LA Partnerships	Short Term
5.6	Innovation, Investment and Enterprise	Embed environmental, social value and governance (ESG) principles and community wealth-building across the economy – supporting local supply chains, net zero innovation, and inclusive investment.	LA Partnerships/Anchor Institutions/VCSE	Short Term

Appendix B

# Strategic context: How the local growth plan fits in



The Local Growth Plan is a strategic framework designed to unify and guide collaborative economic development across Gloucestershire. It does not replace existing strategies but complements and connects them - providing a shared platform for collaboration, investment, and delivery. This plan sits within a wider ecosystem of strategies and initiatives that collectively shape Gloucestershire's future.

Appendix C

# Measuring the impacts of the Local Growth Plan

5 economic missions

- Mission 1: Talent and Future Skills – “Unlocking talent, unlocking tomorrow”
- Mission 2: Supporting Employment Opportunities for All - “Wellbeing without barriers”
- Mission 3: Thriving Communities and Culture – “A sense of place and belonging”
- Mission 4: Environment, Housing, and Infrastructure – “Building in balance with nature”
- Mission 5: Innovation, Investment & Enterprise – “From vision to value”

Area of focus	Indicator	Links to successful delivery of Economic Mission(s)	Source
Employment rate	Rates for 16–64-year-olds	1 & 2	Annual Population Survey, ONS
Job Density	Ratio of jobs to people of working age	1	Job Density, ONS
Unemployment rate	Rates for 16–64-year-olds	2	Annual Population Survey, ONS
Economic inactivity	Rates for 16–64-year-olds	2	Annual Population Survey, ONS
Job vacancies	Ratio of job postings to claimant count	2	Lightcast and the Claimant Count, ONS
Housing	Ratio of median house prices to workplace-based earnings	1, 3 & 4	House price to workplace-based earnings ratio, ONS
Housing	Net additional dwellings	4	Table 122 and 125, Live Tables on Dwelling Stock, MHCLG
Digital Connectivity	% gigabit broadband enabled dwellings	1, 2 & 4	Connected Nations, Ofcom
Business births	Number and rate of business births	5	Business Demography, ONS
Business deaths	Number and rate of business deaths	5	Business Demography, ONS
Survival rates	3 & 5 years	5	Business Demography, ONS
High growth businesses	Rate of high growth businesses	5	Business Demography, ONS
Productivity	GVA per hour worked	5	Sub regional productivity, ONS
Exports	Value of exports	5	International trade in UK Nations, Regions and Cities, ONS
Career Pathways	Percentage of 16–18-year-olds who reached the end of 16-18 study and go on to sustained education, employment, or training	1	Explore education statistics, DfE
Pay	Gross median weekly pay	2	ASHE, ONS
Pay	Proportion of jobs earning below the living wage	2	Living Wage, ONS
NEET	Proportion of 16–17-year-olds who are NEET	2	Explore education statistics, DfE
Sustainable Tourism	Visitor economy impact assessment	3	CotswoldPlus LVEP
Emerging metrics:			
Deprivation	Reducing Poverty	2	TBC
Employment	Employment Support	1 & 2	TBC

# Background data

## Mission 1

### Talent and future skills – “Unlocking talent, unlocking tomorrow”

With approximately 81.7% of Gloucestershire’s 16–64-year-olds in employment between April 2024 and March 2025, this rate was significantly higher than the UK average (75.5%) but not significantly different from the South West (78.6%). The employment rate has not seen significant change since 2019/20, with a similar picture seen at a regional and national level. Job density is also a strength: at 0.91 in 2023, it was higher than both the regional (0.89) and national (0.87) averages, although high ratios can also indicate recruitment pressures if demand exceeds local supply. Median monthly pay was £2,465 in June 2025, above the South West average (£2,416) but below the UK (£2,527). Monthly pay in Gloucestershire has seen 20% increase since 2022, which was broadly in line with regional (21%) and national (20%) trends. Regional variation, particularly higher wages in London and the South East, contributes to the UK figure.

Sources: Annual Population Survey, ONS. Job Density, ONS Earnings and employment from Pay as You Earn Real Time Information, ONS

## Mission 2

### Supporting employment opportunities for all – “Wellbeing without barriers”

Approximately 2.0% of Gloucestershire’s economically active 16–64-year-olds were unemployed between April 2024 and March 2025, this rate was significantly lower than the UK average (4.0%) but not significantly different from the South West (3.5%). The unemployment rate has not seen significant change since 2019/20, with a similar picture seen at a regional and national level. During the same time, approximately 16.6% of Gloucestershire’s 16–64-year-olds were economically inactive, which refers to individuals who are neither employed nor seeking work. This was significantly lower than the UK average (21.3%) but not significantly different to the South West average (18.6%). The economically inactive rate has not seen significant change since 2019/20, with a similar picture seen at a regional and national level. There are however recruitment challenges, with the National Employer Skill Survey (2022) reporting that 16% of Gloucestershire employers reported at least one hard-to-fill vacancy, slightly above the national average of 15%, with 63% of all vacancies considered hard to fill compared to 57% nationally. The education sector had the highest proportion of hard to fill vacancies at 33%, compared to 27% nationally, followed by health and social work that stood at 29% in Gloucestershire. Most sectors in the county reported higher levels than nationally, except manufacturing, information and communication, and arts/other services.

Sources: Annual Population Survey, ONS National Employers Skills Survey, DfE

## Mission 3

### Thriving communities and culture – “A sense of place and belonging”

The Hyper Local Need measure highlights how social and economic challenges cluster within communities, with its ‘Kickstart Economic Growth’ dimension looking at employment and worklessness in the local economy, quality of jobs, economic productivity and local infrastructure. This measure provides a granular, place-based understanding of relative need, allowing interventions to move beyond broad regional averages and target support at neighbourhood level.

In Gloucestershire, Cheltenham, Cotswold and Tewkesbury are among the areas with the lowest level of need for this measure when compared to other districts in the county, while Gloucester and Stroud sit in the middle for this measure. The Forest of Dean shows the highest relative need, suggesting this is the area of the county which has greatest need for sustainable economic growth and improvements in productivity.

Source: Hyper Local Needs Index – kickstart economic growth, Oxford Consultants for Social Inclusion (OCSI) and Local Trust

## Mission 4

### Environment, housing, and infrastructure – “Building in balance with nature”

Gloucestershire does face housing affordability challenges, with median house prices in 2024 at 8.6 times median earnings, which is above the affordability threshold of five times income. This is higher than the national average (7.5) and broadly in line with the regional average (8.5), with five-year trends showing continues affordability pressures.

At the same time, the number of new homes being added to Gloucestershire’s housing stock has declined. In 2023/24, there were 2,885 net additional dwellings, which was down 17% from 3,487 the previous year. At a national level, the number of net additional dwellings fell by 6% and 15% at a regional level. The decline in Gloucestershire is higher than that seen nationally, but in line with that seen at a regional level

Together, these trends highlight the need to balance housing growth with affordability, ensuring that new development supports both the economy and the wider environment.

Sources: House price to workplace-based earnings ratio, ONS Table 122, Live Tables on Dwelling Stock, MHCLG

## Mission 5

### Innovation, investment and enterprise – “From vision to value”

Business formation is an important driver of growth, with Gloucestershire seeing 2,670 business births in 2023, this represented 9.2% of active enterprises. This was however below both the regional average of 9.8% and the national average of 11.1%. Between 2018 and 2023, Gloucestershire’s business birth rate fell slightly from 9.4% to 9.2%, reflecting the regions 0.2 percentage point decrease, but performing better than the 1.3 percentage point decrease seen nationally.

Business deaths are generally caused by a lack of economic success or structural challenges. In 2023 there were 2,655 business deaths in Gloucestershire, representing 9.2% of active enterprises. This was below both the regional average of 9.7% and the national average of 10.9%. Between 2018 and 2023, Gloucestershire’s death rate increased from 8.1% to 9.2%, a rise of 1.0 percentage point, broadly in line with the regional increase of 0.9 but above the national increase of 0.3.

Gloucestershire’s five-year survival rate for businesses born in 2018 was 44.3%, broadly in line with the regional average of 45.2% and

higher than the national average of 39.3%. However, this was down from 47.5% for businesses born in 2017, representing a fall of 3.2 percentage points. This was greater than the fall of 0.1 percentage points seen nationally, while the region saw an increase of 0.2 percentage points.

Gloucestershire’s GVA per hour worked was £40.80 in 2023, above the regional average of £38.80 but below the national average of £42.40. This measure reflects how efficiently goods and services are produced, with higher levels linked to technology, skills, or specialisation, while lower or falling productivity can highlight the need for action in areas such as education or workforce development. Between 2018 and 2023, Gloucestershire’s GVA per hour worked increased by 20%, matching growth seen in the region (20%) but higher than growth seen nationally (18%).

Building on these strengths while addressing challenges around business formation and resilience will be key to the county’s innovation and enterprise ambitions.

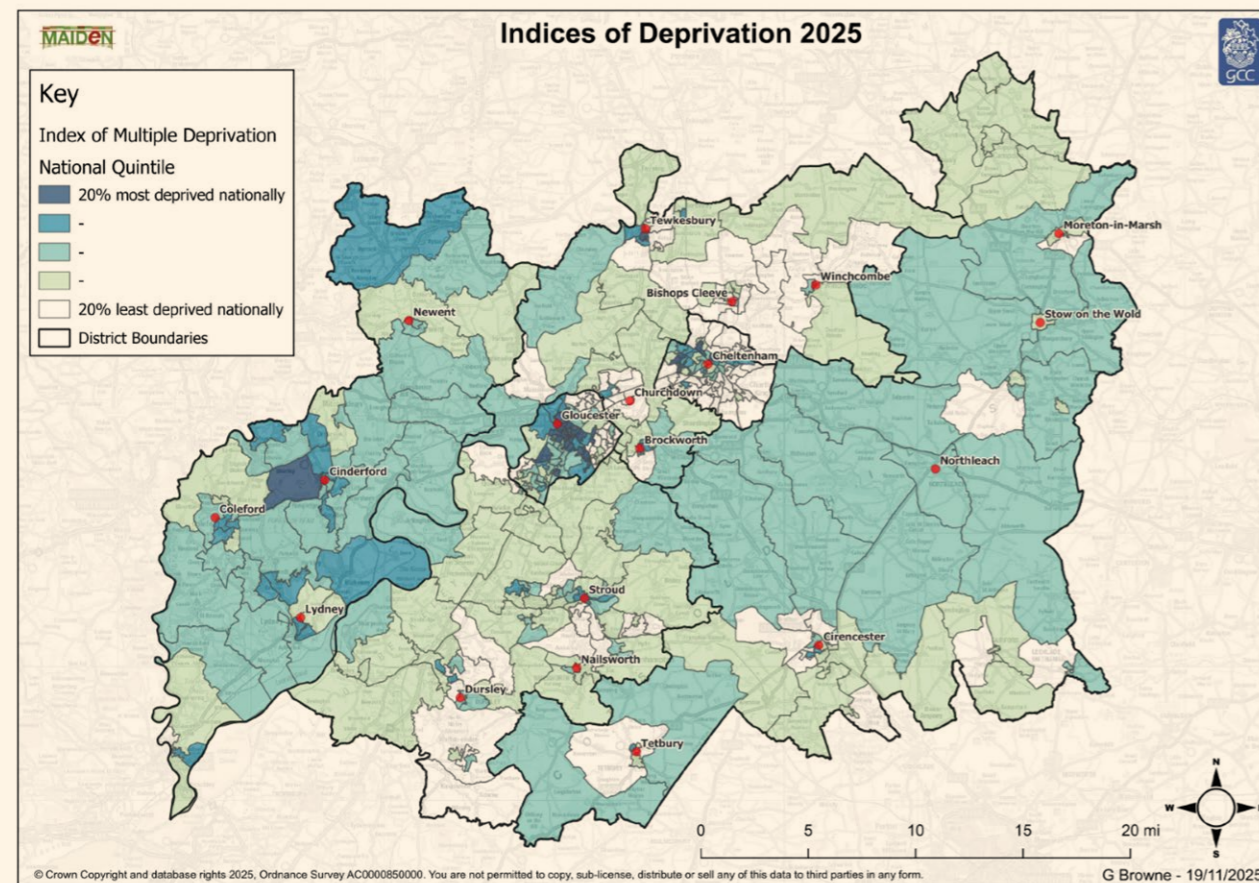
Source: sub regional productivity, ONS

# The Index of Multiple Deprivation 2025

The Index of Multiple Deprivation 2025 (IMD 2025) is the official measure of relative deprivation for small areas (Lower Super Output Areas – LSOA's) in England and ranks every LSOA in England from most deprived to least deprived. It combines information from seven domain indices.

At the county level, Gloucestershire remains in the least deprived 20% nationally. However, there are pockets of deprivation, 29 out of 383 small areas in Gloucestershire are amongst the 20% most deprived in England with 7.3% residents of Gloucestershire living in these areas.

**Figure 1:** Index of Multiple Deprivation 2025, National Quintiles (Source: Indices of Deprivation 2025, MHCLG)



There are twelve Lower Super Output Areas in Gloucestershire which are amongst the 10% most deprived nationally. These twelve areas account for 3.1% of Gloucestershire's population or 20,960 people. Table 1 shows nine of these Lower Super Output Areas are located in Gloucester, two are in Cheltenham, and one is in Tewkesbury. The most deprived Lower Super Output Area in the county is Matson, Robinswood & White City 1, this Lower Super Output Area has a rank of 344 out of 33,755 Lower Super Output Areas nationally, this means it sits just outside the top 1% of areas in England in terms of overall deprivation. There were three other Lower Super Output Areas in the top 5% nationally, these include Westgate 5 (rank of 778) and Podsmead 1 (rank of 1,003), and St Marks 1 in Cheltenham (rank of 1,561).

LSOA Local Name	District	Rank (1 = most deprived nationally)
Matson, Robinswood & White City 1	Gloucester	344
Westgate 5	Gloucester	778
Podsmead 1	Gloucester	1,003
St Mark's 1	Cheltenham	1,561
Kingsholm & Wotton 3	Gloucester	2,113
St Paul's 2	Cheltenham	2,298
Tuffley 4	Gloucester	2,551
Barton & Tredworth 4	Gloucester	2,608
Barton & Tredworth 2	Gloucester	2,814
Moreland 4	Gloucester	2,963
Westgate 2	Gloucester	3,057
Tewkesbury South 3	Tewkesbury	3,337

Figure 1 shows the areas amongst the most deprived 20% in England are mainly located in the urban areas of Gloucester and Cheltenham, with the exceptions of Cinderford West 1 in the Forest of Dean and Tewkesbury South 3 in Tewkesbury.

**Figure 3:** Percentage of Gloucestershire's 2020 population by Indices of Deprivation 2025 Domains and National Quintile (Source: Indices of Deprivation 2025, MHCLG and Mid 2024 Population Estimates, ONS)

## Percentage of 2024 population by Indices of Multiple Deprivation 2025 National Quintiles, Gloucestershire and districts

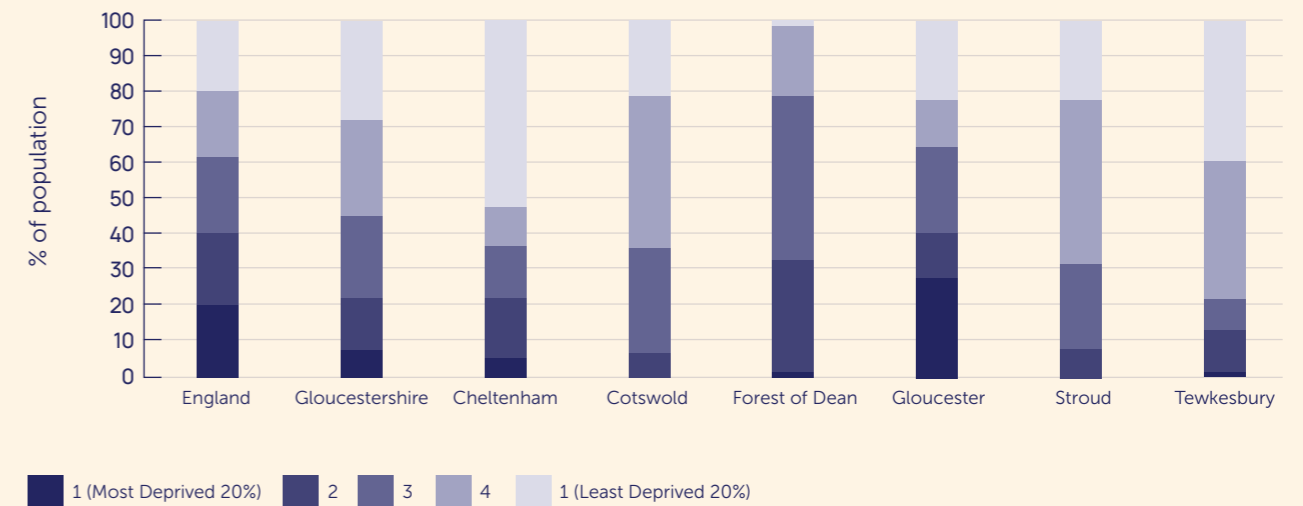


Figure 2 shows the proportion of the population in each deprivation quintile for Gloucestershire and each of the six districts in the county. In Gloucester 27.5% of the population (more than 1 in 4) live in areas amongst the most deprived 20% nationally. In contrast in Cotswold and Stroud none

of the population live in areas amongst the most deprived 20% nationally. Cheltenham stands out as an area with a degree of polarity, around 6% of residents live in areas amongst the most deprived 20% nationally, conversely over 50% of residents live in areas amongst the least deprived 20% nationally. In

contrast the Forest of Dean is more uniformly deprived, it has a very low proportion of residents living in areas amongst the most and least deprived 20%, the majority of its population live in areas amongst quintiles 2,3 and 4.

**Figure 3:** Percentage of Gloucestershire's 2020 population by Indices of Deprivation 2025 Domains and National Quintile (Source: Indices of Deprivation 2025, MHCLG and Mid 2024 Population Estimates, ONS)

### Proportion of Gloucestershire's 2024 population by indices of Deprivation 2025 Domains and National Quintiles

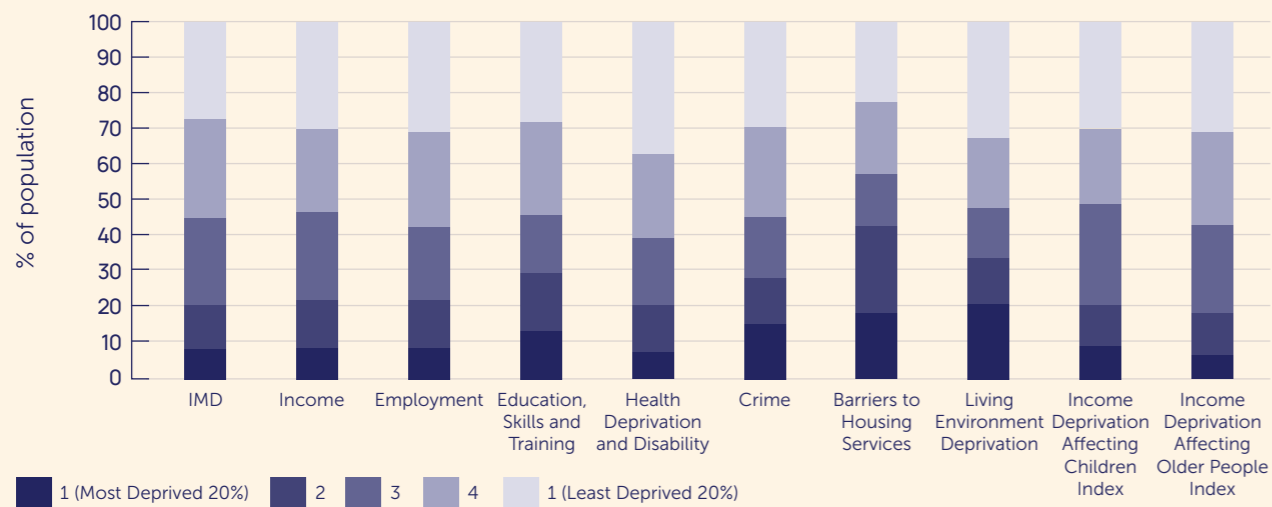


Figure 3 highlights the proportion of the population in the most to least deprived quintiles of deprivation for the three indices and seven domains of deprivation which make up the overall indices of multiple

deprivation. Gloucestershire's worst performing domain is Living Environment with 19.4% of Gloucestershire's population living in neighbourhoods in the most deprived 20% nationally for this domain, this was closely

followed by Barriers to Housing and Services with 18.5% of Gloucestershire's population living in neighbourhoods in the most deprived 20% nationally for this domain.

### At a county level the most common forms of deprivation are:

- 1 Barriers to housing and services** - 9.3% of Gloucestershire residents live in areas amongst the 10% most deprived nationally for this measure. Interestingly the majority of the most deprived areas for this domain are not amongst the most deprived overall and generally do not feature multiple types of deprivation.
- 2 Education, skills and training deprivation** - 13.5% of Gloucestershire residents live in areas amongst the 10% most deprived nationally for this measure.
- 3 Living environment deprivation** - 9.3% of Gloucestershire residents live in areas amongst the 10% most deprived nationally for this measure.
- 4 Health Deprivation and Disability** - 13.5% of Gloucestershire residents live in areas amongst the 10% most deprived nationally for this measure.
- 5 Employment deprivation** - 22.5% of Gloucestershire residents live in areas amongst the 10% most deprived nationally for this measure.
- 6 Income deprivation** - 22.5% of Gloucestershire residents live in areas amongst the 10% most deprived nationally for this measure.
- 7 Crime** - 9.3% of Gloucestershire residents live in areas amongst the 10% most deprived nationally for this measure.

For more information on 2025 Index of Multiple Deprivation in Gloucestershire use the following link: <https://www.gloucestershire.gov.uk/media/4tfbapkk/ioid-2025.pdf>

Living in areas of deprivation can have a significant impact on the life chances of residents. Gloucestershire residents living in areas amongst the 20% most deprived nationally are:

- + three times as likely to have a still birth
- + almost twice as likely to be obese in year six
- + more than five times as likely to be victims of any crime
- + more than six times more likely to become a victim of violent crime
- + more than five times more likely to experience anti-social behaviour incidents
- + almost five times as likely to be claiming unemployment benefits
- + almost nine times more likely to have children in care

than residents living in areas amongst the least deprived 20% nationally.



# Future→ Gloucestershire

