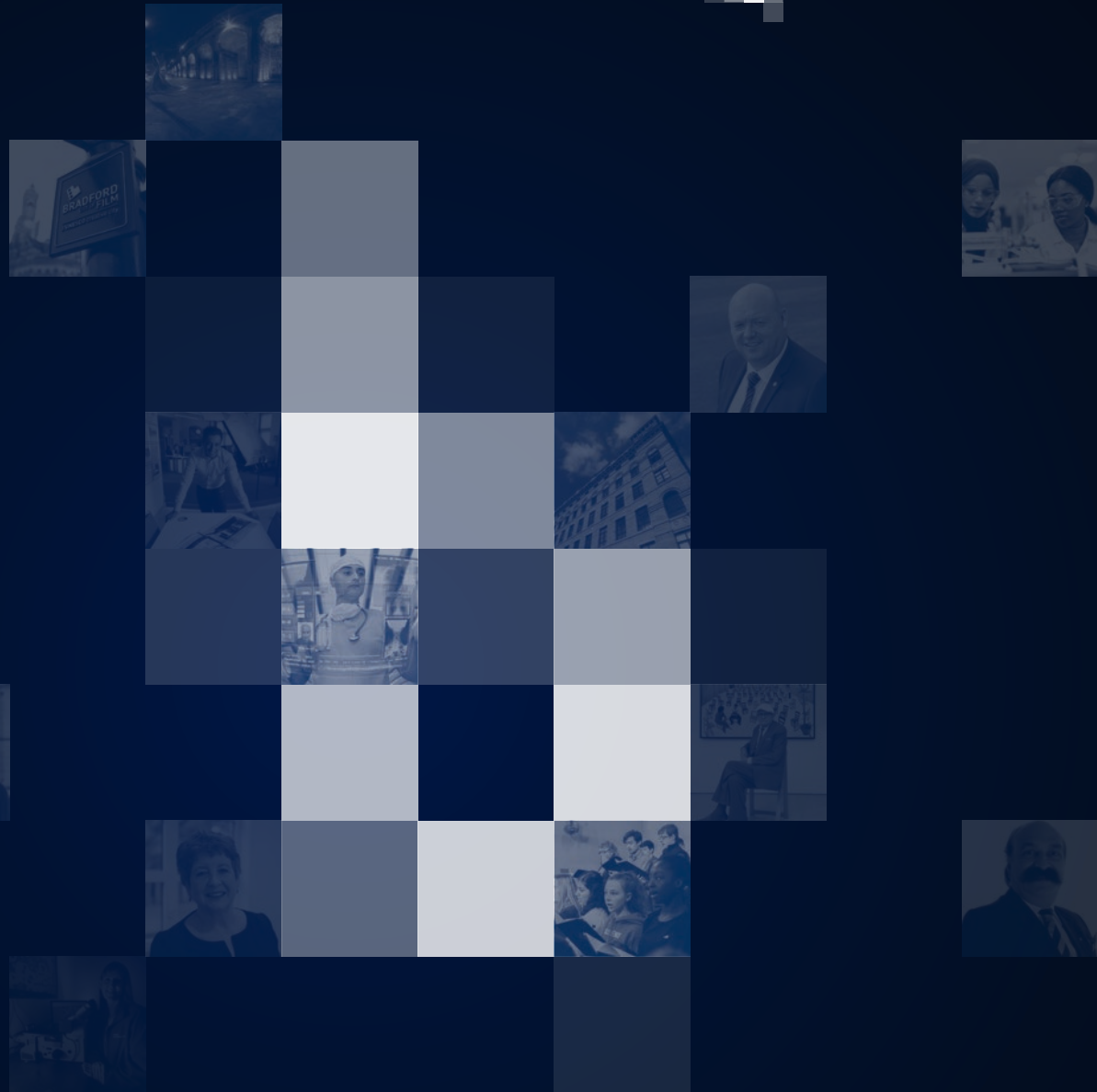


MADE IN

BRADFORD

THE BRADFORD ECONOMIC PARTNERSHIP



PIONEERING, CONFIDENT & CONNECTED

An Economic Strategy for Bradford District 2018-2030



“ Bradford has a character and soul that makes it totally distinct from any other place in Britain. It’s a multicultural hub and the people are unapologetically patriotic. It’s a place that has seen its fair share of hardship and wears its scars boldly. A place with a long history of survival, an essential beat in the heart of what makes Britain great.”

Zayn Malik

FOREWORD

This strategy sets out our plans to grow our economy by increasing the number of productive businesses and supporting young and enterprising people to innovate, invest and build fulfilling lives in the district.

Getting this right will add more than £4bn to the district economy, get 20,000 more people into work and improve the skills of 48,000 residents.

At the centre of the Northern Powerhouse and the UK, Bradford's economic growth is critical to the wider economic success of the Leeds City Region and the UK.

Bradford has seen great progress in recent years, witness the creative and business-led regeneration of our city centre, the world-class standing of the University of Bradford and the wider recognition of our cultural assets – but we can, and have to, go much further.

There are challenges we cannot ignore: weak jobs growth, low skills and a legacy of underinvestment in infrastructure, transport and housing. There is also uncertainty around our future trading arrangements and relationship with the EU. But there are also opportunities for us to seize.

Technological innovation, globalisation and environmental pressures are changing the way we live and work. We aim to be at the forefront of this new economy just as we have led before, through innovation and investment and by building on our strategic assets – our people, our businesses and our places.

Our strategy is focused on unlocking the growth potential of four key opportunities; turbo-charging our economy to deliver sustainable growth that everyone can contribute to and benefit from.

To do this, the Bradford Economic Partnership will direct collaborative actions to shape future growth. Closer partnership working within the Leeds City Region will bring new investment and greater local influence on how and where resources are spent. Working with Government we will seize the opportunities set out in the Industrial Strategy to boost productivity and contribute to the rebalancing of the national economy.



Dave Baldwin
Chair of Bradford
Economic Partnership



Cllr Susan Hinchcliffe
Leader of the Council

UNLOCKING BRADFORD'S ECONOMIC POTENTIAL

Bradford is a great northern city and an economy of significant scale. It is a beautiful place, with a stunning architectural heritage, home to enterprising and creative people and strong and productive businesses. Bradford is the youngest city in the UK and is at the centre of the Northern Powerhouse economy. It is also one of the most international cities in the UK, globally connected by businesses trading across the world. We are a place of compassion, openness and sanctuary.

Bradford is working to reposition itself in the global economy. The entrepreneurial spirit which propelled our products and innovations around the world still thrives. The next decade will be a crucial period for our economy. The district has great assets to

draw upon, including an enterprising and growing population, innovative businesses, strong knowledge institutions, a tradition of private and public partnership and increasing momentum provided by the regeneration of our city and town centres.

AMBITION

We aim to be the UK's fastest growing economy over the coming decade, increasing the value of our economy by £4 billion, getting 20,000 more people into work and improving the skills of 48,000 residents. We will do this by prioritising actions that will unlock four key opportunities:

1

OUR YOUNG & ENTERPRISING POPULATION

Ensuring all our people are equipped with the skills and confidence to succeed.

2

OUR DISTINCTIVE OFFER

Using our unique architecture, heritage and cultural assets to create compelling investment propositions and an environment for growth.

3

OUR GROWTH POTENTIAL

Building on our business and sector strengths to drive innovation, increase productivity and create wealth.

4

OUR GLOBALLY CONNECTED DISTRICT

Improving our transport infrastructure and digital connectivity to strengthen our global trading links and access new markets.

We have identified these opportunities through detailed economic analysis and discussion with business and other partners to understand what is important to them.

We know that the scale of challenge involved in making the most of these opportunities requires us to be pioneering and confident. We have some clear asks of partners and Government to help us deliver a real return on investment, connecting private and public sector action to create the UK’s next major economic success story.

OUR MODEL FOR GROWTH

Unlocking the growth of productive businesses to create wealth and better jobs is central to our strategy. Growth has to be:

INCLUSIVE



Ensuring everyone can contribute to and benefit from growth, building a fairer and more cohesive district.

Promoting inclusion and social mobility is central to our growth strategy. We will incentivise and support social innovation, working with businesses to deliver inclusive growth by improving access to employment, addressing low pay, promoting apprenticeships to under-represented groups and improving in-work progression routes. and

SUSTAINABLE



Ensuring growth protects and enhances our physical and natural environments and meeting this generation’s needs without compromising those of future generations.

We will support progress towards a circular economy which focuses on extracting the maximum value from resources while in use and recovering and repurposing products and materials at the end of their service life.

THREE STRATEGIC ASSETS

We will enable growth by building on three strategic assets – our people, our businesses and our places.



PEOPLE

Our young, diverse and growing population provides Bradford with a unique asset that can drive innovation and business growth.



BUSINESS

Our strong and productive businesses provide the platform for growing our business base and creating more and better jobs.



PLACE

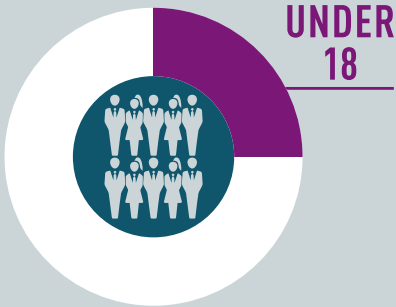
Our diverse places and communities provide an attractive range of live, work and investment opportunities.



BRADFORD: THE BIG PICTURE

534,000

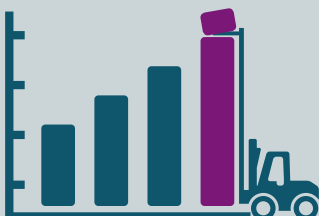
PEOPLE



YOUNGEST CITY IN THE UK

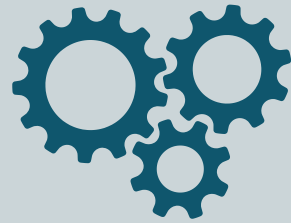
MOST PRODUCTIVE BUSINESSES

OF ANY CITY IN THE
NORTHERN POWERHOUSE



15,700

BUSINESSES



BEST PLACE IN THE UK TO START A NEW BUSINESS



AN ECONOMY WORTH

£10bn



OUR PEOPLE



Our young, diverse and growing population provides Bradford with a unique asset that can drive innovation and business growth.

- **Bradford is the sixth largest city authority in the UK with a population of 534,000 people.**
- **We have a working age population of 331,000.**
- **The district's population is growing, by 2030 there will 565,000 people living here.**
- **Bradford is a youthful place with more than a quarter of the population under 18, making us the youngest city in the UK.**
- **Bradford has a diverse population. Black and minority ethnic communities make up 36% of the total population and 153 languages are spoken in schools in the district.**
- **Bradford has a powerful culture of entrepreneurship. There are 32,500 self-employed people in the district.**

CHALLENGES

- Bradford employment rates have lagged behind the UK rate over the past decade. The average gap over the period equates to 20,000 people with BME women making up three quarters of our employment gap.
- Skills gaps persist at the top and bottom of the labour market. 14% of our working age population have no qualifications compared to a UK average of 8.3%. 25% of our working age population are qualified to degree level and above compared to 37% nationally.
- Bradford has a high proportion of mid-skilled residents. Evidence suggests that jobs requiring these mid level skills will be most affected by globalisation, technological change and automation.
- Relatively high birth rates and international inward migration ensures the district's population is growing. The challenge is to reduce the number of talented people leaving the district, providing strong social, economic and cultural reasons and opportunities for people to stay.



OUR BUSINESSES



Our strong and productive businesses provide the platform for growing our business base and creating more and better jobs.



Joanna Robinson, Managing Director, Mansfield Pollard



Eric Hawthorn, Radio Design

- Bradford has 15,700 businesses employing 200,000 people.
- Bradford's economy is worth £10 billion and is the ninth largest city economy in England.
- Bradford has been identified in Barclays Bank SME Growth Factor Index as the best place in the country to start up in business.
- Bradford productivity per worker at £49,900 is the highest of any city in the Northern Powerhouse.
- Recent estimates value Bradford's exports as worth £2bn per year, equating to £10,500 per job.
- The number of businesses has increased by 20 per cent over the last three years, rising faster than Leeds City Region and UK rates of growth.

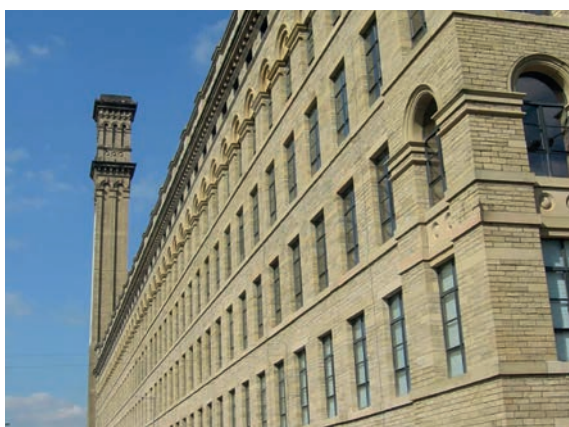
CHALLENGES

- Bradford's job density is low. Bradford has 690 jobs per thousand work age population compared to 840 nationally.
- The strength of our business base means that per worker, our productivity is higher than any city in the Northern Powerhouse, but our low jobs density means we need to expand our business base to be as productive as our UK and European peers per head of population.
- According to the Centre for Cities *Cities Outlook 2018* report, 24% of current jobs in Bradford are in occupations that are likely to shrink by 2030. Only 10% of current jobs are in occupations that are likely to grow.
- Workplace based earnings are low with average weekly workplace earnings standing at £476.20 in 2017 compared to a UK figure of £550.40.

OUR PLACES



Our diverse places and communities provide an attractive range of live, work and investment opportunities.



- **Bradford has a wealth of heritage and historic buildings that are highly affordable and provide a desirable offer for distinct living and working spaces.**
- **Bradford District is two thirds rural. We have some of the most beautiful countryside in the UK with an abundance of outdoor recreational activities.**
- **Bradford attracts over ten million visitors a year with 784,000 visitors staying overnight. Visitor spend amounted to £430 million in 2015.**
- **Bradford has many cultural assets including two UNESCO designations: Saltaire Village World Heritage Site and Bradford City of Film.**
- **Bradford and Leeds have the highest level of commuting between any two cities in the UK with 44,000 workers travelling daily between the two cities.**

CHALLENGES

- Bradford has suffered from decades of under-investment in our built environment and there are too many underused or at risk buildings across the district.
- Infrastructure capacity and connectivity are a brake on growth and are affecting business location decisions, property values and our ability to attract new jobs and higher skilled residents.
- Poor connectivity is holding back economic growth. Bradford is the largest city in the UK not on a mainline rail network.
- While property prices have increased in parts of the district by up to 30% since 2011, this is not high in comparison to some parts of the country. Compared to many other parts of the UK the volume and value of commercial property transactions is low.

KEY OPPORTUNITIES OUR YOUNG & ENTERPRISING POPULATION

We will ensure all our people are equipped with the skills and confidence to succeed.



Our diverse population provides Bradford with a unique asset. We are the youngest city in the UK and our young people have incredible energy and raw talent. We want Bradford's young people to have brilliant opportunities to connect with business and the world of work. We know their futures are shaped by what happens early in their lives and we are working to ensure all our children have the best start. Our Further and Higher Education institutions draw strongly from local catchment areas so they have a clear role in ensuring the skills profile in the district meets and responds to employer needs.

The wealth and success of the district will depend on our ability to attract and retain skilled and enterprising people. We have a strong record of business start-up rates and organisations committed to supporting enterprise right across the district. We will channel this entrepreneurial spirit to create more productive businesses and generate more and better jobs.



Ravi Toor, Filamentive

RAVI TOOR – FILAMENTIVE

Bradford entrepreneur Ravi Toor spotted an opportunity in the 3D printing market, one of the world's most important new industries. The environmental sciences graduate created a completely new type of printer filament which simultaneously addressed environmental impact and quality concerns. With external funding awards and grants, Ravi researched, explored and developed his idea, launching Filamentive in early-2016. Now Filamentive serves a rapidly growing list of clients, including Open Bionics, Rapid Electronics, Hexcel and NFire Labs.

"To be able to turn my ideas into reality, while creating new jobs in my home city of Bradford, gives me real pride. I look forward to growing Filamentive and making this Bradford-based company a global supplier of 3D printer filament."



Elite 7 Installations, Royds Enterprise Park

FOUNDATIONS OF GROWTH

The new £11m **Opportunity Area programme** will improve education standards and promote social mobility for young people in Bradford. Government funding will be used to support and strengthen school leadership, improve literacy in primary schools, broaden career aspirations and remove barriers to learning. The programme will help disadvantaged young people develop life skills that will be critical to accessing the jobs of the future.

We will continue to grow our **Industrial Centres of Excellence (ICE)**, our education-industry partnerships which equip young people with the competencies, credentials and experiences necessary for work. We have ICEs in place for business, built environment and advanced manufacturing and engineering. These involve more than 300 businesses and 3,000 students. Our future focus will be on developing an ICE for health and social care, and expanding the programme to connect more education and business partners.

Our ESIF funded **Community Led Local Development** programmes will respond to locally identified challenges and opportunities in Keighley and Manningham, Great Horton and City wards, supporting local businesses to grow, and helping unemployed people find jobs and develop new skills.

Community anchors such as Trident, Carlisle Business Centre, Royds and Inspired Neighbourhoods have demonstrated that they play an important role in promoting local economic development, supporting people into work and regenerating neighbourhoods.

SkillsHouse supports unemployed people in the district by providing them with skills and opportunities with local employers. It is delivered by a partnership including Bradford Council, Jobcentre Plus, Aspire-Igen, Bradford College and Shipley College. As part of the wider Get Bradford Working initiative, SkillsHouse has helped to get over 2,500 unemployed people into work.

Young Urban Residents

Research by Metrodynamics has revealed a growing concentration of Young Urban Residents (YURs) in Bradford, predominantly in areas extending west from Bradford city centre, Saltaire and Keighley.

Young Urban Residents are sought after as an important ingredient for growth in places and cities around the world. They are commonly highly mobile, qualified, 25–34 year olds and are known for creating the jobs of tomorrow and enabling future wealth. They are ambitious, pioneering and passionate driving growth through their enterprising and entrepreneurial approach. They are starting up new companies in growth sectors such as digital and tech, social communications and business services.

Our analysis shows that locations in Bradford with higher proportions of YURs also have the highest rates of new business creation. Retaining and supporting them to become wealth creators is important for our future economic growth and enable these areas to expand and thrive.

Bradford has many of the attributes that can be used to capitalise and grow these communities, not least our many under-utilised heritage buildings. Social networks, peer mentors, investors, culture, housing and transport links are also important. Encouraging them to move from start-up to fledgling businesses, and then on to become major employers is vital to renewing more deprived areas and increasing employment.



The Record Café

CATALYSTS FOR GROWTH

We will build on the success of **Bradford Pathways**, our employer-led model designed to enable young people to meet employers' skills needs and in so doing help education, business and industry partners to develop an inclusive economy.

We will encourage connections between schools, teachers and businesses and give young people in every school access to positive business role models. Working in partnership with senior leaders in business and education, we will make better use of existing infrastructure for business engagement in educational provision, and via the **Bradford Covenant**, promote Bradford entrepreneurs and business leaders as local heroes to raise aspirations.

As well as an ambitious goal of employing 500 apprentices per year – above the 200-plus apprenticeship levy target – Bradford Council will work with district partners to allow apprentices to rotate around big employers, provide **apprentice placements** to SMEs and support the long-term unemployed back into work.

Getting more people into work and enterprise will take concerted action from a range of partners. We will deliver a programme of **community enterprise coaching** and support for people considering starting a new business, providing access to coaching, finance, office space and business services and training. Support will be targeted on specific gaps and priority areas to help remove barriers to employment.

To fully deliver our growth ambition, the district requires significant investment in **education and skills**, and more local influence and control to meet our unique needs. Working with our city region partners we are seeking increased powers, devolved and additional funding to drive the improvement of careers and technical education. We also need to reshape and simplify local employment and skills provision to meet the needs of employers.

The University of Bradford is responding to a Department of Health consultation and exploring the feasibility of starting a **medical school** at the University. With its successful teaching of almost all other types of health professionals, including nursing, pharmacy and physician associates, the University is well placed to make a competitive bid for a medical school. The bid will be distinctive, and focused on the development of a Bradford Doctor, able to operate in multi-disciplinary teams working at the forefront

of digital health care to deliver person-centred community-based care.

Encouraging and supporting more people, especially women, into work and enterprise will take concerted action from a range of partners. We will work with businesses, the University, colleges and training agencies to ensure people have the right skills to get the jobs they want. We will also help businesses to find the skilled people they need to develop and grow and work with people to support their ongoing learning and development throughout their working lives. We have strong social enterprises across the district that offer a stepping stone for people out of poverty, inspire community action and invest in their neighbourhoods.

INSPIRING BRADFORD

Bradford has become the first city in the country to hold a week of inspirational careers events in both primary and secondary schools. Inspiring Bradford was designed to raise and broaden the aspirations of young people, increase their confidence and provide them with a better understanding of the job opportunities and aspirational career routes. Themed events ran in late 2017, focused on business and economy, diversity, women in science, the arts and career routes such as apprenticeships and university.

Carolyn Fairbairn, CBI Director-General speaking at the launch said: "Bradford is leading the way in how we educate young people about the exciting world of work. Businesses and schools getting together is something we need to see all over the country."



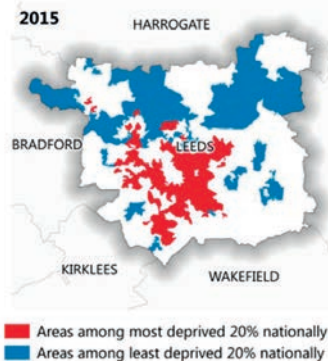
Simon Hinchliffe, Head Teacher, Bradford Grammar School

Inclusive Growth

If we are to create an economy that works for everyone we must ensure that productive growth happens everywhere and that all residents and communities can contribute to and benefit from growth.

Bradford's population has grown in recent years. There are more young people, more old people and we are more ethnically diverse than ever before. The district has higher than average levels of deprivation, and there is a wide gap between the poorest and wealthiest parts of the district. A child born today in the most deprived part of the district will live on average ten years less than a child born in the most affluent area.

In 2017 Bradford hosted the RSA Inclusive Growth Commission report launch that attracted leading decision makers and highlighted Bradford's pioneering work on inclusive growth with business and community partners. Bradford is working with other West Yorkshire authorities as part of the Leeds City Region Inclusive Growth initiative addressing living standards and earnings, supporting in-work progression and promoting local procurement.



TEXTILE ACADEMY

Steve Shrimpton is the Managing Director of JTS Cushions, a soft furnishing manufacturer established in Keighley in 2001. Steve has been instrumental in developing a new Textile Academy at Keighley College and is one of several employers represented on the Textile Academy Board that oversees the Academy alongside community groups such as Keighley Association Women & Children's Centre.

The Textile Academy provides sewing machine training to help meet the skills shortages in textile firms in Keighley and the Aire Valley. The first Textile Academy recruits began training in spring 2017 and JTS has employed three trainees from this cohort. All three were Asian women who were previously unemployed. Yasmin Akhtar was offered a job following a four week training course and a two week placement where she excelled.



FOUNDATIONS OF GROWTH:

- Bradford Opportunity Area
- Industrial Centres of Excellence
- Community Led Local Development
- Community Anchors
- Skillshouse

CATALYSTS FOR GROWTH:

- Bradford Pathways
- Bradford Covenant
- Community Enterprise Programme
- Leeds City Region Inclusive Growth Initiative
- University of Bradford Medical School

KEY OPPORTUNITIES

OUR DISTINCTIVE OFFER

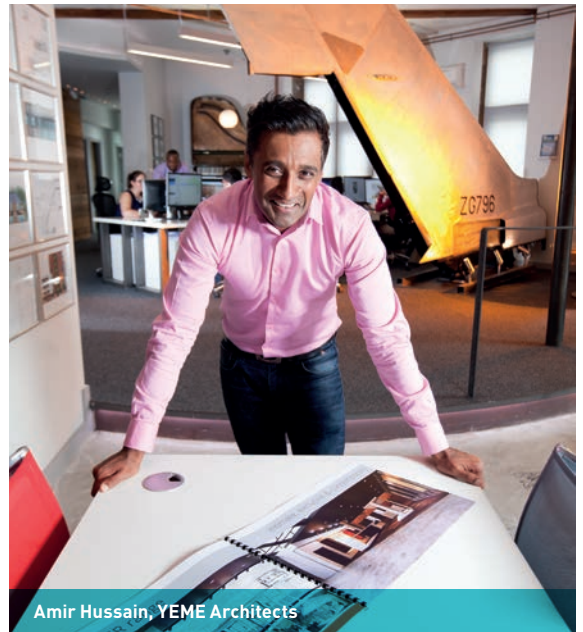
We will use our unique architecture, heritage and cultural assets to create compelling investment propositions and an environment for growth.

Once the capital of the global wool trade and a focus of the first industrial revolution, Bradford has a range of fine Victorian architecture and a wealth of heritage mill buildings that present opportunities for highly desirable living and working spaces. The district offers a range of opportunities for commercial and residential property investors seeking to capitalise on a unique and distinctive location.

Our cultural assets, including the National Science and Media Museum, Saltaire World Heritage Site, Brontë Country, Alhambra Theatre, Ilkley and Bradford Literature Festivals attract visitors from all over the world. We are the world's first UNESCO City of Film and have been voted the curry capital of the UK six years in succession. Bradford is home to world's oldest folk club, a burgeoning music scene and ground breaking contemporary theatre companies including Mind The Gap, Freedom Studios and Theatre in the Mill.

We have beautiful landscapes and moorland that inspired both the Brontës and the unofficial anthem of God's Own County – 'on Ilkley Moor baht 'at'. Our countryside continues to inspire visitors and locals to this day, and is a major attraction for potential businesses and employees – it's not just Tour de Yorkshire that comes here for our hills. The rural economy of the district is home to businesses trading locally and across the world.

The increasing momentum provided by the revitalisation of our city and town centres is creating the right conditions for investment and increasing footfall and visitor numbers. The new Keighley Business Improvement District (BID) and the proposed Bradford BID are business led initiatives that will drive further progress.



Amir Hussain, YEME Architects

YEME ARCHITECTS

Entrepreneur Amir Hussain founded YEME Architects in Bradford city centre in 2011.

Amir contrasts the distinctive, beautiful office space in which YEME currently sits with what a practice of its size could afford in other UK cities. The office space available, together with the city's quick growth and ambitious regeneration plans, means for Amir, the choice is clear. "I'm certain that we wouldn't be where we are today if I hadn't based YEME in Bradford. Bradford is such a wonderfully close-knit community, and the city has real good will for ambitious people."

FOUNDATIONS OF GROWTH

Saltaire UNESCO World Heritage Site was built by the industrialist Sir Titus Salt on the banks of the River Aire. It is recognized for its international influence on town planning and as one of the earliest, largest and best preserved 'model villages' in world. Today it is a much sought after residential hotspot, home to one of largest collections of art by David Hockney, a unique selection of independent shops and leading edge digital businesses.

Keighley BID is working to improve the town centre. Local businesses voted to pay an annual levy on top of their business rates to fund the ambitious scheme. The proceeds – which could amount to £1.43 million over the next five years – are being spent on a range of projects to attract more shoppers and visitors to Keighley. Spending decisions will be made by the Keighleybid company which was set up by Keighley Town Centre Association.

Cutting-edge work supported by the Design Council and Local Government Association will focus on the **City Centre Area Action Plan** to attract and support residential investment via better design, building reuse, and the promotion of public transport options and green spaces.

Across the district we will work together to support the development of more **housing**, of the right type and in the right locations. We will work with the private rented sector and use the council's planning powers to deliver more affordable homes and support public and private sector collaboration to improve access to physical activity, play, schools and shops.



David Hockney Photo © Tommy London/Alamy

DAVID HOCKNEY GALLERY

The new **David Hockney Gallery** in Cartwright Hall opened in 2017 to mark the 80th birthday of the world famous artist who was born in Bradford and is dedicated to his life and work. The gallery is free and houses a collection of his early work including sketches, paintings, iPad drawings, prints and photographs.



Salts Mill, Saltaire



CITY OF FILM

The team at Bradford UNESCO City of Film continue to use the designation to drive regeneration and contribute towards the sustainable development of the city and are regarded as a key focal point within the UNESCO Creative Cities Network. The success of the Creative Cities Network is reflected in its expansion in October 2017 to 180 members in 72 countries. The network now includes 10 cities in the UK.

Highlights for 2017 include the opening of the China Film Office of Bradford UNESCO City of Film in Qingdao as part of a developing relationship between the UK and China film industries. Qingdao have also launched the European Office of Qingdao City of Film which is based at the Bradford Film Office and hosted by the University of Bradford.

The Bradford Film Office saw its busiest year to date in 2017 with 35 film and TV productions basing themselves in Bradford District, resulting in double the number of filming days spent in the city last year. This was good news economically for Bradford with local hotels, services and facilities all benefitting. Film location enquires were up by 150% in 2017 for Bradford and this is also reflected in the growth of screen related inward investment opportunities across the Yorkshire region where the screen industries continue to flourish.

CATALYSTS FOR GROWTH

We will bring our **heritage mills** to life again and create highly desirable living and working spaces. Public and private partners are working together, learning from previous experiences and exploring how to build viable business cases, share risks and best use resources and powers. As part of a mills strategy, we will consult experts in regeneration finance, seek home-grown solutions and challenge design norms to bring our amazing industrial heritage back into productive use.

The district's **Core Strategy** provides a framework for development. Bradford Chamber Property Forum will work with business and developers to assess land availability and demand across the district and inform our employment land allocations policy. We will seek to accelerate the completion of that policy to provide greater certainty and assurance to developers.

Bradford is home to a flourishing arts and culture scene, which supports jobs in the creative economy. A new live music and conference venue in the city centre's former Odeon building will broaden our offer further, bringing new investors and visitors with it. We will open the new national **Rugby League Museum** at the heart of Bradford to coincide with the 2021 World Cup.

We will encourage a wide spectrum of creative activity and exciting events via a new **Destination Management Plan**. And we will develop a network of creative entrepreneurs and cultural organisations, incubating and providing peer support for creative start-up businesses and taking over unused spaces.

The private and public sector are supporting the growing positivity in Bradford and joining up **marketing** and promotional materials and activities, to ensure a consistent message about the district.

We are working with our partners across the Leeds City Region to secure powers to incentivise developers to bring forward strategic sites and deliver culture, arts and tourism through oversight of devolved funding held by Arts Council England and Heritage Lottery Fund.

Best place to start a business!

In late 2017, Bradford was named the best city in the UK to start a business by Barclays Bank. A winning combination of low commercial rent, high business rate relief and good broadband speed set them apart from other cities, according to new research from Barclays.

Bradford ranked highest overall in the bank’s SME Growth Factors Index, which measures the strength of 12 key growth factors essential to business productivity – including road infrastructure and business churn rate to rank the UK’s largest 20 cities by population size in each category.

The district came top for best business rate relief, road infrastructure, number of job vacancies, cost of commercial rent and business survival rates.



“ It’s really encouraging to see that so many areas offering growth potential are outside of London and the South East, particularly with Bradford ranking as the top city across the UK. We’re committed to investing in Bradford’s SMEs and entrepreneurs, evidenced through our recent ‘Invest in Bradford’ business roundtable events.”

Caroline Pullich Head of SME for Yorkshire, Barclays Business Banking

UNLOCKING DEVELOPMENT

The Council is bringing forward employment land and office accommodation to support new and existing business growth. A developer partner for the 95,000 sq ft of Grade A office accommodation at One City Park will be confirmed in Spring 2018, to bring forward the development of the prime site overlooking City Hall and City Park.

The relocation of the Richard Dunn Sports Centre will release a site for one of the most significant retail developments in West Yorkshire. The new District Centre at Odsal provides an opportunity for a comprehensive mixed use development over 6.8 hectares.

Enterprise Zones at Gain Lane, Parry Lane and Staithegate Lane along the M62 corridor are other key development opportunities as well the former Keighley College site.



Site for District Centre, Odsal

FOUNDATIONS OF GROWTH:

- Keighley Business Improvement District
- City Centre Area Action Plan
- UNESCO designations – Bradford City of Film/Saltaire Village
- Tourism offer – Brontë Country/Ilkley/ David Hockney Gallery

CATALYSTS FOR GROWTH:

- Heritage Mills
- Rugby League Museum
- One City Park
- Odsal District Retail Centre
- M62 Corridor Enterprise Zones

KEY OPPORTUNITIES

OUR GROWTH POTENTIAL

We will build on our business and sector strengths to drive innovation, increase productivity and create wealth.

Bradford is characterised by a strong and broad-based business community. It is home to many successful manufacturing firms and a growing number of start-ups with good survival rates. It has been identified as the best place in Britain to start a business, as ranked by Barclays Bank SME Growth factors Index.

The district has a number of large headquarters including the grocery giant Morrisons, Yorkshire Water, Yorkshire Building Society and Yorkshire's largest family-owned company JCT600. Bradford based companies employ over 250,000 people across the UK with a combined turnover of over £30 billion.

Bradford benefits from above average concentrations of high-value production businesses and employees across food manufacturing, engineering, chemicals, digital technologies, energy and utilities. There is growing evidence that a number of new niche sectors are beginning to develop, particularly in new media and telecoms.

Many businesses in the district support sophisticated international supply chains in strategic sectors such as automotive and health. The specialist knowledge base in these industries creates a fertile environment for the commercial exploitation of new ideas.

We have strong innovation assets; including a University focused on maximizing its technical and research expertise, R+D heavy industries and light, agile SMEs. These assets are helping to position the district as a place to try new ideas and develop innovative approaches.



Mark Cowgill, Director, EXA Networks

EXA NETWORKS

EXA Networks is a city centre-based internet service provider and software development house providing gigabit connectivity. EXA was founded in 2003, employs 50 staff, and this year will turnover £7 million, supplying software to some of the biggest companies in the world, including Microsoft and Facebook. Mark Cowgill, director of EXA, recognises that the biggest issue facing his industry is skills development. So with his fellow directors, he created and launched the EXA Foundation in 2015. Focused on developing computer programming skills in school children it has so far helped 2,500 teachers and more than 100,000 school children.



Debbie Mellor, Managing Director, Keighley Laboratories Ltd

Prime Economic Capabilities

Research shows that Bradford is strong in most of the Northern Powerhouse prime economic capabilities which have been identified as the main drivers of growth and wealth creation for the North of England economy. Bradford has strengths in digital, advanced manufacturing and health innovation.

Bradford has 1,200 manufacturing businesses employing 23,000 people – 12 per cent of all employment compared to just 8% nationally. This includes companies like Keighley Laboratories, a strategic supplier to the global aerospace industry.

Our thriving digital sector includes 700 businesses employing 4,500 people and includes companies such as Arris and Radio Design. Health innovation is a fast growing sector and a focus for significant investment and development.

The strength of our business base means that our GVA per worker is higher than any other city in the Northern Powerhouse, but it needs to be higher still to catch up with London, the South East and our European peers.

GVA PER WORKER 2016 – £000s

Source: Centre for Cities, Cities Outlook 2018



FOUNDATIONS OF GROWTH

Bradford has a strong and productive manufacturing base that is being championed by Bradford Chamber president Nick Garthwaite. The Chamber of Commerce is developing a **Manufacturers' Week** in 2018 to celebrate our manufacturing strengths, build stronger networks and supply chain opportunities across the Northern Powerhouse, and identify further ways to raise productivity.

Bradford will continue to benefit from existing economic support initiatives funded by the **Leeds City Region Enterprise Partnership** including grants of between £10,000 and £250,000 to small and medium-sized businesses for capital investment in fit out and refurbishment of buildings, plan, machinery and equipment that results in job creation and support for SMEs to develop new products and processes.

The **Advanced Digital Institute** was established in 2006 and is one of the UK's leading innovators in the field of digital health, with an outstanding track record of developing disruptive products and services. ADI brings together a wide range of highly skilled, experienced professionals and combines its digital skills with specialist expertise in health and care commissioning, clinical psychology, and general practice.

As a technology university, the **University of Bradford** has expertise in advanced healthcare, innovative engineering and sustainable societies, the University builds relationships with, business, the public sector and the community to further its mission of Making Knowledge Work. It works with scores of local companies each year on research and development projects aimed at new products, processes and services, driving economic growth through the creation and application of knowledge.

The **Digital Health Enterprise Zone** (DHEZ) incubates and grows digital health businesses by providing access to cutting edge research, finance, attractive co-working space, mentoring, sales and marketing to bring in novations to market. We will deliver an intensive business support programme in the DHEZ, focusing on the use of technology to solve health and social care challenges and unlock potential.

The National Science and Media Museum is an essential part of the local economic landscape in Bradford. The museum provides a huge opportunity to inspire people and business, support learning and help people grow and think differently.

CATALYSTS FOR GROWTH

Digital industries are central to our future economic success. With its existing business base, links to academic institutions and availability of land and premises, the Saltaire-Shipley corridor is a growing hub for digital businesses and can develop further with the right support. Working with businesses, skills institutions, regional and national agencies, we will position the corridor as a digital hub that will be home to an increasing number of innovative, high growth businesses with highly skilled and well paid jobs.

Yorkshire Water has an ambition to make the Esholt Treatment Works one of the most sustainable in the world and an internationally leading example of the circular economy in practice. With the University of Bradford a world leader in the **circular economy**, we will work to roll-out expertise to support businesses to be more productive, competitive and resource efficient.

The local authority and other anchor institutions will commit to increase the level of **local procurement**, making sure that every penny we spend strengthens local businesses and social organisations and supports our wider inclusive economic goals by increasing local supply chains. Bradford Council has set a target of 60 per cent local spend – which will bring an additional £45m into the district’s economy and a potential recirculation of a further £21m.

As one of only five UK cities selected to test and develop drone technologies, Bradford’s involvement in Nesta’s **Flying High challenge** reflects the District’s strength in generating innovation. A collaboration between the Council, public and private sector partners, Nesta and Innovate UK, the programme will create the conditions in the District which attracts innovators and delivers social and economic benefits.

We will build on the experience of our ongoing City Centre Growth scheme where we are using capital grants and business rate rebates to incentivise businesses to open or expand in the city centre. We will encourage business growth and job creation by offering a new **rate relief scheme** for up to three years to new developments and new businesses locating within the district. We also support bringing vacant listed buildings back into active commercial use.

We are working with the city region to secure a **care-sector deal** to increase productivity in the care sector, capitalise on the Science and Innovation Audit on medical technologies, and accelerate our research and SME strengths in med tech innovations. We will open up opportunities for career progression for those in the care industry.

Innovation – Bradford as a test bed

Innovation is the life blood of economic growth and we have significant assets to build on. Bringing these together with dynamic local companies through applied research and innovative partnership arrangements will bring enhance economic growth by bringing new products, processes and services to the market.

Our work here will be supported by a district approach to collaborative and open innovation. Local partners, such as the Digital Health Enterprise Zone (DHEZ) and the Advanced Digital Institute (ADI) are delivering intensive business support, focusing on the use of technology to unlock significant potential in health and social care markets.

Bradford is home to two major research programmes, Born in Bradford and Better Start Bradford. These long term studies connect health, social care and educational data sets for 500,000 of the district’s diverse population. These programmes and the resulting data position Bradford as a unique test bed to apply research and test health and social care innovations that could help solve global health challenges.



Digital Health Enterprise Zone

Industrial Strategy

The Government's Industrial Strategy sets out a plan for the UK to boost productivity and earning power across the country by building on existing strengths and embracing opportunities of technological change.

The Strategy is focussed on five foundations:

- Ideas: to be the world's most innovative economy
- People: to generate good jobs and greater earning power for all
- Infrastructure: a major upgrade to the UK's infrastructure
- Business environment: to be the best place to start and grow a business
- Place: to have prosperous communities across the UK

With four 'Grand Challenges' which, if delivered against, would put the UK at the forefront of the industries of the future:

- Artificial Intelligence: putting the UK at the forefront of the AI and data driven economy;
- Clean Growth: maximising the advantages for UK of the global shift to clean growth;
- Mobility: become a world leader in shaping the future of mobility;
- Ageing Society: harnessing innovation to help meet the needs of an ageing society

The foundations and grand challenges of the Industrial Strategy sit well with some of the local sector strengths we have identified as our future economic drivers, such as digital technologies, health innovation and advanced manufacturing.



Jeremy Ridyard, Managing Director, Produmax

PRODUMAX

Jeremy Ridyard is the Managing Director of Produmax, a high innovative aerospace engineering firm. Produmax have developed a brand new high tech £3.1M facility in Baildon where they design and manufacture high precision components for aircraft companies.

The company recently won a new national award which recognises how its staff and management have worked together and developed their skills to grow the business. The family-run firm has secured almost £20 million in contracts, won three new customers and grown its workforce by 40%.

The Ikigai trophy was presented to Produmax managing director Jeremy Ridyard by Dr Bryan Jackson CBE, chairman of Sharing in Growth (SiG), the intensive government-backed programme designed by industry to raise the competitiveness of the UK aerospace supply chain.

Having already consolidated two older factories into the new specially designed plant, Produmax has invested in a second factory which will open later in 2018, supporting further growth and more jobs.

FOUNDATIONS OF GROWTH:

- Manufacturing Sector Strengths
- Advanced Digital Institute
- University of Bradford Knowledge Transfer Partnerships
- Digital Health Enterprise Zone
- National Science and Media Museum

CATALYSTS FOR GROWTH:

- Saltaire/ShIPLEY Digital Corridor
- Circular Economy
- Rates Relief Schemes
- Flying High Challenge
- Care Sector Deal

KEY OPPORTUNITIES OUR GLOBALLY CONNECTED DISTRICT

We will improve our transport infrastructure and digital connectivity to strengthen our trading links and widen access to new markets.

We want to make more of our global connections to drive up productivity, and make the most of being at the centre of the Northern Powerhouse. Bradford businesses have an international outlook and are active exporters of goods and services. Recent estimates value Bradford's exports as worth £2 billion per year and there is clear potential to grow exports still further. These exporters are excellent role models for domestic businesses and start-ups.

Bradford's trade and family connections go far beyond the European Union, which will become increasingly important after Britain's exit from the EU. The growing global market for Halal products and services provides a great opportunity for future trade and business growth.

The University of Bradford brings a vital, global dimension to the district, through international leadership in fields like biosciences, materials engineering and the circular economy and through the world class School of Management.

Capacity to operate digitally is critically important to businesses across sectors. Investment in ultra-fast broadband will support business growth and help the district forge a competitive advantage in emerging technologies.

Northern Powerhouse Rail is a crucial project for Bradford. We are the largest city in the UK not to have a rail through route and connecting Bradford City Centre to NPR will deepen economic integration across the north and transform connectivity between Leeds and Bradford, two of the largest and fastest growing cities in the UK.

BASF

BASF is a major employer in Bradford district, with 560 staff at its 50 acre Low Moor site. Following a major investment in the site in 2013, BASF Bradford is now one of the largest and most productive single site chemical plants in the UK and manufactures over 250,000 tonnes of chemical products each year, 84% of which are exported overseas.

With a customer base spanning Europe, connectivity is key for BASF Bradford. The opening of Low Moor railway station has provided improved rail transport in the district, but hasn't fully alleviated the transport problems the company faces.

It is for this reason that BASF support the plans for a new Northern Powerhouse Rail Station in Bradford City Centre. With a Northern Powerhouse Rail station in Bradford city centre, BASF say it would be easier to attract and retain skilled staff, improve competitiveness and enhance the sustainability of the company's operations that would make it easier to keep business in Bradford.





Cycle Superhighway

FOUNDATIONS OF GROWTH

Increasing export activity will drive productivity gains. Peer-to-peer support is key to raising awareness of the opportunities open to exporters, so we will encourage and support a new network of Bradford based champions to support businesses into new global markets. We will encourage businesses to make use of these **Export Exchange patrons**, along with existing resources like Enterprise Europe Network and Chamber International to take those first steps into new markets. We are also working with partners to secure devolved Department of International Trade resources to promote integrated inward investment, attract globally mobile investment and boost exports.

We know that we can make a real difference with improvements in transport infrastructure. Making improvements to travel within the district and city region is vital in connecting people to jobs. The new **Low Moor rail station** and the redevelopment of **Apperley Bridge** into a gateway station have improved links between Bradford and key locations across the city region. We have a long-term plan for Bradford Interchange in developing a through station, and a short-term plan to redevelop Forster Square.

Using a mix of Government, EU and private funding we are aiming for 98–99% of all premises to have access to >24Mbps by 2020, as well as rolling out a **full fibre pilot**. Infrastructure of this capacity will greatly increase our potential for technological and business innovation.

The **cycle superhighway** between Bradford and Leeds is the largest segregated cycleway between two cities

in the UK, and has been used more than 370,000 times in its first year of operation. CityConnect2 will extend this route from the centre of Bradford to Shipley and the Leeds/Liverpool canal.

Shared prosperity

Leeds and Bradford share more than just a boundary and taken together they represent a conurbation of international significance. Our economies, communities, businesses and workforce have strong connections and while there is a significant flow of people commuting between Leeds and Bradford, the challenge remains to improve transport links, strengthen our shared labour market and deepen our business linkages.

Connecting our assets and developing shared approaches will generate benefits and opportunities for the communities and economies of both cities, and is critical to the success of the wider city region. Working collaboratively will make the most of our complementary strengths and the wealth of expertise in high-value sectors such as health and medical technology, digital and financial and professional services.

“The number of people commuting between Leeds and Bradford is a fifth that of what it would be if Leeds and Bradford had the connectivity of London.”
Lord Adonis

CATALYSTS FOR GROWTH

To achieve our connectivity goals we are working with city region partners to gain greater control over the transport system, including bus franchising, investment in key road networks and rail stations. We have plans to develop and improve our gateway railway stations and will work with **Leeds Bradford International Airport** to improve transport links and maximise its role as a front door to the district.

The **University of Bradford** has more than 130,000 alumni in more than 170 countries, one third of whom are based overseas. Building on alumni groups and networks, notably in Singapore, India, China and Western Europe, the university has launched an international Alumni Ambassadors programme to establish brand ambassadors for Bradford and its university across the world. Alumni can help by supporting university recruitment and placements and also raising our district's profile overseas.

Improving connectivity within the district and across the country is vital in connecting people to jobs. From 2019 Northern Connect will deliver new train services to cities like Nottingham and Sheffield, improving Bradford's rail connectivity to core cities in the South Yorkshire and the Midlands. From 2019 we will deliver new train services to improve connectivity across the North and to London. We will continue to engage Network Rail, Transport for the North and other stakeholders in identifying measures to improve journey times and capacity on the **Calder Valley rail line**.

Re-opening the **Skipton-Colne railway line** will lead to better transport links across the Pennines for businesses in Keighley and along the Airedale

corridor in the Bradford District, particularly for trans Pennine freight but also passengers.

Forthcoming **5G technology** will dramatically speed up communications up to 20 gigabits per second, and affords enormous opportunities to boost productivity and better connect public services particularly in health and social care.

To achieve our goals around connectivity and trade we are working with city region partners to seek control over the transport system, including bus franchising, investment in key roads networks and train stations and devolved Department of International Trade resources to promote integrated inward investment, attract globally mobile investment and boost exports.

AIRPORT

Leeds Bradford Airport's Strategic Development Plan 2030 sets out its growth ambitions to deliver more jobs, more GVA and greater productivity for Bradford and the wider City Region.

The net increase in jobs driven by growth and the development of the Airport's Economic Hub will drive an increase in GVA from £336m pa to £724m pa. The Economic Hub will focus on engineering, manufacturing and high tech jobs helping to grow the freight ambitions of the Airport through its improved business flight connectivity.

Improvements to rail and road surface access will see passenger numbers grow to over seven million by 2030, feeding Bradford's economic growth ambition by driving inward investment and acting as a catalyst for future international investment.

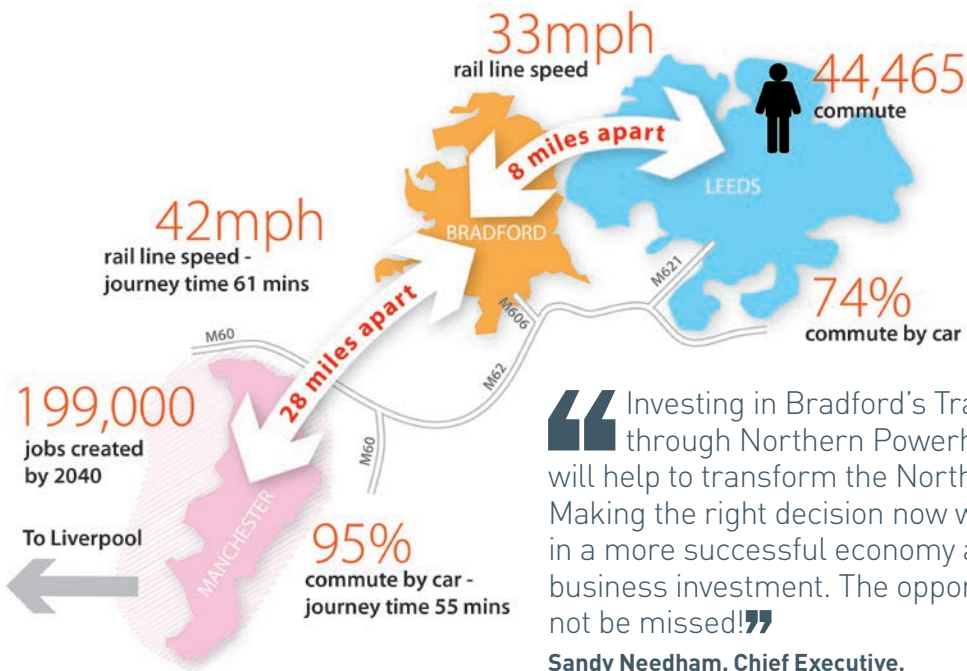


Northern Powerhouse Rail

Today, a train from Bradford to Leeds takes 20 minutes, averaging 33mph. From Bradford to Manchester, it takes more than an hour. With a Northern Powerhouse Rail station in Bradford, journey times would be cut to seven minutes and 20 minutes respectively. Such a transformational investment would generate an estimated annual boost of £1.3bn for the regional economy through improving access to jobs and markets across the North.

Northern Powerhouse Rail provides Bradford with a once in a life time opportunity to improve its rail connectivity and allow the city to operate at its full potential, contributing to economic growth across the north of England and supporting the Government’s objectives to reposition the UK economy away from London and the south east

We are commissioning a range of technical studies to support the wider economic case for a Northern Powerhouse Rail station in Bradford city centre and understand the combined economic potential of agglomeration of the cities for Leeds and Bradford post High Speed 2 and NPR.



“ Investing in Bradford’s Transport system through Northern Powerhouse Rail, will help to transform the North’s economy. Making the right decision now will result in a more successful economy and further business investment. The opportunity must not be missed!”

Sandy Needham, Chief Executive, West and North Yorkshire Chamber of Commerce

FOUNDATIONS OF GROWTH:

- Leeds City Region Transport Programme
- Low Moor/Apperley Bridge Rail Stations
- Canal Road Corridor
- Export Exchange Patrons
- Full Fibre Pilot

CATALYSTS FOR GROWTH:

- Northern Powerhouse Rail
- City Centre Rail Station Master Plans
- 5G Rollout
- Leeds Bradford Airport Strategic Development Plan

DELIVERING THE STRATEGY

1

OUR YOUNG & ENTERPRISING POPULATION

FOUNDATIONS OF GROWTH:

- Community Led Local Development
- Industrial Centres of Excellence
- Bradford Opportunity Area



CATALYSTS FOR GROWTH:

- Bradford Pathways
- Bradford Covenant
- Community Enterprise Programme



2

OUR DISTINCTIVE OFFER

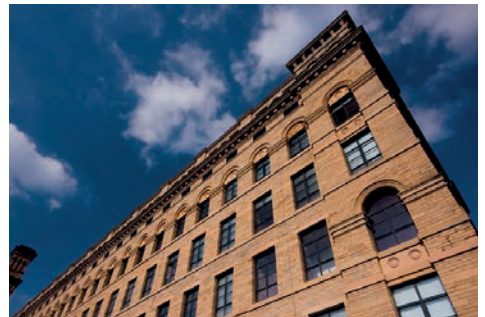
FOUNDATIONS OF GROWTH:

- Keighley Business Improvement District
- UNESCO – City of Film/Saltaire Village
- Tourism – Brontë Country/Hockney



CATALYSTS FOR GROWTH:

- Bradford Business Improvement District
- One City Park
- Heritage Mills



3

OUR GROWTH POTENTIAL

FOUNDATIONS OF GROWTH:

- Advanced Digital Institute
- Digital Health Enterprise Zone
- Productive Business Base



CATALYSTS FOR GROWTH:

- Saltaire/ShIPLEY Digital Corridor
- Flying High Challenge
- Rates Relief Schemes



4

OUR GLOBALLY CONNECTED DISTRICT

FOUNDATIONS OF GROWTH:

- City Region Transport Programme
- Low Moor/Apperley Bridge Rail Stations
- Full Fibre Pilot



CATALYSTS FOR GROWTH:

- Northern Powerhouse Rail
- Export Exchange Patrons
- Leeds Bradford International Airport



TARGETS

In productivity, jobs, earnings and skills we want to be better than the UK average. We will track performance against this bar, and also use the Northern Powerhouse as benchmark for progress.

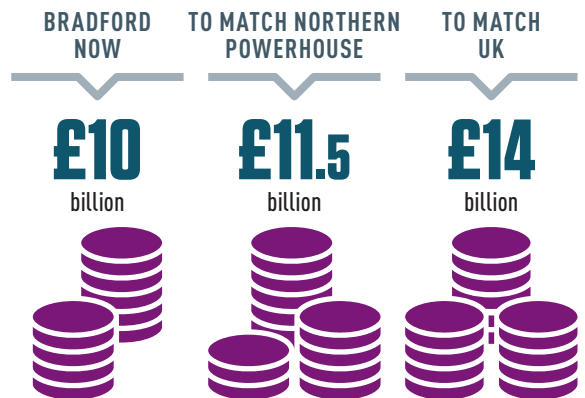


PRODUCTIVITY

Raising productivity is our key economic challenge. We want to raise Gross Value Added (GVA) per head of population from a current figure of £18,600 to £26,600 to the match the UK average. Achieving this would increase the value of our economy from £10bn to £14bn.

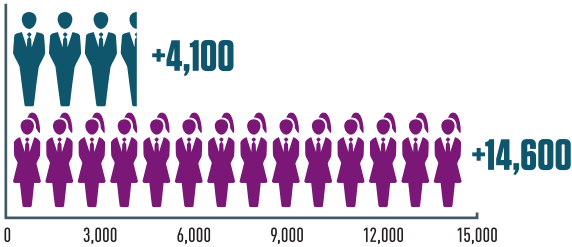
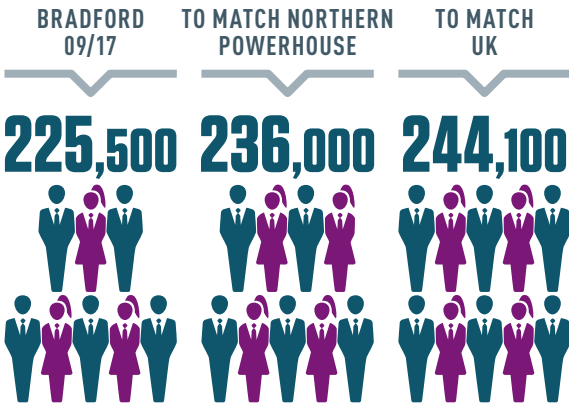
“Productivity isn’t everything, but in the long run it is almost everything.”

Paul Krugman, Nobel prize winning economist



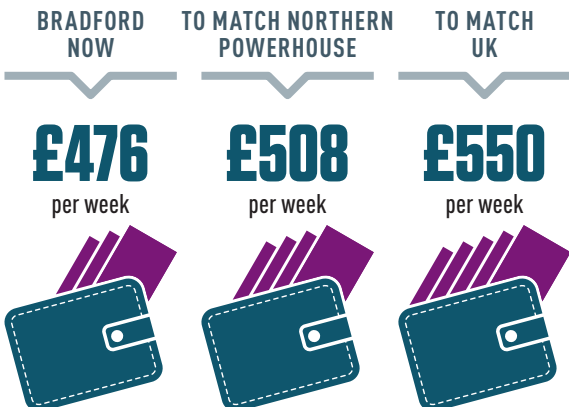
EMPLOYMENT

More people getting good jobs will increase productivity and ensure the benefits of growth are spread more widely. Bradford’s employment has consistently lagged behind the UK rate over the past decade. The average gap over this period equates to 20,000 people.



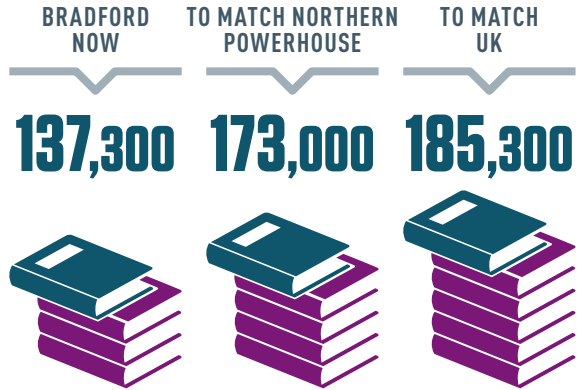
EARNINGS

Raising the earnings of people that live in the district will reflect the move to a more productive and prosperous local economy and make a real difference to people’s lives.



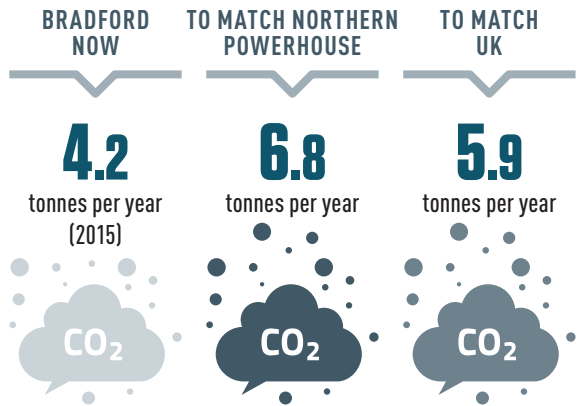
SKILLS

Higher level skills attainment is the single most important determinant of labour market success and a key driver of productivity growth. NVQ3 equates to two or more A levels. We want to support 48,000 residents to raise their skills level to NVQ3 and above.



SUSTAINABILITY

Bradford district has comparatively low levels of CO₂ emissions per capita. Our challenge will be to maintain emissions below national and northern levels as we grow our economy.



BRADFORD ECONOMIC PARTNERSHIP

In developing this strategy we have heard a clear message from partners and businesses that there is a need for a stronger and more effective approach to delivering economic growth for the district. To this end a new partnership, under private sector leadership, has been convened.

The Bradford Economic Partnership brings together a team of senior leaders from key organisations, local

businesses, Bradford Council, the University of Bradford, the City Region LEP and the Chamber of Commerce, to oversee and drive delivery of our inclusive growth agenda.

The partnership will set the direction of future economic development and regeneration in Bradford and provides a credible and powerful voice for the city in regional, national and international forums.

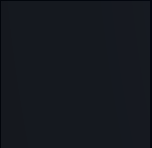
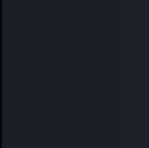
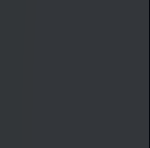
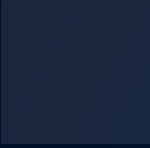
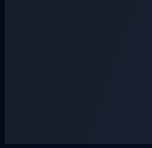
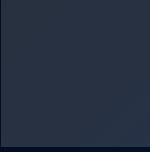
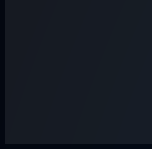
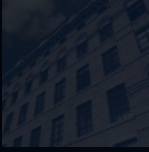
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MADE IN

BRADFORD

THE BRADFORD ECONOMIC PARTNERSHIP