



Bradford District Economic Strategy

2011-2013

Contents

| | |
|--|----|
| Introduction | 3 |
| From transition to transformation | 4 |
| Economic goals | 5 |
| Delivering and enabling | 6 |
| Tools at our disposal | 7 |
| From sound foundations: evidence and analysis | 8 |
| Our assets | 9 |
| Our challenges | 10 |
| From evidence to priorities | 11 |
| Employment and skills | 13 |
| Priority One: Building entrepreneurship and innovation | 14 |
| Priority Two: Working from the centre outwards | 22 |
| Conclusion | 29 |



The wording in this publication can be made available in other formats such as large print. Please call 01274 431761.

Within the challenging climate of the recent recession Bradford has continued to deliver a steady stream of wealth creating projects. The new ProLogis £67m logistics warehouse for Marks & Spencer has been a massive boost to confidence, attracting further logistics investment in the surrounding area. The city centre has continued to deliver steadily with City Park well on its way, new investment in a headquarters building by Provident Finance Group and a new 200 bed hotel by Jurys Inns. Across the district schemes have continued with the completion of Leeds City College's campus in Keighley and a cross European project focused on building the competitiveness of Bradford district's rural economy.

But challenges and areas of market failure remain. Like many shopping centres across the UK, the Broadway development by Westfield has stalled. And there are structural challenges that run deeper than the impact of the recession, reflected in low wage and skills levels.

This economic strategy has been drawn up by Bradford Regeneration and Prosperity Partnership and Bradford Council, with substantial input from the private sector and other local partners. Partners in Bradford district last agreed an economic strategy in 2007, when they set out a collective approach to improving the district's economic prospects around three key headings of People, Business and Place.

The purpose of this revised strategy has much in common with the original strategy – it sets out what we can all do to improve local prosperity. However it also takes into account the recent global credit crunch, the subsequent recession and government responses to manage national debt. These events have left local economies working hard to find ways

to adapt to changing economic circumstances and identify innovative mechanisms for influencing the new economy, and Bradford is no different.

This means we have to think differently about how local economies grow and develop and about the roles and responsibilities partners have in delivering economic prosperity. This economic strategy sets out the agreed priorities that will create the best possible conditions for sustainable local economic growth as we adapt to the changing political and economic paradigm, and helps point the economy in the right direction for the long term.



Councillor David Green
City of Bradford Metropolitan District Council

From transition to transformation



The economic strategy aims to support the transition of the district from recession to recovery. It is designed to reflect the policy imperative for a transition from public to private sector employment, and the transition from public to private sector intervention in some areas of economic support.

The Bradford district economy is more dependent on the public sector than the UK as a whole which protected jobs and businesses during a largely private sector recession. Growth in health and education jobs has masked a significant fall in private sector employment in recent years.

Growing private sector jobs is a major economic challenge for the district. Public spending in Bradford district is likely to reduce by more than £1 billion over the next four years. Cuts in public spending are likely to result in the loss of around 5,000 public sector jobs across the district and around 2,000 private sector jobs in firms reliant on public sector contracts.

Replacing these jobs will require new approaches and innovative solutions. Public agencies must work alongside private business to generate business growth that will create employment for local residents. Bradford will also need to build on a

strong culture of enterprise that has seen the district generate the fastest growth in self employment of any local authority in the UK over the past five years.

It is important to recognise that the remaining £3.5 billion of public sector spend is still a significant sum of money and public bodies will need look at how procurement can be better used to support local businesses and social enterprises and promote employment growth.

The transitional approach of the strategy in the face of this rapid change means it is intended to have a lifespan of around two years. Despite this relatively short time frame the strategy does set out clear economic goals for the district and encompasses action designed to be transformational in nature – aiming to provide an appropriate balance between short, medium and long term activity. Clear goals and priorities will focus investment and activity in areas that will return the most benefit.

Consequently this economic strategy is designed to point the economy in the right direction. The Council and partners are committed to reviewing both progress and our strategic approach within two years.

The three interlinked and transformational goals of this strategy are growth of the economy, the creation of jobs and economic wellbeing of local residents.

- Resilient and sustainable **growth** results from increasing the productivity of local businesses and consequently the overall wealth of the district. This can be achieved by increasing the number of businesses and their levels of activity and trade.
- The provision of quality long term **jobs** for local residents is an important factor in enabling communities to benefit from economic growth, ensuring that local employment is derived from local growth.
- Raising the **economic wellbeing** of the citizens of the district is key to the future prosperity of local communities. This enables people to participate in society, reduces exclusion and raises the self image of Bradford district as a whole.

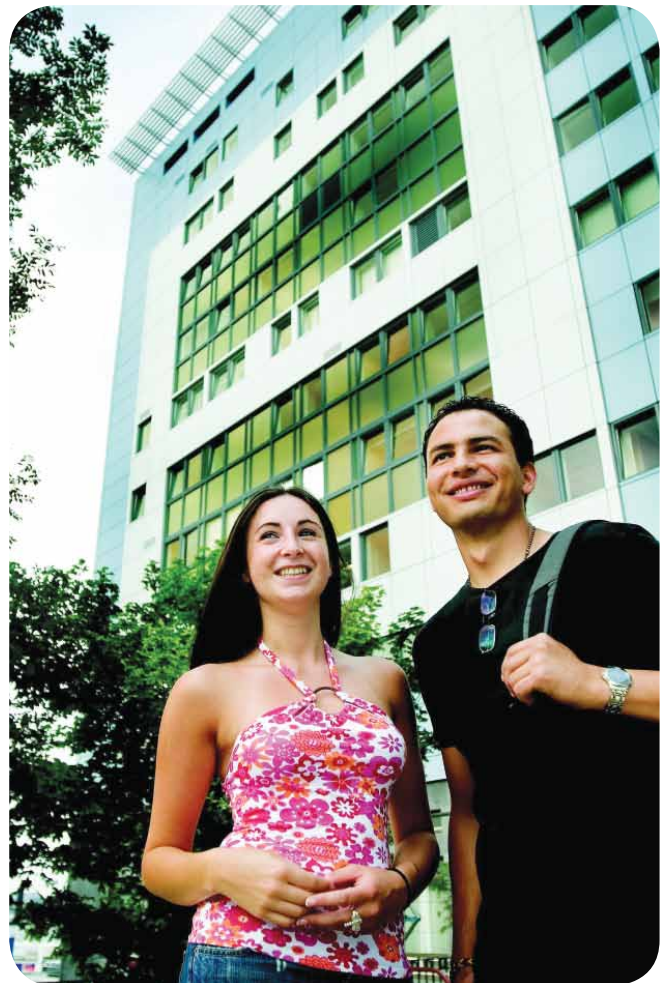
These goals are the outcomes the economic strategy aims to achieve. The economic strategy identifies two priorities to achieve these goals and sets out an approach for delivery:

- Building entrepreneurship and innovation.
- Working from the centre outwards.

Alongside our economic goals the strategy also addresses cross cutting environmental and social challenges. The strategy recognises the need to deliver sustainable economic development – enabling all people to satisfy their basic needs and enjoy a good quality of life, without compromising the quality of life of future generations. This requires an economy that supports successful and innovative businesses, delivers high levels of employment and promotes social inclusion, sustainable communities and personal wellbeing. This will be achieved in ways that protect and

enhance the physical and natural environment, and uses resources and energy as efficiently as possible.

The strategy also recognises the diversity of the district and its people as a real economic asset. A successful economy requires the participation of all and opportunity must be extended beyond those currently engaged in the labour market. Within the district there are wide gaps in the levels of employment and prosperity both geographically and across different populations. All communities must be ready and able to access employment, engage in skills development, and be open to the possibilities that enterprise presents, in order for current gaps to be closed.



Delivering and enabling

In these times of reduced public spending and a challenging environment for private investment, traditional approaches to economic development and regeneration are no longer relevant or affordable. The public sector's capacity to intervene has changed significantly. In the past initiatives and programmes led by public funds have been the currency of delivery plans. The future requires an enabled rather than a funded approach to stimulating the economy, with more of the lead being taken and greater investment being made by the private sector.

If we are to unlock the economic potential of the district we need to:

- Be clear on a local approach to negotiating outcomes between partners.
- Use our assets effectively.
- Support partners in bringing their own resources, knowledge and influence to achieve results that could not have been reached individually.

- Enable rather than fund solutions.
- Ensure value for money in all we do.

Sustainable economic prosperity cannot be achieved by one organisation working in isolation. It needs partnership working between private, voluntary and public sectors. The economic strategy builds on the strong tradition of partnership working that already exists across the district. It starts to shape how partners can share responsibility, manage risk, deploy financial resources and pool/align budgets. Loose networks, formal partnerships and project level alliances all have roles to play in supporting this essential joint working, while individual organisations must be clear on their responsibilities so their actions can be held to account.

This strategy incorporates case studies that demonstrate a track record of successful delivery and provide the foundations for new ways of working. It also provides illustrations of key delivery interventions. There will be ongoing discussion and further development of additional actions throughout the lifespan of the strategy.



The district has a range of new and existing tools to promote and incentivise economic growth, in part as a result of Government's focus on the localism agenda which seeks to shift power from central government back into the hands of individuals, communities and councils.

The Localism Bill provides tools that require local resources but will allow local authorities to:

- Grant discretionary business rate discounts.
- Make it easier to take advantage of small business tax breaks.
- Give affected businesses a greater say in rate supplements.
- In some circumstances cancel certain backdated business rates.

The Local Growth white paper also provides for financial instruments to lever in new resources including:

- The consideration of new financial tools for local government, such as business increase bonuses and the potential for retention of locally raised business rates.
- The introduction of legislation for new borrowing powers to enable authorities to carry out Tax Increment Financing (TIF), enabling them to borrow against future additional uplift within their business rates base. This borrowing could then be used to fund key infrastructure and other capital projects, and consequently is being considered to support development in the city centre.
- Methods to increase the role of the private sector in economic development, particularly through European funding programmes such as the recently launched JEREMIE and JESSICA schemes.

Our track record

Sharing risk in the city centre

The prominent Southgate city centre gateway site to provide a new 117,000 sq ft headquarters building for Provident Financial and a new 200 bed hotel at an estimated cost of £45 million. As a consequence of the recent economic downturn developers McAleer & Rushe found it difficult to obtain bank funding for the development.

In order to secure long term economic benefits for the district the Council found an innovative way of supporting the developers at a difficult time by providing a commercial loan to McAleer & Rushe of £6 million, secured by a second charge over the development.

As a result, the developers were able to complete the scheme, and Provident's move into the building in July 2010 secured 700 jobs within the district. An additional 60 jobs were created with the opening of Jurys Inn hotel within the development.

The loan agreement was structured to encourage early repayment to reduce risk to the Council. The loan was repaid in full, with interest and ahead of schedule. The project is a prime example of the Council working with the private sector to find ground breaking solutions that will ultimately provide long-term benefits for all parties.



From sound foundations: evidence and analysis

It is important that we have a clear understanding of how the local economy works. Bradford's economy has grown in recent years as evidenced by growth in business numbers and increased employment. However the impact of the recession is now being seen in rising unemployment, falling employment and a fall in business numbers.

The economic strategy is founded on evidence contained within the Local Economic Assessment. Using economic data and intelligence gathered in 2010, the assessment provides a detailed analysis of Bradford's local economy and highlights the characteristics that make the Bradford economy distinct. The assessment also identifies local opportunities and challenges, and maps some of the economic relationships between different places, both within and outside the district, supported by a City Region Economic Assessment.



Bradford is a big economy The third largest economy in the region producing 9% of the region's total wealth.

A young and growing population 506,800 people live in Bradford making it the fourth largest metropolitan district in England. 22% of the population is under 16 years old compared with 19% nationally. Population projections for Bradford forecast growth of 5,600 people per year to 2033, the fourth largest increase of all English local authority districts after Leeds, Birmingham and Bristol. Bradford's growing working age population requires a growth in jobs to match the growth in population.

A culture of enterprise Bradford experienced the highest growth in self-employment of any city in the UK over the five years to September 2009. Despite recent falls it is the only Yorkshire city listed in the top five across the UK for self-employment growth with 1,099 new businesses opened in the first half of 2010 according to the business start-up service Yoodoo.biz.

Highly skilled people are succeeding in the labour market Employment rates for those qualified to at least Level 4 (degree level) in Bradford are 86.2%, better than regional and national averages and improving. The proportion of 15 year old students achieving 5 or more A*-C (and equivalent) GCSEs including English and Maths in the district increased from 34% in 2006 to 44% in 2009.

Manufacturing is strong There are 1,400 manufacturing business units employing 29,100 people in the district. Manufacturing accounts for 13.4% of all employees compared to 9.5% in Great Britain as a whole. In 2007 the value of manufacturing output was £1.6 billion, 22% of the district's total GVA.

Home to some of the UK's top companies

Bradford is home to a number of major UK businesses with recognised brands operating on a national and international scale including Wm Morrison Supermarkets Plc, Yorkshire Building Society, Banco Santander and Hallmark Cards Plc.

A strong cultural offer Saltaire model village is one of only two World Heritage sites in Yorkshire while the National Media Museum in the city centre is among the most visited museums outside London. Bradford has the world's first UNESCO city of film designation.

Rural and urban landscapes of quality The natural environment of Bradford Dale, Airedale and Wharfedale is a great asset and is of significant value to both Bradford's residents and the economy. The district has a golden Victorian legacy, with 5,600 listed buildings and has been highlighted by English Heritage as one of England's greatest stone cities.

A key player in the Leeds city region Bradford's proximity to Leeds creates strong economic interdependencies as evidenced by the 37,000 travelling to and from work between the two cities every day. Bradford has the second highest GVA in the city region contributing 15% of the city region's economy.

Our challenges

High levels of unemployment ... There are 25,600 people unemployed (out of work but actively looking for a job and able to start work) in Bradford, accounting for 11.1% of economically active 16-64 year olds, higher than the unemployment rates for Yorkshire & Humber (9.0%) and Great Britain (7.9%).

... and worklessness A further 92,000 people are economically inactive (not looking for work or unable to start work), which when added to the unemployed figure makes a total of 117,600 16-64 year olds in Bradford who are out of work. This is 36.4% of the population aged 16-64, a higher proportion than regionally (31.1%) and nationally (29.8%).

Skills levels are low 194,000, or 63.1% of people aged 19 to retirement age in Bradford are qualified to at least NVQ Level 2. This compares to 68.6% for Yorkshire & Humber, and 70.2% for England as a whole. 48,000 adults or 15.7% of the 19-59/64 population, have no qualifications - the highest proportion of all Leeds city region districts. 57% of those without qualifications are not in work.

Over dependence on the public sector Public sector jobs growth has masked a fall in private sector employees. Between 2000 and 2008 the number of public sector jobs in the district increased by 7,400 to 60,300 while private sector jobs fell by 10,700. Public spending cuts will result in the loss of around 5,000 public sector and 2,000 related private sector jobs over the next four years. Factoring in a growing working age population, nearly 15,000 new private sector jobs will be needed to maintain employment rates at their current level over the next four years.

Too few high value knowledge businesses Knowledge based businesses such as financial and professional services account for 17.7% of all businesses in the district. This compares to 21.8% nationally.

Our city centre needs revitalising Bradford city centre accounts for 20% of all jobs in Bradford district. However the decline in Bradford's economy during the 20th century has resulted in a weak retail, commercial and leisure offer. Business and commerce has taken strategic decisions to locate in edge and out of centre locations or relocate to other city centres. Making Bradford city centre a competitive and attractive location is vital to the economy of the whole district.

As in other areas, energy costs are rising The rising cost of energy and raw materials alongside economic and regulatory pressures to reduce waste are challenges that must be met to ensure a successful and sustainable economy, while protecting and enhancing our environment. This will require reductions in the use of non renewable energy sources and raw materials alongside greater efficiencies in the use of finite resources.

Poverty and inequality is high Bradford is the 32nd most deprived local authority district in England and has the greatest gap between the most deprived and most affluent areas of any local authority district in England. 40,840 children, 31.4% of all children in Bradford, live in poverty compared to 22.2% in the region and 21.6% in England.

From evidence to priorities

The analysis of the assets and challenges provides a sound basis for understanding the nature of Bradford's economy. However, it is important the strategy builds on this foundation to prioritise actions that will deliver the biggest impacts.

Consultation and input from local partners¹ on goals, priorities and delivery roles has revealed clear consensus that the economic strategy should focus on priorities that are primarily economic in

nature and deal with issues that we can collectively influence and deliver against:

- Building entrepreneurship and innovation.
- Working from the centre outwards.

Questions of scale

The economy of the district works on a number of 'scales' ranging from the very local at the neighbourhood level up to district, city region and national levels. The strategy seeks to address the geographic scale at which interventions are best made to gain the most impact. For example activities to encourage enterprise start ups are probably best delivered and overseen at a local level, although it may be best commissioned at district or city region level. Equally, the scale at which inward investment is best supported is currently under review within the city region, though any approach must capture both equitable inputs of resources and effective local impacts.

It is important to be clear where our influence is and how we best use it. Bradford is a key member of the Leeds city region, with the second biggest economy of all 11 districts. This district level economic strategy will articulate local priorities and interventions and provide a Bradford perspective to inform the development and delivery of the Leeds city region Local Enterprise Partnership and its business case.



¹ Consultation on the strategy took place through a range of methods including the Bradford economy website, discussion with local partnerships and networks and through the most recent Regeneration Summits. Direct consultation also took place with members of the private sector led Employment and Skills Board and the Employment and Skills Partnership, representatives from business networks including the Local Affairs Committee of Bradford Chamber, and the Keighley Business Forum, principals of Bradford, Shipley and Leeds City College Keighley, and representatives of the voluntary and community sector including members of the Bradford Assembly's Regeneration and Prosperity Forum such as Holme Christian Community.

As well as geographical scales there are varying scales of delivery:

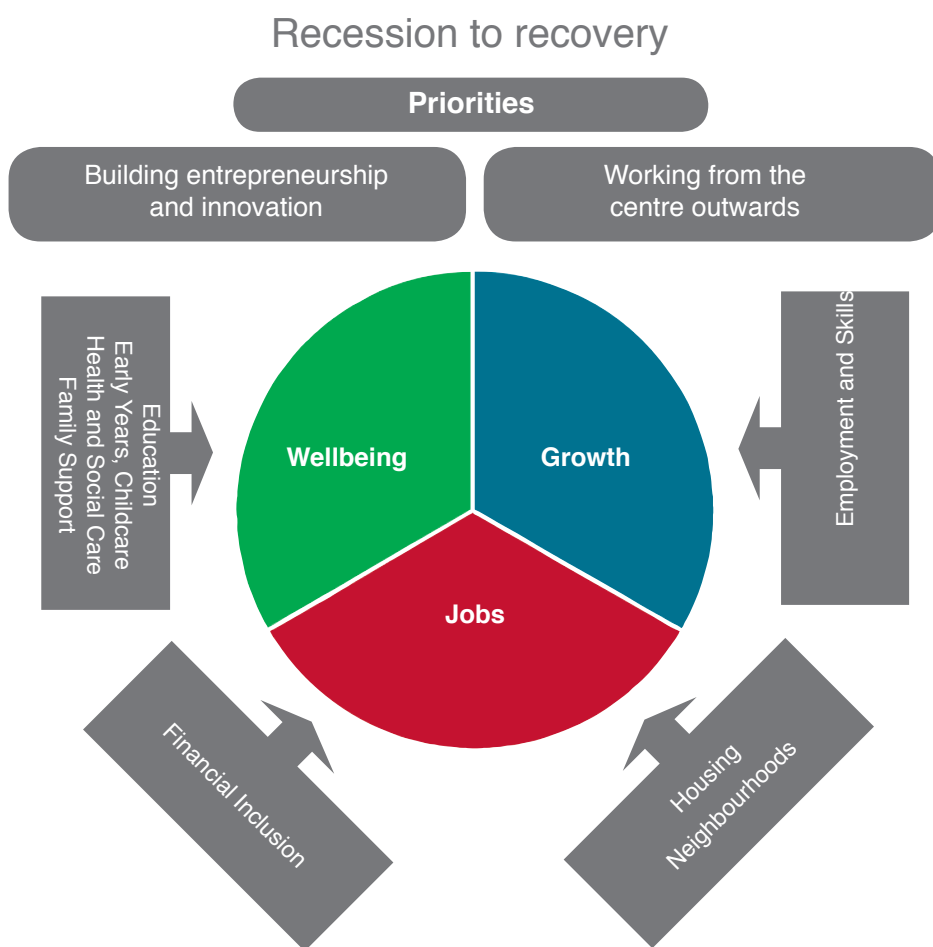
- In the short term (over next 1 to 2 years) delivery will focus on transitional activity aimed to make the most of available resources, including core roles of partner organisations.
- Transformational activity initiated in the short term will start to come to fruition in the medium term (over next 3 to 5 years). This requires

recognising new opportunities and developing actions that enable the public and private sector to work together effectively to lead the district into future economic prosperity.

- In the long term (over 5 yrs plus) delivery will focus on activities that maintain the viability of the growth achieved for the benefits of both business and local communities.

Linkages

We recognise that there is more to creating a prosperous and vibrant Bradford district than implementing specifically economic interventions. The importance of education, reducing worklessness, and improving the overall health and well-being of the local population are recognised as being crucial to the resilience and success of the economy, as are other issues that have a direct bearing on the regeneration of the district including connectivity and culture.



However, this economic strategy does not seek to duplicate other key district strategies such as the Housing Strategy and emerging Child Poverty Strategy. Where these linkages are directly related to the priorities and delivery of the economic strategy, they are outlined in this document.

Partners are continuing to deliver the priorities contained in The Big Plan 2008-2011. However, the priorities and actions resulting from the economic strategy, are directly supporting the development of the next Sustainable Community Strategy 2011-2014.

This economic strategy sets out the strategic framework to support the district's economy. The growing population of the district is an asset to employers both locally and across the wider city region. However it is important that the workforce are equipped with the most appropriate skills and knowledge to access the opportunities available. Bradford district has a legacy of low skills levels and high levels of unemployment and worklessness. These factors currently act as a brake on productivity and the economic growth of the district.

Through the Bradford district Employment and Skills Strategy the private sector led Employment and Skills Board (ESB) have set out five key objectives to help improve skills and increase employment, thus aiding the delivery of a successful economy and ensuring skills provision in the district can be aligned to the needs of the local economy and the skills needs of employers:

- Unlocking enterprise and employment growth in the private sector.
- Raising employer demand and investment in skills at all levels, including accelerating employer take-up of apprenticeships.
- Building a stronger platform of basic and intermediate skills.
- Reducing worklessness.
- Developing a more integrated system of employment and skills support.

The strategy is clear that a strong and flexible skills base is essential in making the district an attractive place to invest, helping to retain investment, generate good quality, well paid jobs, maintain and grow our strengths in areas like manufacturing and reduce worklessness.

The local colleges and the University of Bradford are members of the ESB both in their own right as employers and to work with and support private sector partners. This ensures skills provision is relevant to the needs of existing industries and that people are equipped with the transferable skills needed to adapt to a changing industrial landscape. The economic strategy supports this work by identifying economic drivers for growth, such as enterprise, that providers can use to ensure their provision aligns to the needs of the economy and local employers.

The Employment and Skills Strategy also recognises that we are not currently creating enough jobs to meet our future needs. Nor are we producing enough high level jobs to continue to stimulate and grow the economy. The loss of public sector jobs adds to these challenges.

Priority One: Building entrepreneurship and innovation

Introduction

Bradford has a powerful culture of entrepreneurship. This is a distinctive asset for the district, and its outcomes can be seen in the appetite of people to start their own business, the actual numbers of business start ups and rates of self employment.

Such entrepreneurship brings benefits beyond business start ups, and the aim of this economic strategy is to set out an approach that puts entrepreneurialism and innovation centre stage. This involves identifying and supporting actions that will promote entrepreneurship and innovation across businesses, educational institutions, public sector and community organisations.

Entrepreneurialism

Entrepreneurship is a skill and attribute which brings benefits throughout life. It allows people to be proactive, see solutions, make connections and act innovatively, both personally and professionally. Such approaches can be embedded in early life. Schools and colleges can connect young people to the world of work and introduce the entrepreneurial skills sets needed for success in work and beyond.

Starting up a business is an effective way for people to create their own economic opportunities. By using their own resources and skills people can have a real economic impact on their lives and their neighbourhoods. We have received significant local enterprise resources through the LEGI programme that have resourced the development of effective approaches and supported the delivery of clear business start up outcomes. Building on this experience we want Bradford to be the best place in the UK for businesses to start up.

Our track record

Embedding entrepreneurship

Linking employers, enterprise and entrepreneurship to schools is a key method to encourage positive attitudes to work and to increase aspiration. Local schools regularly engage with employers. This activity has been supported by Bradford Kickstart through the deployment of Enterprise Enablers in schools to encourage the next generation of entrepreneurs.

The Bradford Enterprise Exchange and the Education Business Partnership offer examples of employers, schools, colleges working together to create opportunities for joint action to promote and encourage enterprise and entrepreneurialism in young people. These partnerships bring local stakeholders together to share opportunities or seek support on particular projects or areas of work. There is a commitment from key members of Bradford Professional Network to continue working with schools and young people.

Bradford College, in partnership with Kickstart, has developed an enterprise academy to support students who want to set up their own businesses. The academy is designed to both support students and embed enterprise within the FE sector.



Our track record

Bradford Kickstart

Bradford Council's Local Enterprise Growth Initiative (LEGI) programme, operating as Bradford Kickstart, was launched in 2006 with a successful bid for £21.4m of government funding, primarily to boost economic activity in deprived neighbourhoods through enterprise and investment.

During its first four years Bradford Kickstart has helped local people launch 1,200 businesses and provided support to over 3,000 existing businesses, creating 4,000 jobs.

Advisers have provided expert help on topics such as business planning, cash flow, finding suitable premises and bookkeeping. Professional services



support has helped companies with marketing and short-term loans have been provided when banking facilities have been reduced.

Our plans

Creating the right environment

One of the ways in which the Council can enable business start up, growth and inward investment is through support for the creation of appropriate physical environments. This can be achieved through specific planning policies that identify an appropriate portfolio of employment land suitable for a variety of business needs, in the most advantageous market locations. It can incorporate a focus on securing high quality developments which contribute to a sustainable environment. Taking a business friendly approach means the planning service acting as an enabler where possible and an enforcer where broader economic wellbeing goals should be secured.

The transition towards a new economy requires different and more flexible working environments. Live / work locations are desirable for some business, and can be particularly useful in the early days of trading, as can new business starter premises. The Local Development Framework can help support such developments.

The creation of business and enterprise parks can also support enterprise start up and growth. This may involve direct intervention by the Council to remediate brownfield sites. However the voluntary



sector also has a strong track record of developing enterprise sites and business units – such as Royds Enterprise Park and the Gumption Centre.

Peer to peer support

Providing support for individual entrepreneurs can have a significant effect on their current business and future activity. The private sector is well placed to provide mentoring and support for entrepreneurs, passing on knowledge and experience on a one to one basis, either through formal programmes or more informal networks.

Bradford district has a number of effective business networks, focused on particular sectors, issues and geographical areas. These business to business networks, supported by Bradford Chamber of Commerce, help identify new opportunities, build capacity and can help with the transfer of knowledge and supply chain information.

- Keighley Business Network was set up by Bradford Chamber and chartered accountants Clough & Company in 2010 to bring together businesses based in the area. Quarterly meetings of up to 60 business people hear from speakers on topical issues, as well as receiving tips and advice on improved methods of working. Bradford Chamber, which covers the whole of the district, now has a satellite office in Keighley thanks to help from Clough & Company.
- The Bradford Property Forum is a network of businesses and other organisations connected to the property sector. The membership-based body meets every two months and brings together property professionals, planners, senior councillors and other key decision-makers to network and discuss issues affecting the property market.
- Network for Enterprising Women's Success (NEWS) is a recently established group run by women and for women in business in Bradford. With a strong business focus the group supports any woman who is either

thinking of going into business, already running a business, or who is a senior manager. Every type of business is represented by members - from sole traders to a plc, social enterprises and business units to schools and charities. NEWS is led by a steering group who help guide the network and ensure that it is responding to what women say.

- Good practice in environmental issues is now expected of businesses. The Better Business Environment Forum (BBEF) is a local independent agency offering impartial information on environmental matters, including advice on funding and best practice guidance. BBEF works in partnership with a wide variety of agencies and specialists to coordinate events, offer local accredited training, and work with businesses to find solutions to environmental challenges.



It is the growth of existing as well as new businesses that is a key prospect for the district for achieving economic and employment growth over the next few years. Supporting local businesses and targeting businesses that show prospects for growth is an efficient way of maximising the

impact of limited resources, as it has been shown that it is less than 10% of the business base which create the majority of growth and jobs². As well as indigenous start ups and grow ups we want Bradford to become the place businesses want to come to grow.

² The vital 6 per cent: How high-growth innovative businesses generate prosperity and jobs (2009) NESTA

Our plans

Entrepreneurial skills development

Skills development for entrepreneurs can be delivered in many ways. A priority of the ESB is to develop an 'Unlocking Talent for the Future Economy' work plan which will set out detailed proposals to actively engage employers in the development and delivery of all learning pathways and identify how the teaching of basic 'employability' and enterprise skills and competencies can be strengthened across the district.

The School of Management at the University of Bradford provides a nationally and internationally significant asset for the district, offering bespoke executive education and a calendar of courses for business managers and executives. Its MBA programme brings entrepreneurs to the district from across the globe, providing leaders with knowledge and interest in Bradford district with whom future trading links can be developed.



Entrepreneurialism is not just manifested by people working within businesses. When active within neighbourhoods and communities it can provide a base for local economic solutions. Entrepreneurialism within communities is about more people engaging more actively in their own local economy. In this respect it links to a wider neighbourhood agenda, which the Government calls the 'Big Society'. In the next two years this will be particularly important as services previously provided by the public sector are rolled back, with an externalisation of some activity to social enterprises providing opportunity for new forms of economic activity, particularly in the field of social care.

Social enterprises are economic entities that also work towards social goals, frequently drawing on volunteering which in turn has its own positive economic outcomes in terms of increased wellbeing and capacity to take up paid employment. Bradford district has a strong tradition of social enterprise, with many businesses making progress in the transition away from grant dependency. Ensuring the transfer of effective service delivery will require the careful management of assets, expertise, risks and responsibilities. But it does provide the opportunity for locally appropriate delivery that makes best use of available resources. The public and voluntary sectors are currently working together to develop plans to secure this transition.

Our track record

Supporting social enterprise

With investment from the EU's European Regional Development Fund (ERDF), Enterprising Bradford works to develop enterprise in Bradford's most deprived communities. The funding supports organisations to set up their own businesses and social enterprises, and assists local voluntary and community sector organisations in becoming more enterprising. The project was set up in 2009 and will run until the end of 2011.

As well as direct business support through Enterprise Coaches, organisations get professional, legal and financial advice, and support towards tender readiness. The project also promotes and facilitates community asset transfer.



By creating more businesses and developing a more enterprising third sector, the programme aims to generate more income and employment opportunities locally, and provide a greater choice of goods and services within disadvantaged neighbourhoods. So far the programme has assisted around 150 small to medium enterprises, including 33 social enterprises, and is currently working with over 300 more.

Public sector spend, while reduced, will continue to provide a significant resource to the district economy. Deployed effectively these resources

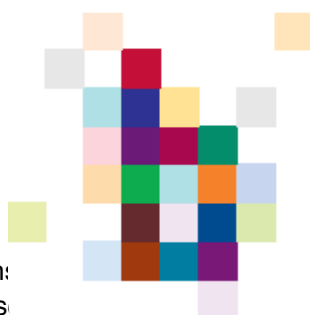
can support enterprise growth, local jobs and local businesses.

Our plans

Local impact for local resources

Bradford District Partnership members made a pledge in 2009 committing their organisations to a range of actions to boost the local economy and protect jobs. In recognition of the impact of their spending decisions, actions include speeding up payments to local business and suppliers. As part of this pledge the Council committed to paying invoices to local small businesses within 10 days, introduced extra payment runs to speed up payments, filters and prioritises local business invoices, and has been effective in promoting the use of BACS by local companies to get payments to them faster.

These partners remain committed to achieving these external economic benefits at a time when



BRADFORD
working in partnership

as organisations there is also a requirement to look inward to achieve necessary cost savings. Reform of commissioning and funding in the health sector in particular, with substantial budgets being put into the hands of GPs, presents an opportunity and challenge to build on this work.

Our plans

Levering sustainable benefits from spend

It is not just direct public sector spending that can secure local economic benefits. Through the Bradford Together initiative championed by the Council, private sector companies and other suppliers have been challenged to identify what they can do to reduce their impact on the environment, increase local job opportunities, invest in training and apprenticeships, take a positive approach in improving residents' wellbeing and quality of life, and use sustainable, fair and ethical resources.

The initiative aims to make use of the power of procurement by recognising such contributions in the tendering process. In competitive procurement situations, an appropriate proportion of the evaluation will be reserved for marking the quality of the response to the issues identified.



Innovation

If entrepreneurialism is an individual trait then innovation can be seen as the corporate trait that builds on it to bring about the development of new products and processes. This strategy takes an approach that builds innovation from the assets that give the district a competitive edge and opportunity for growth. The focus must be on growing what we have, using new processes, and developing new products and markets to encourage investment and growth. The interface of people from different disciplines can often trigger changes to how things are made.

The district has some key innovation assets, in both the private and public sector. There are businesses that are national and world leaders in their fields. The higher and further educational sector in the district provides not just training and development but research capacity to fuel growth.

Our plans

Knowledge transfer

The University of Bradford is a key innovation asset for the district and committed to ongoing work with businesses, including through the SME knowledge network. The Centre for Entrepreneurship and Innovation Management brings together research, teaching and engagement objectives, through the work of academics, entrepreneurs and practitioners.



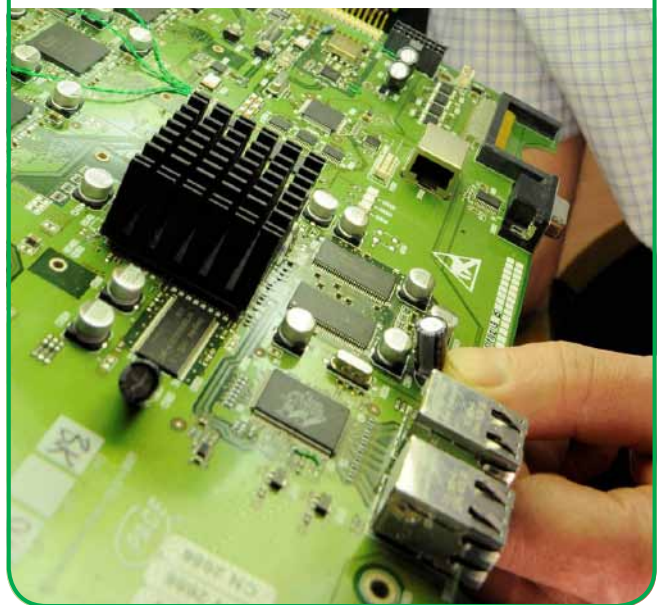
Organisations like the Bradford Chamber of Commerce and approaches like the Advanced Digital Institute provide private sector led mechanisms for linking businesses with commercial opportunities.

Our plans

Innovation in action

As a priority project within the Airedale Masterplan, the Advanced Digital Institute (ADI) is the UK's first independent research and development institute, established in 2006 with the appointment of the CEO Ged Powell and 16 staff of national and international repute. The world-class commercial research and design facility supports the advanced manufacturing and digital sector by helping companies develop leading edge solutions for the global market in technologies such as wireless communication, embedded systems, satellite navigation and positioning technology, digital TV, home networking, consumer broadband and tele-health.

The ADI has recently been working with Airedale Hospital and partners in Italy, Sweden and Poland to share knowledge about the use of ICT to help patients manage chronic conditions such as diabetes in their own homes. The European funded project will produce an action plan that will inform the development of tele-health services across Europe, and confirms Airedale as a location for leading edge research and development, putting innovation into action.



It is by building on these assets that a locally relevant approach can be developed. We know that industry led approaches are likely to work best and that innovation support shouldn't be restricted to one or two predicted growth sectors. Sectoral analysis and understanding is important but sectoral intervention has had limited success in the past. A more effective approach is one that

takes advantage of opportunities across all sectors, delivered from within sectors when relevant to the nature of businesses. A trialling of such approaches in sectors where we have both strengths and opportunities for growth also maximises limited resources. As companies concentrate on core skills, there is a growing need to work with business partners to form value adding networks.

Our plans

Building a manufacturing alliance

The Bradford and Airedale Manufacturing Alliance (BAMA) has formed an association between manufacturers, local businesses and the wider community, to help manufacturers benefit by mutual working and to bolster globally competitive manufacturing in the Bradford and Airedale area. The alliance aims to create a forum to advise members of manufacturing best practice, provide contact points for accessing manufacturing support and advice, and give guidance and support in relation to workforce skills and development.

An interactive website provides information and links to current legislation and funding sources and creates an electronic networking forum for members to pose questions and share answers. Importantly, the website contains a list of members and their area of operation, so potential customers can identify contacts when seeking local suppliers. Regular networking events are held at which keynote speakers provide information on topics



relating to manufacturing and other practical issues on running a business, and a monthly email newsletter provides latest news and updates on opportunities, local grants, and relevant events.

Our plans

Technology network

The University of Bradford is establishing a new facility for people working in IT, media and communication companies. The network will provide a forum for people with specialist knowledge and skills to share new innovations and ideas, and learn new skills. The network has been designed to support the creative and digital, healthcare and environmental technology sectors within the district.



Local assets are a sound building block but are not fixed in stone. It is through processes of adaptation that new assets and specialisms are built. Manufacturing provides a good example of how industries can develop and adapt over relatively short periods. As traditional methods of production declined, manufacturing industries had to innovate to survive, moving into more advanced

manufacturing and specialised engineering services. With the right support innovative approaches can continue to yield opportunities as new industries emerge, as can be seen with the growth in ‘green’ technologies and the need to adapt to a low carbon economy.

Our track record

Innovation and environmental gains

James Robinson Fibres working with the Manufacturing Advisory Service³ implemented an improved operational structure to improve environmental performance and reduce costs. A 30 day strategic improvement project achieved the following:

- 50 tonnes of CO2 energy savings realised per year.
- Increase in Gross Value Added (GVA) of £250k.
- 1 new job created.
- Sales boosted by £250k.
- 22% improvement in equipment effectiveness.
- Data can now be accessed and analysed quicker and easier.
- Communication between the company’s two sites has greatly improved.



³ The BIS Manufacturing Advisory Service Yorkshire & Humber (MAS YH) is managed by YFM Business Development, part of the GLE Group (a not-for-profit enterprise development company) and is jointly supported by Yorkshire Forward and the European Regional Development Fund (ERDF).

Priority Two: Working from the centre outwards

Introduction

Bradford district's economy is made up of a number of different functional economic areas. Each of these areas makes up a distinctive economic space, with different characteristics, influences and flows. This spatial understanding is vital to building a sustainable and resilient economy, as it helps identify both the assets on which we can build and the areas of market failure or weakness which necessitate intervention.

City Centre

The city centre, at the heart of the Bradford City functional economic area, is the key economic driver for the district. Its success is pivotal to the prosperity of the whole city and the district overall, as it is hard to imagine a well performing district without a successful and vibrant city centre visible at its core – acting as a shop window for the outside world, and operating as a key image former as much as a provider of facilities and services.

City centres are multi functional. Central business districts provide centres for production, in offices, workshops and studios, especially in the knowledge industries that have a high demand for density and face to face transactions. But city centres also provide retail, eating, drinking and entertainment facilities, and accommodation services such as office and manufacturing space and housing.

Bradford's city centre has been suffering from market failure. Its retail offer is limited and its central business district needs recreating to appeal to 21st century businesses and attract new investment. Its evening economy is underdeveloped, particularly in contrast to other cities of a similar scale, though its assets provide the sound basis for an attractive model that is an alternative to evening economies focused heavily on vertical drinking environments.

Recent action and investment on the ground has been focused on improving the quality of the public realm, including the City Park, that will act as a catalyst for a new central business district by raising land values and encouraging investment. Creation of a new central business district will bring transformational change for businesses, investors and Bradford citizens. Key steps have already been taken including assembling land, putting in place the planning and design framework, agreeing a commercial strategy, and preparing business cases. Delivering a development platform and subsequent Grade A office accommodation is a priority for the city centre.

Our track record

Creating local labour opportunities in the City Park

City Park's pledge to buy local is benefiting local people and firms. Since Yorkshire-based Birse Civils was appointed in November 2009, several new jobs have gone to Bradford residents and local sub-contractors have been appointed. The City Park contract was unique with local labour and supply chain benefits built into the procurement process. Tenders for the work had to include details of how contractors would comply with clause Z3, the district's Social Community Policy.

Birse Civils' local supply chain includes James Hudson Demolition, Southern & Redfern Building Services Ltd, Corecut Ltd, Anderson & Heeley Ltd and Thomas Crompton Contracting Ltd. Birse also committed to at least 5 employment opportunities for people unemployed for at least 6 months and 15 weeks training / development opportunities.



Fostering a positive image based on demonstrable improvements is vital to promoting economic development. Delivering key projects, such as the City Park which is building a new and distinctive asset for Bradford that sets it apart from other cities, provides an opportunity to change the way the city centre is perceived by investors, employers, communities and individuals. These facilities provide an attraction for people, creating vitality and helping to keep a space animated and dynamic. This in turn makes it more attractive to businesses. It is important that the positive aspects of the city centre are communicated as widely as possible. All partners have a role in this and in promoting the image of the city centre as a destination of choice – be it for tourism, leisure, learning, investment or location.

There is an urgent need for the delivery of the Broadway / Westfield Shopping Centre. In the face of a changing retail environment and global recession the developers remain committed to pursuing the scheme, building on their existing investment. Work is currently underway to ensure the scheme remains appropriate for the district in terms of quality and scale. This approach is essential to the short term goal of delivering the development and the longer term economic success of the city.

The value of Bradford's existing retail offer must not be overlooked. Despite current economic difficulties, some positive signs in city centre activity have been seen. The Kirkgate shopping centre is fully let and experienced a significant rise in footfall in the 2010 pre-Christmas period. The latest phase of the Heritage Streets refurbishment was completed and has been shortlisted for a national award. While the full impact of the budget cuts are still awaited, we now have an attractive, high quality public realm with which we can work to improve the city centre through 2011, bringing in more shoppers and shops for them to enjoy. Action has recently been taken to address issues faced by existing retail businesses through co-operation between the Council and businesses. This provides a good example of the way in which the two sectors can

Our plans

City centre retail

The Council is actively working with city centre businesses to establish a sustainable way forward and turn issues into actions. Two meetings held between businesses and the Council in 2010 raised a number of issues, many of which have already been put into action. For example, issues around street cleansing and anti-social behaviour in the centre have been addressed, an 8% reduction in service charges within Rawson Market has benefited stall holders during challenging times, and promotion of businesses in the city centre has been boosted through the launch of an interactive website www.bradford-interactive.org.

By establishing a new City Centre Business Partnership, businesses will have a greater voice in future activity. A working party of eight businesses have already come together to develop this further.



work together.

Other projects identified through the masterplanning process and the subsequent long term planning to create a stronger city centre remain priorities for delivery, with the focus being on maintaining momentum over this transitional period. The scale of activity and of the city centre itself can create a tipping point triggering further delivery. Such activity is designed to address issues of supply which are curtailing investment demand, by improving the availability of business space.

Our plans

City centre office use

In the context of reducing public sector employment the Council is committed to intensifying city centre footfall by relocating staff into city centre buildings.

The Council's office accommodation strategy will deliver increased capacity in a cluster of core city centre office buildings. City Hall, located on the periphery of the retail area, will form the core of the Council's office cluster.

Staff from outer offices will be moved to the city centre into the space created. With the introduction of new ways of working (non-territorial working etc.) the number of staff based at these building will be further enhanced.



Our plans

A learning city

The Learning Quarter on the western edge of the city centre and encompassing the campuses of the University of Bradford and Bradford College, brings together a number of exciting developments and seeks to enhance future opportunities over the next ten years.

A delivery plan for the area has been developed by Bradford Council in partnership with the University of Bradford, Bradford College, the McGinnis Group and Mi7 Developments. Already delivered are the £6.5m Institute of Cancer Therapeutics, the £7m atrium, a £5m sports centre, and the Trinity Green campus. The £40m student village 'The Green' is in construction, due for completion in summer 2011 in time to provide accommodation for over 1,000 students for the start of the new academic year.



Effective transport links are vital to a successful city centre. These must connect to surrounding communities and other major destinations as well as provide easy access to and around the city centre. They must be accessible for all sections of the community. This will require improving the quality

and availability of pedestrian routes, the provision of public transport services and infrastructure, reducing through traffic problems and actions to tackle congestion and pollution in the heart of the city.

Our track record

Enabling investment

The first phase of the ProLogis development is completed and Marks and Spencer has moved into their largest distribution centre in Europe. This logistics warehouse is valued at £67 million and processes most non-food goods that arrive on the shelves of all Marks and Spencer stores in the northern part of the UK. This is a prestigious development for the district and has helped raise the profile of Bradford with business and investment communities. Bradford Council and developers ProLogis are now working to secure the development of the following phases on the M606 / M62 site.



Gateways

Key routes out of the city centre have a strong mix of shops, cafes and restaurants. Bombay Stores is a national magnet, while the string of outlets along the length of Leeds Road services regional markets and create a distinctive (albeit congested) route into and out of the city centre that continues through the city centre and up the World Mile. Such gateways complement the city centre's potential offer, by providing a diverse retail offer that goes beyond that offered in neighbourhood service centres.

Other arterial gateways into the city centre and the wider district offer the opportunity for substantial development. The M606 connects the city centre directly into the M62 and the national strategic highway network. This connection creates a strong attraction for investment in the logistic and distribution industries.

Our plans

Joint ventures

Canal Road Corridor, stretching 5km north from the city centre towards Shipley, has been included in the Urban Eco Settlements initiative. It offers potential for pioneering large scale development, coupling high quality design with sustainable living principles. The scheme is considered essential to delivering the city region's housing growth, affordable housing and regeneration objectives. With a wide range of opportunities valued in excess of £1.2 billion the corridor has the potential to bring back into productive use over 40 hectares of brownfield land and buildings, create over 5,000 new homes, support the development of educational facilities, attract retail, commercial and leisure uses, be an exemplar of sustainable development, develop a green corridor, link the city centre with Manningham and Airedale, improve



infrastructure and public transport and re-open the Bradford Canal.

The Council's Executive has agreed the creation of an Asset Based Joint Venture Company between the Council and Urbo Regeneration Ltd. This will enable the Council to harness the development expertise, experience and financial strength of its private sector partner to deliver the Canal Road Corridor's centre section.

District

Of the district's functional economic areas, Airedale in particular is a significant centre for business and employment and a driver of the district's prosperity. Airedale's offer, centred around Keighley, Bingley and Shipley incorporates quality residential locations with space for business and investment activity. Long term plans identified in the Airedale masterplan are based on the premise that growth is most readily achieved where existing companies are encouraged to grow and therefore activity is focused on home grown business creation, development and expansion. With support from the Airedale Partnership with its strong private sector involvement, the focus of delivery is upon maintaining momentum.

Developing masterplans and areas for strategic intervention is an important tool for economic development but neighbourhoods are key to developing locally relevant solutions and delivering social and physical regeneration outcomes. This local focus is particularly important given Bradford district is made up of a rich fabric of rural and urban villages, each with their own distinctive character and economic role, whether that be through a high street retail offer, a local centre for employment or the provision of attractive environments for visitors and tourists.

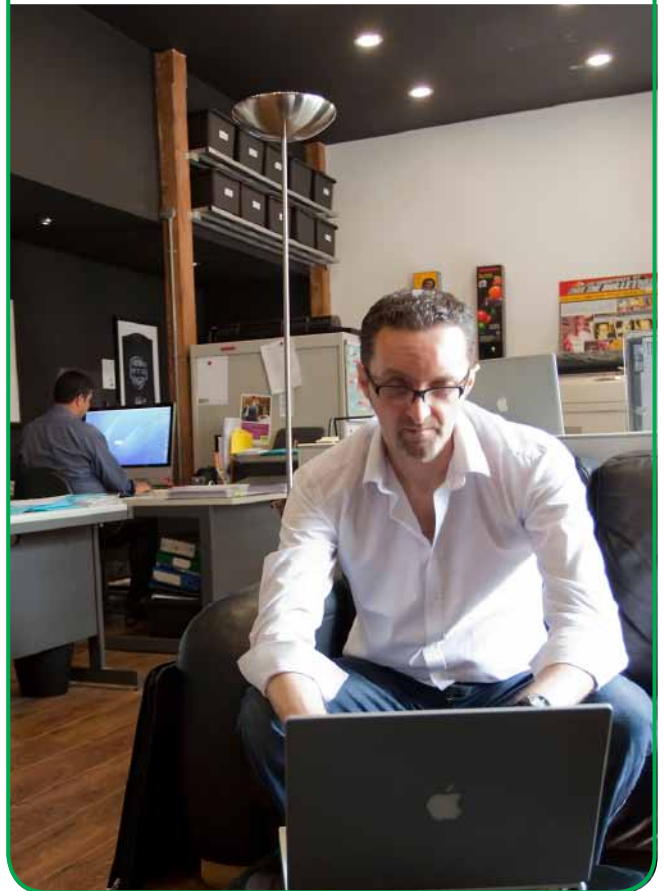
Employers located in communities and neighbourhoods have a large role to play in how local economies operate, including helping to retain money within the local area. Community facilities and hubs help keep neighbourhoods animated by encouraging social interaction and offering access to services and new opportunities for training and learning. The voluntary and community sector has a strong presence at a local level, providing support and services that keep communities and individuals engaged and active.

Partners now have a responsibility to support new ways for communities to shape their local areas. Neighbourhood plans and the community right to build mean that individuals, groups and businesses

Our plans

Infrastructure for the new economy

As business use of the internet has increased over the last decade, the economic benefits of broadband infrastructure have become apparent, allowing the rapid exchange of information and communication with customers and clients. Superfast Broadband is now being rolled out, with some exchanges in the district already enabled and work being undertaken to consider the economic case for further roll out, including quantification of likely job creation outcomes.



will be in a much stronger position to deliver small scale development in the future. Experience in Bradford has shown that targeted approaches which operate at a neighbourhood level can be responsive to local needs but also build the necessary social capital for communities to start to deliver for themselves.

Our track record

Helping people out of debt

Bradford Council has worked with the Primary Care Trust to establish a joint commissioning process for over £2.5 million of combined resources including £1.1m of WNF to address debt and improve financial inclusion in deprived neighbourhoods. The following activity has been commissioned and contracted:

- Thirteen additional advice worker posts including seven in settings used by children and their families such as children's centres and extended schools.
- Four traineeship posts to increase the supply of trained advice workers with the following language skills: Bangla, British Sign Language, Polish and Slovakian.
- Financial literacy classes for adults, training at specialist level for advice workers and basic level for traineeships.
- A series of road shows across the district to ensure there is district wide access for Bradford residents to services which will help maximise their income, reduce expenditure/debt and help with future financial planning.



Demand for advice services remains high with 23,392 people seen and 46,526 enquiries dealt with in 2009/10. Anecdotal evidence from advice workers suggests that many of these people have not previously sought help from an advice centre. With the largest categories of advice being benefits and debt, £9.6m has been generated in additional income and over £15m of debt dealt with.

Beyond

Bradford district plays an active role in the Leeds city region, befitting its scale as the second largest economy in the functional economic area. The city region, through the Local Enterprise Partnership provides a suitable scale at which to work with businesses and relate to government on common issues and shared opportunities. The city region partners have identified a range of thematic working areas where there is merit in mutual co-operation including transport, housing, employment and skills and support for innovation.

Only nine miles apart, Leeds and Bradford's economic relationship has been defined as interdependent³. This relationship creates

opportunities for co-operation in delivery, which are currently being explored in specific areas included joint marketing opportunities and shared approaches to inward investment. Such interdependence also allows Bradford to play to its distinctive strengths. Bradford has an important complementary property market role to offer, and in developing an office accommodation product within Bradford's city centre that is more affordable to businesses looking for new good value space close to good supply chains and transport hubs, will benefit businesses in the district and beyond.

Collaboration between the two districts on the Leeds/Bradford corridor is creating opportunities for investment and development. Bradford has other economic relationships within the city region and

³ City Relationships: Economic linkages in Northern city regions. The Work Foundation. November 2009

beyond that do not reflect traditional administrative boundaries, such as common labour markets with Kirklees and Calderdale to the South and Skipton and Craven to the North. Connections to Manchester and Lancashire along the M62 have contributed to a growing logistics and distribution sector in the south of the district.

In wider markets Bradford's industrial development was founded on the efforts of merchants that transformed Bradford from a small market town into the woollen textile capital of the world. Trading links forged over decades and home grown connections to emerging economies is an opportunity to access new markets.

There are businesses in Bradford with experience of establishing and growing international trade and individuals with the language skills and contacts to enable new supply and trading links. Support to access and grow these international trade links depend on businesses providing mutual support rather than public sector intervention.

Our plans

Trading in Europe

The Enterprise Europe Network is a one-stop-shop for information on EU matters. It network provides comprehensive and high quality European information, advice on legislation, and business and innovation support, equipping SMEs to compete more effectively and promoting overall economic growth. The Enterprise Europe Network is made up of close to 600 partner organisations in more than 40 countries, promoting competitiveness and innovation at the local level in Europe and beyond.





The next few years will be a very important period in Bradford's economic development. This strategy points a direction for action and delivery to improve local prosperity. We've got great assets to draw on: an entrepreneurial and growing population, a tradition of making and trading, some of the nation's finest nationally-recognised companies and a quality built and natural environment with the regeneration of the city centre gaining momentum.

Our economic priorities will be delivered and our goals achieved only by a whole host of businesses, organisations, communities and individuals, working separately and in partnership. This economic strategy is a call for action to us all to play our part in helping create a strong, sustainable and resilient economy for Bradford district.



Strategic Delivery Unit
Department of Regeneration and Culture
City of Bradford Metropolitan District Council
Telephone: 01274 431761
Email: kate.mcnicholas@bradford.gov.uk

Photo credits: Tom Blackwell (Keighley and Ilkley Voluntary and Community Action), Michelle Heseltine, Joan Russell, City of Bradford Metropolitan District Council, Manufacturing Advisory Service Yorkshire & Humber, University of Bradford and University of Bradford School of Management.