

Public Document Pack



Agenda for a meeting of the Bradford and Airedale Health and Wellbeing Board to be held Remotely on Tuesday, 12 January 2021 at 10.00 am

Dear Member

You are requested to attend this meeting of the Bradford and Airedale Health and Wellbeing Board.

The membership of the Board and the agenda for the meeting is set out overleaf.

Yours sincerely

P Akhtar

City Solicitor

Notes:

- Please note the agenda and reports can be viewed on the Council's agenda and minutes website five clear working days in advance of the meeting.
- **The meeting will be held remotely, Members and officers in advance of the meeting will be sent via email, instructions and a link on how to join the meeting remotely.**
- A webcast of the meeting will be available to view live on the Council's website at <https://bradford.public-i.tv/core/portal/home> and later as a recording.
- Approximately 30 minutes before the start time of the meeting the Governance Officer will set up the electronic conference arrangements initially in private and bring into the conference facility the Members and officers so that any issues can be raised before the start of the meeting. Members should be on their own when attending remotely and ensure that any confidential papers are not visible via the technology used.
- Any Councillors or members of the public who wish to make a contribution at the meeting are asked to email fatima.butt@bradford.gov.uk by **10.30 am on Friday 8 January 2021** and request to do so. In advance of the meeting those requesting to participate will be advised if their proposed contribution can be facilitated and those participants that can be will be provided with details how to electronically access the meeting. Councillors and members of the public with queries regarding making representations to the meeting please email Fatima Butt.

From:

Parveen Akhtar

City Solicitor

Agenda Contact: Fatima Butt

Phone: 01274 432227

E-Mail: fatima.butt@bradford.gov.uk

To:

MEMBER	REPRESENTING
Councillor Susan Hinchcliffe	Leader of Bradford Metropolitan District Council (Chair)
Councillor Sarah Ferriby	Healthy People and Places Portfolio Holder, Bradford Metropolitan District Council
Councillor Robert Hargreaves	Shadow Healthy People and Places Portfolio Holder, Bradford Metropolitan District Council
Councillor Adrian Farley	Children and Families Portfolio Holder, Bradford Metropolitan District Council
Councillor Abdul Jabar	Neighbourhoods and Community Safety Portfolio Holder, Bradford Metropolitan District Council
Councillor Imran Khan	Education, Employment and Skills Portfolio Holder, Bradford Metropolitan District Council
Councillor Alex Ross-Shaw	Regeneration, Planning and Transport Portfolio Holder, Bradford Metropolitan District Council
Kersten England	Chief Executive of Bradford Metropolitan District Council
Helen Hirst	Accountable Officer, Bradford District and Craven Clinical Commissioning Group
Sarah Muckle	Director of Public Health
Jason Longhurst	Interim Strategic Director Place
Iain MacBeath	Strategic Director Health and Wellbeing
Brendan Brown	Chief Executive of Airedale NHS Foundation Trust
Geraldine Howley	Group Chief Executive, InCommunities Group Ltd
Dr James Thomas	Bradford Districts and Craven Clinical Commissioning Group
Dr Sohail Abbas	Deputy Chair
Therese Patten	Chief Executive of Bradford District Care NHS Foundation Trust
Helen Rushworth	HealthWatch Bradford and District
Kim Shutler	Bradford Assembly representing the Voluntary and Community Sector
Dan Greenwood	Chief Superintendent Bradford District, West Yorkshire Police
Ben Bush	District Commander, West Yorkshire Fire and Rescue Service
Mel Pickup	Chief Executive of Bradford Teaching Hospitals NHS Foundation Trust
Mark Douglas	Strategic Director, Children's Services

Co-opted Members: Zahir Irani (Chair of Economic Recovery Board), Bishop Toby Howarth (Chair of Stronger Communities Partnership), Stewart Davies (Chair of Sustainable Development Partnership), Shirley Congdon (Vice Chancellor, Bradford University), Zulfi Karim (President of Council for Mosques)

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

3. MINUTES

Recommended –

That the minutes of the meeting held on 28 January 2020 be signed as a correct record (previously circulated).

(Fatima Butt – 01274 432227)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Fatima Butt - 01274 432227)

B. BUSINESS ITEMS

5. INTEGRATING CARE: PROPOSED CHANGES TO INTEGRATED CARE SYSTEMS AND PLACE-BASED INTEGRATED CARE PARTNERSHIPS 1 - 10

The Chair of the Health and Care Executive Board will submit **Document “A”** which reports that the NHS England/ Improvement engagement paper ‘Integrating Care’ proposes significant change for both regional ‘Integrated Care Systems’ (ICS) and local place based partnerships for health and care ‘Integrated Care Partnerships’ (ICP).

The report sets out the main opportunities and challenges, and clarifies how this will be handled within the local place based partnership for health and care.

The views of the Board on the issues set out in Document “A” are requested.

(James Drury – 07970 479491)

6. THE BRADFORD DISTRICT ECONOMIC RECOVERY PLAN 11 - 70

The Interim Strategic Director, Place will submit **Document “B”** which provides an overview of the Bradford District Economic Recovery plan that has been developed by the Bradford District Economic Recovery Board. The Economic Recovery Board is a partnership board, chaired by Professor Zahir Irani, Deputy Vice Chancellor, University of Bradford with membership from across the business community, public sector partners, education and voluntary sectors.

The recovery plan assesses the impacts of the COVID pandemic on Bradford District's local economy and sets out the actions that need to be taken now and over the next two years to accelerate the recovery from Covid-19 by sustaining employment and boosting productivity whilst continuing to build a more inclusive, sustainable and resilient economy for the subsequent period.

Recommended-

That the Board notes the Executive recommendations below:

- **Executive would like to thank Professor Zahir Irani and the Economic Recovery Board members for their valuable contribution to this crucial area of work.**
- **Executive note the approach to Economic Recovery outlined in this report and the accompanying Bradford District Economic Recovery Plan.**
- **Recommend that the Economic Partnership takes the lead in taking this plan forward and uses the plan to inform the District's approach to economic recovery supported by other appropriate partnership boards including the Skills Partnership and the Sustainable Development Partnership.**
- **That these plans are progressed for the whole District, working with the Keighley and Shipley Towns Fund Boards and other partnerships.**

(Jason Longhurst - 01274 434748)
(Philip Witcherley – 01274 431241)
(Mark Clayton – 01274 434558)

7. FORMALISATION OF WELLBEING BOARD GOVERNANCE ARRANGEMENTS

71 - 78

The Executive Board Programme Director will submit **Document "C"** which reports that prior to the first wave of the Covid 19 pandemic, a process was underway to reform the Health and Wellbeing Board, to become the Wellbeing Board, including associated changes to its membership, and focus.

The Wellbeing Board has been operating in shadow form for several months, and now seeks a formal decision in accordance with the Council's Constitution in order to complete the process of transition.

Recommended -

- (1) That the Health and Wellbeing Board supports and agrees the proposed focus of the Board's activity; its membership; its operating model and implementation plan.**

- (2) That the changes to the Terms of Reference of the Health and Wellbeing Board be referred to Governance and Audit Committee at its meeting in April 2021 as part of the changes to the constitution that will be considered at that meeting.**

(James Drury - 07970 479491)



Report of the Health and Care Executive Board to the meeting of Bradford District Wellbeing Board be held on 12th January 2021

A

Subject:

Integrating Care: proposed changes to Integrated Care Systems and place-based Integrated Care Partnerships

Summary statement:

The NHS England/ Improvement engagement paper 'Integrating Care' proposes significant change for both regional 'Integrated Care Systems' (ICS) and local place based partnerships for health and care 'Integrated Care Partnerships' (ICP).

This report sets out the main opportunities and challenges, and clarifies how this agenda will be handled within our local place based partnership for health and care.

Helen Hirst
Chair of Executive Board (and Chief
Officer Bradford districts and Craven
NHS CCG)
Report Contact: James Drury Executive
Board Programme Director
Phone: 07970 479491
E-mail: james.drury2@bradford.gov.uk

Portfolio:
Healthy People and Place
Overview & Scrutiny Area:
Health and Social care

1. SUMMARY

This paper from our Health and Care Executive Board relates to changes to the local and West Yorkshire partnership context, which arise following the publication by NHS England/Improvement of an engagement paper [Integrating Care](#) which proposes significant change for both regional 'Integrated Care Systems' (ICS) and local place based partnerships for health and care 'Integrated Care Partnerships' (ICP).

The report 'Integrating Care: Next steps to building strong and effective integrated care systems across England' was published at the end of November and is the latest in a series of evolving national NHS policy documents, arising from the NHS Long Term Plan published in 2018. It suggests a number of changes, several of which will require legislative change. That will be a matter for Parliament, and so the NHSEI paper takes the form of an engagement exercise, seeking responses by 8th January 2021, to inform a new NHS Bill which was included in the most recent Queen's Speech. A number of policy changes requiring action are set out with a timetable which includes key milestones at April 2021 and April 2022.

The general direction of health and care partnerships as described in the NHSE/I paper is informed by and is supportive of, the approach which has been taken in Bradford District and Craven, and across West Yorkshire. We are well placed to respond, and we can see this as an opportunity to accelerate our existing direction of travel.

However, some of the changes are significant and will require careful navigation. The headline changes described in the paper are:

- To establish Integrated Care Systems (ICS) such as the West Yorkshire and Harrogate Health and Care Partnership as a new form of NHS organisation defined in law. Or alternatively to strengthen current arrangements via joint committees.
- To transfer the commissioning responsibilities of CCGs to the new ICS organisations, and to abolish CCGs. Or alternatively to create one CCG for the ICS footprint, with revised governance arrangements.
- To clarify the role of place based partnerships (ICPs) with ICSs, including making provision for delegation of budgets and decision making from ICSs to ICPs.

2. Introduction

The NHS England / NHS Improvement paper sets out the direction of travel for integrated care systems and proposed options for legislative change to support this. Much of the vision set fits well with the approach we take in our local health and care partnership and in the West Yorkshire and Harrogate Health and Care Partnership (WY&H HCP)

There is a strong emphasis on provider collaboration, the role of partnership working at place level and close partnerships between NHS, local authorities, and the VCSE sector.

Over several years we have worked together to build a way of working that keeps the focus in the right place: people, inequalities, outcomes. This delivered significant improvements for people who live and work here.

Without this partnership approach to our work, we would not be able to tackle the wider determinants of health which have a significant impact on the health and wellbeing of our population. In particular how we work with NHS, councils, VCSE to support people locally is an important component of how we tackle health inequalities

The changes are an evolution of our ways of working rather than a change of direction.

3. Key themes

The NHSE/I document contains several themes; within which we have good existing progress that we can build upon:

- **Provider collaboratives:** Across West Yorkshire and in the Bradford District and Craven place. For example, the West Yorkshire Association of Acute Trusts, and the Mental Health and Learning Disabilities Provider Alliance. Locally we have arrangements including the Bradford Care Association grouping of care providers, a mental health provider alliance, and collaboration between community and primary care providers.
- **Place based partnership working with a broad population health focus:** Our Wellbeing Board convenes all our local partnerships to collectively improve all aspects of wellbeing. This includes our Health and care system, which has a well-established Integrated Care Partnership (ICP) led by the Executive Board; and delivered through every part of our health and care system Acting as One.
- **Clinical and professional leadership:** for example, Clinical Forum, Stroke, Vascular, and Cancer Networks. Locally we have a shared system Quality Committee and Clinical Forum, and a growing cadre of clinical leaders in Primary Care Networks.
- **Governance and accountability:** for example, our West Yorkshire partnership has a comprehensive Memorandum of Understanding signed by all partners; and is able to undertake shared decision making via a Partnership Board which meets in public, and a number of Joint Committees and Committees in Common. In Bradford District and Craven we have a Strategic Partnering Agreement that sets out our shared decision making arrangements, and our governance includes the Executive Board and a system Finance and Performance Committee.
- **How commissioning will change.** We have well developed joint commissioning arrangements between CCGs across the West Yorkshire footprint, and collaborative commissioning arrangements between local government and NHS locally. In addition, the Commissioning Futures programme is already shaping ways in which collaboration can be further strengthened.

4. Place based partnerships

The NHSE/I document sets out expectations for each local Integrated Care Partnership, such as ours led by the Executive Board, which serves Bradford District and Craven.

The offer to the population of each Place should be to ensure that everyone is able to:

- access clear advice on staying well;
- access a range of preventative services;
- access simple, joined-up care and treatment when they need it;
- access digital services (with non-digital alternatives) that put the citizen at the heart of their own care;
- access proactive support to keep as well as possible, where they are vulnerable or at high risk; and to
- expect the NHS, through its employment, training, procurement and volunteering activities, and as a major estate owner to play a full part in social and economic development and environmental sustainability.

This offer should be **provided through place based partnerships**, which will typically have these features:

- Full involvement of all partners who contribute to the place's health and care;
- an important role for local councils (often through joint appointments or shared budgets);
- a leading role for clinical primary care leaders through primary care networks; and
- a clear, strategic relationship with health and wellbeing boards

Place based partnerships will have **four main roles**:

- to support and develop primary care networks (PCNs)
- to simplify, modernise and join up health and care
- to understand and identify (using Population Health Management) people and families at risk of being left behind and to organise proactive support for them; and
- to coordinate the local contribution to health, social and economic development to prevent future risks to ill-health

Place based partnerships will take on **delegated authority and budgets** from the Integrated Care System. *“Systems should ensure that each place has appropriate resources, autonomy and decision-making capabilities to discharge these roles effectively, within a clear but flexible accountability framework that enables collaboration around funding and financial accountability, commissioning and risk management. This could include places taking on delegated budgets”*

In our Bradford District and Craven health and care system we have a well-established Integrated Care Partnership (ICP). Our existing Exec Board and SPA will be our starting point. Delivering our 'ICP Development Plan' will be a critical priority for us over the next 18 months. We have commenced a diagnostic process to understand our development needs and will refine the plan in conjunction with all local partners and with our ICS, so that we can deliver the benefits of these changes for our population.

Our ICP development plan must ensure we focus on relationships as well as governance architecture and organisational structures. Crucially we must focus on the behaviours of partnership that have served us well so far and will continue to be the bed-rock upon which our ICP is built. Our Act as One approach has taken root across our system and will be our guiding principle.

5. Two legislative options for strengthening ICS'

We currently operate in line with the 2012 Health and Social Care Act. Over the last eight years of working within this legislative framework, partners have found that the emphasis on competition and the range of regulatory and accountability arrangements sometimes makes it more difficult for organisations to work closely together to integrate services. Integrated Care Systems do not feature at all in the 2012 Act.

Two main legislative options are proposed by NHSE/I for putting ICSs on a fuller statutory footing:

Option 1: Establishing an ICS board through a joint committee mechanism to allow commissioners providers and local authorities to take decisions collectively

Option 2: Establishing a statutory ICS body that brings in the current functions of CCGs

Under both options the aim is that a new system would be in place by April 2022, although there is an expectation that significant movement would be made towards them before that. Both of these options will mean changes for the way we all work, and for CCG teams, a change in the organisation that employs them.

NHSE/I is engaging on these options and we are developing responses as individual organisations, as a local place based partnership, and as an ICS as a whole.

6. Consistent priorities

As we consider our response to this engagement exercise, and continue to develop our ICP, it is important that we remain focused on our shared purpose and addressing the needs of our population. We will maintain our attention on:

- How does this set of changes deliver our Five Year Plan?
- How does this set of changes help cement our contribution to economic recovery?
- How does this set of changes accelerate progress on the areas where we still need to do more?

- How does this set of changes ensure we can deliver a recovery from the worst Pandemic for decades?
- How do we keep people, and their health and wellbeing at the centre of what we do (i.e. don't become distracted by structures)?
- How do we maintain our ethos of partnership and distributed leadership as the ICS moves to a statutory footing?

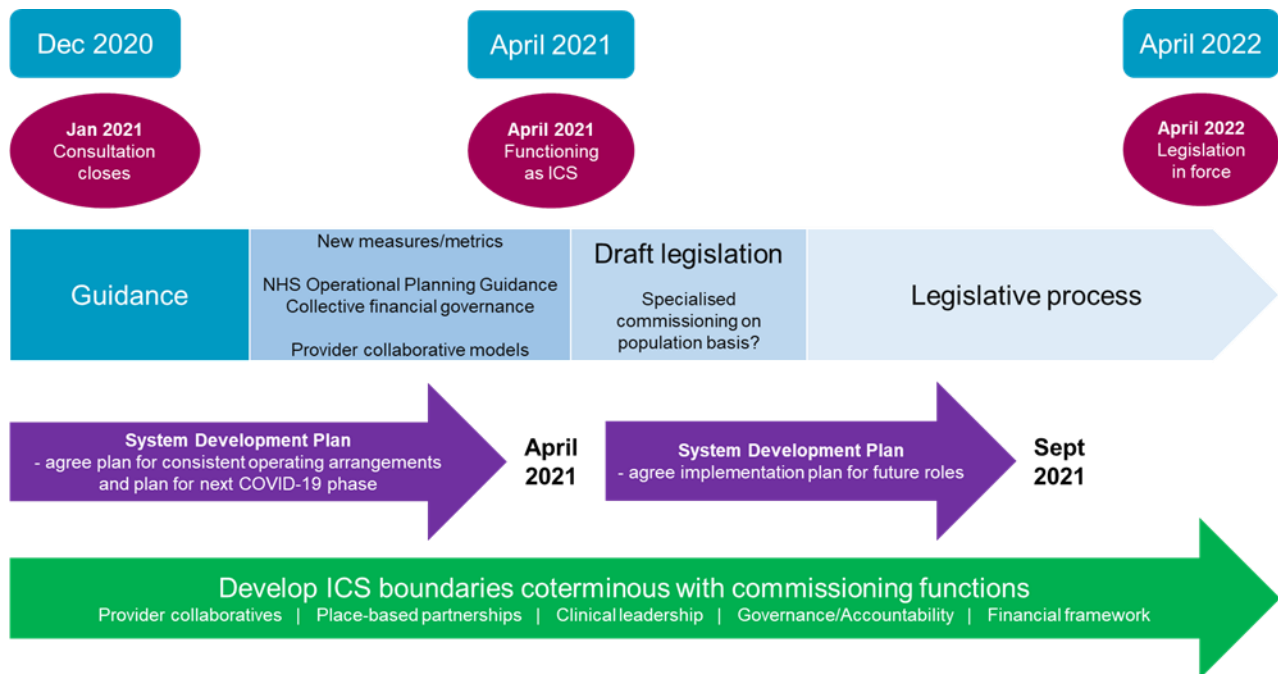
7. Risks and opportunities

In considering our response to this engagement, we are mindful that the general direction of travel is informed by and is supportive of, the approach which has been taken in Bradford District and Craven, and across West Yorkshire and Harrogate. We are well placed to respond, and we can see this as an opportunity to accelerate progress for our population. However, as with any major change, there will be risks which will require careful consideration and management. Some of the key factors to consider are:

- Changes to organisational form may be necessary in light of legislative changes. This will cause some uncertainty and anxiety for our teams. Our people are an essential and valued part of our Partnership. We will work with our partners across West Yorkshire and Harrogate to ensure our approach to managing this period of change is values-led and staff are supported.
- We recognise the key role that CCGs currently play in enabling place based partnerships. We will need to take great care to ensure that this key continuation to place based working is retained through relationships, people and skills; embedded in the Bradford District and Craven ICP.
- We will need to ensure that citizens retain clarity and assurance over the accountability of all parts of their health and care system. There is a risk that the ICS may feel more distant than their current CCG. It will be crucial that commissioners of health services remain present in local accountability structures such as Health and Wellbeing Boards.
- It is important to note that ICSs are more than the foundation for NHS delivery. They are key partnerships for improving health and wellbeing, and reducing inequalities.
- Each ICS will need to carefully navigate the paradox of being both a partnership and organisation in one. Being an NHS organisation, but recognising the need for shared ownership with wider range of partners – LAs VCS etc. Our experience in West Yorkshire and Harrogate Health and Care Partnership (WY&H HCP) has been that a good balance has been struck between ICS being seen as a vehicle to drive NHS delivery and a recognition that the goals we seek to achieve can only be attained by genuine partnership. Will need to manage that balance carefully as the ICS is formalised as an NHS organisation.

- The engagement document recognises that Health and Wellbeing Boards play a crucial role in place based partnerships, in joint commissioning for health and care, and in convening action on the wider determinants of health. The shift towards collaboration across the whole ICS footprint will require a clarification and evolution of the HWB role. We recognise that our own WY&H HCP has made strenuous efforts to work effectively with local health and wellbeing boards and we have confidence that this will continue to be the case. Further details on the intended arrangements for place based partnerships are anticipated. This will be helpful. We believe that ICSs will be strengthened by focusing on ensuring the effectiveness and connectivity of place based partnerships.
- The default arrangement proposed is for much NHS responsibility to be vested in ICS', with delegation to place based ICPs by agreement. Therefore, we must determine our collective place based ambition, and readiness to exercise autonomy. This will include accountability and assurance arrangements, breadth of scope, and participation.
- Health and Wellbeing Board arrangements will typically be part of the route to place based accountability and assurance. However, in our ICP there are two Health and Wellbeing Boards (Bradford and North Yorkshire) and our Bradford District Wellbeing Board has a broader remit and membership. This will require attention to develop the right arrangement for our circumstances.
- There is a welcome focus on prevention and early help, and a related requirement to clarify the role of Public Health within local ICP arrangements. This will be an area where we have an opportunity to increase our impact for our population.
- Subsidiarity is a key principle in the NHSEI proposal. This applies within places as well as between ICSs and ICPs. A clear locality/ neighbourhood model is required. NHS policy makes clear the role of Primary Care Networks (PCNs) in this regard. Locally we have several locality/ neighbourhood models in operation. The alignment/ integration of them will be an essential requirement.
- Changes to procurement regulations are suggested in the NHSEI paper, which would result in NHS procurement operating on a different basis to local government. We will develop practical arrangements for our ICP which ensure the intended policy direction towards prevention and early help is supported, and to ensure a partnership and strategy-led approach, rather than transactional and process-led approach.

8. Timelines



Date	Action
Dec 2020	Guidance released
8 January 2021	Consultation closes
2021	Introduction of new measures and metrics to support more system and place level metrics, including an 'integration index' for use by all systems
Early 2021	NHSE/I to set out further guidance about potential models for provider collaboratives
Early 2021	NHS Operational Planning Guidance will provide further guidance on proposed measures including how ICSs will be supported to begin operating more collective financial governance in 2021/22
Before April 2021	ICSs to agree with region the functions and activities to be prioritised
From April 2021	Each system to have worked on System Development Plan to agree how to continue to meet current consistent operating arrangements for ICSs, and planning for next COVID-19 phase
From April 2021	All parts of health and care system to work together as integrated care systems
April 2021	Consideration of allocating specialised commissioning budgets on a population basis at regional level from April 2021
By September 2021	Each system to have worked on System Development Plan to agree implementation plans for future roles
Before April 2022	Need consistent ICS boundaries coterminous with commissioning functions
April 2022	New legislation to take effect
April 2022	<ul style="list-style-type: none"> Practical changes needed by April 2022 at the latest (each described in more detail in the document) Provider collaboratives Place-based partnerships Clinical and professional leadership Governance and accountability Financial framework

Diagram and table above courtesy of Hill Dickinson solicitors

9. FINANCIAL & RESOURCE APPRAISAL

At this stage the paper has no direct financial or resource implications. However, there will be significant resource implications for our health and care partnership as the work progresses.

10. RISK MANAGEMENT AND GOVERNANCE ISSUES

Initial risks and opportunities are set out at section 7 above.

11. LEGAL APPRAISAL

At this stage the paper has no immediate legal implications. However, there is potential for legal implications associated with partnership governance and commissioning in the future.

12 EQUALITY & DIVERSITY

As proposals are developed, there will be potential to shape them in order to positively impact on equality and diversity for our population. Equality Impact Assessments will be undertaken, and alignment with Equality objectives will be considered.

13 SUSTAINABILITY IMPLICATIONS

The national policy paper which is the subject of this report, contains a clear expectation that the local population should “expect the NHS, through its employment, training, procurement and volunteering activities, and as a major estate owner to play a full part in social and economic development and environmental sustainability”. As this work develops, there will be opportunities to shape our plans so that they positively impact on sustainability for our population now and for future generations.

14. NOT FOR PUBLICATION DOCUMENTS

None

15. RECOMMENDATIONS

The views of the Wellbeing Board on the issues set out in this report are requested.

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Report of the Interim Strategic Director of Place to the meeting of the Health and Wellbeing Board to be held on 12 January 2021.

B

Subject:

The Bradford District Economic Recovery Plan

Summary statement:

The report provides an overview of the Bradford District Economic Recovery plan that has been developed by the Bradford District Economic Recovery Board. The Economic Recovery Board is a partnership board, chaired by Professor Zahir Irani, Deputy Vice Chancellor, University of Bradford with membership from across the business community, public sector partners, education and voluntary sectors.

The recovery plan assesses the impacts of the COVID pandemic on Bradford District's local economy and sets out the actions we need to take now and over the next two years to accelerate our recovery from Covid-19 by sustaining employment and boosting productivity whilst continuing to build a more inclusive, sustainable and resilient economy for the subsequent period.

Jason Longhurst, Interim Strategic Director of Place	Portfolio: Corporate
Report Contact: Mark Clayton – Policy Officer	Overview & Scrutiny Area: Regeneration and Environment

SUMMARY

- 1.1 The Coronavirus pandemic has created a major global shock. It has resulted in the loss of many lives, affected people's physical and mental wellbeing, and resulted in the greatest economic downturn in recent history.
- 1.2 In Bradford District we have already seen unemployment double (including a significant spike in youth unemployment), the closure of a number of the District's businesses and reduced footfall and spend in city and town centre. Going forward it is likely we will see further jobs losses and business failures as the economic impacts continue to unfold.
- 1.3 The pandemic has highlighted the issues of social inequality which some communities in the district face and has had a disproportionate impact on our most disadvantaged residents, including those living in poverty, people from BAME communities, those living with disabilities, women, migrants and the elderly. This pandemic has also occurred at a time of real economic change for the country as we work together to tackle climate change and understand the impacts of exiting the European Union.
- 1.4 Council leadership and resources have played a critical role in the district's response to the Covid-19 emergency. This has included ensuring that £125 million of Small Business Grant Fund and Retail, Hospitality and Leisure Business Grant Fund has been paid to over 11,000 businesses throughout the crisis - the third highest amount of any city authority district in England after Birmingham and Leeds. A further £6.9 million of Local Authority Discretionary Grant funds has been paid to 639 businesses - the second highest amount after Birmingham. As the coronavirus pandemic has evolved from a health crisis to an economic one – there is a need for a recovery plan to sit alongside our existing economic strategy to address the impacts of the pandemic that have exposed and amplified the economic challenge facing the district.
- 1.5 To this end the Council has worked with the University of Bradford to form a new Bradford Economic Recovery Board that brings together a diverse and inclusive group of Council and business leaders alongside partner organisations and key stakeholders to help direct the district's economic response to the impacts of the pandemic and support businesses and communities to respond to the on-going challenges and opportunities presented by the Covid-19 crisis.
- 1.6 The Board has been responsible for directing and agreeing the production of a Bradford Economic Recovery Plan that will outline the actions we and our partners will need to take to address the key challenges and opportunities for the district going forward.
- 1.7 PwC have been appointed to work with Bradford Economic Recovery Board to produce an Economic Recovery Plan that builds on the existing Bradford District Economic Strategy and a revised Council Plan and sets out the actions we need to take now and over the next two years to accelerate our recovery from Covid-19 by sustaining employment and boosting productivity whilst continuing to build a more inclusive, sustainable and resilient economy for the subsequent period.
- 1.8 The overall aim is still for Bradford to become the UK's fastest growing economy, performing above the national average on key metrics of economic performance.

BACKGROUND

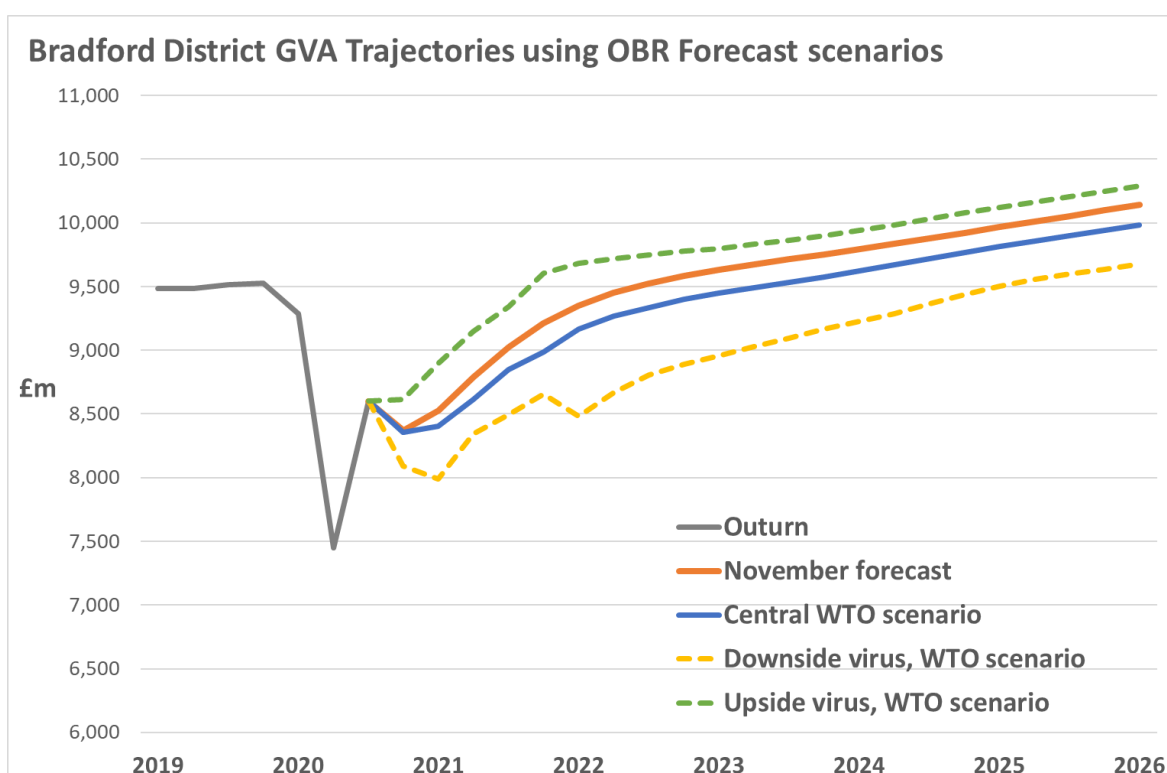
ECONOMIC IMPACTS OF COVID-19

- 2.1 As the full implications of COVID-19 become clearer, we can see that the impact on the district and our economy has been severe. At the time of writing in December 2020, we have already seen a number of measurable impacts across the district including:
- The Covid-19 pandemic has caused the deepest recession on record. The Office for Budget Responsibility's (OBR's) forecast expects GDP to shrink by 11.3 per cent in 2020 – the largest contraction in the economy for over 300 years. Applied to the current Bradford GVA figure of £9.482 billion, this equates to a projected figure of £8.411 billion in 2020, a fall of £1.07 billion.
 - Unemployment has risen sharply and will continue to rise as businesses make redundancies as the Job Retention Scheme winds down. Compared to the pre-lockdown figures of March, the October Claimant Count figure for the district shows an increase from 17,090 to 31,085 people - a rise of 82% over the period.
 - Youth Claimant Count unemployment has risen by 91% since March and the pattern of previous recessions shows that unemployment has a greater negative impact for young people, particularly in BAME communities and communities where there have been high levels of long term unemployment and deprivation. Bradford District's youth claimant count rate is the second highest of any city in the country.
 - Going forward national forecasts indicate we are likely to see further large increases in unemployment when the furlough scheme ends in March 2021 and the full impacts on the most affected sectors such as hospitality, retail and leisure are seen in a rise in business failures in the new year.
 - OBR forecasts UK unemployment will rise to 7.5% in 2021 - 2.6m people. This would equate to a Bradford rate of 10.4% which would mean around 25,000 unemployed residents compared to the current figure of 12,900. This would take unemployment close to the highest levels seen following the 2008 financial crash which peaked at 27,400 or 11.1% in September 2013. Assuming the majority of the expected redundancies will come from those sectors with the highest number of workers still furloughed, we can expect that hospitality, retail and manufacturing employees will make up over half of the increase. It is also likely that young people will be disproportionately affected given that they are over represented in the hospitality and retail sectors.
 - A third of the district workforce were furloughed through the Government's Job Retention Scheme at the height of the summer lockdown. Figures for May indicated 58,000 employments out of an eligible 212,000 employments in the District were furloughed. More recently that figure has fallen significantly but as of August there were still 16,600 employments in furlough.
 - Retail, manufacturing and hospitality have been most affected as the chart below shows and are most at risk from redundancies going forward with 12,800 retail employees furloughed at the height of the lockdown – 40% of all employees in the sector, 10,700 manufacturing employees – 40% of all employees and 8,800 hospitality employees – 73% of all employees.

- Figures for October show 18,200 self-employed residents have applied for support from the second Self Employed Income Support Scheme which is 74% of those eligible and is higher than the UK figure of 69% and the Yorkshire and the Humber figure of 70%.
- Banksearch data for new business bank accounts used as a measure of business starts fell sharply in April but have since recovered and overall business start-ups during the nine months to September 2020 were slightly up on the corresponding period in 2019. It has to be noted that increases in business start-ups often follow a big increase in unemployment as a response to difficult labour market conditions. Job posting data suggests that job vacancies have fallen by 25% during the pandemic.
- We have seen huge declines in city and town centre footfall, in line with national and regional trends. At the height of the lockdown footfall in Bradford City dropped to 20% normal levels with a similar picture in our town centres. Although this has started to increase and is now around 60% of pre-coronavirus levels, it is not clear when footfall will fully recover.

2.2 Modelling commissioned by the West Yorkshire Economic Recovery Board demonstrates the significant impact this crisis will have on businesses and communities. Even in the event of a relatively strong recovery, the District economy is still set to contract by up to 10% in 2020 - in line with latest OBR forecasts.

The UK economy is expected to grow by 5.5% next year, then 6.6%, then 2.3%, then 1.7% and then 1.8%. This means it will be the end of 2022 before UK GDP recovers to pre-Covid levels. These forecasts assume a Free Trade Agreement (FTA) with the EU with forecasts for GDP significantly lower if a FTA is not reached and the UK reverts to World Trade Organisation (WTO) rules. The central forecast for a WTO scenario predicts it would be Autumn 2023 before GDP recovers to pre-Covid levels. The impact on Bradford GVA of the main OBR scenarios is shown in the Chart below.



3. DEVELOPING OUR APPROACH TO RECOVERY

- 3.1 The ambition that was set out in the Economic Strategy, Pioneering, Confident and Connected for 2018-30 - to grow our economy, get more people into work, and improve the skills of our residents – is now more important than ever. Working with PwC, the Bradford Economic Recovery Board have drafted a Bradford Economic Recovery Plan that sets out the actions we need to take now and over the next two years to accelerate our recovery from Covid-19 by sustaining employment and boosting productivity whilst continuing to build a more inclusive, sustainable and resilient economy for the subsequent period.
- 3.2 The current economic strategy is focused on unlocking the growth potential of four key opportunities;
- Our young and enterprising population: ensuring all our people are equipped with the skills and confidence to succeed.
 - Our distinctive offer: using our unique architecture, heritage and cultural assets to create compelling investment propositions and an environment for growth.
 - Our growth potential: building on our business and sector strengths to drive innovation, increase productivity and create wealth.
 - Our globally connected district: improving our transport infrastructure and digital connectivity to strengthen our global trading links and access new markets.
- 3.3 Before the Covid-19 pandemic, we had begun to deliver on this ambition: employment had increased by 10,700 between 2017/18 and 2019/20, median weekly earnings had increased from £489 to £537 and we were working to strengthen the District's position in the global economy. We attracted interest and inward investment from national names including PwC, NEC and Channel 4 and we were ranked by Barclays as the best place to start a business and featured in The Sunday Times as one of the top cities for growth
- 3.4 The Bradford District Economic Recovery Board have reviewed our 2018 Economic Strategy in the light of the impacts and challenges of the pandemic and key megatrends that will shape the economy in the future.
- 3.5 The partnership support the aim for Bradford District to become the UK's fastest growing economy, performing above the national average on key metrics of economic performance. The complex challenges of the Covid-19 pandemic only serve to make it more important than ever to deliver on these opportunities for the district but also to reflect them in our Recovery Plan.
- 3.6 The development of the Economic Recovery Plan has been directed by the Bradford District Economic Recovery Board. The Board is a partnership, chaired by Professor Zahir Irani, Deputy Vice Chancellor, University of Bradford with membership from across the business community, public sector partners, education and voluntary sectors.

4. BRADFORD ECONOMIC RECOVERY PLAN FRAMEWORK

- 4.1 The Economic Recovery Plan proposes a series of actions to take now and over the next two years to accelerate our recovery from Covid-19 by sustaining employment and boosting productivity whilst continuing to build a more inclusive, sustainable and resilient economy for the subsequent period.

- 4.2 The plan is informed by what we already know of the district – its challenges, significant assets and unfulfilled potential – the known impact of Covid-19, what we can reasonably assume about the future, by the opportunities afforded through regional devolution and by our ambitions to deliver inclusive and sustainable economic growth to which more people can contribute and benefit from.
- 4.3 The plan is also aligned to the priorities outlined in the wider West Yorkshire Economic Recovery plan.
- 4.4 **Our Ambition** - Despite the unforeseen impact of Covid-19, our long-term ambition for Bradford’s economy in 2030 remains unchanged. Our aim is still to grow skills, jobs, productivity and earnings so that Bradford is the UK’s fastest growing economy and we are performing above the national average. This means;
- Increasing the value of Bradford’s economy faster than the UK average
 - Getting more people into work to bring employment rates closer to UK rates; and
 - Improving the skills of residents to close the gap to UK levels.
- 4.4 To achieve that, our Economic Recovery Plan needs to respond both to endemic local challenges and to emerging “megatrends” that can accentuate such challenges as set out in the table below.

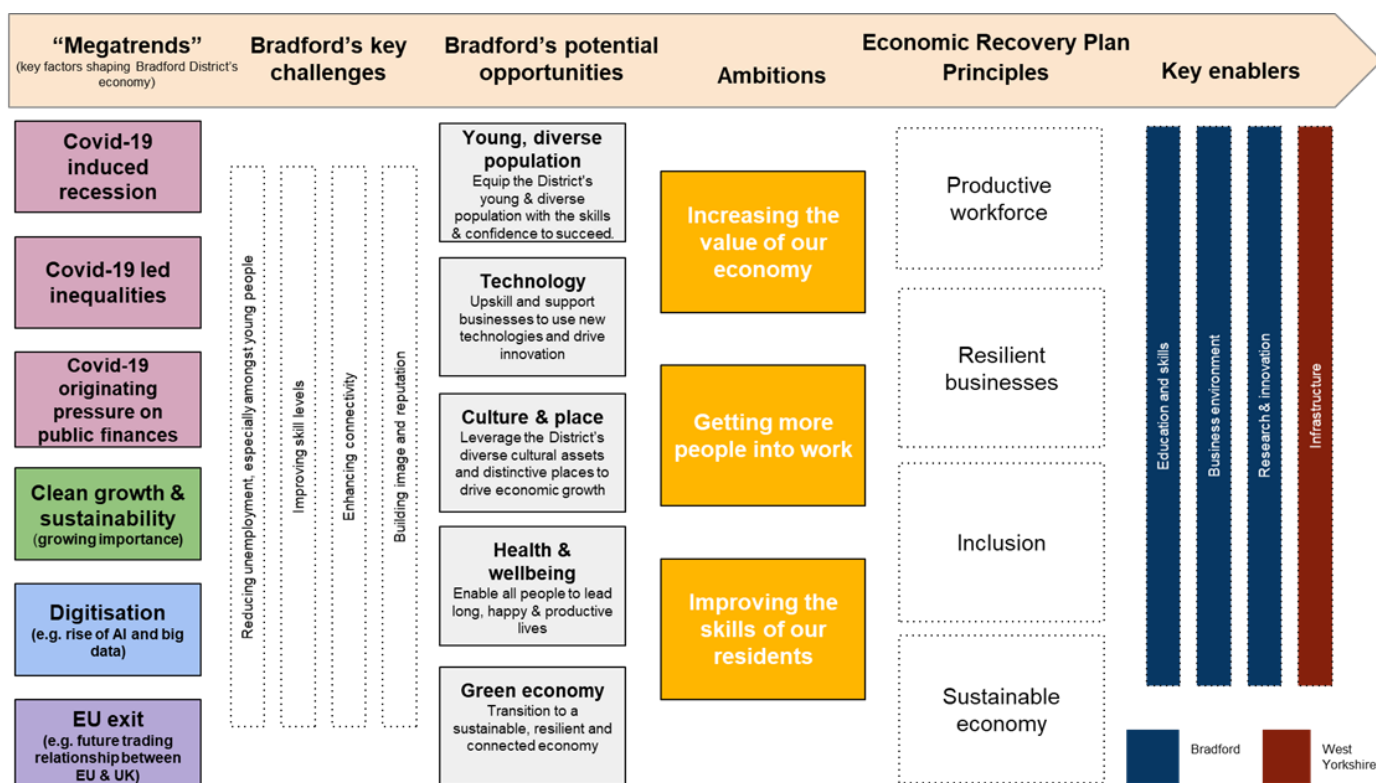
Key Megatrends	Key Local Challenges
<ul style="list-style-type: none"> • The effects of the sustained economic fallout from Covid-19; • The rise in inequalities that Covid-19 has provoked; • The increased pressure on public finances; • The UK’s exit from the EU; • Faster growth of the digital economy; • The emergence of the green economy. 	<ul style="list-style-type: none"> • A rapid rise in unemployment amongst young people; • A sustained gap in skills; • Poor connectivity; and • Building our image and reputation.

- 4.5 The plan also identifies five areas of opportunity for Bradford, some of which will be made possible by the acceleration of a ‘new economy’ based on developments in the application of digital technology, commitments to decarbonisation and the growth of more purpose-driven businesses. These areas of opportunity are:
- Equipping our **young, diverse population** with the skills and confidence they will need to succeed in our evolving economic environment in sectors where Bradford has the best growth potential;
 - Supporting businesses to adapt to and exploit developments in **technology** by upskilling and supporting businesses to use new technologies and drive innovation;
 - Leveraging Bradford’s diverse **cultural assets and distinctive places** to drive economic growth;
 - Accelerating the development of Bradford’s **green economy** by transitioning to a sustainable, resilient and connected economy; and
 - Promoting and enabling better **health & wellbeing** by enabling all people to lead long, happy & productive lives.

4.6 To realise the opportunities and overcome the challenges, our Recovery Plan is based on actions spread across four key enablers:

- Education and Skills – enabling residents to access employment and support jobs growth across the district
- Business Environment – encouraging business start-ups and attracting new businesses and investment
- Research and Innovation – promoting growth through strong collaborations across academia (notably University of Bradford), industry and government
- Infrastructure – improving the quality of our physical and digital infrastructure

4.7 The figure below summarises the framework used to shape the Economic Recovery Plan.



5. BRADFORD DISTRICT ECONOMIC RECOVERY PLAN DELIVERY

5.1 Key Interventions

Our planned interventions fall into three broad categories:

- Those that we will undertake with the support of our partners across Bradford District: in some cases, this will involve building on our existing initiatives but in others it will involve new interventions;
- Those where we want to work with partners in the region, notably the West Yorkshire Combined Authority and the Leeds City Region Local Enterprise Partnership to pursue our mutual goals: together, this partnership working can bring new investment to the District and greater local influence on how and where resources are spent; and
- Those where we want to work with the Government to seize the immediate opportunities to boost skills, employment and productivity and so contribute to 'levelling up' the national economy as well as contributing to its other priorities, for example achievement of Net Zero.

5.2 Priorities

Building on the extensive array of existing activity taking place in the District, our proposed priorities for the key areas of opportunity are summarised in table below:

Category	Intervention	Alignment to opportunity areas	Overview
Immediate asks	Make Bradford a Learning City	Young, diverse population	Leverage Bradford's Skills House to mobilise resources in every sector to promote inclusive learning, from basic to higher education and make Bradford a UNESCO Learning City
	Access to Work	Young, diverse population	Support residents find job opportunities and develop their skills to make them more employable and the economy more resilient
	Inspire, Reskill and Upskill	Young, diverse population	The SkillsHouse partnership will inform the development of vocational provision, including higher level skills - with a cohesive offer for employers, the self-employed and the unemployed
	Neighbourhood retrofit	Green economy	Building on existing plans in the District to retrofit individual homes and public buildings and developing the concept and strategy for creating '15-minute neighbourhoods' retrofitted to enable sustainable living
	Business support simplification	Cross-cutting	Provide a unifying positive image for Bradford as a place to live, work and play which can be communicated to communities within the region through the District's leaders to promote the many opportunities Bradford District offers
	Bradford District Business House	Cross-cutting	Provide an impartial central resource, support and guidance for entrepreneurs and new start-ups by establishing a single body of experts working under one banner to help businesses navigate/co-ordinate business support
	Implementation of 'Culture is Our Plan'	Culture and place	Build on Bradford's City of Culture bid to implement our 10-year cultural strategy for the District to attract investment and act as a lever for multiple District-wide interventions
	Building an inclusive health and care economy	Health and wellbeing	Build an inclusive health and care economy through the power of anchor institution collaboration, based on the development of a highly effective and compassionate integrated workforce based on a world class medical, health and care learning infrastructure
	Act Early North	Health and wellbeing	Make the case for a new research centre in Bradford Institute of Health Research focusing on preventative health policy and early years measures to help create research jobs and attract wider investment to the District
	Northern Powerhouse Rail	Cross-cutting	Secure commitment for the Bradford station to be on the new Northern Powerhouse Rail (NPR) line
Aspirational	Creation of a sustainable food supply system	Green economy	Build on the District's existing assets and activity to develop a sustainable food supply system and build the District's reputation as a sustainable food hub
	Development of the supply chain for hydrogen LGVs	Green economy	Position the District's automotive businesses to win opportunities in the fuel cell electric vehicles supply-chain through having a UK 'test-bed' fleet of hydrogen light goods vehicles
	Construction of a circular economy demonstrator	Green economy	Encourage local businesses to invest in reprocessing of recycled or bi-product materials and positioning the District as an exemplar of the circular economy in the UK
	Greening the City	Culture and place	Develop a new green space and a new green park in the city centre
	Assessing the potential of Heritage Action Zone designation	Culture and place	Support the business needs of the cultural and creative sector by utilising vacant space and improving the visitor and citizen experience

6. NEXT STEPS

- 6.1 We believe that the current economic crisis can be turned to our advantage. By supporting change in the economy and encouraging new ways of working, we have a narrow, but real, opportunity to position Bradford better and deliver greater wellbeing for all.
- 6.2 Our ability to do this is helped by the big change in political attitudes we have seen since Covid-19. Bolder economic and social strategies are gaining force in policy debates around the world. The pandemic is the chance to reset our economy to create a healthier, more equitable, and more sustainable future. We need to use all the levers at our disposal, including taking advantage of devolution and the levelling-up agenda.
- 6.3 We have responded with speed and agility during the crisis to ensure our communities and businesses are supported through this difficult unprecedented time. We are already taking forward some immediate actions that our approach identifies, and our Council Plan (2021-25) commits us to a number of new initiatives. Other actions will require collective action across the district, working collaboratively with the mayoral West Yorkshire Combined Authority to leverage support and funding and making the case for additional support from Government.
- 6.4 This report recommends that we ask the Bradford Economic Partnership to oversee the next steps for this work and use this Economic Recovery Plan to inform the District's approach to economic recovery. The Economic Partnership will consider how we support economic recovery across the whole district. This work will be convened by a new chair as Dave Baldwin stood down from his chair role of the Economic Partnership in summer 2020. The process to replace his role is currently underway.
- 6.5 Where the recommendations fall under the remit of wider partnership boards, such as the skills plan and the culture strategy– the recommendation is that this work will be progressed by these partnership boards. This economic recovery work will also be fed into the process for the Shipley and Keighley Towns Fund Boards to support recovery for these parts of our district.

7. FINANCIAL & RESOURCE APPRAISAL

- 7.1 The interventions in the Economic Recovery Plan will be for the partnership, including the Council to consider the delivery of. Many of the interventions are for the private sector and wider partners to support. The financial impact of actions arising from the Economic Recovery Plan will be considered at a future Executive meeting as required.

8. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 8.1 It is intended that delivery of Economic Recovery Plan will be overseen by the Economic Partnership Board, part of the wider Health and Wellbeing board structure.

9. LEGAL APPRAISAL

- 9.1 The Economic Recovery Plan has been prepared under the Local Authority's General Power of Competence as provided in the Localism Act 2011, Section 1.

- 9.2 While there is no statutory duty on Local Authorities to produce an economic plan they are free to determine the breadth and depth of assessments of the economic condition of their area, ensuring a reflection of local priorities.
- 9.3 The agreement and implementation of the Economic Recovery Plan will require further decisions in due course and the legal implications of the specific proposals being recommended will need to be considered at that time

10. OTHER IMPLICATIONS

10.1 EQUALITY & DIVERSITY

- 10.1.1 Inclusion is one of the key principles of the Economic Recovery Plan with a commitment to an economy that everyone can contribute to and benefit from.

There is significant evidence that the COVID pandemic has had a greater economic impact on those with protected characteristics, who are more likely to work in the sectors most affected. This includes BAME communities, women, younger adults and people on low incomes in more insecure work. In line with the District Economic Strategy, the recovery plan aims to drive actions that specifically target under-represented groups and specific areas of deprivation. It will also address underlying historical labour market disparities and improve workforce diversity ensuring greater economic participation and opportunity.

- 10.1.2 If required, equality impact assessments will be considered as part of the delivery framework.

10.2 SUSTAINABILITY IMPLICATIONS

- 10.2.1 Sustainability is a key principle underpinning the Economic Recovery Plan approach which aims to achieve sustainable and long term economic growth through relevant interventions and investment. This includes consideration of sustainable use of resources, innovation approaches to best use of assets and resources. This will be supported by a focus on green jobs and enabling a more circular economy.

10.3 GREENHOUSE GAS EMISSIONS IMPACTS

- 10.3.1 Our recovery plan will align with our commitment to meet the Leeds City Region target of zero carbon emissions by 2038. Developing the Green economy is a key focus of the recovery plan.

10.4 COMMUNITY SAFETY IMPLICATIONS

- 10.4.1 Ensuring equality of access to economic opportunity and promoting local economic development will address deprivation that underpins the geographic disparities across the district and create a fairer district.

10.5 HUMAN RIGHTS ACT

None

10.6 TRADE UNION

None

10.7 WARD IMPLICATIONS

The recovery plan will take a district wide approach which focuses on understanding and supporting the economic role of all communities and wards across Bradford.

10.8 IMPLICATIONS FOR CORPORATE PARENTING

There are no issues in relation to corporate parenting.

10.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no impacts arising from this report on data protection and information security matters.

11. NOT FOR PUBLICATION DOCUMENTS

None

12. RECOMMENDATIONS

That the Board notes the recommendations below to the Executive:

- Executive would like to thank Professor Zahir Irani and the Economic Recovery Board members for their valuable contribution to this crucial area of work
- Executive note the approach to Economic Recovery outlined in this report and the accompanying Bradford District Economic Recovery Plan.
- Recommend that the Economic Partnership takes the lead in taking this plan forward and uses the plan to inform the District's approach to economic recovery supported by other appropriate partnership boards including the Skills Partnership and the Sustainable Development Partnership.
- That these plans are progressed for the whole District, working with the Keighley and Shipley Towns Fund Boards and other partnerships.

13. APPENDICES

- Appendix A – Bradford District Economic Recovery Plan

14. BACKGROUND DOCUMENTS

- Pioneering, confident and connected – An economic strategy for Bradford District 2018-2030
- West Yorkshire Economic Recovery Plan

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Bradford District's Economic Recovery Plan

[December 2020]

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Foreword

Covid-19 has had a profound, adverse impact on Bradford District: it has led to loss of life, loss of liberty, a shrinking economy and greater inequality. Looking to the future, it threatens the livelihoods of many of our residents, with further challenges yet to come as the UK exits from the European Union.

Now, more than ever, we need to take steps to initiate a dynamic economic recovery that is right for Bradford. The Bradford Economic Recovery Board - a diverse and inclusive group of Council and business leaders, partner organisations and key stakeholders – was established to develop our Economic Recovery Plan.

Based on stress testing our existing Economic Strategy, we have identified key actions we need to take over the next two years to recover our pre-Covid-19 economic progress whilst continuing to build a more inclusive, sustainable and resilient economy. We have also outlined key steps we may need if we are to fulfil our ambitions subsequently: 'Building a Better Future' (Years 2-4) and 'Thriving & Resilient' (Year 5+).

Our aim is to be bold. We want to transform the District to create the conditions in which our businesses can become more competitive and we can tackle inequality by promoting and celebrating equality, diversity and inclusion. We must help our young talent to develop and prosper whilst recognising the powerful, positive link between a healthy population and a strong, sustainable economy.

We have focused on how business can be supported, how skills can be developed, how our diverse cultures and local assets can be leveraged so that we can take advantage of the opportunities presented by the growth of the digital and green economies. We want to make sure that business can develop and apply new ideas to bring value to the District.

Just as the development of this Plan has been a collaborative process, so its delivery will need everybody in the District to work together. We will play our part, but we also want to leverage support from the private sector and other stakeholders. We will also need additional support and resources from outside the district from the West Yorkshire Combined Authority and the Government if we are to achieve our ambitions.

Professor Zahir Irani, Deputy Vice-Chancellor, University of Bradford – Chair of Bradford Economic Recovery Board

Executive summary

Bradford District is home to a young, enterprising and creative population and strong and productive businesses. It can also boast to be one of the most multicultural and diverse places in the UK.

Our Economic Strategy developed in 2018 set out the District's ambition "to grow our economy, get more people into work, and improve the skills of our residents".

Covid-19 has, however, had a severe adverse effect on our economic performance. UK GVA is expected to contract by approximately 11.3% in 2020 and, at 9.4%, the unemployment rate (as measured by the claimant count) in Bradford District in October 2020 was 4.3 percentage points higher than in March 2020, making it the fourth highest in the country. The claimant rate amongst young people aged 16-24 (11.4%) is among the highest in the country and rose faster than the overall claimant rate. This has worsened youth unemployment everywhere in the District, especially in hotspots such as Manningham, Tong and Keighley Central wards. People from Black, Asian and minority ethnic (BAME) communities have been disproportionately affected by the health impacts of the pandemic and are also more likely to work in jobs and sectors most affected. This has exacerbated the economic inequalities across the District.

These impacts have undermined progress towards our ambition for the District and exposed and amplified many of our longstanding challenges such as high youth unemployment and low social mobility. Moreover, Covid-19 has the potential to leave long lasting 'scars' on our economy if the potential of our people is lost due to increasing spells of unemployment and investments and innovation are deferred. Our immediate prospects depend on controlling the pandemic, responding effectively and addressing the effects of the UK's exit from the European Union (EU) and leveraging the opportunities from devolution.

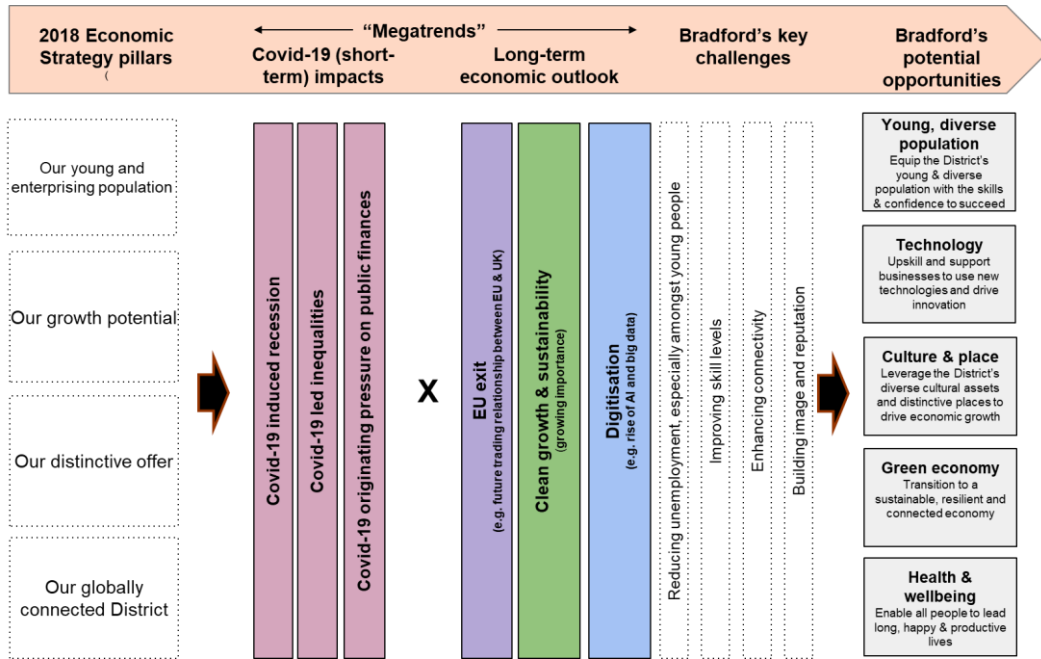
Our Economic Recovery Plan

This Economic Recovery Plan sets out the actions we need to take now and over the next two years to accelerate our recovery from Covid-19, by sustaining employment and boosting productivity whilst continuing to build a more *inclusive, sustainable and resilient* economy for the subsequent period.

Our overall aim is still for Bradford District to become the UK's fastest growing economy, performing above the national average on key metrics of economic performance. To achieve that, our Economic Recovery Plan needs to respond both to local challenges and to emerging "megatrends" that can accentuate such challenges but also bring new opportunities.

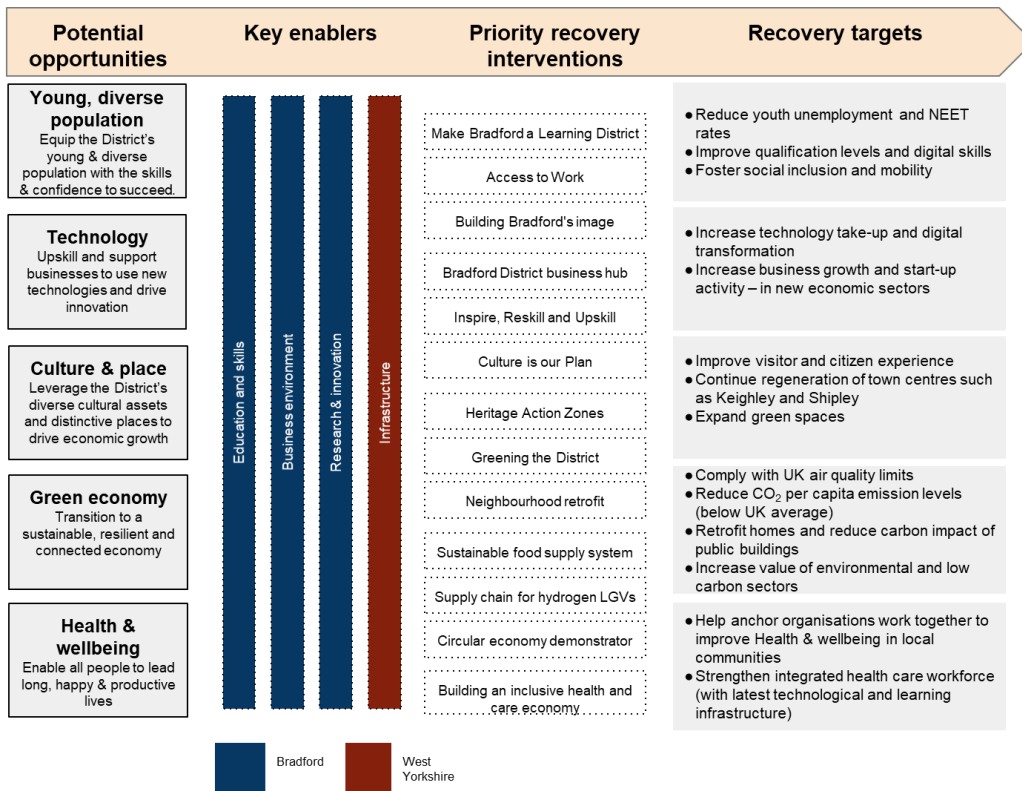
We have reviewed our 2018 Economic Strategy in the light of these megatrends and challenges, identifying key new areas of opportunity for Bradford District (see Figure 1), some of which made possible by the acceleration of a 'new economy' based on developments in the application of digital technology, commitments to decarbonisation and the growth of more purpose-driven businesses, with a reduced environmental footprint and more concern for their social impact.

Figure 1: Revisiting Bradford District's opportunities



Based on our current strengths as a District, we set key recovery targets, whose attainment will be initiated in the next two years via selected priority recovery interventions (see Figure 2). Full completion of targets needs a long-term follow up of key areas of action.

Figure 2: Capitalising on Bradford's opportunities



To realise the opportunities and overcome the challenges, our Recovery Plan is based on actions spread across four broad areas:

- **Education and skills:** will raise skill levels, including developing new skills, enabling more citizens to enter the labour market and fill vacancies and / or transition to jobs in growth sectors requiring these new skills. In addition, strengthening the skills base can generate employment in new, growing sectors such as technology, the green economy, culture and health.

- *Business environment*: will capitalise on the strong culture of entrepreneurship we have in the District by promoting and facilitating access to support and resources for new start-ups and growth businesses. This will encourage new business creation locally and the attraction of businesses to the area - also facilitating regeneration across the District.
- *Research and innovation*: will allow us to pursue our ambitions, especially those related to digital technology, health and the green economy, particularly via strong collaborations across academia (notably the University of Bradford), business and the public sector.
- *Infrastructure*: will be the backbone of our recovery and long-term productivity by improving the quality and accessibility of our digital infrastructure (e.g. broadband coverage and 5G) and our physical infrastructure. The latter is key to boosting regeneration of our towns as well as aligning with our ambitions for a green recovery based on sustainable transport and city-centre green spaces.

Structuring our priorities - key interventions

To achieve these objectives, the interventions we propose use all the levers at our disposal and align to national objectives such as devolution and the levelling-up agenda. Our planned interventions fall into three broad categories:

- Those that we will undertake with the support of our partners across Bradford District;
- Those where we want to work with partners in the region, notably the West Yorkshire Combined Authority and the Leeds City Region Local Enterprise Partnership; and
- Those where we want to work with the Government to seize the immediate opportunities to boost skills, employment and productivity and so contribute to 'levelling up' the national economy as well as contributing to its other priorities, for example achievement of Net Zero.

Building on the extensive array of existing activity that is taking place in the District, we have organised our priorities against each of the key opportunities, and divided them into two categories:

- **Immediate asks** - interventions which are well-developed and can be delivered in the next two years; and
- **Aspirational** - interventions which require further development and are for delivery in the longer term.

Category	Intervention	Alignment to opportunities	Overview
Immediate asks	Make Bradford a Learning District	Young, diverse population	Leverage Bradford's Skills House to mobilise resources in every sector to promote inclusive learning, from basic to higher education
	Access to Work	Young, diverse population	Support residents find job opportunities and develop their skills to make them more employable and the economy more resilient
	Inspire, Reskill and Upskill	Young, diverse population	Use the SkillsHouse partnership to develop vocational provision, including higher level skills with a cohesive offer for employers, the self-employed and the unemployed
	Neighbourhood retrofit	Green economy	Build on existing plans in the District to retrofit individual homes and public buildings and develop the concept and strategy for creating '15-minute neighbourhoods' retrofitted to enable sustainable living
	Building Bradford's image	Cross-cutting	Provide a unifying positive image for Bradford as a place to live, work and play which can be communicated to communities inside and outside the District as its leaders promote the many opportunities Bradford District has to offer
	Bradford District business hub	Cross-cutting	Simplify business support provision and provide an impartial central resource, support and guidance for entrepreneurs and new start-ups by establishing a single body of experts working under one banner to help businesses navigate/co-ordinate business support
	'Culture is Our Plan'	Culture and place	Build on Bradford's City of Culture bid to implement our 10-year cultural strategy for the District to attract investment and act as a lever for multiple District-wide interventions
	Building an inclusive health and care economy	Health and wellbeing	Build an inclusive health and care economy through the effective collaboration between key partners such as the NHS, the University of Bradford and the Wolfson Centre for Applied Health Research, based on the development of a highly effective and compassionate integrated workforce based on a world class medical school, health and care learning infrastructure
	Act Early North	Health and wellbeing	Make the case for a new research centre in Bradford Institute of Health Research focusing on preventative health policy and early years measures to help create research jobs and attract wider investment to the District
	Northern Powerhouse Rail	Cross-cutting	Secure commitment to a new Bradford city centre station on the new Northern Powerhouse Rail (NPR) line
Aspirational	Sustainable food supply system	Green economy	Build on the District's existing assets and activity to develop a sustainable food supply system and build the District's reputation as a sustainable food hub
	Supply chain for hydrogen light goods vehicles (LGVs)	Green economy	Position the District's automotive businesses to win opportunities in the fuel cell electric vehicles supply-chain through having a UK 'test-bed' fleet of hydrogen

Category	Intervention	Alignment to opportunities	Overview
			light goods vehicles
	Circular economy demonstrator	Green economy	Position the District as a UK exemplar of the circular economy and encourage local businesses to invest in reprocessing of recycled or bi-product materials
	Greening the District	Culture and place	Develop new green spaces, including a new green park in the city centre
	Heritage Action Zone	Culture and place	Assess the potential for designating Little German as a Heritage Action Zone to support the needs of the cultural and creative sector by utilising vacant space and improving the visitor and citizen experience

Introduction

Bradford District's economic ambition

Bradford District is located at the centre of the Northern Powerhouse. It is a beautiful place, with a stunning architectural heritage and countryside. It is also home to young, enterprising and creative people and strong and productive businesses. It is one of the most multicultural and diverse areas in the UK, as well as being globally connected by businesses trading across the world and families.

In 2018, recognising that the next decade would be crucial for the economy, our Economic Strategy set out the District's ambition "to grow our economy, get more people into work, and improve the skills of our residents". Specifically, our aim was to:

- Be the UK's fastest growing economy;
- Increase the value of Bradford District's economy by £4 billion to £14 billion;
- Get 20,000 more people into work; and
- Improve the skills of 48,000 residents.

Before the Covid-19 pandemic, we had begun to deliver on this ambition: employment had increased by 10,700 between 2017/18 and 2019/20¹, median weekly earnings had increased from £489 to £537² and we were working to strengthen the District's position in the global economy. We attracted interest and inward investment from national names including PwC, NEC and Channel 4 and we were ranked by Barclays as the best place to start a business and featured in The Sunday Times as one of the top cities for growth³.

Like the rest of the UK, Covid-19 has had a severe adverse effect on our economic performance and the way the economy is working. The scale and nature of the changes have undermined our progress, exposed and amplified many of our longstanding challenges as well as bringing new opportunities and challenges. Behind the headline statistics are personal hardships and tragedies. We have seen the loss of good businesses and many more are struggling to survive. There has been a sharp increase in the level of unemployment, particularly amongst younger people and those in our most disadvantaged communities. We owe it to our businesses and communities as well as future generations to act and forge a great long term economic future for the District.

Our immediate prospects are, at best, uncertain; they depend on how the pandemic is controlled and how we respond collectively to it. They are also influenced by other factors, notably the effect of the UK's exit from the European Union (EU). This makes it even more important that we find ways to mitigate the risks whilst continuing to deliver on our long-term ambitions for the District, but to do so we need to revisit our approach and priorities. The Bradford Economic Recovery Board (BERB) - a diverse and inclusive group of Council and business leaders, partner organisations and key stakeholders chaired by a senior academic from the University of Bradford - has been established to produce this Economic Recovery Plan for the District.

Purpose of this Economic Recovery Plan

The primary purpose of our Economic Recovery Plan is to stress test our Economic Strategy to take account of the profound changes in the public health and economic context and set out the actions we need to take now and over the next two years to recover our pre-Covid-19 economic progress whilst building a more inclusive, sustainable and resilient economy. As such, it is intended to build on the steps the Council has already taken - in conjunction with others - to relieve some of the immediate impacts of Covid-19. This Economic Recovery Plan also outlines some of the actions that should be considered in the medium and longer term to fulfil our ambitions in the next subsequent phases: 'Building a Better Future' (Years 2-4) and 'Thriving & Resilient' (Year 5+). We expect to develop our longer-term plan when we iterate our Economic Strategy in 2022. By developing this Economic Recovery Plan, we want to inspire collaborative action and leverage support from the private sector and other stakeholders and establish a clear business case for further government investment.

Our Economic Recovery Plan is set out in three further sections:

¹ Office for national Statistics, Annual Population Survey, People in employment, October 2017-September 2018 compared to July 2019-June 2020

² Office for National Statistics, Annual Survey of Hours and Earnings, Median gross weekly income (resident analysis), 2018 to 2020

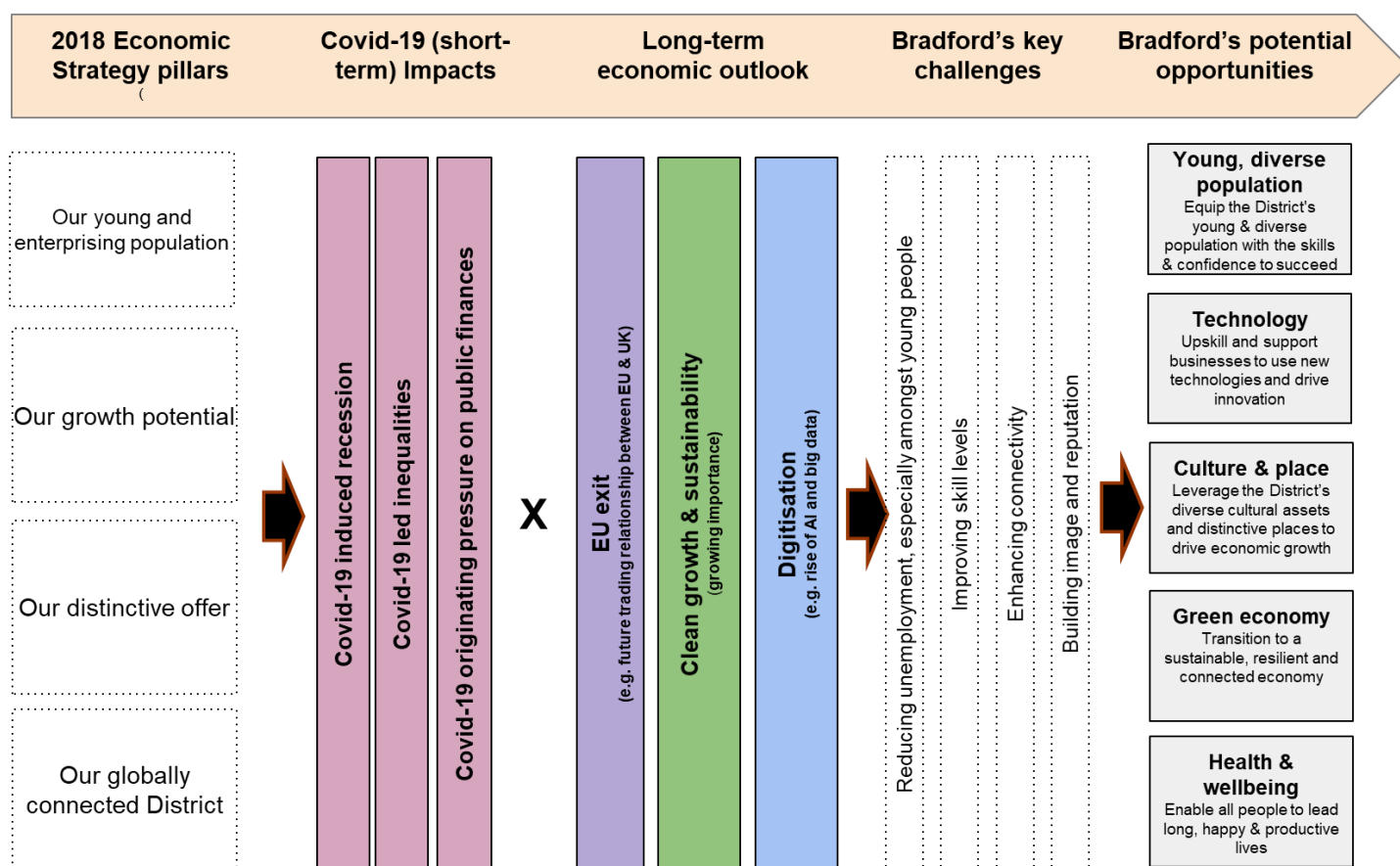
³ Sunday Times, 'Best Places for Business 2020', 9 February 2020

- We summarise our assessment of the implications of Covid-19 and other changes we have seen and expect to see for Bradford's economic opportunities and challenges and, hence, for our economic priorities;
- We describe our response to these opportunities and challenges, setting out the vision and guiding principles underlying our approach, describing the enabling steps we want to take and articulating the impact we want to achieve. In developing our response, we have been determined to align our Economic Recovery Plan with other existing and anticipated strategies and plans, in particular those of the Government and the West Yorkshire Combined Authority (WYCA) Economic Recovery Plan.
- We set out how we will implement and deliver our Economic Recovery Plan, focusing on the 15 interventions that we see as critical to its success in the next two years and beyond.

How Bradford District's opportunities and challenges are being reshaped

Our first task in developing the Economic Recovery Plan has been to assess how far our existing Economic Strategy will enable us to address the actual and expected impacts of Covid-19 and the other potentially significant developments in the economic environment since our Economic Strategy was developed in 2018. In particular, we have considered the potential impact of the UK's exit from the EU and the accelerated development of both the green and digital economies. Our aim has been to assess the opportunities we have as well as the challenges we face realising them. Our approach is summarised in Figure 3.

Figure 3: Approach to stress testing the Economic Strategy



Our existing Economic Strategy

Our existing Economic Strategy seeks to leverage Bradford District's three key assets: our people, our businesses and our places and communities. It focuses on unlocking opportunities arising from:

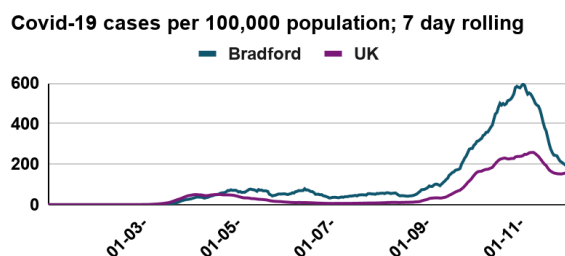
- Our young and enterprising population, ensuring that all are equipped with the skills and confidence to succeed;
- Our growth potential, building on our business and sector strengths to drive innovation, increase productivity and create wealth;
- Our distinctive offer, leveraging the District's unique architecture, heritage and cultural assets to create compelling investment propositions and provide an environment for growth; and
- Our globally connected District, by improving our transport infrastructure and digital connectivity to strengthen our international trading links and access to new markets.

Bradford District's changing economic environment

Since March 2020, Covid-19 has fundamentally altered the economic environment within which we want our long-term Economic Strategy to succeed. The outlook is for further change. Indeed, we recognise that a 'new normal' may emerge even if its precise shape is not yet certain. We want to anticipate the potential impacts rather than react to them.

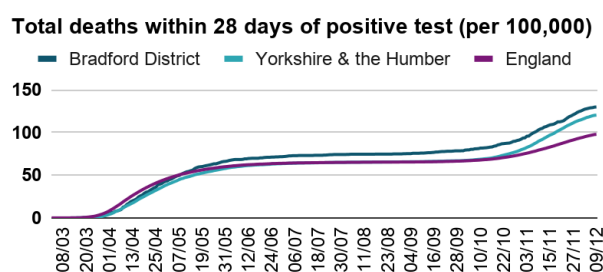
In Bradford District our rate of identified Covid-19 cases has been above the national average, being especially pronounced in September to November 2020 (see Figure 4): the rate peaked at nearly 600 identified cases per 100,000 in early November, two times the national average. Very sadly our death rate from Covid-19 has also been above the national average. As a result, the District has been subject to some of the most stringent restrictions of any area in England (see Figure 5).

Figure 4: Daily Covid-19 cases per 100,000 population



Source: Office for National Statistics

Figure 5: Total deaths within 28 days of positive test (per 100,000)



Source: Office for National Statistics

The impact of Covid-19 to date

The economic impacts of the measures taken to contain the public health effects of Covid-19 have been profound since they were introduced. They have affected Bradford District's economy in five main ways:

- **Full and partial lockdowns** have led to the closure of many businesses in March 2020 resulting in a sharp fall in economic output - UK Gross Domestic Product (GDP) fell by 26% between January and April 2020⁴. The accommodation and food services, other services⁵, construction and transport sectors were hardest hit. Although the economy was gradually reopened, significant parts have now been closed down again so that, in November 2020, UK GDP was still 15% lower than in January 2020⁶.
- **Supply chain disruption** - businesses have been disrupted as suppliers have temporarily paused trading due to lockdown restrictions or weak demand: in the most recent Business Impact of Covid-19 Survey (BICS) (covering 19/10/2020 - 01/11/2020) 43.7% of businesses across the UK were able to get the materials, goods or services from within the UK in the last two weeks whilst 17.5% were able to but needed to change suppliers and 6.3% were unable to - the final 32.5% of businesses replied 'not applicable' to the survey question⁷. The scale of this impact has grown with the introduction of lockdown. In the Business Impact of Covid-19 Survey (BICS) running from 06/04/2020 - 19/04/2020, 48.9% of businesses were able to get the materials, goods or services from within the UK in the last two weeks, this proportion rose to 73.9% in the BICS covering 10/08/2020 - 06/09/2020. As referenced above, this figure has fallen again in the most recent Business Impact of Covid-19 survey.
- **Labour supply reduction** - social distancing measures initially saw non-essential workers working from home for an extended period and/or workers needing to care for children or other dependents, but the adverse impact has eased as schools reopened and businesses have adapted workplaces to accommodate social distancing requirements. The

⁴ Office for Budget Responsibility, Economic and Fiscal Outlook, November 2020

⁵ Other services include: Activities of membership organisations, repair of computers and household goods, and other personal service activities

⁶ Office for Budget Responsibility, Economic and Fiscal Outlook, November 2020

⁷ Office for National Statistics, Business Impact of Covid-19 Survey (BICS), 19/10/2020 - 01/11/2020

[<https://www.ons.gov.uk/economy/economicoutputandproductivity/output/datasets/businessimpactofcovid19surveybicsresults>]

latest evidence shows that the workplace for 23% of individuals was closed and 55% were being asked to work from home⁸. In addition, working time has been lost to sickness linked to Covid-19.

- **Uncertainty** - reduced levels of business and consumer confidence have weakened demand, especially discretionary consumer spending (as some major purchases have been deferred) and lower business investment. Despite this, at the end of October, two thirds of businesses in Yorkshire & the Humber expected to survive for the next three months (compared to the national average of 57.8%)⁹.
- **Policy response** - the Government has mitigated some of the impact of Covid-19 on the economy by spending over £280 billion since March 2020, initially supporting jobs and incomes using the Coronavirus Job Retention Scheme (CJRS), the Self-Employment Income Support Scheme (SEISS) and by providing loans, grants and tax deferrals to business. It has also provided incentives for businesses to retain staff beyond the end of the furlough scheme and new job creation and training schemes, such as the Kickstart Scheme. At the same time, the Bank of England has reduced the Bank Rate to 0.1%, made an additional £450 billion of asset purchases and increased banks' incentives to lend to small and medium sized enterprises (SMEs). Although support was reduced as restrictions were eased in summer and early autumn, it has been reintroduced during the most recent lockdown.

We have seen some substantial economic impacts:

- **GVA** in the UK is expected to contract by 11.3% in 2020¹⁰.
- Across the UK, the biggest falls in **output** were in accommodation and food services, construction and other services throughout the UK (see Figure 6)¹¹.
- **UK private consumption** is expected to fall by nearly 10% in 2020 while the household saving ratio peaked at a record high of 28% in Q2 2020 before falling back to around 7.5%¹².
- During the first lockdown, **footfall** in Bradford city centre fell to 20% of normal levels, which had a dramatic impact on many high-street businesses, although it recovered to around 60% of pre-Covid-19 levels in October 2020, before the second national lockdown. The drop in footfall in Keighley, although similar in profile, was less severe.
- **Unemployment in Bradford District** - as measured by the number of claimants - rose by 82% between March 2020, before the first lockdown, and October 2020 so that the rate (as a % of 16-64 year old residents) was 9.4% in October 2020, 4.3 percentage points higher than March 2020, making it the fourth highest in the country¹³.
- **Young people's claimant rate in Bradford District** (as a % of 16-24 year old residents) is among the highest in the country and rose faster than the overall claimant rate to 11.4% in October 2020 from 6.0% in March 2020^{14,15}. This has worsened youth unemployment everywhere in the District, but especially in hotspots such as in Manningham, Tong and Keighley Central wards.

⁸ Office for National Statistics, Coronavirus and the social impacts on Great Britain, 18/11/2020-22/11/2020;

[<https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandwellbeing/datasets/coronavirusandthesocialimpactsongreatbritaindata>]

⁹ Office for National Statistics, Business Impact of Covid-19 Survey results, 19/10/2020 - 01/11/2020;

[<https://www.ons.gov.uk/economy/economicoutputandproductivity/output/datasets/businessimpactofcovid19surveybicsresults>]

¹⁰ Office for Budget Responsibility, Economic and Fiscal Outlook, November 2020 [<https://obr.uk/efo/economic-and-fiscal-outlook-november-2020/>]

¹¹ Office for Budget Responsibility, Economic and Fiscal Outlook, November 2020 [<https://obr.uk/efo/economic-and-fiscal-outlook-november-2020/>]

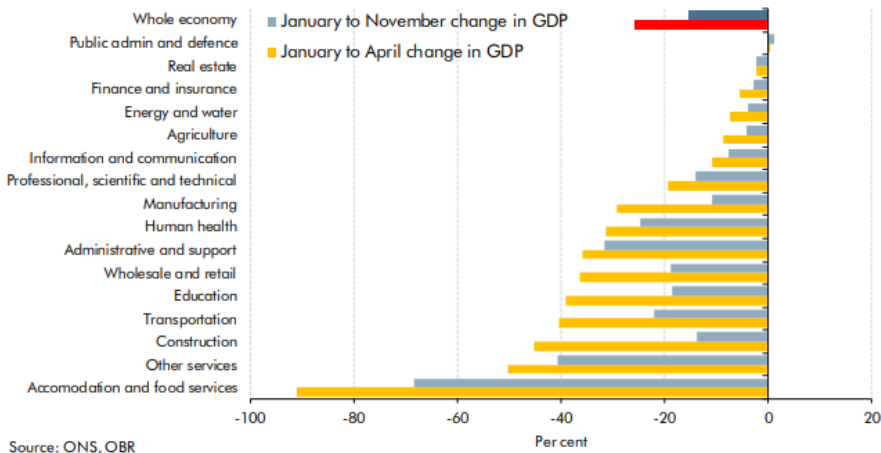
¹² Office for Budget Responsibility, Economic and Fiscal Outlook, November 2020 [<https://obr.uk/efo/economic-and-fiscal-outlook-november-2020/>]

¹³ NOMIS, Claimant count by sex and age, Claimants as a proportion of residents aged 16-64, March 2020- November 2020

¹⁴ NOMIS, Claimant count by sex and age, Claimant count, March 2020 - November 2020

¹⁵ NOMIS, Population estimates - local authority based by single year of age, 2019

Figure 6: Change in GDP by sector (January – November 2020 compared to January to April 2020)

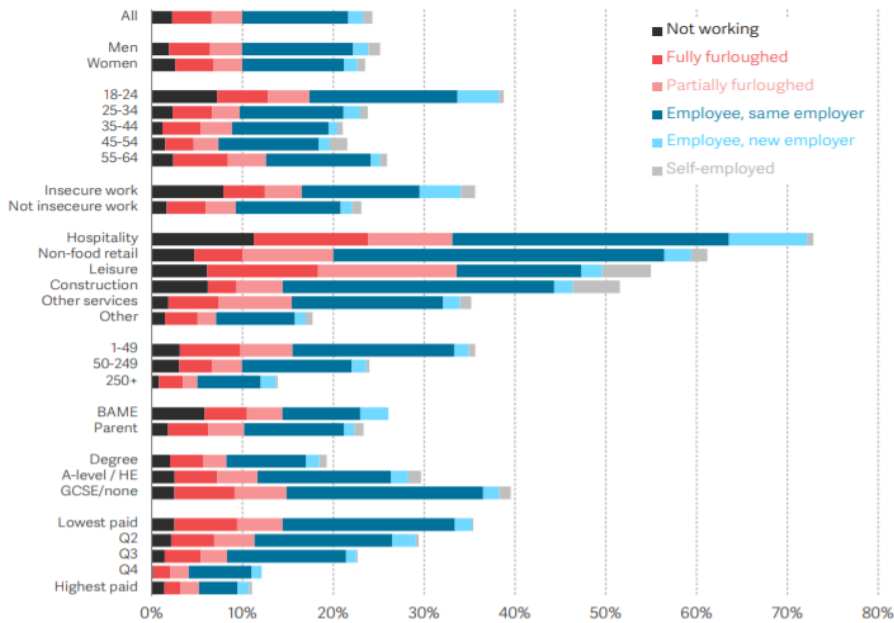


Source: ONS, OBR

Source: Office for Budget Responsibility, Economic and Fiscal Outlook, November 2020

The economic effects of Covid-19 have affected some people more than others. Across the UK, certain groups of the population have been disproportionately affected by the health impacts of the virus itself¹⁶. This includes those living in poverty, people from Black, Asian and minority ethnic (BAME) communities, those with disabilities, women, and migrants. Many of these groups have also been hit hardest economically because they are more likely to work in sectors most adversely affected, such as hospitality and retail. Moreover, with businesses less likely to hire in the face of uncertainty, young people have also been badly impacted in terms of access to employment. A recent study by the Institute for Fiscal Studies shows that many minority groups have younger populations and younger people are more likely to work in sectors that have been shut down¹⁷. Furthermore, considering those on furlough, young workers were more likely to be out of work by September 2020 than older workers (see Figure 7)¹⁸.

Figure 7: Change in employment status of those employed pre-Covid-19 (February-September 2020)



Source: Resolution Foundation, 'Jobs, jobs, jobs', October 2020

Further details of the economic impact of Covid-19 are summarised in [Appendix A](#).

The short-term economic outlook

How Bradford District's economy recovers from the shock of Covid-19 in the next two years is conditioned by the unprecedented scale of its economic impact to date and the disruption it has caused. Analysis of previous recessions

¹⁶ Resolution Foundation, 'A new settlement for the low paid', June 2020

¹⁷ Institute for Fiscal Studies, 'Are some ethnic groups more vulnerable to Covid-19 than others?', May 2020

¹⁸ Resolution Foundation, 'Jobs, jobs, jobs', October 2020 [https://www.resolutionfoundation.org/publications/jobs-jobs-jobs/]

since the Second World War suggests that it takes around 2½ years to reach pre-recession output levels. This recession, however, is a lot deeper, although there are grounds for expecting a fast recovery because of the unusual nature of its effects. Nonetheless, the effects on our local economy could be with us for many years to come unless we act now to accelerate the recovery.

It also depends on how the public health impacts of Covid-19 can be and are managed and the terms on which the UK leaves the EU, in particular the basis of the trading relationship.

Management of the public health impacts will be affected by:

- The stringency, timing and effectiveness of restrictions to control spread of Covid-19;
- The effectiveness of test, trace and isolate measures; and
- The timing of access to vaccines and their effectiveness.

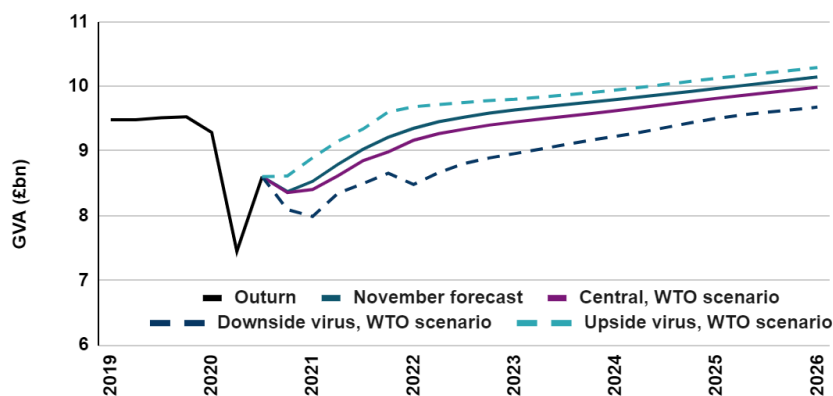
The basis on which the UK leaves the EU on 31 December 2020 was still unclear at the time our Recovery Plan was developed. Nonetheless, however the UK leaves the EU, our businesses will need to adapt to new regulations and trading relationships in the coming years.

Recent analysis by the Office for Budget Responsibility highlights the short-term implications of Covid-19 for the UK economy under three different scenarios:

- The downside scenario implies a fall in GDP of 12% in 2020 with pre-virus peak (in Q4 2019) not being reached until the end of 2024;
- The central (November) forecast envisages that GDP will fall by 11% in 2020, but will recover quickly, growing by 5.5% in 2021 and 6.6% in 2022, returning to the pre-virus peak by the end of 2022; and
- The upside scenario, where a vaccine is available in the first part of 2021, will see GDP fall by 10.6% in 2020 and grow at the same rate in 2021 (compared to 0.9% in the downside scenario)¹⁹.

Figure 8 shows projections for the GVA of Bradford District based on the OBR's forecasts for the UK economy in its latest Economic & Fiscal Outlook In November 2020.

Figure 8: Actual and projected GVA for Bradford District (2019 - 2026)



Source: OBR, CBMDC analysis

Covid-19 has the potential to leave long lasting 'scars' on the economy's capacity if:

- Investment in physical capital and innovation is deferred due to the heightened uncertainty and increased debt incurred during the pandemic;
- Firm specific capital and knowledge are lost due to business failures; and
- Human capital is lost due to sustained unemployment as the economy restructures away from contact-intensive sectors, people retire earlier, and more days are lost to sickness as both employees and employers become more cautious.

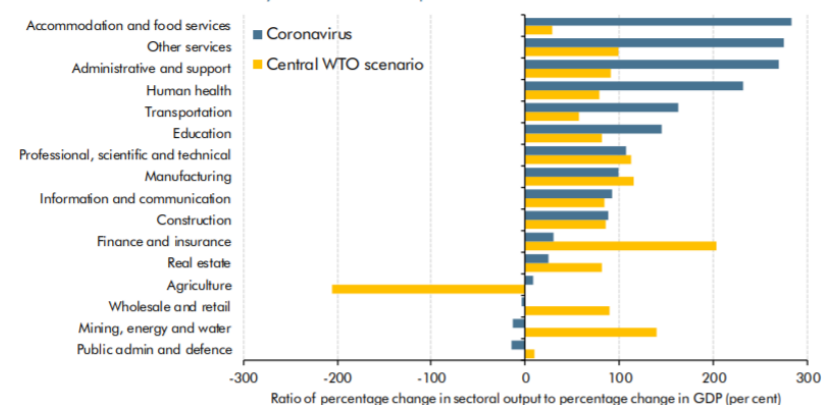
The impact of the UK's exit from the EU also has the potential to drive long-term impacts on the economy. A 'no deal' exit would mean that the UK would default to World Trade Organisation (WTO) terms. Recent analysis suggests that the sectoral effects would be quite different to those of Covid-19 as Figure 9 illustrates. The most impacted sectors include manufacturing, financial services and mining and quarrying services - as outlined by the following figure. Short-term

¹⁹ Office for Budget Responsibility, Economic and Fiscal Outlook, November 2020 [<https://obr.uk/efo/economic-and-fiscal-outlook-november-2020/>]

disruption would be driven by changes to administrative, policy and customs requirements. However, long-term economic impacts would be driven by increased tariffs and wider trade barriers meaning that the UK and EU would be unable to benefit from fully leveraging their comparative advantages.

Figure 9: Relative intensity of sectoral output hits: virus versus WTO scenario

Chart B.1: Relative intensity of sectoral output hits: virus versus WTO scenario



Source: Office for Budget Responsibility, Economic and Fiscal Outlook, November 2020

In practice, the nature and pace of Bradford District’s economic recovery will be influenced by how far local and national policy:

- Helps to prevent business failure from adversely affecting productive capacity and supports business to respond to new market opportunities: this will depend, in part, on the generosity (i.e. duration and coverage) of existing and planned support schemes for business;
- Mitigates the effects of potential sustained disruption to supply chains;
- Maintains real wages and prevents workers from leaving the labour market (e.g. potentially because of a long-lasting crisis); and
- Creates financial stability, for example if corporate and household insolvencies spill over into the financial sector leading to a slow down in bank lending and an adverse impact on growth.

Further details of the forecasts we have reviewed are summarised in [Appendix B](#).

The longer-term forces shaping a “new normal”

Both our Economic Recovery Plan and our refresh of the Economic Strategy also need to consider the potential longer term implications for Bradford District of Covid-19 and the UK’s exit from the EU as well as the other forces for change that seem likely to continue to affect our economy.

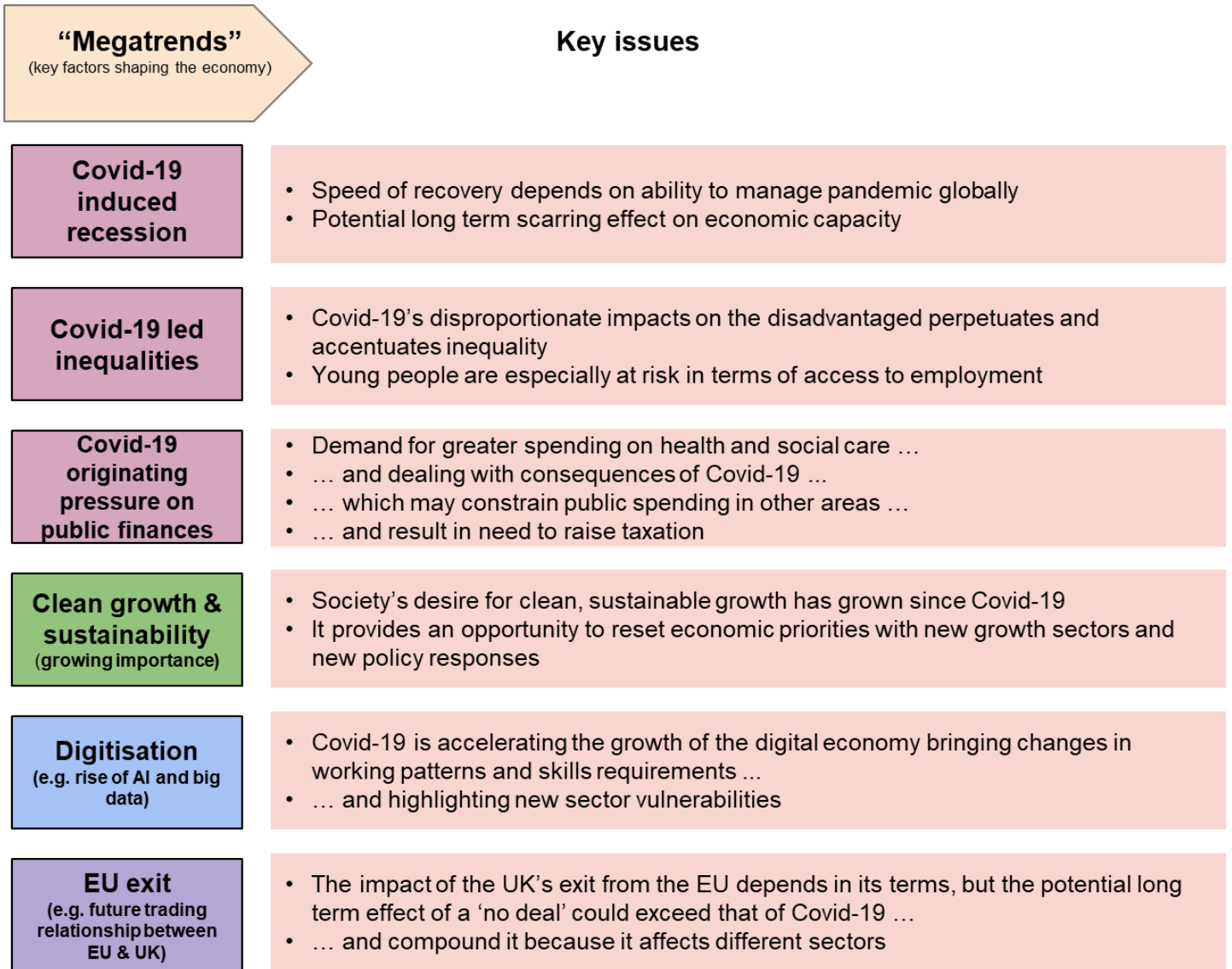
Even before the impact of Covid-19, a “new economy” was emerging in many developed countries led by developments in the application of digital technology, commitments to decarbonisation and the growth of more purpose-driven businesses, with a reduced environmental footprint and more concern for their social impact. Covid-19 has accelerated this transformation, offering the prospect of a healthier, more equitable, and more sustainable future. In Bradford District, we need to be alert to what these changes could mean for us.

Our analysis suggests that our Economic Recovery Plan needs to respond to six key “megatrends” (see Figure 10):

- The effects of the sustained economic fallout from Covid-19;
- The rise in inequalities that Covid-19 has provoked;
- The increased pressure on the public finances as future governments seek to reconcile the costs of continuing to mitigate the impacts of Covid-19, demand for extra spending on health and social care and the need to restore balance between spending and revenue²⁰;
- The UK’s exit from the EU will also require the economy to adjust, affecting different sectors to Covid-19 and with a larger, adverse impact on long-term economic performance;
- The acceleration of the structural adjustment associated with the growth of the digital economy; and
- The acceleration of the structural adjustment associated with the growth of the green economy.

²⁰ Pressure on the public finances will affect local government in Bradford District in two ways: directly, if the local authority is expected to fund more of its spending, and indirectly, as the level of government spending which benefits Bradford District is lower than might otherwise be expected

Figure 10: Megatrends affecting Bradford District's economy



Further details of the supporting evidence are summarised in [Appendix B](#).

Implications for Bradford District

Covid-19 has shone a light on fundamental structural problems that have blighted the UK for generations. As the Prime Minister has recognised: ‘too many parts’ of the country have been ‘left behind, neglected, unloved’²¹. The prospect of EU exit and other transformative forces are reshaping and, in some cases, accentuating the challenges we face in Bradford District, but they are also revealing new opportunities for us to pursue.

Stress testing our existing Economic Strategy

We have tested how Bradford District’s existing Economic Strategy, in particular the opportunities and challenges it seeks to address, is likely to be affected by the trends we have identified. We recognise that Covid-19 has accelerated important economic transformations: we will not simply go back to ‘normal’ once we are able to manage Covid-19. We have assessed how the opportunities targeted by our current Economic Strategy have been and are likely to be impacted - see Table 1.

²¹ Prime Minister, ‘Economy speech’, June 2020

Table 1: Impact of “new normal” on Bradford District’s Economic Strategy

Bradford District Economic Strategy opportunities	Bradford District’s challenges pre Covid-19	Implications for Bradford District
Our young and enterprising population	<ul style="list-style-type: none"> • Relatively high birth rates and international inward migration mean that the population is growing • Employment rates have lagged the UK average over the past decade • BAME women make up three quarters of employment gap • Vulnerable ‘hard-to-reach’ communities lack access to training, work or education • Skills gaps persist at the top and bottom of the labour market: 14% of the working age population have no qualifications (vs. 8.3% at UK level); 25% are qualified to degree level (vs. 37% UK level) • Large gaps in life experiences and opportunity remain between the richest and poorest; for example, a recent report ranked Bradford second in the country for areas with the least social mobility²² 	<ul style="list-style-type: none"> • Need to focus more on unemployment amongst those aged 16-24 which has doubled during the pandemic: young people leaving education will face the toughest job market in decades • Need to reduce the number of talented people leaving the District by providing strong economic, social and cultural reasons for staying • Need to focus more on inclusion since job losses are more likely to affect those who are already disadvantaged in the labour market • Need to protect against the risk to jobs requiring these mid-level skills from globalisation, technological change and automation • Need to facilitate job transition as a wave of horizontal moves is expected with laid off workers seeking work in different sectors • Need to reinforce support for skill-job matching efforts since people are now more likely to consider jobs for which they do not necessarily have the right skills or qualifications^{23,24} • Need to rethink the skills considered relevant for upskilling programmes in addition to those skills specific to key sectors that are likely to grow (e.g. healthcare), transversal skills that can be used across occupations and sectors will likely increase in importance • Need to understand and counteract the impacts of automation, which is likely to accelerate as businesses seek to become more resilient increasing the risk of more jobs being displaced - adding pressure on young people • Need to pay more attention to the mental and physical health of people and business owners to boost productivity
Our growth potential	<ul style="list-style-type: none"> • The job density is low: 690 jobs per thousand work age population (vs. 840 nationally) • Productivity (measured as output per worker) is higher than other cities in the Northern Powerhouse • The low job density means that the business base needs to expand to be as productive as UK peers per head of population • A quarter of current jobs in Bradford are in occupations that are likely to shrink by 2030 and only 10% are in occupations that are likely to grow²⁵ • Median weekly workplace earnings are less than the national average (£465 vs. £479)²⁶ • Business creation in high-growth, high productivity sectors is slow 	<ul style="list-style-type: none"> • Need to focus support on hardest hit sectors such as retail and hospitality • Greater need to ensure that businesses across the District can operate safely and adapt and thrive in the new conditions with more uncertainty • Need to prepare businesses for new ways of working accelerated by experience of lockdown and working from home • Need to identify new skills requirements as sectoral shifts accelerate • Greater need to support businesses with digital transformation • Needs to consider implications of more local spending • Need to understand which sectors offer the most growth potential for the District • Need to position Bradford District to benefit from a ‘Green Industrial Revolution’

²² Social Mobility Commission, <https://www.gov.uk/government/news/the-long-shadow-of-deprivation> (15.9.2020)

²³ The number of jobseekers leaving occupation fields blank when searching for jobs has risen 5 percentage points to 28% since March 2020

²⁴ <https://www.hiringlab.org/uk/wp-content/uploads/sites/3/2020/08/IndeedUK-Lockdown-Report-1.pdf>

²⁵ Centre for Cities, Cities Outlook 2018 report

²⁶ Office for National Statistics, Annual Survey of Hours & Earnings, 2020

Bradford District Economic Strategy opportunities	Bradford District's challenges pre Covid-19	Implications for Bradford District
	<ul style="list-style-type: none"> Awareness and use of business support are poor, in part delivery is fragmented 	
Our distinctive offer	<ul style="list-style-type: none"> Many areas, including high streets, have suffered years of decline Many homes are either empty and/or unfit Land and building are unused and under-utilised Underdeveloped visitor experience Potential investment sites are not well defined Poor connectivity holds back economic growth: Bradford is the largest place in the UK not on the mainline rail network 	<ul style="list-style-type: none"> Need to get the visitor economy back on track More pressing need to adapt our offering to technological innovation, globalisation and environmental pressures that are changing the way we live and work Need to identify new business opportunities emerging for locally produced goods and services (as substitutes for ones supplied elsewhere) - EU Exit may exacerbate this Need to promote value of our local cultural assets Need to prepare people for the creative industry Need to adapt the role of town centres and high streets in light of more teleworking and less commuting - especially if they offer local community facilities, as people interact closer to home
Our globally connected District	<ul style="list-style-type: none"> Poor connectivity holds back economic growth: Bradford is the largest place in the UK not on the mainline rail network Digital inequalities persist: only 69% of properties in the 20% most deprived areas have access to superfast broadband 	<ul style="list-style-type: none"> Greater need to plan our public spaces and infrastructure (for example, due to the shift online/home working). Greater need to understand the use of housing and commercial property as concentrations of those sectors where occupations are better able to work from home may see long term shifts in commuting patterns and housing and commercial property demand Need to consider implications of reduced car usage and more active travel Greater need to reduce digital inequalities since these have exacerbated access to the opportunities emerging after Covid-19 Need to prepare businesses for a potential further rapid contraction of retail and commercial use in our District

The new opportunities

Our recent review of the Economic Strategy explored the intersection of megatrends with our local context, resulting in a more comprehensive set of areas of opportunity:

- Equipping our **young, diverse population** with the skills and confidence they will need to succeed in our evolving economic environment in sectors where Bradford District has the best growth potential;
- Supporting businesses to adapt to and exploit developments in **technology** by upskilling and supporting businesses to use new technologies and drive innovation;
- Leveraging Bradford District's diverse **cultural assets** and **distinctive places** to drive economic growth;
- Accelerating the development of Bradford District's **green economy** by transitioning to a sustainable, resilient and connected economy; and
- Promoting and enabling better **health** and **wellbeing** by enabling all people to lead long, happy & productive lives.

Young, diverse population: With more than 25% of the population under 18, and over 330,000 people of working age, governments and businesses (working together) need to prioritise upskilling as a critical tool in navigating out of the crisis and into a world of stronger economic stability enabled through a high-skilled and intellectually mobile workforce. Though there is a relatively high number of new entrants to higher education²⁷, currently only 25% of our adult population is qualified to degree level (vs. 37% UK level). There is a big opportunity to improve our human capital to support a more productive economy. There is a large potential for our diverse population to contribute to the economy, particularly BAME women, who made up three quarters of our employment gap.

²⁷ Leeds City Region Labour Market Information Report 2019/2020

Technology: Covid-19 has highlighted the significant digital divide, with digital poverty and poor digital skills. It has also increased unemployment - with further increases to be expected, in part due to structural economic changes and new ways of working which it has accelerated. A quarter of current jobs in Bradford District are in mid-skill occupations that are likely to shrink by 2030; only 10% are in occupations that are likely to grow²⁸. But these changes also present an opportunity to make the District's economy more resilient: if we create the right business conditions, more jobs can be created. There is a large potential for digitally upskilling workers to be redeployed in high-growth sectors. To do this, we need to prepare our workforce so that job creation happens in Bradford District. This means better education and more effective upskilling. It is also about supporting businesses to realise the opportunities, especially in the digital economy from artificial intelligence and big data, by being agile, creative and innovative. Although our Economic Strategy identified the opportunity to do more to make Bradford District more distinctive in its offering to business and skilled individuals, we need to do more, building on existing sectoral strengths such as manufacturing, health and social care, through the topical lenses of green and digital activities, will help drive economic recovery.

Green economy: Despite the Covid-19 pandemic, the importance of transitioning to a more sustainable low-carbon economy has continued to gain momentum and move up the agenda for policymakers, businesses and investors. Unlike in previous recessions, where support has waned, the green economy is now widely seen as integral to global and national economic recovery - 48% of the UK public agree that the Government should respond "with the same urgency to climate change as it has with Covid-19" (compared with 28% who say not)²⁹. The Prime Minister announced plans to stimulate a green industrial revolution, seeing it as the basis for 'building a better future' to stimulate employment³⁰.

The District already has around 10,000 environmental sector jobs. Clean growth could add £11 billion to the Leeds City Region economy and create 100,000 extra skilled jobs for local people in sectors ranging from energy and utilities to innovative design to food to construction³¹. Bradford District is expected to require around 7,800 new jobs in the low carbon and renewable alone by 2030³².

The District is also home to some unique social, business and physical assets which, if fully and effectively harnessed, can position us well to take advantage of the opportunities available from clean and inclusive economic growth that creates new jobs, increases employment and incomes, and in turn supports improvements in health and well-being. In addition, the District's physical geography offers significant potential for the generation of renewable energy, flood alleviation and carbon sequestration measures. Furthermore, opportunities exist to develop local artisan economies, such as local food producers, farm shops and markets.

Culture & place: Bradford attracted 9.2 million visitors, bringing significant visitor spend³³. We were proud to be named Europe's 'Emerging destination of the year' in 2018 by the Luxury Travel Guide, which called us a modern cosmopolitan city with a thousand stories to tell. But our hospitality sector has been one of the hardest hit by Covid-19.

Looking forward, we still believe that our cultural, heritage and natural assets will be a valuable basis from which to drive economic growth by attracting visitors, residents and businesses. We are supporting Bradford's bid to be the UK City of Culture in 2025. The District has a range of fine Victorian architecture and a wealth of heritage buildings that present opportunities for highly desirable living and working spaces. Encouraging and enabling the imaginative reuse of these assets will be an important focus of our recovery.

One effect of Covid-19 has been to demonstrate that home working can be effective and to encourage more people to think about moving from urban areas - which have tended to be where Covid-19 case have been concentrated - to less urban areas, often bringing with them valuable spending power³⁴.

In addition, Bradford District is strategically located between Leeds and Manchester but currently lacks the transport infrastructure to realise fully the opportunities this presents. Northern Powerhouse Rail and other rail/infrastructure investment would enable better connectivity³⁵.

Health & wellbeing: Covid-19 means that the value of good health and social care is better recognised. The pandemic has also added to pressures elsewhere in the health and social care systems. It is an economically significant sector which is expected to grow. Bradford District will gain by being well positioned to take advantage of initiatives aimed at

²⁸ Centre for Cities

²⁹ The Independent, 'Public want radical response to climate change with same urgency as coronavirus, poll finds', 16 April 2020

³⁰ Prime Minister, 'The ten-point plan for a green industrial revolution', November 2020

³¹ Research undertaken by Leeds City Region

³² Local Government Association, 'Accelerating a sustainable economic recovery', 2020

³³ <https://www.bradford.gov.uk/business/bradford-economy/about-bradford-economy/>

³⁴ PwC, 'UK Economic Update', 2020

³⁵ https://www.nextstopbradford.com/wp-content/uploads/2019/03/NPR_Bradford_Growth_Strategy.pdf

ensuring a healthy workforce and society and by developing and attracting workers to support the development of its health and social care sectors. There is in particular a big potential in promoting universities coming together with employers to assess and plan for skills needed (especially health care).

Box: Upskilling and innovation for green jobs

“Now is the time to plan for a green recovery with high-skilled jobs that give people the satisfaction of knowing they are helping to make the country cleaner, greener and more beautiful.”, Boris Johnson, Prime Minister³⁶.

Successful economic recovery depends on developing a suitably skilled workforce able to meet the needs of growth sectors. This is key to job creation. The emergence of the green economy is a vital source of growth for Bradford District. We need to support it in both the short- and long-term beyond this recovery plan.

The 10-point plan proposed by the Government in November 2020 will mobilise £12 billion of government investment, and potentially three times as much from the private sector. The launch of the Green Jobs Taskforce seeks to support the creation of 2 million skilled jobs to build back greener and reach net zero emissions by 2050.

Bradford District can set a new direction for the job market as we transition to a high-skill, low carbon economy

What support is needed for people in transitioning industries?

- Ensuring we have the immediate skills needed for building back greener, such as in-home retrofitting and the circular economy.
- Developing a long-term plan that figures out the skills needed to help deliver a net zero economy.
- Supporting workers in high carbon transitioning sectors, like oil and gas, to retrain in new green technologies.
- Stimulate demand for high value-added green infrastructure products and services. Improve the economics of delivery through scale effects³⁷.

Whilst there is no shortfall of solutions that target decarbonisation and unemployment, delivering integrated policy solutions at speed and scale remains challenging. Currently, the relevant players across the value chain required to deliver technical solutions, operate largely independently. There is no common demand signal visible to all players. In time, the open market would respond with waterfall demand along the value chain but to accelerate this, a well orchestrated solution is required that takes an end-to-end value chain approach and encourages effective collaboration across the public and private sectors.

The first step for Bradford District is to convene a consortium of private sector companies across multiple industries in the end to end value chain such as housebuilding, wholesale distribution, field services, equipment, project management and utilities. Bringing together leading businesses from across the delivery chain will highlight a range of opportunities to accelerate the implementation of the 10-point plan and generate new jobs.

We believe that the current economic crisis can be turned to our advantage. By supporting change in the economy and encouraging new ways of working, we have a narrow, but real, opportunity to position Bradford better and deliver greater wellbeing for all.

Our ability to do this is helped by the big change in political attitudes we have seen since Covid-19. Bolder economic and social strategies are gaining force in policy debates around the world. The pandemic is the chance to reset our economy to create a healthier, more equitable, and more sustainable future.

We need to use all the levers at our disposal, including taking advantage of devolution and the levelling-up agenda. Further devolution of funding and powers will mean that we can take further steps to make our economy fairer, in part by creating a better sense of local connection and ownership among citizens. We want to work in partnership with Whitehall to develop and implement an ambitious Economic Recovery Plan.

³⁶ Prime Minister, Financial Times, 17 November 2020

³⁷ See <https://www.gov.uk/government/news/uk-government-launches-taskforce-to-support-drive-for-2-million-green-jobs-by-2030>

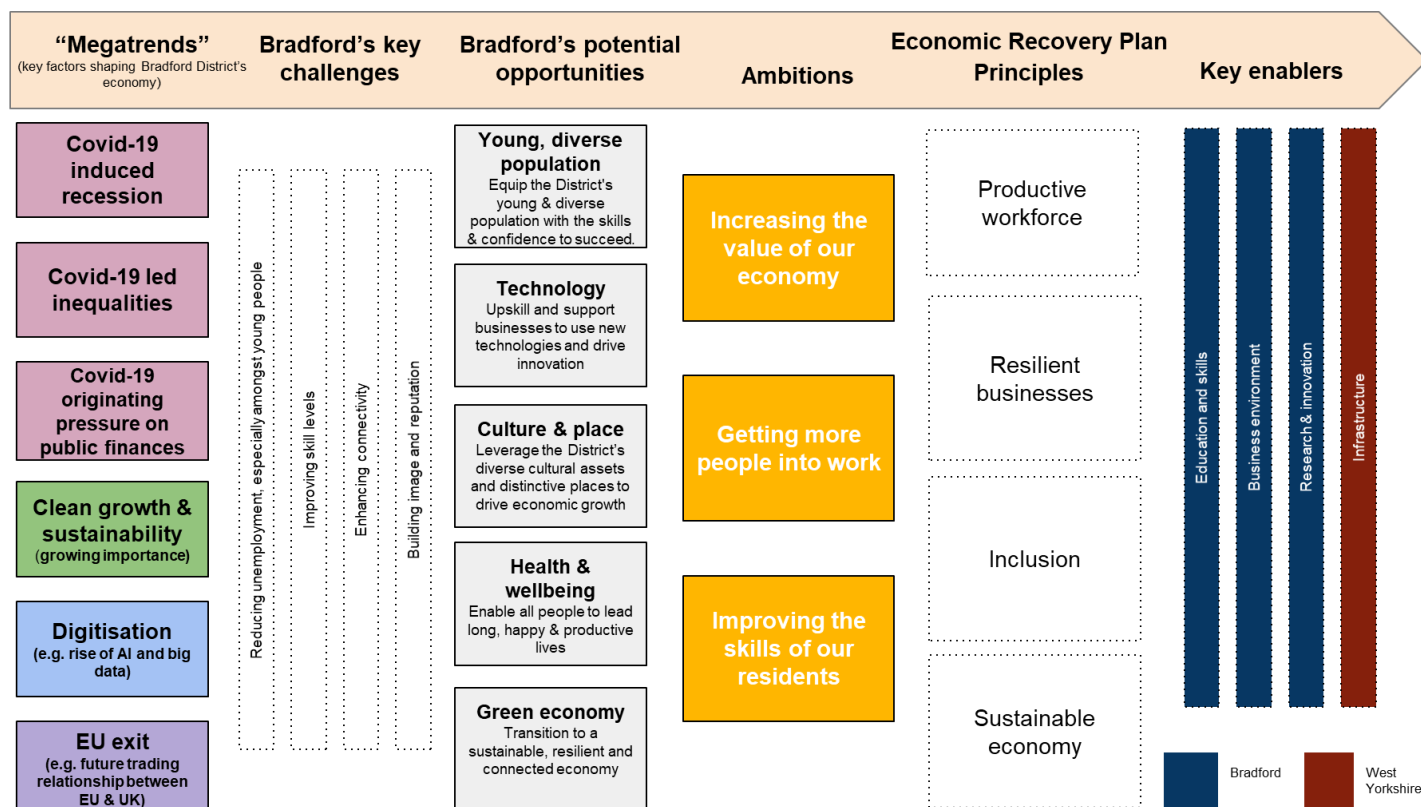
Our Economic Recovery Plan

Introduction

Our Economic Recovery Plan for Bradford District must respond to the changing economic context and opportunities. It must enable us to realise the new opportunities we anticipate beyond Covid-19 whilst addressing the key challenges we face. We need to be bold, ambitious and innovative in the actions we take. We must also build on our existing strengths. In short, we must continue to transform our economy to fulfil our ambitions.

We have built our Economic Recovery Plan around a set of ambitions, principles and enablers which we see as our response to the key challenges and opportunities we expect to arise from the “megatrends” we expect to shape the District’s economy (see Figure 11).

Figure 11: Framework for developing the Economic Recovery Plan for Bradford District



Our ambition

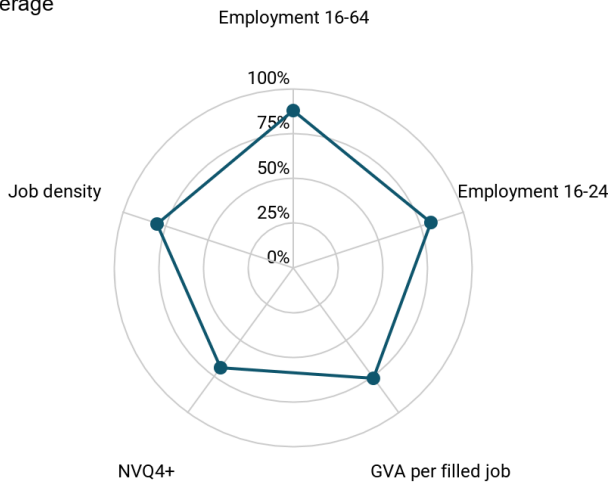
Despite the unforeseen impact of Covid-19, our long-term ambition for the District’s economy in 2030 remains unchanged. Our aim is still to grow skills, jobs, productivity and earnings so that Bradford District is performing above the national average (see Figure 12). This means:

- Increasing the value of Bradford’s economy faster than the UK average;
- Getting more people into work to bring employment rates closer to UK rates; and
- Improving the skills of residents to close the gap to UK levels.

Figure 12: Bradford District performance against UK average in key metrics

Bradford performance

% of UK average



Source:

The purpose of our Economic Recovery Plan is to reset our economy so that we can accelerate our progress towards this long-term ambition by capitalising on the five distinct opportunities we have identified, namely:

- Equipping our **young, diverse population** with the skills and confidence they will need to succeed in our evolving economic environment in sectors where Bradford District has the best growth potential;
- Supporting businesses to adapt to and exploit developments in **technology** by upskilling and supporting businesses to use new technologies and drive innovation;
- Leveraging Bradford District’s diverse **cultural assets and distinctive places** to drive economic growth;
- Accelerating the development of Bradford District’s **green economy** by transitioning to a sustainable, resilient and connected economy; and
- Promoting and enabling better **health and wellbeing** by enabling all people to lead long, happy & productive lives.

It is also designed to enable us to address the key challenges that could slow our progress or even prevent us from achieving our ambition. This means:

- Reducing unemployment, especially among young people;
- Improving skill levels;
- Enhancing connectivity - both physical and digital; and
- Building our image and reputation, especially outside the District.

Our principles for recovery

We want our Economic Recovery Plan to set us on a course to restore our economy in a way that is:

- **Productive** so that workers and businesses have the right tools to create more, higher value jobs which offers the foundation for rising living standards;
- **Inclusive** so that everyone can contribute to and benefit from it, building a fairer and more cohesive District: this means continuing to address underlying historical labour market disparities;
- **Sustainable** so that growth protects and enhances the natural environment, both locally and globally, and meets this generation’s needs without compromising those of future generations; and
- **Resilient** so that growth can be sustained into the long term by unlocking new opportunities from the low-carbon, digital economy that will make the District stronger and more resilient to future economic shocks.

We need to be agile in our approach so that we can respond quickly and effectively to any further changes in either public health or the economic context so that we can address the new opportunities and challenges. To do this we will be committed to tracking our progress and learning any lessons as we move forwards. We also need to make sure that our goals for productivity and inclusion are compatible with those for sustainability and resilience.

We want to build on our strong track record of working with our partners to create a better Bradford District for all.

Our targets

For each opportunity area, we have outlined indicative targets for the Economic Recovery Plan. Once they have been confirmed – as the proposed interventions are confirmed – we will use them to track our progress and adjust our approach if we need to.

Opportunity	Recovery targets
Young, diverse population Equip the District's young & diverse population with the skills & confidence needed to succeed.	<ul style="list-style-type: none"> • Reduce unemployment, especially among people aged 16-24 • Reduce proportion of young people who are not in education, employment or training (NEET) • Reduce proportion of working age population with no qualifications • Increase levels of digital literacy • Increase support for adult learners accessing further and higher education.
Technology Support businesses to use new technologies and drive innovation.	<ul style="list-style-type: none"> • Increase take up of business support • Increase satisfaction with business support • Increase number of business start-ups • Increase business growth rates
Culture & place Leverage the District's diverse cultural assets and distinctive places to drive economic growth.	<ul style="list-style-type: none"> • Improve the visitor and citizen experience • Increase visitor numbers and spend • Increase the value of cultural and creative sectors and the number of jobs in these sectors • Create new spaces for living, work and leisure and enhance existing ones
Green economy Accelerate the transition to a sustainable, resilient and connected economy.	<ul style="list-style-type: none"> • Improve the quality and energy efficiency of homes and public buildings • Reduce levels of fuel poverty • Comply with UK air quality limits by 2022 • Reduce CO₂ per capita emission levels and keep them below UK average • Develop local expertise and capabilities in retrofitting, sustainable food production, hydrogen LGVs and the circular economy • Increase the value of environmental and low carbon sectors and the number of jobs in these sectors
Health & wellbeing Enable all people to lead long, happy & productive lives.	<ul style="list-style-type: none"> • Support the development of a healthy workforce to generate economic and social value • Adopt and integrate digital solutions into health and care delivery models and interventions • Begin development of a unique Bradford medical education and training undergraduate programme

Enablers to achieve our ambitions

We will only achieve our ambitions for both the Economic Recovery Plan and the longer-term if we take enabling actions in four broad, but interconnected, areas.

Education and skills

Education and skills development are key enablers if we are to capitalise on the opportunity presented by our population. Developing the human capital of the District's population will encourage and enable more citizens to enter the labour market by accessing well paid, skilled employment and / or transitioning to jobs in different sectors requiring new skills. By targeting existing and expected skills gaps in the District, we can help to fill vacancies, improve matching efficiency and create the skills base so that businesses in the new and growing sectors (such as technology, the green economy, culture and health) have access to the skills they need and can help us to reduce the rate of unemployment rate, especially the proportion of the population who are NEET. It will also help us to retain skilled employees and local talent which is especially important for our young people.

Business environment

We want a thriving business community in Bradford District to create good employment opportunities for local people and serve the needs of the District's consumers. To achieve this, we must make sure we encourage start-ups, small and micro business expansion. We must help them to adopt new ideas, processes and technologies so that they can develop products, services and employment in new and emerging sectors. We must also attract new businesses to the area by marketing Bradford District to prospective inward investors. This means making appropriate support available and accessible so that we can capitalise on the strong culture of entrepreneurship we have in the District. This will be vital in enabling Bradford businesses to capitalise on the opportunities we have identified so that they can provide the jobs our economy will need. It will also facilitate regeneration across the District.

Research and innovation

Investing in research and innovation will play an important role in enabling Bradford District to achieve its ambitions, particularly those relating to technology, health and the green economy. We want to encourage collaboration across academia, industry and government to foster economic and social development, building on the knowledge institutions in the District, notably the University of Bradford. We want to enhance our reputation for adopting new technologies, such as digital health, and developing distinct capabilities such as sustainable food production and the production of green hydrogen vehicles.

Infrastructure: physical and digital

Finally, we need to make sure that our physical and digital infrastructure enables us to capitalise on our opportunities. This means ensuring that our transport network gives us the physical connectivity we need to boost our productivity. At the same time, we want it to boost regeneration of our towns as well as aligning with our ambitions for a green recovery based on sustainable transport with a more efficient, extensive and greener public transport network.

Similarly, improvements to our digital infrastructure such as broadband and mobile coverage and the roll-out of full-fibre and, subsequently, 5G will enable both our businesses and citizens to be more digitally connected. This will drive innovation but reinforce the need for upskilling if we are to capitalise on the opportunity to boost productivity and create more jobs. Mobile coverage, particularly in less urban areas, can also bring benefits via connected healthcare. 5G could also support information sharing by a mobile health and social care workforce and will be important in Industry 4.0.

Reinforcing the supply side: stimulating jobs

If investments in education and skills are to deliver value as a response to Covid-19, they need to align with the current and expected demand from employers. Creation of new skilled jobs will only be made possible if we can attract business (by strengthening the business environment and selling Bradford to prospective investors), support business start-up and growth and boost competitiveness by encouraging collaboration between our local businesses and academia to drive innovation. Although this is a long-term endeavour - beyond the scope of this Economic Recovery Plan, it can play a valuable role in stimulating job creation.

Digital infrastructure will also enable innovation in new sectors of the economy, in particular in aspects of the green economy through efficient management of smart buildings, monitoring of the environment and connected transport. Close links exist, for example, between digitisation of manufacturing / Industry 4.0 – to reduce waste and generate more efficient production and processes - and the circular economy. We have strengths in manufacturing – can production lines be pivoted to new products and supply chains?

Key interventions

Our Plan sets out how we intend to respond over the next two years to drive economic recovery across the District as well as the issues we need to consider when we refresh our Economic Strategy in 2022. Our planned interventions fall into three broad categories:

- Those that we will undertake with the support of our partners across Bradford District: in some cases, this will involve building on our existing initiatives but in others it will involve new interventions;
- Those where we want to work with partners in the region, notably the West Yorkshire Combined Authority and the Leeds City Region Local Enterprise Partnership to pursue our mutual goals: together, this partnership working can bring new investment to the District and greater local influence on how and where resources are spent; and
- Those where we want to work with the Government to seize the immediate opportunities to boost skills, employment and productivity and so contribute to 'levelling up' the national economy as well as contributing to its other priorities, for example achievement of Net Zero.

We have some clear asks of our partners from the private, public and third sectors to help us deliver a successful recovery.

Below, we identify the priority actions we have identified for each opportunity area. We also describe three key cross-cutting interventions which are relevant to several opportunity areas: these relate to skills, business support and infrastructure. We distinguish those actions that we have already taken in the relief phase, our priorities for the recovery period and the key considerations for our long-term strategy.

Young, diverse population

Our vision is to leverage our young, diverse population as an asset. To do this, we need to provide them with the skills and confidence they will need to succeed in Bradford District's economy. In particular, we want them to contribute to those sectors of the economy which offer Bradford District the best growth potential.

We already have initiatives in place which are helping young people in the District:

- Our Opportunity Area Programme uses funding from the Department for Education to improve education standards and promote social mobility for young people, helping disadvantaged people to develop critical life skills;
- The Industrial Centres of Excellence are education-industry partnerships which equip young people with experiences and skills required for work by connecting education and business partners;
- SkillsHouse provides unemployed people with the skills and opportunities to find employment within Bradford District;
- Reach Higher enables 4,000 disadvantaged people to access high level education and training through graduate placements, mentor support and subsidies for employers; and
- Bradford Pathways is an employer-led model of careers and technical educational support designed to give young people the skills that employers need.

We are already working with West Yorkshire Combined Authority on two programmes to support recovery:

- [Re]boot which provides support over two years for people who are unemployed / at risk of redundancy to help them retrain with a line of sight to employment opportunities across West Yorkshire, delivered through the five districts, colleges and other providers; and
- Employment Hubs, another two-year programme, designed to facilitate access to advice and support, across West Yorkshire to enable individuals to access training, retraining and/or employment, particularly to new opportunities being created to support the Covid-19 recovery efforts.

Our priorities are targeted at the disproportionate challenges being experienced by young people, especially those in BAME communities. Evidence indicates that those from ethnic minority communities are, on average, younger than white British people and younger people are more likely to work in a sector vulnerable to shut down³⁸. This suggests that young, ethnic minority individuals are more likely to be adversely impacted by Covid-19. Bradford District has a young and ethnically diverse population indicating this is a critical issue that needs to be addressed. Our Economic Recovery Plan aims to support those who are most impacted by providing them with the opportunity to upskill and/or engage in work.

Building on this existing activity, our priorities for the recovery period are as follows:

- **Making Bradford a learning District** - Providing our residents with opportunities through SkillsHouse, providing a District wide prospectus and careers portal
- **Providing access to work** - Offering opportunities to young people by making them more employable and the economy more resilient
- **Inspire, Reskill and Upskill** - Informing the development of vocational provision, including higher level skills - with a cohesive offer for employers, the self-employed and the unemployed.

Furthermore, the Council recognises that a successful future for the District depends on securing a successful future for our children. We want to make sure every child can reach their full potential regardless of where they live, cultural background or financial circumstance. This means offering the right help at the right time to ensure they are happy, healthy and achieving throughout their lives. A good education is central to this, and more is needed. We have been actively supporting schools to deal with Covid-19, including with infection control and provision of IT equipment and support to enable them to learn remotely.

Looking forward, as we refresh our Economic Strategy, we will need to make sure that our skills system in Bradford District is responding efficiently and effectively in delivering the skills needed in growth areas such as the green economy and the creative sector.

Technology

We want to help existing businesses in the District adapt to take full advantage of recent developments in technology. We also want Bradford District to be an attractive location for mobile business investment. To do this, we need to make sure that businesses have the support they need to use new technologies and drive innovation. We also want them to have (better) access to the workforce skills they'll need. At the same time, we want to support increased access to digital

³⁸ The Institute for Fiscal Studies, Are some ethnic groups more vulnerable to COVID-19 than others? May 2020 [<https://www.ifs.org.uk/inequality/chapter/are-some-ethnic-groups-more-vulnerable-to-covid-19-than-others/>]

resources to tackle the risk of digital poverty. This means linking our skills policy and programmes with other efforts to support innovation and growth across the District so that we have the skills needed to drive workplace innovation and make jobs more productive.

Through our Economic Recovery Plan, we want to drive a technology led recovery in two ways:

- **Digitally upskilling Bradford:** several interventions already address the challenges and opportunities associated with the accelerated digital trends caused by Covid-19 which primarily include upskilling opportunities for generic, basic digital skills and more advanced, sector-specific tools. We want to develop a targeted programme to address digital poverty amongst vulnerable groups.
- **Providing digital infrastructure and capital:** In order to facilitate technological advancement, suitable equipment is required. This will include a wide variety of products such as full-fibre internet, laptops, software etc. This strand of work aims to support vulnerable individuals by providing important equipment to them, removing digital poverty barriers.

We also investigate the development of an Institute of Technology in Bradford that would bring together the University, further education colleges and employers to support the development of specialist skills that support local students with a route to technically skilled employment.

We already have the Digital Health Enterprise Zone (DHZE) which helps incubate and grow digital health businesses.

Looking forward, we see digital connectivity as a core part of making Bradford District globally connected with strong international trading links and access to new markets. We will continue to monitor what we do to stimulate concentrations of high-value production businesses, including in the digital technology sector, and facilitate the growth of small and medium sized enterprises.

Culture & place

Bradford District has a diverse, multicultural population as well as several distinctive cultural, heritage and natural assets which provide opportunities to stimulate growth and generate skilled employment based on attracting visitors and developing new living and working spaces. Covid-19 has meant that people spend more time near where they live. It has accelerated changes in the way the city centre, towns and public spaces are occupied. It has shifted patterns of use away from consumerism and retail to more experiential and cultural uses. As such, we want to use the recovery period to start to reimagine how we can use the District's assets and spaces for home, work and leisure so that we can regenerate the District: we want to explore the principle of 'reuse, don't rebuild' as a means of regenerating the District's existing cultural assets to create new spaces for living, work and leisure.

Our vision for culture and place in the context of economic recovery is based on leveraging our ambition to be the UK City of Culture in 2025 and using it to raise Bradford's profile globally. We want to make Bradford a compelling location for cultural and creative businesses to thrive by creating a business environment which supports and nurtures start-ups. We also want to create places that citizens are proud of.

We have already acted to leverage our cultural assets and distinctive places, for example:

- We formed a Cultural Place Partnership and a Cultural Recovery Board;
- We launched Bradford's bid for UK City of Culture 2025;
- We have commissioned a Night-time and Evening Economy Study, a City of Film Screen Strategy, and an economic impact study to assess economic impact of a successful City of Culture designation and a 10-year cultural strategy for the Bradford District;
- We are developing a 10-year cultural strategy, Culture is Our Plan, in recognition of the cultural sector's rich contribution to economic and social wellbeing;
- Arts Council England is funding Bradford Producing Hub as a pilot project to develop local talent and boost the District's ability to produce new work;
- The LEAP – a new Creative People and Places programme - is working to create arts experiences for, by and with local communities where people tend to engage less with arts and culture;
- We are supporting the conversion of the former Odeon cinema into a premier live music venue;
- We are creating a strong city centre business destination through investment in the One City Park office scheme and other developments; and
- We are working with the Towns Fund boards to improve the prosperity of Keighley, Shipley and other places in the District.

Building on this existing activity, our priorities for the recovery period are as follows:

- **Culture is Our Plan** - implementation of our 10-year cultural strategy for the District to attract investment and act as a lever for multiple District-wide interventions;
- **Greening the District** - a new crowd-sourced green space and a new green park in the city centre; and
- **Designate Little Germany as a Heritage Action Zone** to support business needs of CCI workforce and improve the visitor and citizen experience.

Looking out to 2030, as we refresh our Economic Strategy, we will need to consider:

- How we can capitalise fully on the opportunity if we become the UK City of Culture 2025 by ensuring we deliver successfully and maintain our momentum through further investment in the cultural and creative industries beyond 2025; and
- How we continue to improve our infrastructure through the City Centre Action Plan and the Northern Powerhouse Rail Growth Strategy.

Green economy

Our vision for the District is to transition to become a sustainable, resilient and connected low-carbon economy through infrastructure investment, business innovation and collective action.

The Council declared a Climate Emergency in 2019 and published its Sustainable Development Action Plan in early 2020. A Sustainable Development Partnership has now been established to drive forward our commitment to be carbon 'net zero' by 2038 and help create a more sustainable District. The development of Bradford District's green economy and green jobs is central to this ambition. It will provide an important economic opportunity that will become increasingly significant over time. We want to invest in more sustainable homes and businesses, adapting to the impacts of climate change and building the skills that will be needed will help to ensure the District is ready to capture opportunities in a new green economy.

We already have many initiatives underway aimed at accelerating this transition. These include flagship projects identified by the Council for tackling the Climate Emergency which will:

- Reduce the energy used for street lighting;
- Deliver a district heat network, with the potential for saving on Council and partner heating costs as well as significantly reducing carbon emissions associated with the provision of heat and electricity in the city centre;
- Expand the network of electric vehicle (EV) charging points and transitioning the Council's fleet to electric vehicles;
- Increase renewable energy and electricity generation on the Council estate; and
- Improve air quality through our Breathe Better Bradford clean air plan;
- Buy Fair Trade goods and produce, encourage our partners and businesses to do the same and look for ways to support Fair Trade further across the District.

In addition, the Council's budget, agreed in February 2020, allocated £25 million to climate action including:

- 'Tree for Every Child' - an ambitious programme to plant more than 55,000 new trees, one for each primary school pupil in the Bradford District;
- Community projects – biodiversity, environmental management and renewables; and
- Introduction of new 20mph zones to promote walking and cycling and cleaner air.

We are also working with the West Yorkshire Combined Authority to deliver a portfolio of major transport schemes worth in the region of £250 million over the next three years which include City Centre Transforming Cities Fund and capital programmes within the Local Growth Deal and West Yorkshire Transport Fund. In addition, the Leeds City Region is leading on transport and energy infrastructure related to the green economy such as Northern Powerhouse Rail and Leeds City Region Mass Transit. Critical within this is securing a city centre station for Bradford on Northern Powerhouse Rail.

Building on this extensive array of existing activity that is taking place in the District, the Economic Recovery Board has suggested that our priorities for the recovery period should be to develop business cases for action in four key areas:

- **Implementation of a neighbourhood-based energy efficiency retrofit programme** - building on existing plans in the District to retrofit individual homes and public buildings, and developing the concept of creating '15-minute neighbourhoods', to extend retrofitting to promote more sustainable living;
- **Creation of a sustainable food supply system** - building on the District's existing assets and activity to develop a sustainable food supply system and building the District's reputation as a regional / national sustainable food hub;

- **Development of the supply chain for hydrogen light goods vehicles** - positioning the District's automotive businesses to win opportunities in the fuel cell electric vehicles supply-chain through having a UK 'test-bed' fleet of hydrogen light goods vehicles; and
- **Construction of a circular economy demonstrator** - encouraging local businesses to invest in reprocessing of recycled or by-product materials and positioning the District as an exemplar of the circular economy in the UK.

Furthermore, a number of complementary initiatives are envisaged by local partners:

- Yorkshire Water plans to transform redundant land surrounding the Esholt wastewater treatment works to create a model development of sustainable housing and industry; and
- Bradford Community Energy Ltd is a Community Benefit Society set up to bring the benefits of community-owned renewables to Bradford.

Looking to 2030, we will need to consider:

- What, if anything, we will need to do to remain on track to achieve net-zero carbon by 2038;
- What more we should be doing to improve our transport and energy infrastructure; and
- How we build on our positioning as a national / regional exemplar for the circular economy, in the production and use of hydrogen vehicles and sustainable food supply.

Health & wellbeing

Promotion of health and wellbeing in Bradford District is important for several reasons:

- It enables a step change in the health, wellbeing and economic prosperity of our local communities;
- It provides the opportunity to create more, valued jobs in the District.

Achieving an inclusive health and care economy depends on collaboration between key institutions such as the NHS, the University of Bradford and the Wolfson Centre for Applied Health Research to revitalise and transform the District. This involves the development of a highly effective and compassionate integrated workforce based on a world class medical, health and care learning infrastructure which can translate the latest technologies and research quickly into practice.

The creation of a world class interdisciplinary health and care learning centre with strong collaboration will accelerate:

- Transformation to integrated place-based health and care delivery;
- Adoption and integration of digital solutions into health and care delivery models and interventions;
- Development of an agile workforce;
- Creation of a health and care workforce that harnesses and liberates the talents of the diverse population of Bradford District;
- Creation of a unique Bradford medical education and training undergraduate programme centred on prevention and community based integrated care; and
- Alignment of anchor organisations' investment in the District to improve social and economic outcomes.

Our work in this area is being led by our Health and Social Care Economic Partnership, but the nature of its impacts means that the ambition aligns closely to that of the Bradford Economic Recovery Plan. It builds on previous and complementary initiatives such as:

- Born in Bradford;
- The desire to open a Medical School in Bradford; and
- Establishment of the One Workforce Centre to support health and care employment.

Act Early North is a key priority. It will build on the work of Bradford Institute of Health Research, Born in Bradford and Act Early research programmes to understand the impact of preventative policy in the context of health. The prevention of ill health has the potential to be more cost effective than attempts to cure or manage disease. Act Early North aims to create a strong cost-benefit evidence base that supports early interventions and the levelling up agenda. In addition, it will provide jobs and training to boost the local economy. Digital literacy is a focal point of the initiative and will help to create a higher skilled workforce as well as acting as a 'catalyst for much needed additional research and prevention investment in the North'. It is hoped that the preventative health policy and early years interventions in young people will have knock-on impacts improving population health, reducing the cost of non-communicable diseases on public finances, and creating a healthier workforce.

Cross-cutting interventions

Skills: Besides addressing the specific challenges faced by young people, we must recognise the need for a broader set of skills-related interventions to support all the working population of Bradford District. Our proposed investments as part of our Recovery Plan are geared to enabling us to close the skills gap with the national average.

Our approach to addressing the challenges linked to skills within Bradford District is based on the following priority interventions:

- **Basic skills:** we plan to provide basic skills to everyone that wishes to participate which encompass core skills, including basic digital literacy, to equip people with the ability to succeed in the dynamically changing economy;
- **Advanced, sector specific skills:** we also plan to develop several, more focused interventions designed to help the District better match supply and demand of those skills needed in specific, key growth sectors where Bradford has both strengths and opportunities. Examples of our planned activities include using the Leeds City Region Local Enterprise Partnership's [re]boot programme to develop sector specific training courses and supporting the development of Future Technology Centres, for industries such as advanced engineering, computing and green technology. As part of this, we'd like to provide digital platforms and infrastructure to support employment growth and retraining via remote learning, access to peers and wider networks;
- **Language skills:** One of the challenges faced by our diverse inhabitants is that they do not speak English with sufficient fluency, and this inhibits them from realising their potential: we will facilitate access to/provide basic language programmes to support these people as part of our Economic Recovery Plan.
- **Support people furthest from the labour market into work,** including those with learning disabilities: we will create new employment opportunities, particularly in sectors with workforce shortages such as health and social care.

We will maximise the opportunity to leverage funding for the two Towns Fund areas (Keighley and Shipley) to secure resources for skills and a transformational programme of activity and investment in town and high street regeneration; promoting the distinctive offer of each place, improving the resilience and sustainability of those places and communities and contributing to economic growth.

Business support: Businesses across the District, in particular SMEs, will need to adapt to the new economic environment if they are to survive and then thrive. This means refining their strategies and operations to respond to the potential disruptive impacts of the trends that will impact them, including the UK's exit from the EU. We aim to make Bradford District a diverse business hub with a robust support framework for all businesses - with a focus on start-ups, small and micro businesses. By fostering their growth potential, we aim to foster the potential of local businesses. To support them, we need to make sure that they can access high quality business support.

Currently, support is provided through many channels with multiple providers across the District but it is underutilised due, in part, to businesses' lack of awareness and trust in its value. As part of our Economic Recovery Plan, we want to make sure that the available resources are fully leveraged. This will help our economy become more diverse and resilient. Consequently, our priority is to unite existing business support offerings across the District under a single banner, the 'Bradford District business hub' - this will offer a single point of contact to direct businesses and prospective entrepreneurs to business support offerings, including advice on funding. Under this banner, we are looking to provide:

- Community enterprise support for people considering starting a new business by offering access to coaching, finance, office space and business services and training, with key targets being specific gaps and priority areas to help remove barriers to employment;
- Support to social enterprises and social entrepreneurs through the Local Access Fund and Impact Hub investments in the District;
- Help to businesses to increase exports and grow global trade links; and
- Businesses with the information and support they'll need thrive following the UK's exit from the European Union.

We will also investigate how we can work with the Federation of Small Businesses and Chamber of Commerce to develop and extend a subsidised membership package for small and medium sized businesses (with less than 50 employees) in Bradford District. This will provide them with access to legal, tax and employment law support along with many other resources that will help their recovery and sustainability post Covid-19 crisis.

Finally, we want to explore what more the Council and other major public sector organisations can do to make the most of the 'Bradford District Pound'. Specifically, we will look at how we can increase the proportion of our spending so that it drives social value for local businesses and community organisations: the Council alone spends £475 million with third parties.

Infrastructure: We have long recognised that we need better infrastructure to facilitate strong economic growth which benefits all our population. We will continue to work with the West Yorkshire Combined Authority on this agenda as it remains critical to our economic recovery.

Our overriding priority is to make the case for sustainable transport development, in particular for Northern Powerhouse Rail. It is imperative that Bradford has a city centre station on the line.

Other transport infrastructure investments are also important to our long-term economic performance, notably Northern Connect, the City Centre and Rail Station Master Plans, the Calder Valley Rail Line Upgrade and the Skipton-Colne rail link.

Our digital infrastructure is also key to a more inclusive economic recovery: improved connectivity and better mobile coverage for rural and urban businesses can help to address digital exclusion in communities. Improved digital connectivity can speed up business growth and connect more people to opportunities in the digital economy. We must ensure that our businesses are able to access high-speed broadband wherever they are in the District. Longer term activities are also needed to ensure that we recover with a more robust, resilient economy.

There are plans for significant investment by commercial fibre providers over the next five years starting in February 2021 with Cityfibre rollout of full fibre, followed by other providers. This will be complemented by the final Superfast West Yorkshire Broadband contract 3 in remaining rural areas. In addition, the fully funded DCMS Rural Gigabit Connectivity “outside in” programme will connect our hardest to reach rural areas with gigabit capable broadband.

The Council has several work streams underway to leverage government and commercial investment: we aim to use our assets and connectivity to incentivise investment by commercial providers in less commercially viable areas to extend connectivity more widely. Without our intervention, we’d have gaps in our rural and deprived areas. There are also opportunities to leverage social value from providers to support digital skills, devices and cheap connectivity.

Our other priorities for economic recovery also align with those of West Yorkshire in both the short and longer term. Shovel ready initiatives include improvements to broadband access, green infrastructure (e.g. cycle lanes and walking paths), retrofitting houses with energy efficiency can have immediate benefits for struggling communities.

Reputation: We need to continue to strengthen Bradford District’s image as a great place to live, work and play. We will improve our narrative for the District so that it resonates with communities within the District and beyond to promote the many opportunities Bradford District offers. Over time, this will help to build the District’s brand and attract business from emerging sectors. Bradford District has lots to offer businesses and prospective workers, it was named the best place to start a business in December 2017 by Barclays. A complementary, yet separate, intervention will unite our voice under a single narrative. We will work together to identify local leaders and build a comms campaign to provide a clear narrative to the rest of the country and world on everything that makes us distinct and the fantastic offering we provide.

Our priorities

Our Economic Recovery Plan is structured around a set of ambitions, principles and enablers which respond to the key challenges and opportunities we see arising from the “megatrends” which will affect the District’s economy. Building on the many activities we already have underway, we have identified the priority interventions we need against each of the five key opportunity areas. They fall into two categories:

- **Immediate asks** - interventions which are well-developed and can be delivered in the next two years; and
- **Aspirational** - interventions which require further development and are for delivery in the longer term.

Table 1 lists the planned interventions by category and shows which opportunity they address, the key owner and their alignment to regional / national partners and priorities. We summarise each in the rest of Section.

Table 2: Planned interventions by timeframe for implementation

Category	Intervention	Alignment to opportunity areas	Ownership	Alignment to regional / national partners and priorities	
				Regional (e.g. WYCA, Leeds City Region)	National
Immediate asks	Make Bradford a Learning District	Young, diverse population	Employment and Skills partnership	✓	
	Access to Work	Young, diverse population	Employment and Skills partnership	✓	
	Inspire, Reskill and Upskill	Young, diverse population	Employment and Skills partnership	✓	
	Neighbourhood retrofit	Green economy	Sustainable Development Partnership	✓	✓
	Building Bradford’s image	Cross-cutting	Economic Partnership		
	Bradford District business hub	Cross-cutting	Economic Partnership		
	‘Culture is Our Plan’	Culture and place	Cultural Place Partnership	✓	✓
	Building an inclusive health and care economy	Health and wellbeing	Health and Social Care Economic Partnership	✓	✓
	Act Early North	Health and wellbeing	Health and Social Care Economic Partnership	✓	✓
	Northern Powerhouse Rail	Cross-cutting	CMBDC	✓	✓
Aspirational	Sustainable food supply system	Green economy	Sustainable Development Partnership	✓	✓
	Supply chain for hydrogen LGVs	Green economy	Sustainable Development Partnership	✓	✓

Category	Intervention	Alignment to opportunity areas	Ownership	Alignment to regional / national partners and priorities	
				Regional (e.g. WYCA, Leeds City Region)	National
	Circular economy demonstrator	Green economy	Sustainable Development Partnership	✓	✓
	Greening the District	Culture and place	Cultural Place Partnership		
	Heritage Action Zone	Culture and place	Cultural Place Partnership		✓

Make Bradford a Learning District

Aim

SkillsHouse is a partnership which seeks to bring together a seamless education and skills offer for employers and individuals alike. It will mobilise resources in every sector to promote inclusive learning, from basic to higher education.

Rationale

Covid-19 has dramatically altered Bradford District's economic outlook. It is expected to increase unemployment, further especially among our young people. The District requires a skilled, resilient workforce that can make the most of job opportunities in a changing world. This intervention is designed to help the District's population, especially young people, to develop their skills and find work opportunities. If the young experience the greatest benefit, this will help to counter the disproportionate negative impact that the pandemic is having on them.

Key enablers

The Council has already committed £3 million to support SkillsHouse staffing across the Partnership until April 2024. To succeed the Partnership will require:

- Increased commitment to the work of SkillsHouse from local stakeholders
- Funding to support an online District wide prospectus
- Increased funding to support skills development
- Examples of success to be celebrated and cascaded across the District.

Key stakeholders - roles & responsibilities

The SkillsHouse Advisory Group will include the Council, the Department for Work and Pensions, major employers plus education, training and voluntary organisations. These include the Council, the District's three further education providers, the University of Bradford and Skills for Care. The Group will monitor progress and coordinate course provision along with advice and guidance available to Bradford residents.

The intervention will be led by the Council and Employment & Skills partnership but will draw on other key stakeholders such as the FE institutions.

SkillsHouse will be managed by Council staff but working with partners to provide a 'no wrong door' service to Bradford District residents. SkillsHouse will monitor numbers supported into employment and those being upskilled across the District.

Delivery plan

Step 1: Establish Advisory Group and management structure for SkillsHouse to develop a strategy and key success factors

Step 2: Agree an approach to stakeholder engagement and information, advice & guidance

Step 3: Establish a District wide prospectus and careers portal alongside a 'get into learning' campaign. The portal will signpost opportunities for those looking, and for businesses to raise awareness of education, training and careers

Step 4: Develop a Statement of Need against the updated context of Covid-19 and Bradford's economy.

Benefits

The expected benefits of successful delivery of existing initiatives through to 2024 will be:

- 24,000 people supported through SkillsHouse Partnership
- 12,000 residents supported into employment.

The expected benefits of new initiatives requiring funding to 'Make Bradford a Learning District' to 2024 will be:

- 42,000 further people supported through SkillsHouse Partnership
- 1,000 residents on salary subsidised apprenticeships.

Costs

The estimated additional costs to the public sector to 2024 are:

- £500k to establish a careers portal and undertake a marketing campaign
- £9 million for the SkillsHouse Partnership (in addition to the current commitment)
- £15 million to cover support for apprenticeships across multiple sectors (i.e. £15,000 per apprentice).

Next steps

Bradford Employment & Skills partnership will be responsible for building momentum, in particular driving the development of the SkillsHouse Advisory Group.

Access to Work

Aim

The aim of 'Access to Work' is to support residents find job opportunities and develop their skills to make them more employable and the economy more resilient. Particularly in industries with expected high labour market demand such as social care, digital skills and green economy

Rationale

Bradford residents are disadvantaged:

- The rate of unemployment is above the national average, particularly amongst young people
- Over 11% of the population do not know how to access the internet
- Bradford ranks 354 out of 374 local authorities in terms of broadband connections
- In some areas, 27% of adults in households speak no English, a key influence on access to employment.

Key enablers

Successful delivery of 'Access to Work' depends on:

- Coordinated delivery of current resources via SkillsHouse
- Increased support for adult basic skills development including digital skills
- Increased resources to reduce digital poverty
- Increased language skills for newly arrived migrants

- Increased funding for personalised specialist support for the long-term unemployed and disadvantaged.

Key stakeholders - roles & responsibilities

District-wide training and education will be overseen by the SkillsHouse Partnership.

Provision for Access to Work will be delivered by Bradford's three further education colleges and a range of voluntary organisations.

Delivery plan

Step 1: Establish a 'Kickstart gateway' in the Council to support a range of 6 month paid placements for 18-24-year olds

Step 2: District wide promotion of literacy, numeracy and general and specialist digital skills courses delivered by local education institutions

Step 3: Enable digital access resources for residents with a network of community centres offering skills development and internet access

Step 4: Introduce entry level English for Speakers of Other Languages for newly arrived migrants

Benefits

Delivery metrics covering participation numbers, employment impacts, cost, educational attainment and job conversion rates will be reported to the SkillsHouse Advisory Group.

The expected benefits of the 'Access to Work' programme up to 2024 will be:

- 3,000 young people into Kickstart placements, with the first 18 months Government funded
- 3,000 24+ adults into 6-month career placements
- 10,000 residents supported into Apprenticeships (Government funded)
- 20,000 residents with improved basic skills (Level 1 and below) and 20,000 residents with improved Level 2 skills
- 15 digitally enabled community access points
- 4,000 newly arrived migrants with improved English skills by 2024
- Personalised support delivered for 6,000 people who are most distant from the labour market.

Costs

The costs to the public sector to 2024 will be:

- £45 million to cover Kickstart
- £45 million to cover adult career placements
- £60 million to cover basic and Level 2 skills
- £1 million to cover digital community access points
- £1 million for an English language programme
- £12 million to support individuals distant from the labour market.

Next steps

The immediate next step is to get SkillsHouse fully operational, the Employment & Skills partnership will be responsible for driving this.

Inspire, Reskill and Upskill

Aim

The SkillsHouse partnership will inform the development of vocational provision, including higher level skills - with a cohesive offer for employers, the self-employed and the unemployed.

Rationale

Covid-19 has accelerated demand for new, particularly digital, skills. Bradford can retrain its young and diverse population as well as those leaving struggling firms.

Key enablers

Successful delivery of 'Inspire, Reskill and Upskill' depends on:

- Additional resources to support higher level skills
- District wide prospectus and communication plan to signpost skills provision
- Production of an annual statement of need to determine strategic priorities and investment in employment and skills provision
- Demand amongst employers for new skills to support post-pandemic resilience and growth.
- A Health and Social Care Partnership building a sustainable and inclusive health economy while working towards a new Medical School

Key stakeholders - roles & responsibilities

SkillsHouse will oversee an Annual Statement of Need to shape the strategic commissioning and delivery of skills provision in the District

Further education providers will coordinate provision via Delivery Agreements developed with the Local Enterprise Partnership and Bradford Local Authority. The University will supplement Higher Skills delivery

with targeted interventions in consultation with SkillsHouse, the LEP, employers and their representative bodies.

Delivery plan

Step 1: Establish a District wide prospectus, careers portal and skills marketing campaign

Step 2: Commence enhanced higher-level skills delivery through existing and new delivery vehicles such as the LEP'S reboot model and One Workforce centre

Step 3: Publish renewed Delivery Agreements with Further / Higher Education providers. Provision will include general digital skills, leadership & management, digital skills (e.g. big data, artificial intelligence and cyber security), and a range of sector specific modules.

Step 4: Secure funding for Future Technology Centres

Benefits

The expected benefits of 'Inspire, Reskill and Upskill' up to 2024 include:

- 10,000 individuals qualified to Level 3
- 3,000 individuals qualified to level 4+
- Deliver a range of leadership programmes to inspire Entrepreneurship (start up and scale up) for 1000 individuals
- Future Technology Centres created to support computing, Engineering and Green Skills - £18m
- Significant enhancement to health and social care training through improved HE and FE learning infrastructure.

Costs

The costs to the public sector to 2024 will be:

- Level 3 qualifications £45 million on top of current spend
- Level 4+ qualifications £9 million on top of current spend
- Leadership programmes £5 million on top of current spend
- Future Technology Centres costing £18 million (Computing at Shipley £5m, Engineering at Keighley £3m, Green Tech in Bradford £10m)
- Health and Social Care training / infrastructure to support a new Medical School costing £50m.

Next steps

The immediate next step is to get SkillsHouse fully operational, the Employment & Skills partnership will be responsible for driving this.

Neighbourhood retrofit

Aim

The primary, immediate aim is to build on existing plans to improve energy efficiency in the District by retrofitting individual homes and public buildings.

A further, longer-term aim is to create '15-minute neighbourhoods' retrofitted to contribute to more sustainable living. This means that access to local work, retail and services, sustainable transport links and green space can also be addressed holistically - a key step to a 'Sustainable District'.

Rationale

The poor quality of significant elements of Bradford District's housing stock contributes to high levels of fuel poverty and carbon emissions.

Improving energy efficiency in homes aligns with regional and national priorities, notably initiatives such as the West Yorkshire Combined Authority's energy efficiency schemes and the Government's Green Home Grants voucher scheme and fuel poverty targets.

Key enablers

Successful delivery will require:

- Development of a strategy for enabling more efficient, larger-scale solutions to upgrading building fabric and energy systems which meets the goals of the wider retrofit programme
- Engagement across the Council, the Sustainable Development Partnership Board, local businesses and communities
- Alignment with local, regional and national priorities and initiatives, on building retrofit

- Alignment with West Yorkshire Combined Authority pathways to carbon emissions reduction, including transport
- Assessment of potential sources of funding, for example a municipal green bond
- Development of plans for fifteen '15-minute neighbourhoods' across the District to be co-developed with the communities to create a tangible and aspirational model.

Key stakeholders - roles & responsibilities

The Sustainable Development Partnership Board will be responsible for overseeing development of the business case for the programme, including defining its objectives and delivery plan. It will work closely with the Council, West Yorkshire Combined Authority, communities, businesses and property owners.

Delivery plan

Step 1: Identify which types of properties would be suitable for a scaled-up retrofit of fabric and energy systems and engage with District planners to assess the technical feasibility and propose priority locations.

Step 2: Engage key stakeholders on the skills, labour and technology required to deliver the retrofit programme, establish the Strategic Outline Business Case and identify funding options.

Step 3: Secure the necessary funding to launch the retrofit programme.

Step 4: Develop the concept and strategy for creating multiple '15-minute neighbourhoods'.

Step 5: Co-develop specific proposals for each '15-minute neighbourhood' community.

Step 6: Deliver the programme of '15-minute neighbourhoods'.

Benefits

The expected benefits of successful delivery of a District-wide retrofit programme and the creation of '15 neighbourhoods' that enable sustainable living are:

- Improved quality and energy efficiency of homes, commercial and public buildings
- Development of local expertise in retrofitting at scale, with new products and services
- Creation of green jobs and GVA in fabric and energy retrofits
- Reduced fuel poverty
- Demonstration of sustainable neighbourhoods creates synergies with wider transport and energy systems.

Costs

The costs to the public sector will depend on:

- The extent of public ownership of social housing retrofitted and / or created
- Sharing the costs / benefits of sustainable living.

Next steps

The Sustainable Development Partnership Board to appoint sponsors to lead the completion of a Strategic Outline Business Case.

Building Bradford's image

Aim

The aim in building Bradford's image is to provide a unifying positive image for Bradford as a place to live, work and play which can be communicated to communities within the region through the District's leaders to promote the many opportunities Bradford District offers. Over time, this will help to build the District's brand.

Rationale

Bradford District has lots to offer businesses and prospective workers, it was named the best place to start a business in December 2017 by Barclays.

Key enablers

In order to maximise impact, delivering successful results, the following requirements need to be met:

- A high-profile launch to key stakeholders to gain commitment and buy-in across public and private sector leadership.
- An agreed source and schedule of publication that local leaders / stakeholders use to identify support and opportunities under a single narrative
- Ongoing online/social media presence, centrally coordinated and shared by business leaders across the district to drive awareness and traction
- Online presence would target grass roots businesses and those in need, providing support and information
- Case study material that showcases support and resources.

Key stakeholders - roles & responsibilities

A new board of public and private local leaders will be responsible for coordinating the intervention. Members will be chosen to ensure all the diverse communities within Bradford District are represented. People from the Council, University Chamber and wider business environment will be part of the board. They will review messaging and key information from fortnightly meetings and email correspondence. A weekly business bulletin will be released across social media interfaces to provide important updates.

The Council will track progress on a monthly basis using qualitative input and KPIs such as (number of new start-ups, number of times link has been clicked, number of newly employed etc.).

The board will be responsible for driving engagement from the business community so that the narrative of the region, including 'success stories', is shared. All key organisations will need to support the narrative to provide a single voice, including the Chamber of Commerce, the Federation of Small Business and the University of Bradford.

Delivery plan

Step 1: Establish a board of leaders from across the region to feed into key messaging and track intervention progress.

Step 2: Agree the narrative underpinning the District's brand building on its assets and what they offer to target audiences

Step 3: Board of leaders to agree a communication plan & structure moving forwards identifying key topics, sectors and aims. Identify communication

streams and consolidate KPI targets, publish plan into public domain

Step 4: Highlight the launch on local gov website and other mediums, begin communications. High Profile Launch event to bring together key stakeholders and launch Bradford's narrative and engagement strategy.

Step 5 - Jun 21: The board will review progress and agree any alterations required to improve effectiveness of actions taken and adjust as necessary

Benefits

The expected benefits of successfully delivering business support simplification will be:

- Increased local pride and external reputation
- Increased inward investment by business
- Retain our young and diverse population and talent.

Costs

The cost to the public sector will be limited to the marketing budget associated with organising events, promotional activities etc. This is estimated to be c. £30k per annum.

There will be no FTEs associated with business support simplification as it would be run by a voluntary board of Bradford's leaders.

Next steps

Bradford Economic Partnership will be responsible for ensuring successful delivery of the intervention and will work with the chamber of commerce and, small business federation. Once the economic recovery plan has been approved mobilisation activities should begin to draw out the key offerings within Bradford District.

Bradford District business hub

Aim

The aim of creating the 'Bradford District business hub' is to simplify business support provide an impartial central resource, support and guidance for entrepreneurs and new start-ups based on a single body of experts working under one banner to help businesses navigate/co-ordinate business support. This will enhance current provision of support services.

Rationale

Many ongoing initiatives such as the Leeds City Region Enterprise Partnership and the Opportunity Area programme within Bradford already provide people with the skills and opportunity to create start-ups. Current business support is delivered by Business advisors and Leeds City Region SME growth managers - the latter are part funded by ERDF which focuses on high growth businesses.

Access to business support could significantly increase the survival rate of start-up businesses. Furthermore, it could enable those that are, or have been, successful to continue to grow and scale up resulting in increased employment.

Key enablers

Successful delivery of Bradford District business hub depends on:

- Building a team of business advisors with strong and well networked leadership as an evolution of existing functions including: Growth Managers, Invest in Bradford (IIB), Impact Hub, Northern MAX business support accelerator programme, MIT REAP.
- Bradford District business hub workers will be involved in three primary activities; spending

time becoming experts on what is available and developing the relevant material, delivery through the channel of choice, and support delivery and events.

- Working with the Federation of Small Businesses and the Chamber of Commerce, testing the case for a subsidised membership package for small businesses which provides them with legal, tax and employment law support along with other resources needed to recover post Covid-19.

Buy-in from external private sector leaders to support events with expert speakers and promote the events

Key stakeholders - roles & responsibilities

The intervention will require a board to be set up to oversee the formation of 'Bradford District business hub'. This will incorporate existing structures such as the Bradford Growth Hub.

Local anchor institutions such as the Council, Chamber of Commerce, Born in Bradford will be responsible for providing information on the range of existing initiatives including support delivered through the Growth Managers and IIB team.

The Growth Manager service is networked regionally and delivered locally - It's a central point for providing initial and on-going contact with SMEs, conducting diagnostics and referring into other support and grant programmes. supporting businesses in grant applications to local and regional funds.

Members will need to bring together a quality set of materials on key business topics (e.g. finance, accounting, legal, human resources, sales and marketing and online/digital awareness).

Delivery plan

Step 1: Key public and private sector leaders to form board to oversee 'Bradford District business hub' activities

Step 2: Board to recruit leader for organisation and empower to recruit business advisors

Step 3: The Bradford District business hub team to work together to create a brand, create an online presence and grow expertise in the broad range of business support available both public and private.

Step 4: Start one to one business engagement via face to face, online and telephone interactions to support local businesses to access the resources to support their growth.

Step 5: Launch ongoing business and management skills training programmes, calendar for business support workshops, promotion channels (e.g. social media), and material engaging with key stakeholders to rally support for events and provide expert input.

Benefits

The expected benefits of successfully delivering the 'Bradford District business hub' will be:

- More businesses provided with support
- More new start-ups and better survival rate
- Businesses reporting that they have better access to advice from various sources
- More growth businesses.

Costs

The estimated costs to the public sector will be:

- An initial budget of approximately £250,000 to establish the 'Bradford District business hub'
- Around £250,000 per annum to pay for staff to provide leadership, business support and establish links between different parts of the business community.

Next steps

The Bradford Economic Partnership will be responsible for selecting the board who will oversee selection of individuals responsible for forming the 'business hub'.

‘Culture is Our Plan’

Aim

The Council and the Bradford Cultural Place Partnership, supported by the Arts Council, are working to develop Bradford District’s 10-year culture strategy, ‘Culture is our Plan’. The Plan will align with local priorities for regenerating the city centre and provide spaces for culture, creativity and community. The aim is to implement the short-term priorities within ‘Culture is Our Plan’ as part of the Economic Recovery Plan.

Rationale

The District’s economy has considerable potential to benefit from cultivating new cultural opportunities by positioning Bradford nationally as a compelling destination for culture and improving the experience of citizens and visitors alike.

Key enablers

Successful delivery of ‘Culture is our Plan’ depends on:

- Responding to the insights from recent research and consultation, such as the Night-time and Evening Economy Study, City of Film Screen Strategy and City of Culture research
- Aligning key interventions with other plans and pipeline developments such as Bradford’s City Centre Area Action Plan, Top of the Town, Bradford Live and the City of Culture 2025 bid
- Engaging creative and cultural groups in defining the role of the District’s city centre and its towns
- Bradford being designated as the UK City of Culture for 2025.

Key stakeholders - roles & responsibilities

The scope of ‘Culture is our Plan’ is wide ranging. The Council and the Bradford Cultural Place Partnership will play leading roles in implementing it by:

- Driving a campaign to publicise it and, potentially, to support wider place marketing
- Identifying Council assets that could be repurposed, for example for cultural use.

Bradford District has several new and emerging stakeholders – such as City of Culture 2025, The LEAP, Bradford Producing Hub. They have a valuable role to play in delivering ‘Culture is our Plan’. It will be important to draw on them as well as more established cultural partners to convene cultural and creative groups to identify sites for cultural use.

Delivery plan

In the next two years, key activities include:

- **Step 1:** Incorporation of the findings of recent research and consultation into ‘Culture is Our Plan’
- **Step 2:** Identification of sites for capital investment / designation of cultural use: these could include Council assets which can be repurposed (e.g. Vintry House or Keighley Creative)
- **Step 3:** Undertaking a place marketing / destination management campaign to support Bradford’s City of Culture ambitions and selling the District’s distinctive offer
- **Step 4:** Consideration of how we use available resources including, but not limited to, those from the Towns Fund to support cultural development in Keighley and Shipley.
- **Step 5:** Retrofitting existing buildings to satisfy both cultural and place needs.

Benefits

The expected benefits of successful delivery of ‘Culture is our Plan’ will be:

- More cultural activity to improve the District’s chances of designation of Bradford as UK City of Culture for 2025
- Activation of a cluster of cultural and creative organisations within and around existing heritage assets
- Support for cultural groups
- Rejuvenation of Bradford District’s high streets and long term improvement of town and city centres through reuse of redundant sites
- More sharing of (new) cultural sites to reduce costs
- Improved citizen and visitor experience resulting in additional (or protected) GVA and jobs linked to the visitor economy.

Costs

The costs to the public sector will depend on the scope of the early initiatives taken forward as part of ‘Culture is our Plan’. They may include:

- The costs of making Council owned sites available as new cultural hubs
- The costs associated with a significant ‘destination marketing’ campaign
- The resources needed by an organisation, such as Producing Hub, which could become an anchor support hub for the creative and cultural sector.

Next steps

The immediate next steps are to finalise ‘Culture is Our Plan’, incorporating the key findings from research that has been carried out.

Building an inclusive health and care economy

Aim

The aim is to build an inclusive health and care economy through the power of collaboration.

Rationale

Getting anchor organisations such as the NHS, the University of Bradford and the Wolfson Centre for Applied Health Research to work together to revitalise and transform our District will enable us to create a step change in the health, wellbeing and economic prosperity of our local communities.

It requires Bradford to develop a highly effective and compassionate integrated workforce based on a world class medical, health and care learning infrastructure, translating the latest technologies and research quickly into practice.

Key enablers

The creation of a world class interdisciplinary health and care learning centre and strong collaboration that will accelerate:

- Transformation to integrated place-based health and care delivery.
- Adoption and integration of digital solutions into health and care delivery models and interventions
- Development of an agile workforce
- Creation of a health and care workforce that harnesses and liberates the talents of the diverse population of Bradford
- Creation of a unique Bradford medical education and training undergraduate programme centred on prevention and community based integrated care – including support the development of for

a business case for a medical school at the University of Bradford

- Alignment of key organisations' investment in the District to improve social and economic outcomes.

Key stakeholders - roles & responsibilities

The key stakeholders are those organisations who are committed to a collaborative approach through the Health and Social Care Economic Partnership that will promote ongoing dialogue and deepening collaboration around core strategic objectives. They will act as a catalyst to help fund projects to transform the health and care workforce, the built environment, and the lives of residents.

Delivery plan

Step 1: Continue and broaden the aim and intent of collaboration between key organisations in the priorities of the Health and Social Care Economic Partnership

Step 2: Continue to shape and drive integrated approaches to workforce development with a focus on the full talent pipeline: recruitment, education and training, career development and retention

Step 3: Further develop the One Workforce website showcasing the District and the sector and providing resources that enable a system-wide approach to recruitment, education and training, career development and retention

Step 4: Review and refresh the Community Recruitment Strategy and progress the focus from community outreach to establishment of a system-wide approach to recruitment

Step 5: Establish a system approach to evidence based workforce planning based on shared data analytics, through the creation of the workforce observatory

Benefits

The expected benefits are:

- Bradford pioneering social inclusion models to grow health and wealth that are reflective of local communities, thus improving health, wellbeing and economic prosperity
- World class education and training infrastructure that will enable us to train, develop and retain our talent
- Healthier fairer futures for children living in deprived areas through improved environments that influence health (Act Early).

Costs

The estimated costs to the public sector are:

- £50 million - medical, health and social care infrastructure
- £35 million - to deliver health and social care training infrastructure
- £2.5 million to deliver the partnership priorities at pace
- £500k – communications plan.

Next steps

The next steps are to agree the HSCEP delivery plan for the next three years and secure future financial sustainability.

Act Early North

Aim

The aim of Act Early North is to provide policy makers with the evidence needed to inform cost-effective preventive health policy and early years interventions in the lives of young people. This, in turn, aims to improve population health, reduce the cost of dealing with non-communicable diseases and create a healthier workforce.

Rationale

Evidence suggests that prevention of ill health is more cost effective than developing a cure or managing diseases: every £1 spend on prevention provides £14 of benefit.³⁹ Prevention is also clearly preferable to patients and will support the better health of the general population.

Investing in ActEarly North will help support the economy in the Bradford District by working with local initiatives to improve the workforce by bringing jobs, training and investment to Bradford.

Key enablers

Successful implementation of Act Early North will require collaboration with various ongoing programmes within Bradford. Clear marketing of the opportunities is needed to engage local people: up to 50,000 people will need to engage with the system to form the test bed.

Key stakeholders - roles & responsibilities

Collaboration will be needed between many stakeholders within the region to maximise the likelihood of its success and impact, including:

- Local initiatives such as Bradford Institute for Health Research, Born in Bradford
- Digital learning partnership with key national industry partners such as the BBC, Channel 4 and Lego
- Suitable data gatherers within the region to provide consented data linkages on maternal and child cohorts.

Delivery plan

Step 1: Secure funding to recruit a suitable team and a budget for key activities

Step 2: Establish the Act Early North workforce within Bradford including a core operational team, data and implementation team, and digital makes outreach team

Step 3: Develop relationships with local organisations including data providers, education institutions, the private sector etc

Step 4: Build on the research plan to develop a detailed step-by-step plan from start to finish outlining the key actions and forecasted outcomes.

Benefits

Estimated benefits include:

- The direct output benefits of a research centre are estimated to be £12 million per annum

- The increased in private sector research investment in Bradford and West Yorkshire is estimated to be £6.2 million per annum
- The consequential, additional employment benefits are estimated to be £9 million per annum
- Improvement of digital skills within the local population
- An improved evidence base on early interventions and subsequent public sector savings.

Costs

Costs are expected to total approximately £2 million a year. A more detailed breakdown outlines the cost over five years:

- Leadership costs £954k
- Core operational tea million £2m
- Data and implementation tea million £3.5m
- Digital makers outreach centre £2.2m
- Activities and innovation budget £1.4m

Next Steps

If Act Early North is to progress, funding needs to be secured from the West Yorkshire Combined Authority and central government. This will allow the initiative to progress into more detailed planning.

³⁹ Masters et al, 2016. Return on investment of public health interventions: a systematic review. JECH, 71 (8) <https://jech.bmj.com/content/71/8/827>

Northern Powerhouse Rail

Aim

This intervention aims to secure commitment for Bradford city centre station on the new Northern Powerhouse Rail (NPR) line.

Rationale

Bradford is the largest place in the UK without a rail through route. A city centre station on the NPR line would completely alter the transport links between Bradford and other key northern cities. It would reduce the journey time from Bradford to Manchester to 20 minutes from 1 hour; likewise, the time to Leeds would fall from 20 minutes to 7. Analysis shows that a better connected Bradford would add approximately £1.3 billion to the regional economy each year. It is a critical need that will shape the growth of Bradford's economy. It will transform connectivity with Leeds, joining two of the largest and fastest growing cities in the UK.

A NPR link will put Bradford District on the map, transforming the area's brand, making it more attractive. It will attract inward investment and help unlock the latent potential of the District's assets.

Key enablers

To secure a city centre station on the NPR line requires:

- A clear implementation plan of how the new rail link would be implemented
- Collaboration between the NPR programme board and other key stakeholders to demonstrate the magnitude of the benefit to the District
- Alignment of the NPR plan for Bradford District to other policies and plans, for example the

WYCA connectivity strategy, TfN strategic transport plan and national plans and policies

Key stakeholders - roles & responsibilities

To realise the District's ambition, a concise approach is needed.

Local leaders need to be clear and consistent in their narrative and ask of TfN. Clearly articulating the benefit and alignment to national priorities will make the case all the more compelling.

There will need to be collaboration from members of the public and private sectors to show the benefit that linking to NPR would bring for Bradford, but also for the wider Northern region.

Delivery plan

Step 1: Build on the progress made by the Bradford NPR programme board helping them produce work evidencing the benefits and working with Bradford District Metropolitan Council to support engagement with Transport for the North. This will help inform a detailed NPR Growth Strategy.

Step 2: Additionally, the NPR programme board will progress existing plans and key action areas which will make the business case more compelling and will also make the NPR links more impactful should it be approved. These key action areas are: regeneration and spatial planning, developing the economic case, skills and supply chain, local connectivity, delivery and funding mechanisms, and governance.

Step 3: Bradford will work with TfN and Government to make the case for devolved fiscal powers, which could potentially support investment in interventions to maximise the benefits of NPR

Benefits

The provision of a new high-speed rail connection will provide important benefits worth £1.3 billion each year for the region. These include:

- Improved access to job opportunities across the North, helping to ease unemployment
- Improving business access to new markets
- Supporting regeneration of the city centre through increased opportunities and access.

By 2060 NPR is forecasted to benefit Bradford District by providing:

- 14,250 net additional FTEs
- £14.6 billion additional GVA

Costs

The principal short-term costs are those associated with continuing to make the case for a city centre station in the District.

Next Steps

Following the agreement of the TfN Board in November 2019 that Bradford city centre should be on the preferred NPR network, additional master planning work is needed around the potential NPR location and Southern Gateway opportunity.

Sustainable food supply system

Aim

The aim of this intervention is to build on the District's existing assets and activity to develop a sustainable food supply system. This would mean increased local sourcing, better availability of affordable healthy food, reduced environmental impact and improved resilience to external shocks. By engaging strategically with diverse communities, local producers, processors, wholesalers and retailers of food, caterers, restaurants and fast-food outlets, Bradford District can build a reputation as a sustainable food hub for the North of England.

Rationale

Bradford District's physical geography and its farmers and growers/producers offer real potential for the development of a sustainable food supply chain, from farm to fork. Food insecurity is a chronic and growing issue in the District, with a sharp increase anticipated in 2021. Poor childhood nutrition is an ongoing area of public health concern which is being addressed by Act Early. Furthermore, one of the effects of Covid-19 has been to favour local production.

Key enablers

Successful delivery depends on:

- Development of a compelling vision and strategy for a sustainable food supply system in the Bradford District that addresses key impacts across environment, health, deprivation, economy and culture
- Engagement and partnership working across the Sustainable Development Partnership Board, local food businesses, the Council, the NHS, other businesses and communities

- Alignment with local, regional and national priorities and initiatives, including the Agriculture Act and National Food Strategy, expected in 2022.

Key stakeholders - roles & responsibilities

The Sustainable Development Partnership Board will be responsible for developing the business case, including defining the objectives and delivery plan. It will require the support of the Council, the NHS, local producers, businesses and communities to work in partnership. It will do this by establishing a Sustainable Food System Council with leaders of local food businesses.

Delivery plan

Step 1: Develop the Strategic Outline Business Case for a Bradford District sustainable food supply system, and test it with stakeholders. Ensure that this works with the Act Early public health initiative, with clearly defined remits.

Step 2: Establish the business-led Bradford Sustainable Food System Council (BSFSC) to scope and prioritise areas for development and assess Bradford District's existing capabilities and opportunities for re-positioning and growth.

Step 3: BSFSC identifies, aligns and engages with, the key local / regional / national stakeholders and exemplars relevant to its priority areas (e.g. Council, University and NHS catering, Farm to Fork) as well as potential sources of funding.

Step 4: BSFSC secures data to evidence business case for interventions and engages stakeholders to secure necessary funding.

Step 5: Delivery of plans to develop a sustainable food supply chain and system, enhancing the capabilities and USPs of local food producers and food system businesses. Use insights to improve timely food insecurity interventions.

Benefits

The expected benefits of successful delivery of a sustainable food supply system are:

- Higher revenue for the local supply chain
- Greater food security and access to nutrition
- Reduced CO₂ emissions.
- More sustainable use of resources
- Preservation of soils and biodiversity
- Improved health outcomes e.g. reduced obesity
- Greater community cohesion
- Development of Bradford's reputation as a sustainable food cultural centre
- Creation of green jobs and GVA.

Costs

The costs to the public sector will depend on:

- The funding model for improved health impacts and benefits to the high street
- The extent to which this intervention is supported and driven by private sector partners (e.g. local producers and large food retailers).

Next steps

The Sustainable Development Partnership Board to appoint sponsors to lead the completion of a Strategic Outline Business Case.

Supply chain for hydrogen LGVs

Aim

Plans for battery electric vehicles (BEVs) have so far been prioritised but the role of Fuel Cell Electric Vehicles (FCEVs) will be important due to their different range, performance, supply chains, refuelling time and infrastructure.

The aim of this intervention is to position Bradford's automotive businesses to win opportunities in the FCEV supply-chain through having a UK 'test-bed' fleet of hydrogen Light Goods Vehicles (LGVs). There is a particular opportunity because of the bespoke nature of assembly of some LGVs which is a strength of local companies (e.g. VCS ambulances).

Rationale

A Bradford District based LGV fleet of a size that would support the infrastructure for hydrogen refuelling would be achieved by coordinated procurement across public and private sector businesses of LGVs from current and soon-to-be available FCEVs.

Further opportunities would be anticipated once the infrastructure for green hydrogen is created and the potential to bid for the Government's planned 'hydrogen town' should be considered.

In addition, the Government ban on the sale of new petrol and diesel cars from 2030 means this intervention will help the District's existing manufacturing base transition towards a growing, future market.

Key enablers

Successful delivery depends on:

- FCEVs being competitive with BEVs.

- Engagement and partnership working across the Sustainable Development Partnership Board, CBMDC, NHS, local and national manufacturers and businesses
- Alignment with local, regional, national and international priorities and initiatives on green hydrogen and FCEVs.
- Working with supply chain companies to establish viable refuelling infrastructure and service models.
- Coordinated procurement across local public and private sector businesses of LGVs from current and soon-to-be available FCEVs.
- Local businesses innovate products and services in the supply chain of FCEV LGVs.

Key stakeholders - roles & responsibilities

This intervention will require the Sustainable Development Partnership Board, CBMDC, local and national manufacturers, key organisations and businesses to work in partnership. It will be led by a sponsor on the Sustainable Development Partnership Board.

The Sustainable Development Partnership Board will be responsible for developing the business case.

Delivery plan

Step 1: Develop a Strategic Outline Case for the intervention, supported by technical / engineering feasibility and cost modelling.

Step 2: Engage with local businesses to assess Bradford's existing capabilities in FCEV LGV fleets and the opportunities for growth.

Step 3: Identify the key local / regional / national / international stakeholders, organisations and initiatives to align and engage with, and explore these as

sources of funding for infrastructure and potential inward investors in the supply chain.

Step 4: Convene a consortium of local LGV fleet operators (e.g. CBMDC, NHS, logistics companies), existing Bradford automotive businesses and associated supply chain businesses to engage and partner with key stakeholders to build the business case and funding model.

Step 5: Commercial agreements in place for infrastructure, green hydrogen sourcing and signed up to by FCEV LGV fleet participants.

Step 6: Delivery programme for infrastructure and procurement of local LGV fleets. Supply chain development for FCEVs.

Benefits

The expected benefits of successful delivery of a supply chain for green hydrogen light commercial vehicles are:

- Reduced CO₂ emissions, more effective use of green electricity and better air quality (in line with CBMDC's plans for a Clean Air Zone) .
- Development of local supply chain and innovation in FCEVs.
- Establishment of 'test-bed' green hydrogen infrastructure leads to further opportunities.
- Creation of green jobs and GVA.

Costs

The costs to the public sector are to be determined.

Next steps

The Sustainable Development Partnership Board to appoint sponsors to lead completion of a Strategic Outline Business Case.

Circular economy demonstrator

Aim

The aim of developing a circular economy demonstrator is to encourage local businesses to invest in the reprocessing of recycled or by-product materials.

Rationale

Building the circular economy is a key principle of the District's long-term economic strategy.

The ambition is to attract innovation funding and inward investment by making industrial space and infrastructure available - hosted by local businesses - and so reduce the investment barrier.

With a number of key investments, a 'Circular Economy Business Park' could act as an exemplar of the circular economy in the UK and address some of the District's environmental challenges such as low recycling rates, while also providing new green jobs.

Key enablers

Successful delivery depends on:

- Engagement and partnership working across the Sustainable Development Partnership Board, CBMDC, local businesses and communities
- Alignment with local, regional and national priorities and initiatives
- Discussion with local business(es) to co-develop proposals that meet the ambition of this intervention and the development of a distinctive

proposition for the creation of a national circular economy demonstrator in the Bradford District

- Necessary permits and planning are approved by relevant authorities.

Key stakeholders - roles & responsibilities

The Sustainable Development Partnership Board will be responsible for developing the Strategic Outline Business Case for the circular economy demonstrator, including defining its objectives and delivery plan.

This intervention will require the Sustainable Development Partnership Board, CBMDC, local businesses and communities to work in partnership. It will be led by a sponsor on the Sustainable Development Partnership Board.

Delivery plan

Step 1: Develop a Strategic Outline Case for the Circular Economy Business Park and engage with local candidate(s) industrial sites.

Step 2: Assess the potential of local sites that have synergies with existing businesses and the potential for attracting inward investment of new processes. This step includes initial discussions with relevant authorities (by local business).

Step 3: Identify the key local / regional / national stakeholders, organisations and initiatives to align and engage with, and explore sources of funding for innovation and inward investment.

Step 4: Relevant authorities consider application by local business of proposal, with support of the Sustainable Development Partnership.

Step 5: Begin the construction of the demonstrator site.

Step 6: Investment in the processing of recyclates to address national capacity gaps and meet local needs at the demonstrator site by existing and new businesses. Attract innovation funding in collaboration with the University of Bradford.

Benefits

The expected benefits of establishing a circular economy demonstrator are:

- Reduction in resource usage through industrial symbiosis.
- Demonstration of the circular economy creates synergies with other businesses in supply chain(s).
- Development of local expertise in circular economy with skills and start-up spin-offs.
- Creation of green jobs and GVA.

Costs

The potential costs to the public sector will be determined as part of the development of the Strategic Outline Business Case.

Next steps

The Sustainable Development Partnership Board to appoint sponsors to lead the completion of a Strategic Outline Business Case.

‘Greening the District’

Aim

One of the key aims of ‘Greening the District’ is to enhance public access to green space.

Consideration is also being given to creating Community Improvement Districts and low traffic neighbourhoods.

Rationale

Covid-19 has accelerated the need to improve community wellbeing by improving public space. Developing new, crowd-sourced green spaces, for example a new green park in Bradford’s city centre, will improve wellbeing across the community. It will also serve as a symbol at a key gateway in the District and align with local priorities for regenerating the city centre whilst providing space for culture, creativity and community.

Key enablers

Successful delivery of ‘Greening the District’ will build on work already underway, for example through Transforming Cities, the Towns Fund and active travel schemes. It will also depend on:

- Integrating delivery with the City of Culture 2025 bid, other developments and city centre master plans (e.g. Top of the Town)
- Engagement and collaborative working across the Council, including the relevant stakeholders in District planning, and the Sustainable Development Partnership Board.

Key stakeholders - roles & responsibilities

Work on ‘Greening the District’ is expected to be led by the Council working in conjunction with the Cultural Place Partnership and Sustainable Development Partnership.

Active involvement of the District’s creative and cultural industries will contribute to better placemaking.

The identity of the other key stakeholders depends on the ownership of sites for possible development.

Delivery plan

Early work is needed to develop the business case for ‘Greening the District’. This involves:

- **Step 1:** Completing a feasibility study for the creation of a permanent, green urban park in Bradford city centre, including consideration of whether to use the derelict site at Forster Square
- **Step 2:** Launching a design competition for a green urban park
- **Step 3:** Engaging on the location and style of parks with citizens, cultural groups and other stakeholders as part of a District-wide consultation about public space
- **Step 4:** Establishing a Land Commission for Bradford District to examine whether and how more vacant sites can be brought into beneficial use, especially close to the city centre
- **Step 5:** Developing proposals in line with the vision of ‘Greening the District’ for inclusion in Towns Fund activities in Keighley and Shipley
- **Step 6:** Examining the potential case for creating Community Improvement Districts
- **Step 7:** Assessing the feasibility of new mixed-use culture / leisure community centres
- **Step 8:** Investigating the possible role of Low Traffic Neighbourhoods.

Benefits

The potential benefits of successful delivery of ‘Greening the District’, in particular creation of a new urban park in the city centre and other urban green spaces around the District, will be:

- Improved physical and mental wellbeing across the community
- Creation of a more favourable environment for private sector investment (based on better use of public space)
- Greater citizen participation in placemaking
- Greater community cohesion
- Improvements to the public realm which enhance the experience of both citizens and visitors, in line with the ‘Culture is our Plan’ strategy
- A bigger contribution to Bradford District’s economy through support for more green jobs.
- Establishment of new low traffic neighbourhoods would potentially repurpose streets making them safer and reducing CO₂ emissions.

Costs

The potential costs to the public sector will depend on the scope of the initiatives taken forward under the banner of ‘Greening the District’.

Next steps

The immediate next step is to consider the proposal as part of the District’s local planning framework, which is currently under review.

Heritage Action Zone

Aim

The aim of this intervention is to assess the potential for designating Little Germany as a Heritage Action Zone (HAZ) so as to drive its transformation into a regional creative centre.

Rationale

Designating Little Germany as a HAZ has the potential to transform the creative quarter from what is currently a low value site into a regional creative centre. It would combine heritage, legacy and placemaking and help to regenerate the area by providing new living, work and leisure space. It would also support the business needs of the culture and creative industries as well as improving the visitor and citizen experience.

Key enablers

Key considerations in assessing the potential of HAZ designation for Little Germany are:

- Confirming the likely effectiveness of HAZ designation in changing investor behaviour
- Obtaining buy-in from both local public and private sector partners and aligning with the plans of the West Yorkshire Combined Authority (e.g. whether the emerging West Yorkshire Mass Transit Network makes Little Germany more accessible)
- How well it aligns with local priorities for regenerating Bradford city centre as part of the City Centre Area Action Plan by providing spaces for culture, creativity and community
- Whether heritage buildings can be identified which are suitable for sole traders and SMEs within the cultural and creative industries

How Bradford Playhouse is repositioned as a cultural anchor, aligned with Bradford's City of Culture bid for 2025.

Key stakeholders - roles & responsibilities

The Council along with the Bradford Cultural Place Partnership will play key roles in assessing the potential of HAZ designation for Little Germany and developing a subsequent Strategic Outline Business Case. They will need to engage with other private and public sector partners to identify how they can work together to fund and develop Little Germany.

Delivery plan

Early work is needed to assess the potential and test the feasibility of HAZ designation for Little Germany as part of developing a Strategic Outline Business Case. This includes:

- **Step 1:** Establish a working group building on the legacy of the Little Germany Action Group
- **Step 2:** Consider how the designation of Little Germany as a HAZ would fit in with other developments and city centre master plans
- **Step 2:** Consult with public sector partners and private sector investors to gauge and test interest in the HAZ proposal
- **Step 3:** Assess interest from cultural and creative organisations in reusing the heritage buildings
- **Step 4:** Examine the feasibility and desirability of creating a low traffic neighbourhood and other activities and streetscape investments as part of the HAZ
- **Step 5:** Prepare a report into potential HAZ designation for Little Germany.

Benefits

The potential benefits of designating Little Germany as a HAZ are:

- Transformation of the creative quarter of Bradford leading to more street-level commercial use, more residents living in Little Germany and better use of public space
- Creation of a new digital, creative and cultural industries cluster in the city centre which supports wider regeneration
- Better use of space in an area where one third of buildings is currently vacant.

Costs

The costs to the public sector will depend on:

- The outcome of the decision to designate Little Germany as a HAZ.
- The extent to which the HAZ proposal is supported and driven by private sector partners.
- The extent of the development plans for the Little Germany site.

Next steps

The immediate next steps are for the Council to allocate officers from the Conservation and / or Landscape teams to begin work on assessing the potential for HAZ designation and establish a working group.



Report of the Health and Care Executive Board Director to the meeting of Bradford District Health and Wellbeing Board to be held on 12th January

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Subject:

Formalisation of Wellbeing Board governance arrangements

Summary statement:

Prior to the first wave of the Covid 19 pandemic, a process was underway to reform the Health and Wellbeing Board, to become the Wellbeing Board, including associated changes to its membership, and focus.

The Wellbeing Board has been operating in shadow form for several months, and now seeks a formal decision in accordance with the Council's Constitution in order to complete the process of transition.

James Drury
Executive Board Programme Director

Portfolio:

Leader

Report Contact: James Drury
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Overview & Scrutiny Area:

Health and Social Care

1. SUMMARY

This proposal builds upon the agreement to focus the Health and Wellbeing Board on the leadership and coordination of all the District's strategic partnerships in pursuit of the economic, social and environmental wellbeing of the local population. It covers three things: what the Board should focus on; who should be involved; and how the Board should operate.

Additionally, this paper presents an implementation plan and timescale.

2. REPORT

Through the latter part of 2019 and first Quarter of 2020, proposals were developed to reform the Health and Wellbeing Board. These were tested through conversations with the Board's members, with the Council's Corporate Management Team, and with the Leader of the Council (also Chair of Health and Wellbeing Board). Advice was received from the Council's Legal team, which informed the process which is set out in this paper.

Finally, a decision was to be sought at the Health and Wellbeing Board meeting in March 2020. However, as the pandemic swept through our communities, all partners enacted their emergency response management arrangements. This led to a cancellation of the meeting of the Board at which it was to be considered.

Thereafter the Board has convened several informal development sessions to progress its work, but has not met formally until now. This meeting is the first opportunity to bring the proposal for decision. While not by design, it may be deemed helpful that the Board has had the opportunity to operate as the Wellbeing Board in shadow form for several months, meaning that the decision is informed by this experience.

2.1 Decision required

The Health and Wellbeing Board is asked to support:

- The proposed focus of the Board's activity
- The proposed membership of the Board
- The proposed operating model for the Board
- The implementation plan and timeline

2.2 Proposed focus of the Board

The focus of the Board should be as previously agreed. Specifically, to act as the senior strategic partnership for the District; coordinating the actions of all the partnerships to maximise the economic, social and environmental wellbeing of the people of Bradford District. This should be brought together in a District Plan that aligns and maximises the impact of the work of all partners.

The Board will be styled as 'The Wellbeing Board' but will retain all of the responsibilities of a Health and Wellbeing Board, as described in the Health and Social Care Act 2012. The Board may delegate some tasks associated with the statutory responsibilities of a Health and Wellbeing Board, to one or more of the partnerships which report to it. Details are described in the proposed operating model.

In practice this will mean that the focus of the Board will be on high level strategy and the integration of agendas between organisations, sectors, and thematic partnerships. The Board will utilise reports from its strategic partnerships to gain assurance.

2.3 Proposed membership of the Board

The Health and Social Care Act 2012 specifies a number of roles and functions which must be invited to take up membership of all Health and Wellbeing Boards. The statute also provides for local authorities to invite additional members as they see fit. The current membership of the Health and Wellbeing Board addresses the statutory minimum requirements. This will not change under the proposed arrangements.

The purpose of these proposed changes to membership is to assist the Board in discharging its functions described above, and to strengthen the connections between the strategic partnerships. Largely this is to be achieved by inviting the Chairs of each Partnership to join the Board.

The **proposed membership** of the Board is:

Member	Role	Organisation	Basis for inclusion
Cllr Hinchcliffe (chair)	Elected member	CBMDC	Statutory requirement for an elected member
Dr Sohail Abbas (vice chair)	Deputy Clinical Chair	BD&C CCG	Statutory requirement for CCG
Cllr Ferriby	Elected member	CBMDC	Healthy People and Place Portfolio Holder
Cllr Farley	Elected Member	CBMDC	Chair of Children's System Board
Cllr Jabar	Elected member	CBMDC	Chair of Community Safety Partnership
Cllr I Khan	Elected Member	CBMDC	Chair of Employment and Skills Partnership
Cllr Ross-Shaw	Elected Member	CBMDC	Regeneration Planning and Transport Portfolio Holder
Cllr Hargreaves	Elected member	CBMDC	Opposition Member
Kersten England	Chief Executive	CBMDC	Chief Executive
Iain MacBeath	Strategic Director Health and Wellbeing	CBMDC	Statutory requirement for DASS
Mark Douglas	Strategic Director, Children's Services	CBMDC	Statutory requirement for DCS
Sarah Muckle	Director of Public Health	CBMDC	Statutory requirement for DPH
Dr James Thomas	Clinical Chair	BD&C CCG	Statutory requirement for CCG
Helen Hirst	Chief Officer	BD&C CCG	Chair of Executive Board (rotational role)
Therese Patten	CEO	Bradford District Care NHS Foundation Trust	Local NHS provider
Mel Pickup	CEO	Bradford Teaching Hospitals NHS Foundation Trust	Local NHS provider
Brendan Brown	CEO	Airedale NHS Foundation Trust	Local NHS provider
Kim Shutler	Chair	Bradford Assembly	Voluntary, Community, and Social Enterprise Sector leader
Zulfi Karim	President	Council for Mosques	Local faith and community sector
Toby Howarth	Bishop	Church of England	Chair of Stronger Communities P'ship
Helen Rushworth	Health Watch representative	Health watch Bradford & District	Statutory requirement for Health Watch
Geraldine Howley	Group Chief Executive	In Communities	Social Housing Sector
Shirley Congdon	Vice Chancellor	University of Bradford	Local public service leader

Stewart Davies	Chair	Sustainable Development Partnership	Chair of Sustainable Development Partnership
Dan Greenwood	District Commander	WY Police	Local public service leader
Ben Bush	District Commander	WY Fire & Rescue Service	Local public service leader
Vacancy			Chair of Economic Partnership

There is a statutory requirement for membership by NHSE/I. However this requirement only applies when the Board is considering the JSNA or Joint Health and Wellbeing Strategy. Therefore it is proposed that NHSE/I is not invited to attend every meeting, but is only invited when the agenda addresses relevant content.

2.4 Proposed operating model

The proposed operating model of the Board includes:

Formal Meetings

Formal meetings of the Board to be held in public four times per annum. These meetings would be supported by the Health and Wellbeing Partnership Manager and the Councils Governance Officer, with publication of papers etc as per the Council's procedural rules.

Development Sessions

Development sessions of the Board to be held in private four times per annum. These would be planned to take place in between the formal meetings, and would be supported by the Health and Wellbeing Partnership Manager.

Annual Conference

An annual conference is proposed to engage a wider group in the work of the Board and the strategic partnerships. This would include the non-executive leaders of all local anchor institutions, and would support strategic alignment, planning for the year ahead, and celebrating achievements.

2.5 Advice received

Legal and governance advice has also been received. Several elements are now incorporated into this proposal. The final two elements below will require further work to implement:

- Confirmed that the proposed change of name, function, and membership are all permissible. As long as all statutory requirements continue to be met.
- Confirmed that the Board cannot delegate formal responsibility for its statutory requirements, but it can delegate tasks associated with those responsibilities – e.g. JSNA
- Suggested that Terms of Reference are updated to reflect the proposed arrangements
- Suggested that a Memorandum of Understanding is agreed between the Board and each of the Partnerships which will report to it; detailing respective responsibilities and expectations. This would include responsibility for delegated tasks, frequency and format of reporting, management of risks etc

2.6 Implementation Plan and Timeline

It is intended that subject to agreement by the Health and Wellbeing Board in January, this proposal will be considered by the Council's Governance and Audit Committee as part of changes to the constitution in April 2021.

It is intended that in the intervening period the Board continues to meet with the membership as described above. The members whose membership has not yet been ratified by the Governance and Audit Committee will be co-opted members until that point. This is permitted within the terms of the Council's Constitution.

Governance and Audit Committee will also be asked to ratify:

Changes to the terms of reference of the Board, including the name 'Wellbeing Board'. The terms of reference will reflect the details contained in this proposal. Changes to the Council's Constitution so that the required membership is aligned to this proposal.

3. OTHER CONSIDERATIONS

n/a

4. FINANCIAL & RESOURCE APPRAISAL

n/a

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Governance advice has been sought and followed as described at section 2.5

6. LEGAL APPRAISAL

legal advice has been sought and followed as described at section 2.5

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The membership of the board largely comprises holders of specific posts in our local system. Therefore, the level of diversity reflects the extent of diversity within the leadership of our local organisations. The Board recognises that increasing the diversity of our leadership is a critical priority for all of us. Reporting on progress and actions to be taken on equality and diversity has been included in our forward plan for 2021, with items scheduled for February (development session) and April (board meeting). Additionally, the Wellbeing Board has established a District Equalities Group to support the Board to drive the agenda and to hold the Board to account.

7.2 SUSTAINABILITY IMPLICATIONS

The Sustainable Development Partnership has now been established, and is recognised as a critical strategic partnership for the District. The Chair of the Sustainable Development Partnership is proposed as a member of the Wellbeing Board. Additionally, the Board has committed to using the United Nations 17 Sustainable Development Goals to frame the District Plan. This will ensure

sustainability implications are addressed in all the work of the Board.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

n/a

7.4 COMMUNITY SAFETY IMPLICATIONS

The Community Safety Partnership is recognised as a critical strategic partnership for the District. The Chair of the Community Safety Partnership is proposed as a member of the Wellbeing Board

7.5 HUMAN RIGHTS ACT

n/a

7.6 TRADE UNION

n/a

7.7 WARD IMPLICATIONS

n/a

**7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS
(for reports to Area Committees only)**

n/a

7.9 IMPLICATIONS FOR CORPORATE PARENTING

n/a

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

n/a

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

n/a

10. RECOMMENDATIONS

Recommended -

- That the Health and Wellbeing Board supports and agrees the proposed focus of the Board's activity; its membership; its operating model; and implementation plan
- That the changes to the Terms of Reference of the Health and Wellbeing Board be referred to Governance and Audit Committee at its meeting in April 2021 as part of the changes to the constitution that will be considered at that meeting.

11. APPENDICES

none

12. BACKGROUND DOCUMENTS

- Background documents are documents relating to the subject matter of the report which disclose any facts or matters on which the report or an important part of the report is based, and have been relied on to a material extent in preparing the report. Published works are not included.
- All documents referred to in the report must be listed, including exempt documents.
- All documents used in the compilation of the report but not specifically referred to, must be listed.