

Public Document Pack



Agenda for a meeting of the Bradford and Airedale Wellbeing Board to be held on Tuesday, 19 March 2024 at 2.00 pm in the Banqueting Hall - City Hall, Bradford

Dear Member

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

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

Yours sincerely

Jason Field

Interim Director of Legal and Governance

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- Members of the public are respectfully reminded that this is a meeting that is being held in public NOT a public meeting. The attendance of the public to observe the proceedings is welcome
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Jason Field
Interim Director of Legal and Governance
Agenda Contact: Su Booth
Phone: 07814 073884
E-Mail: susan.booth2@bradford.gov.uk

To:

MEMBER	REPRESENTING
Rachael Dennis	Group Chief Executive, Incommunities Group Ltd
Foluke Ajayi	Chief Executive of Airedale NHS Foundation Trust
Dr Manoj Joshi	Chair of Economic Partnership
Robert McCoubrey	Chief Superintendent Bradford District, West Yorkshire Police
Councillor Susan Hinchcliffe	Leader of Bradford Metropolitan District Council (Chair)
Councillor Sarah Ferriby	Healthy People and Places 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
Councillor Sue Duffy	Children and Families Portfolio Holder, Bradford Metropolitan District Council
Sarah Muckle	Director of Public Health, Bradford Metropolitan District Council
Iain MacBeath	Strategic Director Health and Wellbeing, Bradford Metropolitan District Council
Dr Sohail Abbas	Deputy Medical Director - NHS West Yorkshire Integrated and Strategic Clinical Director of Reducing Inequalities Alliance, Bradford Districts and Craven Health and Care Partnership and Deputy Medical Director NHS West Yorkshire Integrated Care Board.
Therese Patten	Chief Executive of Bradford District Care NHS Foundation Trust
Helen Rushworth	Manager, HealthWatch Bradford and District
Prof Mel Pickup	Chief Executive of Bradford Teaching Hospitals NHS Foundation Trust
Prof Shirley Congdon	Vice Chancellor, Bradford University
Bishop Toby Haworth	Chair of Stronger Communities Partnership
Humma Nizami	Executive Director, Race Equality Network
Councillor Rebecca Poulsen	Leader of the Conservative Group and Opposition Member
Marium Haque	Strategic Director, Children's Services
Sam Keighley	Bradford Assembly Representing the Voluntary, Community and Faith Sector
David Shepherd	CBMDC Strategic Director, Place
Ben Bush	District Commander, West Yorkshire Fire and Rescue Service

Dr Stewart Davies	Chair of Sustainable Development Partnership
Charles Dacres	Chair of Active Bradford
Elaine Applebee	Chair of the Health and Care Partnership
Charlotte Ramsden	Chair, Bradford Children's Trust
Will Richardson	Chair, Employment and Skills Board
Lorraine O'Donnell	Chief Executive, City of Bradford Metropolitan Council

A. PROCEDURAL ITEMS

1. ALTERNATE (Standing Order 34)

The Interim Director of Legal and Governance 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 must consider their interests, and act according to the following:*

Type of Interest

You must:

Disclosable Pecuniary Interests

Disclose the interest; not participate in the discussion or vote; and leave the meeting unless you have a dispensation.

Other Registrable Interests (Directly Related)

Disclose the interest; speak on the item only if the public are also allowed to speak but otherwise not participate in the discussion or vote; and leave the meeting unless you have a dispensation.

OR

Non-Registrable Interests (Directly Related)

Other Registrable Interests (Affects)

Disclose the interest; remain in the meeting, participate and vote unless the matter affects the financial interest or well-being

OR

Non-Registrable Interests (Affects)

(a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward, and

(b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest; in which case speak on the item only if the public are also allowed to speak but otherwise do not participate in the discussion or vote; and leave the meeting unless you have a dispensation.

- (2) Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (3) 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.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

3. MINUTES

Recommended –

That the minutes of the meeting held on 28 November 2023 be signed as a correct record (previously circulated).

(Su Booth – 07814 073884)

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.

(Su Booth – 07814 073884)

B. BUSINESS ITEMS

5. EMPLOYMENT AND SKILLS

1 - 42

The report of the Assistant Director Office of the Chief Executive and the Business, Employment and Skills Board (**Document “Q”**) will be presented to the Board and provides an update on the District’s strategic and collaborative approach to employment and skills, including examples of more recent achievements and future plans.

Recommended –

- 1. That the content of this report, the challenges faced by the Bradford District and the strategic response be noted;**
- 2. That Members welcome the continued impact and progress of the partnership in 2022/23 and 2023/24 to date, and to promote within wider networks;**
- 3. That Members actively promote and support the new Employment and Skills Strategic Framework and our vision to work towards an all-age integrated employment and skills system within the other partnerships and their networks; and**
- 4. That Members consider ways to work together to maximise the impact and reach across the Bradford District (as detailed above in Sections 2.5 and 2.7).**

(Melissa Gallimore - 07890 418297)

6. EARLY HELP AND PREVENTION IN LOCALITIES

43 - 54

The report of the Strategic Director, Adults Social Care and Health (**Document “R”**) will be presented to the Board to update the Members on progress being made in early help and prevention in localities and seek support to further embed this way of working across the Partnership and unblock some of the remaining issues.

Recommended –

That the progress over the last 12 months be noted and that Members be requested to provide a steer on the direction of travel and key issues to resolve.

(Iain MacBeath - (01274 432990))

THIS AGENDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER



Report of the Assistant Director Office of the Chief Executive and the Business, Employment and Skills Board to the meeting of the Bradford and Airedale Wellbeing Board to be held on 19 March 2024

Q

Subject:

Employment and Skills

Summary statement:

This report provides an update on the District's strategic and collaborative approach to employment and skills, including examples of more recent achievements and future plans.

EQUALITY & DIVERSITY:

The intent of the work featured in this report is to have a positive impact on residents across the whole of the District, boost social mobility, address skills inequalities, and enhance each individual's equality of opportunity.

It also contributes to the Council's wider programme of work to ensure there are suitable local workforce opportunities to meet the diversity of people in the District who are, or will be seeking work, so as not to inadvertently exclude certain protected characteristic groups.

Jenny Cryer
Assistant Director

Portfolio:

Education, Employment and Skills

Will Richardson
Chair of the Business, Employment and Skills Board

Report Contact: Melissa Gallimore, Programme Manager - Employment and Skills
Phone: 07890 418297
E-mail: melissa.gallimore@bradford.gov.uk

Overview & Scrutiny Area:

Regeneration & Environment

1. SUMMARY

- 1.1 This report provides an update on the District's approach to employment and skills. It covers the district-wide challenge, our strategic response, our emphasis on collaborative partnership, examples of more recent achievements to date and our future plans.

This report recommends that members:

- note the content of this report, the challenges faced by the Bradford District and the strategic response;
- welcome the continued impact and progress of the partnership in 2022/23 and 2023/24 to date, and to promote this within wider networks;
- actively promote and support the new Employment and Skills Strategic Framework and our vision to work towards an all-age integrated employment and skills system within the other partnerships and their networks; and
- consider ways to work together to maximise the impact and reach across the Bradford District (as detailed in Sections 2.5 and 2.7).

2. BACKGROUND

2.1 The challenge

The key employment and skills datasets for the District indicate persistent challenges around availability of job opportunity, worklessness and skills acquisition, despite progress over time:

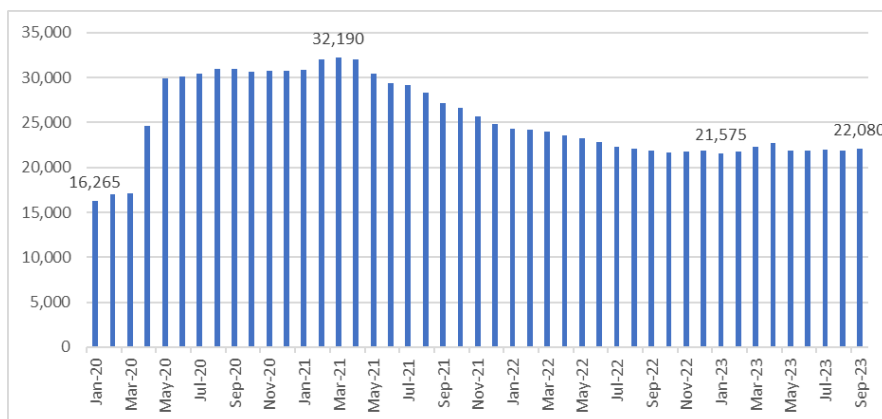
- There are less than 7 jobs locally for every 10 people of working age;
- The 16+ claimant rate in Bradford District remains higher than pre-pandemic levels (6.5% in Sept 23 vs 4.9% in Jan 20);
- Economic inactivity is significantly higher than regionally or nationally, with a higher percentage who are workless because they are caring or managing their home;
- Bradford District is atypical regarding the consistently low proportion of the inactive cohort who say they want a job;
- Bradford District is showing improvement over time by closing the gap in Level 3 attainment. However, Bradford District continues to have the highest percentage of people in West Yorkshire with no qualifications at a rate that is five percentage points worse than national; and
- There is stark inequality of outcomes across Bradford District reflected in geographical location, vulnerable groups and ethnic groups.

Worklessness in the District is driven by both relatively high claimant rates and economic inactivity.

Bradford District's population profile includes significant proportions of the groups most adversely impacted by the economic shifts during the pandemic, and for certain key labour market indicators, such as claimant rate, we are yet to regain the

pre-pandemic positions.

Figure 1: Bradford District claimant numbers since 2020



Source ONS Claimant count by sex and age

As revealed by Figure 1, whilst the overall claimant count has reduced by just over 10,000 (or 67% of the increase in count associated with the pandemic) since the high point in March 2021, it is still almost 6,000 people higher than at the start of 2020.

This means the 16+ claimant rate in Bradford District is 6.5%, compared to 9.7% at the peak and 4.9% in January 2020. The national rate is considerably better at 3.7% having peaked at 6.5% (the England peak was in August 2020, Bradford District peaked in March 2021) and having been 3% when we entered lockdown.

There is, as would be anticipated, a high level of geographical variation within the District exists.

Economic inactivity is also significantly higher than regional or national comparators, as can be seen in Table 1.

Table 1: Economic activity in Bradford District

	Bradford District (number)	Bradford District (%)	Yorkshire And The Humber (%)	Great Britain (%)
Economically Active	247,700	72.8	77.4	78.8
In Employment	232,000	68.1	74.7	75.8
Unemployed	13,200	5.4	3.5	3.7
Inactive	89,900	27.2	22.6	21.2

Source: ONS annual population survey (Oct 2022- Sep 2023)

Examining the inactive cohort indicates a high proportion (26.7%) who are inactive due to sickness, mirroring a national challenge, but also a significantly higher percentage than national (25.0% locally, 19.4% nationally) who are workless because they are caring or managing their home.

Bradford District is also atypical regarding the consistently low proportion of the inactive cohort who say they want a job. The latest ONS data indicated that there is a 5% difference between the inactive cohort who “want a job” compared to the

national average. Work is ongoing to address the issues around this.

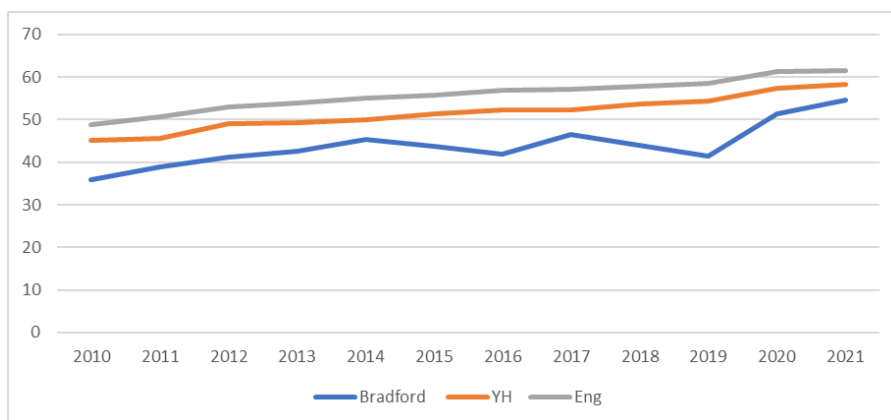
As with the claimant rate, the inactive cohort also reflects a stark inequality of outcomes across the District. Key patterns of disadvantage and disproportionate representation in the economically inactive cohort, include:

- People with no qualifications make up 42% of the inactive cohort but just 24% of the total population; and
- 34% of inactive residents declared a disability compared to 20% of the wider population.

In terms of skills levels, the District has been making some progress in closing gaps. Reporting of qualification levels by the ONS has changed this year, and National Vocational Qualifications (NVQ) data have been replaced with measurements based on the Regulated Qualifications Framework (RQF). The new methodology has not been retrospectively applied, so a trend comparison is not possible.

Using the former NVQ methodology to assess at Level 3 (A Level or equivalent) Figure 2 reveals that the District is on the whole making progress in closing the gap. Our target in the *District Workforce Development Plan* was based on Level 3 as this level is acknowledged to be the gateway to good work.

Figure 2: Working age population qualified to Level 3 and above



Source: ONS annual population survey

The new RQF methodology though confirms that there are still gaps at all levels that need to be addressed. This is true when comparing to the West Yorkshire average, to other Local Authorities in the Combined Authority area, and to the national benchmark. For example, in terms of higher-level skills, Bradford District is 3rd of the 5 West Yorkshire Local Authorities for the proportion holding a Level 4 and above (at 36%), and 4th of 5 for Level 3 and above (57%).

Bradford District is five percentage points worse than the national position. Level 3 remains a policy priority locally, however this clearly needs to be balanced with a very clear need to engage people with lifelong learning to get them on to and moving up the skills escalator.

2.2 Our strategic response

Bradford District’s strategic response to the challenges faced has been to seek to develop an all-age integrated employment and skills system, underpinned by the

Council's all-age integrated employment and skills service. Building a demand-led system which shapes the local employment and skills offer explicitly against the current and future needs of local employers and the economy.

In so doing, the aim is to increasingly bring together and foster participation and collaboration between all key relevant actors across the District, including schools, further education, higher education, employers, the voluntary and community sector, the West Yorkshire Combined Authority, the Department for Work and Pensions, etc. The Council's all-age integrated employment and skills service is the backbone underpinning and helping to drive this system-wide approach across a very complex landscape.

The 'public' facing delivery vehicle for the Council's service is SkillsHouse; a partnership that integrates the offer from education, public and anchor organisations, to enable businesses to source talent locally and support all communities to benefit from economic opportunities, delivered through a localities based, multi-agency model.

Bradford Council, along with other sources of investment, into SkillsHouse has enabled work in 31 different settings/organisations, including Job Centre Plus, our local Colleges and the University, and to collaborate with Voluntary and Community Sector partners with a range of organisational specialisms, to support residents with multiple barriers to enter the labour market.

The Council has also used investment to leverage resource into SkillsHouse from local, regional, national and European funds to develop bespoke solutions for employers and individuals' alike whilst 'hiding the wiring' from the customer. Its all-age approach to careers supports positive, informed and non-stereotyped choices.

2.3 Our governance arrangements

The above strategic system-wide response is overseen by the Business, Employment and Skills Board (BESB). The BESB was refreshed and reconvened in September 2022, with Will Richardson appointed as chair. The Board takes responsibility for the oversight and delivery of the *District Workforce Development Plan* that has been in place since 2019.

The BESB feeds directly into the Bradford and Airedale Wellbeing Board as a contributor to the delivery of our Bradford District Plan.

Reporting into the BESB are, inter alia, two main boards focusing on specific elements of employment and skills:

- The SkillsHouse Advisory Board – which oversees and agrees the implementation and progress of work stream programmes that contribute to the three key themes of building skills employers seek, inclusive employers and economic inclusion; and
- The Careers and Technical Education District Board – which in turn is underpinned by nine industry specific boards who share agreements, processes, and study programmes that better connect education, training, workforce and

employers to help identify and meet industry needs within the District's economy.

A third board, the Centre for Workforce Excellence, was also established in the autumn of 2022 to bring together our higher and further education partners to enable sector-wide collaboration to strengthen and expand our District talent pool and improve workforce productivity and performance.

The governance relationships described above are outlined in Appendix 1.

Member organisations of the BESB include Beckfoot Upper Heaton, Bradford 2025, Bradford College, Council's Employment and Skills Service, Department for Work and Pensions, Dixons Sixth Form, EXA Networks, Keighley College, Laver Regeneration, Made in Manningham, Moorlands Learning Trust, New College Bradford, Shipley College, Titus Salt School, University of Bradford, West and North Yorkshire Chamber of Commerce, West Yorkshire Combined Authority and West Yorkshire Learning Providers.

2.4 Progress and impact

The progress and impact of the service and partnership has been considerable. Our successes are driven by our strong District-wide collaborative approach with 181 representatives on our boards from 126 organisations.

Highlights in 2022/23 include:

- Engaged and supported circa 7.6% of Bradford District's population;
- Actively engaged with circa 19% of Bradford District's businesses;
- Delivered over 63,000 encounters to our residents, including work experience, outreach, careers education encounters and careers and employment information, advice and guidance;
- Significant expansion of community-based working into 31 different community settings/organisations so that we can reach our most vulnerable, disadvantaged residents;
- A partnership focus to drive down the number of Not in Education, Employment or Training (NEET) and (Not Known) young people that between January and July 2023 which reduced the District rate by half, to 3.8%;
- Increased NHS and social care partnership working through the 'growing your workforce' priority of the *Health and Social Care Integrated People Plan* which has supported recruitment to the sector through the creation of the 'Adult Social Care Academy' and 'Bradford District and Craven Entry-level Recruitment programme';
- Grown the SkillsHouse Careers and Technical Education Awards to recognise the achievements of the young people in the District, along with the educators and businesses who have supported them with over 120 nominations received and 300 people in attendance;
- Expanded collaborative campaigns across the District with Bradford Tech Week, Bradford Manufacturing Week, Apprenticeships Unlocked, a Health and Social Care Careers Fair and a Next Steps event reaching over 4,300 residents; and

- Maintaining strong progression pathways into Higher Education for those young people who have completed a Level 3 pathway, with 64.1%, progressing to a UK Higher Education Institution in 2022.

The full Employment and Skills Annual Report 2022/23 is included at Appendix 2.

In 2023/24, at both a service and system-wide level, we will continue to build on our joint working, targeting greater impact upon our challenges and realisation of the opportunities across the District to help our residents thrive and achieve their potential. Priorities for the year include:

- **Supporting our people:** ensure joined up employment support offer in local communities that is accessible to all residents;
- **Skills footprint:** expand our access to educational settings to improve our impact on skills and career choices;
- **Employers:** increase our involvement with employers, encouraging them to upskill their workforces, provide placements and embrace inclusive recruitment practices;
- **Communication:** increase stakeholder engagement and celebrate our achievements more widely;
- **Partnerships:** continue to build upon system-wide participation and collaboration;
- **Packages of support:** deploy specific initiatives to target greater impact upon persistent challenges, such as youth employment; and
- **Strategic intelligence:** continue to build upon our data to create a better understanding of some of the key influencers driving the District's persistent challenges.

Our impact up to Quarter 1 for 2023/24 is included in Appendix 3.

2.5 Employment and Skills Strategy Refresh

In March 2023 the BESB agreed the need to refresh the District *Workforce Development Plan* to reflect the evolving employment and skills landscape and to ensure that we continue to meet the needs of the District.

From May 2023 a period of consultation and engagement took place to develop a new Employment and Skills Strategic Framework, building upon the progress made from the *District Workforce Development Plan*. During this time key activities took place with strategic partners and Council colleagues. From this period of consultation and engagement a new Employment and Skills Strategic Framework was agreed in September 2023 in line with partners common goals and aims.

The new Employment and Skills Strategic Framework outlines our blueprint to supporting Bradford District's ambition of a strong growth economy. Our vision demonstrates our high ambitions as a partnership:

Our Vision

Our people and employers are empowered to develop the skills to adapt and thrive.

Bradford district has an agile, dynamic, and demand-led skills and career ecosystem that empowers people and employers to develop the skills to adapt and thrive in a vibrant, sustainable, and inclusive economy.

Our goals and approaches focus on the difference we make to residents, communities and employers in the District, in particular how we:

- develop an inclusive talent pool;
- engage and enable employers to be invested in the current and future workforce; and
- support people to leave education (at any age) with economically relevant skills and experiences and able to manage their career development.

This is underpinned by an intelligence-led system that informs policy development, identifies gaps, and celebrates success.

The full Employment and Skills Strategic Framework is included as Appendix 4.

To help us deliver the ambitions of our Employment and Skills Strategic Framework, an annual partnership action planning process is in place outlining our collective delivery commitments year by year. Appendix 5 presents our agreed plan for 2023/24. These are all framed around a set of specific outcomes that were agreed with partners in 2023, that will enable the Framework ambitions to be measured.

As part of this measurement, the partnership will be setting specific impact and outcome targets which it seeks to achieve. These will evolve and change over time, as the landscape and needs of the District change. Our initial targets will be formulated by 1 July 2024, and will be presented to the Wellbeing Board for discussion and agreement.

2.6 All-age integrated employment and skills system

As outlined in 2.2 the partnership is striving towards a target model of an all-age integrated employment and skills system. This is illustrated in Figure 3 below.

Figure 3: Defining our integrated employment and skills system

Having an effective employment and skills system is critical for the District to address the challenges outlined above in section 2.1. Reform in the employment and skills landscape would help to address these challenges, particularly by adopting an all-age integrated careers and employment system. This all-age approach utilises a locality based, multi-agency model to provide a coherent, simplified offer that enables businesses to source talent locally, and all our communities to benefit from economic opportunities.

This will serve to, inter alia:

- Join up and localise support to reduce bureaucracy and costs, complexity and duplication, improve services, and respond to local needs;
- Make full use of all settings which host or deliver employment and skills services to provide an increasingly coordinated, locally tailored, physical presence, using technology to help broaden access;
- Present a clear offer for individuals and employers. A simpler to access coherent system to help improve skills, prepare for work, find work, change careers and progress in work, helping businesses to recruit and be more productive; and
- Increase connectivity with wider services, partners and support, integrating employment and skills with more specialist services and support.

This model reflects Bradford Council's role and ability to help coordinate partners and bring together provision across the place.

2.7 Wider collaboration

Although the delivery of the Employment and Skills Strategic Framework is primarily

the responsibility of partners engaged through the BESB and its associated Boards, to realise maximum success they cannot work in isolation. It is vital that the BESB works closely with the District's other key partnerships to maximise impact and outcomes.

The BESB chair is in the process of meeting individually with the other District partnerships to help ensure a collective and joined-up approach. However, as a Wellbeing Board, the BESB invites and would welcome ongoing and active scrutiny and challenge of our plans, progress and impact.

The BESB would also welcome discussion and suggestions as regards how the District's partnerships' anchor organisations could contribute to our plans through their own activities in the following areas:

- Investing in (time, capacity, expertise, funding) and making use of our current provision and infrastructure – e.g. the SkillsHouse service supporting all entry level recruitment;
- Growing placement opportunities (paid and unpaid), through apprenticeships, internships, T-Levels, graduate placements, and work experience;
- Providing 'supported' employment and internships for people (of all ages) with special education needs and disabilities, people who have experienced the criminal justice system and people with experience of care; and
- Committing to upskilling our workforces to at least Level 3 and use our local Higher Education (HE) /Further Education (FE) providers to support your workforce development (with HE/FE offering maximum flexibility to meet employer needs).

3. OTHER CONSIDERATIONS

3.1 No other considerations from this report.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 No new issues arising from this report.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 The Council's employment and skills delivery is included in the Council's corporate risk register, with appropriate mitigation in place for any identified issues. The BESB is in the process of developing a system level risk register.

6. LEGAL APPRAISAL

6.1 No new legal issues arising from this report.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

The *Employment and Skills Strategic Framework and Partnership Action Plan* highlight areas for collaboration for Future Skills and Net-Zero transition, and as

such our employment and skills approach proactively promotes sustainability implications.

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

Staff objectives link closely to the Council Plan and Council corporate goals including the Council's declaration of climate emergency, and as such our employment and skills approach proactively considers environmental effects.

7.3 COMMUNITY SAFETY IMPLICATIONS

The West Yorkshire Combined Authority's "AEB Strategy" is to contribute to reducing isolation, promoting interaction and integration, bringing communities together, and making people happier and places smarter and more inclusive.

7.4 HUMAN RIGHTS ACT

No issues arising from this report.

7.5 TRADE UNION

No issues arising from this report.

7.6 WARD IMPLICATIONS

There are no Ward or Area implications as the employment and skills agenda is District wide and as such supports all residents of the District.

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

N/A

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

The BESB reports directly into both the Children, Young People and Families Executive (which is the governance lead for Bradford District Children and Young People's Strategy) and the Wellbeing Board.

The work of the partnership is strongly focused on, inter alia, providing all children and young people the opportunities and experience to equip them with the knowledge, skills and behaviours they need to prepare for, plan and manage rewarding life-long careers.

There are no specific implications for corporate parenting.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No new issues arising from this report.

8. NOT FOR PUBLICATION DOCUMENTS

N/A

9. OPTIONS

N/A

10. RECOMMENDATIONS

It is recommended that members:

- note the content of this report, the challenges faced by the Bradford District and the strategic response;
- welcome the continued impact and progress of the partnership in 2022/23 and 2023/24 to date, and to promote this within wider networks;
- actively promote and support the new Employment and Skills Strategic Framework and our vision to work towards an all-age integrated employment and skills system within the other partnerships and their networks; and
- consider ways to work together to maximise the impact and reach across the Bradford District (as detailed above in Sections 2.5 and 2.7).

11. APPENDICES

Appendix 1 – Employment and Skills Governance

Appendix 2 – E&S Annual Report 22-23

Appendix 3 – E&S Impact Summary 23-24 Q1

Appendix 4 – E&S Strategic Framework

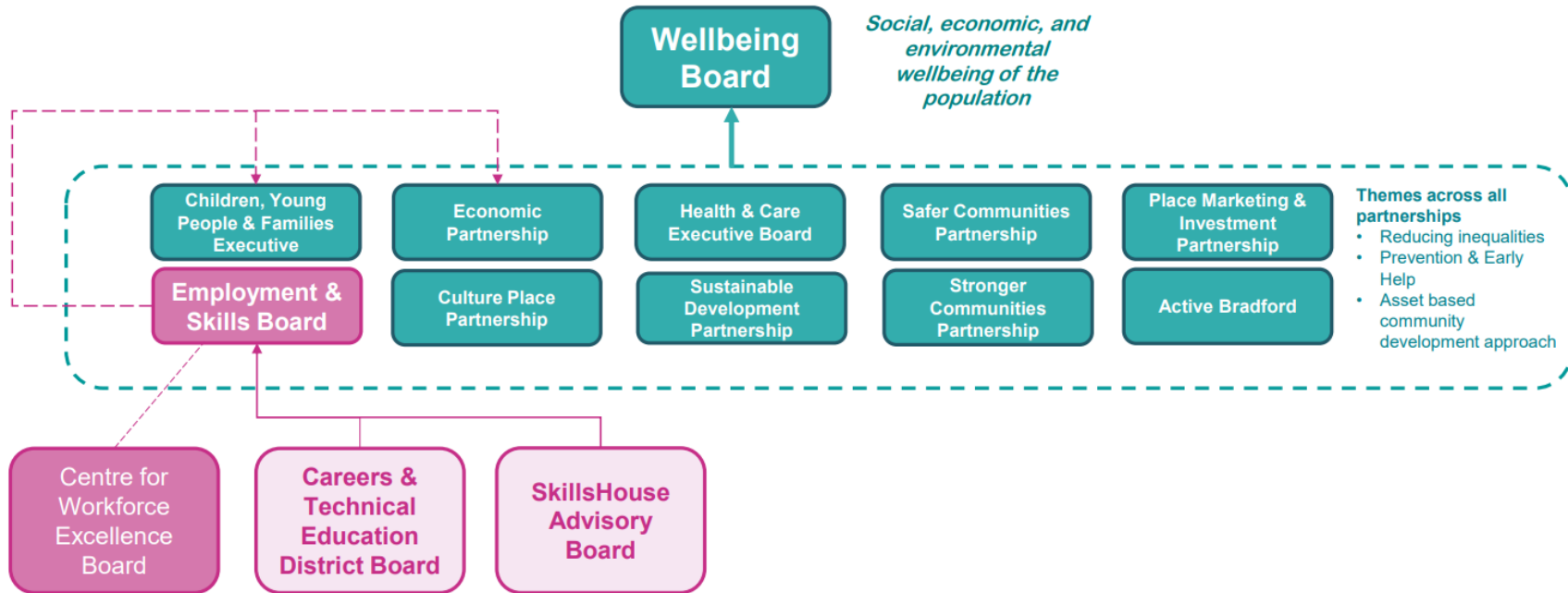
Appendix 5 – Employment & Skills Partnership Action Plan 23-24

12. BACKGROUND DOCUMENTS

People, Skills, Prosperity. Bradford District's Workforce Development Plan

Appendix 1 – Employment and Skills Governance

Employment and Skills Governance



Appendix 2 – E&S Annual Report 22-23



EMPLOYMENT AND SKILLS

ANNUAL REPORT 2022/2023

Employment & Skills – Annual Report 22/23

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Foreword

The work of the Employment and Skills service and partnerships is central in supporting Bradford Districts ambition of a strong growth economy which gives everyone the opportunity and support to fulfil their potential. We want skilled people, valuable jobs and thriving employers so that our communities, residents, and businesses can prosper.

2022-2023 has been a year of strong progress for Bradford Districts Employment and Skills, from the activities and outcomes achieved to the strong foundations laid to underpin continued future growth. It is significant to see the considerable reach and impact that has been made over the last year with over 40,000 people engaged and supported.

Our annual report showcases the excellent work that has been achieved across the district and we are proud of the fact that the work of employment and skills is a partnership that is connected with and has significant involvement in wider district initiatives such as the development of the city centre plan (learning quarter), Reducing Inequalities Alliance and City of Culture 2025.

Highlights this year include the commencement of community-based working so that we can reach our most vulnerable, disadvantaged residents. The development of the Centre for Workforce Excellence Model to strengthen and expand our district talent pool and improve workforce productivity and performance. The growing celebration of the SkillsHouse Careers and Technical Education Awards to recognise the achievements of the young people in the district, along with the educators and businesses who have supported them.

Furthermore, the strengthening of our governance through the re-convening of the Business, Employment and Skills Board has supported the development of our strong district-wide partnership from which it is evident there is a deep desire to continue our joint working and achieve further great outcomes in the next year.

As we progress in the development of our Strategy Refresh, we look ahead to ensure that we continue to meet the needs of the district in 2023-2024 and beyond. All stakeholder groups are key to our vision; young people and residents, parents and carers, educators, businesses, public and the voluntary, community and social enterprises sectors, and as a partnership we will work together to achieve this.



Jenny Cryer
Assistant Director
Office of the Chief Executive, Bradford
Metropolitan District Council



Will Richardson
Chair of the Business, Employment
and Skills Board

Employment & Skills – Annual Report 22/23

Employment and Skills

The attainment of Bradford’s employment and skills needs is led through the work of the City of Bradford Metropolitan District Council’s Employment and Skills Service in conjunction with partnerships overseen by the Business, Employment & Skills Board.

The service and partnerships work to deliver the vision of the District’s Workforce Development Plan, [‘People, Skills, Prosperity’](#).



To connect and secure all our residents and communities with economic opportunity and support our businesses to access the talent and develop the skills they need to prosper.



The Employment and Skills service includes the following core delivery areas:

Assists educational providers in developing a high-quality curriculum to ensure young people are future ready.



- **Career Pathways and Curriculum**
Employer led approach to developing and embedding the technical and essential skills young people need for successful careers through 15 industry sectors and 78 associated pathways.
- **Xperience** (regional traded service)
Supports education providers with their work placement requirements and work-related learning programmes to give young people an insight into the world of work, and a taster of the career they may be interested in pursuing in the future.
- **Careers Education, Information, Advice and Guidance - CEIAG** (regional traded service)
Offers high quality careers provision for education providers and supports them to meet their statutory CEIAG responsibilities in relation to the Gatsby Benchmarks to give young people the knowledge, skills and behaviours to succeed in the world of work.



	<ul style="list-style-type: none"> - Cities of Learning Digital badges designed in partnership with local businesses and educational providers to connect people to training and work-related opportunities and address workplace skills gaps. Example of badges include Work Placements, The Careers Interview, Volunteering and sector specific skills. 
	<p>The home of skills and careers in the Bradford District.</p> <ul style="list-style-type: none"> - Employment Services Employment Advisers access local talent by working with jobseekers to upskill/ re-skill and provide individually tailored, free and impartial advice as well as providing useful tools and resources to help the harder to reach overcome any barriers to achieving their goals. The service has bases in the community to work closely with the needs of the people of the district. - Business Engagement Services Business Engagement Officers work alongside employers and partners to build and manage long-term relationships to create recruitment solutions, job placement opportunities and develop a pipeline of skills and talent. This includes seeking opportunities for internships, apprenticeships, and engagement in education. Business Engagement Officers link in with Employment Advisors to match local talent (jobseekers to vacancies) and following up on progress. - English Language Advice Hub Works in communities to undertake baseline needs assessments of English for speakers of other languages (ESOL). The hub is forging effective strategic partnerships through Bradford District ESOL and Community Learning Consortium with 97 members district wide.



Delivers training and qualifications for young people and adults looking to gain new skills or upskill to succeed.

- **Apprenticeships**
e.g., Leadership and Management; project management, team leadership and business administration.
- **Adult Education**
e.g., Functional skills maths and English, digital and English for Speakers of Other Languages (ESOL).
- **Family & Community Learning**
e.g., Employability, confidence building, parenting and support your child courses.



Enables sector-wide collaboration to strengthen and expand our district talent pool and improve workforce productivity and performance. Delivered in partnership with our local higher and further education providers.

Our Governance

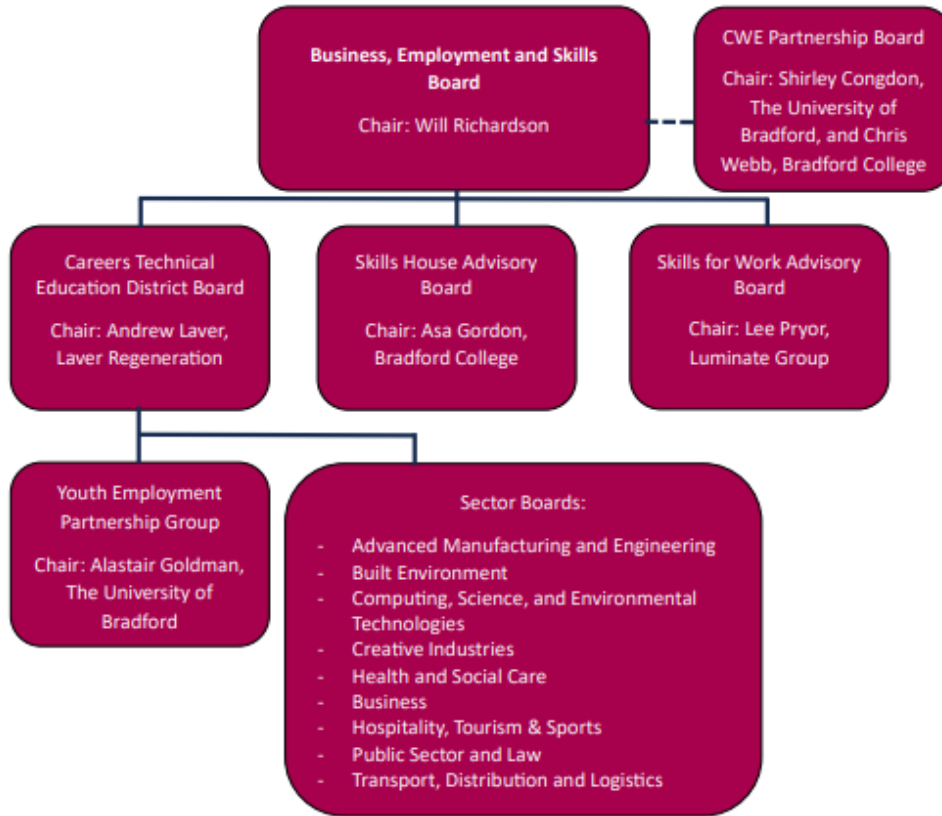
The service and partnerships play a crucial role in driving prosperity and improved health inequalities for the people of our district by addressing social mobility and skills development needs, economic inactivity, and business growth. To support our work, we have an arrangement of boards in place to ensure:

- Strategic leadership and alignment
- Accountability
- Oversight and assurance
- Continuous and sustainable improvement
- Policy development

In September 2022 the Business, Employment and Skills Board reconvened and strengthened its board arrangements to bring together senior leaders from key organisations to oversee, monitor, and support the progress of the service against the District’s Workforce Development Plan, ‘[People, Skills, Prosperity](#)’.

A series of sub-boards are in place to support and contribute to the work of the Business, Employment and Skills Board.

Employment and Skills board arrangements –



What our chairs say -

The SkillsHouse Advisory Board (SHAB) has gone from strength to strength in the last year, demonstrated by an increased engagement of stakeholders and employers to deliver the key targets related to skills development, employer engagement and inclusion. Engagement of adults has increased over the year, with young people and adults accessing IAG to support them on their next step. Key successes have been achieved in those completing upskills and reskilling training alongside those securing employment. The introduction of Advisors by ward is having an impact on reaching those furthest from education and employment with key employers now seeing Skills House as the recruiter of choice for the District.

In the next year I am positive SkillsHouse and the partnership will continue to have a significant impact on the residents and employers of Bradford. The Business Engagement strategy is about to be implemented following recruitment of a number of key roles alongside an increase in vacancies posted through the website. NEET engagement is strong and the work of SkillsHouse alongside stakeholders is resulting in fewer young people becoming disengaged. I am delighted to chair the SHAB and look forward to working with colleagues to deliver the objectives of the SHAB.



Asa Gordon
Chair, SkillsHouse Advisory Board

We have had another encouraging year in the world of Careers and Technical Education (CTE). The CTE Team have made a significant impact on the lives of over 16,500 young people. As a result of the 3,000 businesses supporting the programme, we have had nearly 25,000 individual interventions across the whole District of which 4,500 were work experience places.

There has been a tremendous reception for the City of Learning Digital Badges with nearly 2,000 badges issued to date. One of the Team's key focuses for 2024 will be broadening the number of businesses issuing badges and the number of schools in the District who give access to the scheme.

I would like to take the opportunity to thank all the businesses, educators, young people and the CTE Team for their wonderful efforts and contributions this year. Collectively they are making a truly significant impact on the job-readiness of our young talent. There's still a long way to go but we are on the right path, and we are determined to succeed.



Andrew Laver
Chair, Careers Technical Education District Board

2022/2023 has been a positive year for Skills for Work as it continued to develop and focus its provision and support with the most vulnerable, disadvantaged residents.

It is crucial to see that 80% of all delivery has taken place in the community or at employer premises, which supports our flexible and community-based ambitions. The Skills for Work team have delivered to 1,634 learners across Apprenticeships, Adult Education, Community Learning and Multiply with an 76% achievement rate, which is a great accomplishment. Additionally, in May 2023, the team achieved Matrix standard re-accreditation for their Careers, Information, Advice and Guidance (IAG) relating to learning and work. It is clear to see that Skills for Work is supporting residents to develop their skills, which enables them to progress in their next steps.

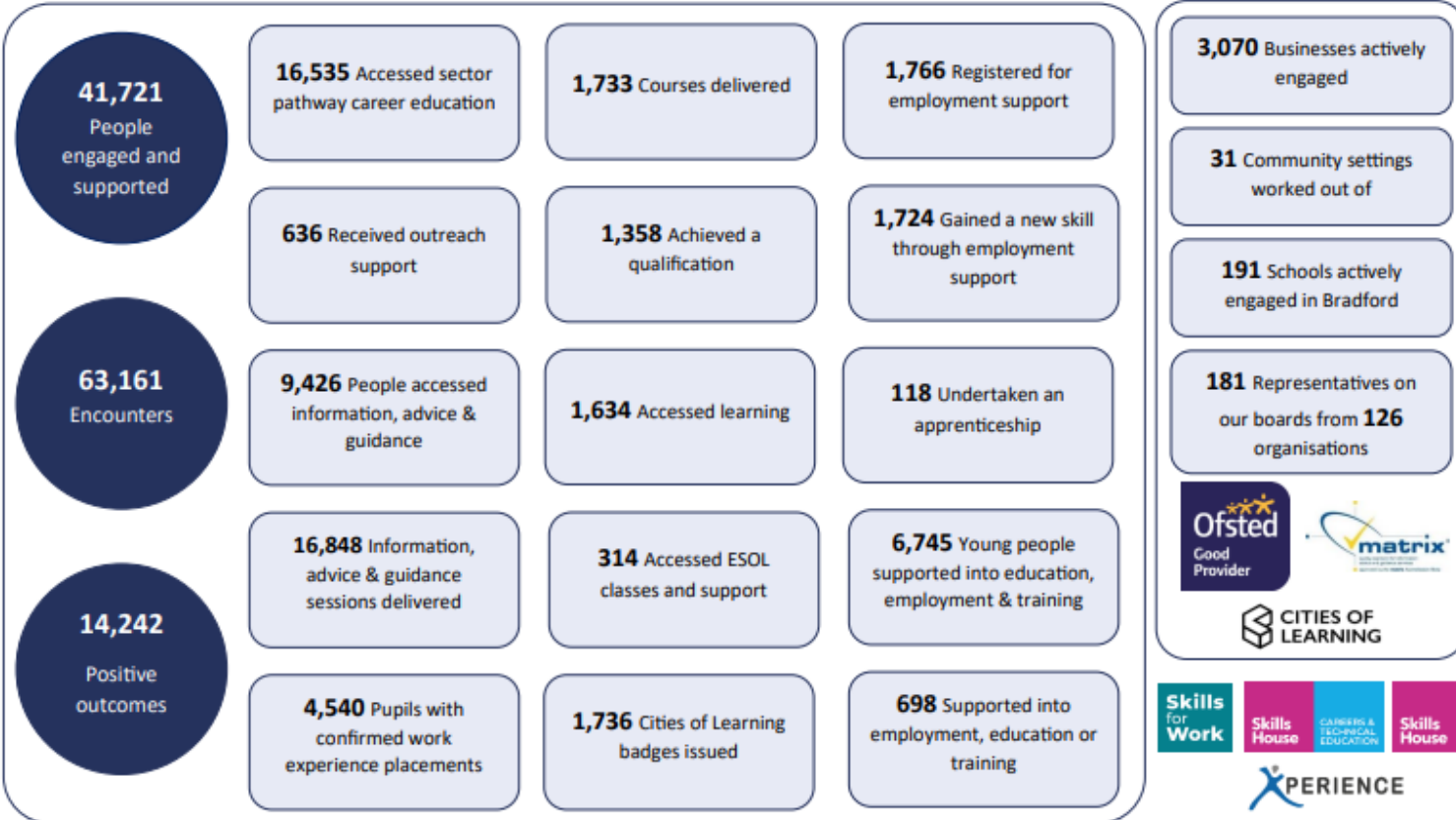
In the next year, the Skills for Work Advisory Board look to grow and strengthen the Skills for Work provision so that it continues to meet the needs of our residents.



Lee Pryor
Chair, Skills for Work Advisory Board

Our Impact

(September 2022 to August 2023)





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Our Progress 2022/2023

We recognise our work is crucial to unlocking potential and growth for communities, residents, and businesses in a post-covid economy.

To do this, we focused on our three priority themes as outlined in the District’s Workforce Development Plan -




- **Commenced Community-Based Working**  

A partnership working approach has been agreed with Locality Area Co-Ordinators -

- o Aligning SkillsHouse priorities with Locality Plans.
- o Attending locality meetings and job fairs.
- o Hosting employment services in the community and linking in with Ward Officers to target residents who need support.
- o Focused work with 16-24 age vulnerable groups around transitions.
- o Completed locality-based outreach activities to support those Not in Education, Employment or Training (NEET) and those whose destination had not yet been determined (Not Known) to reduce the district rate by half to 3.8% by July 2023.



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- **Development of Skills Provision** 

Providing opportunities for training and qualifications through Skills for Work -

- o 80% of all delivery took place in the community (community centre, libraries, schools) or at employer premises.
- o 76% achievement rate across delivery of Apprenticeships, Adult Education, Community Learning and Multiply.
- o Achieved the [matrix Standard](#) re-accreditation for high quality Information, Advice and Guidance (IAG) relating to learning and work.




- **Development of our Employer-led Approach**  

Growing and establishing business relationships -

- o Creation of a dedicated *Business Engagement Services* team.
- o Monthly *Lunch and Learns* with guest speakers covering topics around equality, diversity, and inclusion.
- o Launch of the *Internships Work Network Forum* where businesses, organisations and stakeholders engage to share best practice, challenges and can access support.


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- **Development of the Centre for Workforce Excellence Model** 

Enabling sector-wide collaboration to strengthen and expand our district’s talent pool and improve workforce productivity and performance –

- o Established the CWE Partnership Board led by the Vice Chancellor of the University of Bradford and the Principal of Bradford College.
- o Created a system delivered leadership apprenticeship offer for our public sector workforces, initially promoted throughout the Council.
- o Promoted free Level 3 qualifications delivered by our local FE providers to the Council’s workforce as a zero-cost opportunity for raising our workforce qualification levels.
- o Agreed to pilot a Bradford District Leadership programme providing a leadership qualification pathway centred on the Bradford District as a place, making the most of existing funding (Apprenticeship Levy, Free Courses for Jobs).



- **Health and Social Care Workforce Growth** 



Created and led the ‘growing your workforce’ priority of the Health and Social Care Integrated People Plan on behalf of the Bradford District & Craven Health & Care Partnership -

- o Established the ‘Adult Social Care Academy’ as a means of increasing the workforce in social care, with a particular focus on entry level roles, delivered through SkillsHouse:
 - Launched the [Bradford Cares](#) portal as the one-stop-shop for all adult social care vacancies within the Bradford District.
 - Successfully bid for funding for a social care recruitment marketing campaign, and the ‘Wheels to Care’ project to support non-drivers into employment in home care.
 - Launched Step in to Care, a 2 week fast-track learn to work programme delivered by Skills for Work.
- o Hosted a dedicated Health and Social Care Careers Fair in October 2022 with over 500 people in attendance, with students receiving digital skills badges in recognition.
- o Well attended career masterclasses undertaken on medicine and midwifery, led by Bradford Royal Infirmary in partnership with CTE.
- o The [One Workforce Hub](#) website has been further developed to showcase careers and support the workforce through mapped career pathways covering Midwifery, Care Services, General Practice Nurses, and Nurses in Care Settings.

- **Strengthened our Industry Informed and Led Work** 

Bringing young people closer to the world of work -

- o Growth of work experience placements through Xperience.
- o Growth of CEIAG through the increase in educational establishments to provide individual advice and guidance to young people.
- o Growth of the 9 sector boards enabling curriculum design, summer schools and master classes to integrate skills in the classroom.
- o CTE successfully completed the RSA's Cities of Learning Leadership Programme.
- o Creation of 105 Cities of Learning digital badges and associated activities.
- o Joined the Navigatr platform to host Bradford's digital badges and to source skills development opportunities.
- o Developed a SkillsHouse/CTE portal for use by education establishments and businesses.

- **Increased visibility of our services to the District**  

Ensuring the work we do is visible to our communities, residents, and businesses -

- o Further developed the SkillsHouse website to be more user friendly with increased live vacancies and an integrated enquiry form.
- o Launched an online prospectus for Skills for Work and flyers for our traded services - Xperience and CEIAG.
- o Produced the required 23/24 Annual Accountability Statement for Skills for Work which sets out how we are meeting the skills needs of the district, and how our work links to the Local Skills Improvement Plan priorities.

o Increased our reach on social media –

 1,200 |  686 |  550



- Celebrated Achievements Across the District



Bringing our communities, residents, and businesses together -

Kickstart Awards 2022

SkillsHouse hosted an awards ceremony to celebrate the success of the Government’s Kickstart Scheme.

At the event, 11 young people were awarded for their outstanding contribution as nominated by their employer, with special recognition for 2 local employers for their work in supporting young people on the scheme.



SkillsHouse Careers and Technical Education Awards 2023

SkillsHouse CTE team hosted the annual awards ceremony in July 2023 at University of Bradford’s Great Hall. The event celebrated the achievements of the young people in the district, along with the educators and businesses who have supported them.

Over 120 nominations were received this year and on the day 300 people attended the ceremony where winners were announced and celebrated. Special performances were given from Hanson Dance Company, CC Dance Company and Every Mind is Different sung by Asher Titre & Lauren Southgate from Healthy Minds.

Cities of Learning 1st Anniversary Celebration

SkillsHouse CTE team hosted the celebration in March 2023 at Bradford City Hall.

The event brought employers and educators together to showcase the programmes achievements to date and provide an opportunity to look forward. A panel of young people from Carlton Bolling, School of Rock and Media and Bradford College, shared what it meant for them being involved in experiences and skills badges.

“Badges are easy to earn and we’re already doing the hard work. It’s just finally being recognised to help get the jobs we want!”
Panellist

Collaborated to Showcase Opportunities



Bringing our communities, residents, and businesses together -

Next Steps 2023

Held in the Broadway Shopping Centre this event was an opportunity for young people to get help and support to make decisions about their future.

Over 250 young people (and some parents/carers) attended and were supported by SkillsHouse and a number of local partners.



Apprenticeships Unlocked 2023


An apprenticeship recruitment event hosted by Shipley College took place in February 2023 at Victoria Hall, Saltaire.

Hundreds of young people attended where they had the chance to find out more about local apprenticeship opportunities and the many vacancies available across the Bradford district to connect companies with potential new employees.

"I see an apprenticeship as an opportunity for progress, I am excited to get involved with a workplace and get involved with learning whilst working."
Visitor Natasha from Bingley

The Employment and Skills Service have also been part of a wide range of events across the district, examples include –

- **Bradford Manufacturing Week 22**, co-ordinated by The Opportunity Centre, supported 1,998 young people in having a manufacturing experience.
- **3rd Annual Tech Week**, led by Future Transformations, reached a total of 1,200 students through activities and workshops including Gaming Festival, Cyber Security and Tech for Good.

- **Enhanced use of Data and Intelligence** 

Ensuring the service has the data and intelligence it needs to inform our work -

- o Creation of a dedicated *Data and Intelligence* team.
- o Creation of an internal monthly management information report.
- o Development of an *Employment and Skills Outcomes Framework* to inform our Boards.
- o Establishing systems and reporting specifications, processes, and protocols to underpin the delivery of the E&S Service



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- **Commenced a Strategy Refresh** 

To reflect the evolving employment and skills landscape -

- o The Business, Employment and Skills Board agreed the need to refresh the Workforce Development Plan.
- o Began consultation and engagement activities with district partners.
- o Began the development of a strategic framework as part of the Strategy Refresh.

Looking forward...

Whilst we are proud of our progress in 2022/2023, we recognise there is more work to be done.

In 2023/2024 our key priorities are:

- **Completion of the Strategy Refresh**

The Business, Employment and Skills Board identified the need to refresh the Workforce Development Plan to reflect the evolving employment and skills landscape to ensure we continue to meet the needs of the district. The refresh is being developed through a meaningful consultation process, and in conjunction with the new District Economic Strategy.

An integrated Employment and Skills Framework is being developed, which sets out our goals and approaches to achieve our refreshed vision for the next five years (2023 – 2028).



- **Continue to grow the reach of our communications**

Ensure that all our stakeholder groups are aware of all of the support and services available.

- **Embed and strengthen our all-age skills and career service**

In 2023/2024 the Employment and Skills Service can build on the strong foundations set out in 2022/2023. To do this, it is important that we:

- o Hear and listen to residents, businesses and partners to continually improve our service.
- o Adopt a 'collaborate-first' approach to deliver equality of opportunity and widen our reach.
- o Communicate and showcase all the fantastic work across the district to raise awareness.
- o Look forward, so we can equip and prepare for future skills and careers.



Our Partners


Our valued board members provide expertise, guidance, and local knowledge to the work we do –





This page only represents organisations on the Business, Employment and Skills Board, Careers Technical Education District Board and SkillsHouse Advisory Board. In total, we have representatives from 126 organisations across our Employment and Skills Boards.


CONTACT

E: EmploymentandSkills@bradford.gov.uk T: 01274 437373

 SkillsHouse Bradford

 @SkillsHouseBfd

 SkillsHouse

 @skillshousebradford

[Stay connected – sign up for email alerts!](#)

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Appendix 3 – E&S Impact Summary 23-24 Q1

Employment & Skills Service Impact Summary 2023-24 (Quarter 1: September '23 to November '23). SO FAR:



22,974

People engaged and supported

8,927 Accessed sector pathway career education

505 Courses delivered

731 Registered for employment support

315 Received outreach support

299 Achieved a qualification

827 Gained a new skill through employment support

30,039

Encounters

4,749 People accessed information, advice & guidance

467 Accessed learning

68 Undertaking an apprenticeship

7,003 Information, advice & guidance sessions delivered

68 Accessed ESOL classes and support

6,891 School leavers supported into education, employment & training

8,943

Positive outcomes

566 Pupils with confirmed work experience placements

25 Cities of Learning badges issued

328 Supported into employment, education or training in year

3,070 Businesses actively engaged

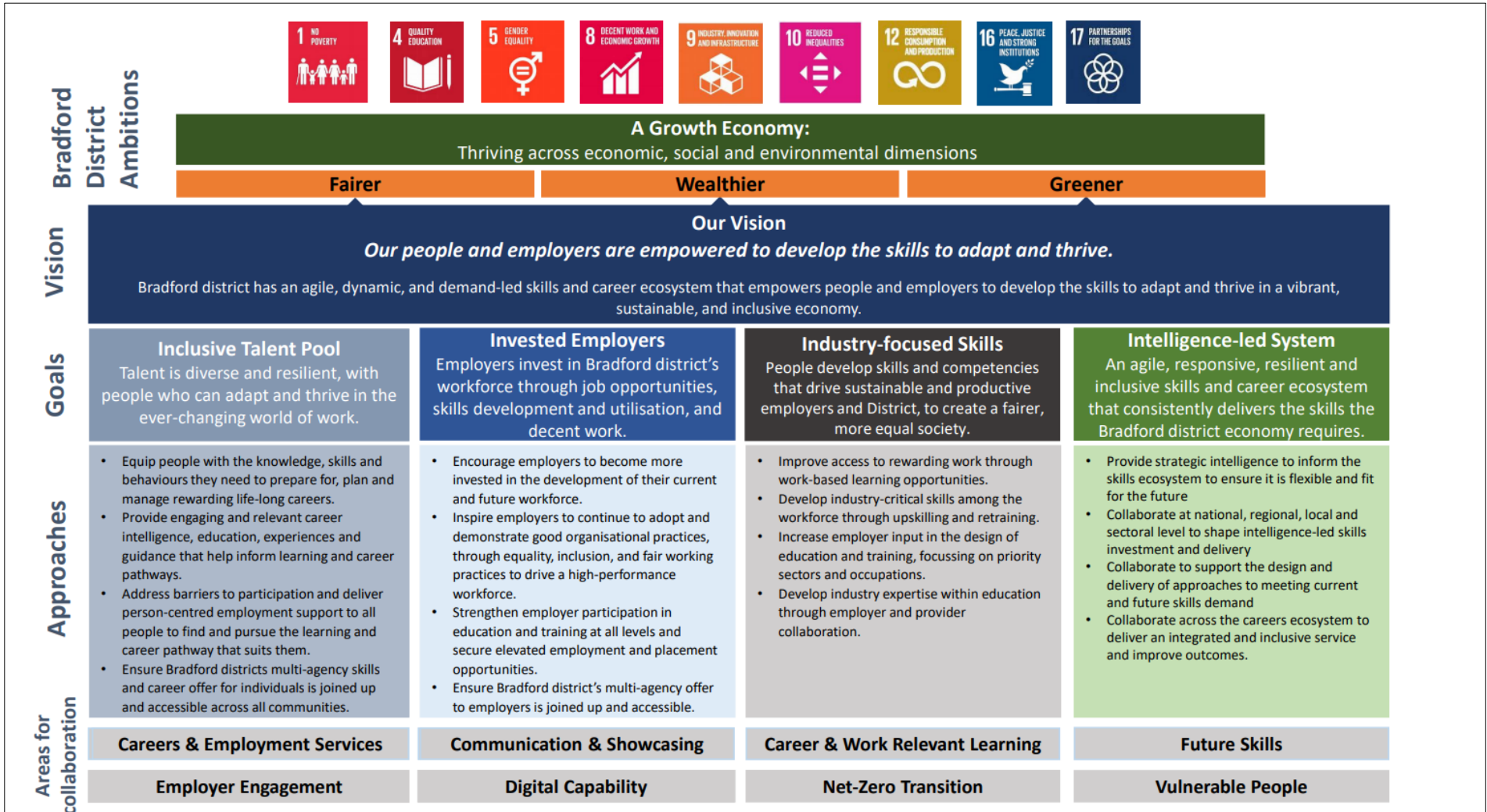
31 Community settings worked out of

191 Schools actively engaged in Bradford

181 Representatives on our boards from **126** organisations



Appendix 4 – E&S Strategic Framework



Appendix 5 – Employment & Skills Partnership Action Plan 23-24



Employment & Skills Partnership Action Plan - 2023/24

Q1 Monitoring

Goal 1: Inclusive Talent Pool

Outcomes	Actions	Responsible Board	Delivery Timescales
1.1 Ensure joined up employment support offer in local communities that is accessible to all residents.	1.1.1 Develop and facilitate local partnership employment and skills actions through each of the locality SkillsHouse partnerships that supports the wider community and locality development plans.	SHAB	Sept 23 – Jan 24
	1.1.2 Increase access to community learning through mapping provision, assessing, and identifying gaps in provision and develop a community learning plan and ESOL strategy.	SHAB	Sept 23 – Jul 24
	1.1.3 Refresh and reissue the District SkillsHouse partnership directory of services to promote range of services to improve cross-referrals and access.	SHAB	Sept 23 – Dec 23
	1.1.4 Hold high profile, District and locality-based programme of ‘Unlocked’ careers and employment events.	SHAB	Sept 23 – Aug 24
1.2 Embed and promote greater consistency of approach in the local employment and skills offer.	1.2.1 Create and promote an inclusive employer toolkit, based on local and regional practice and frameworks.	SHAB	Oct 23 – Mar 24
	1.2.2 Continue developing the inclusive employers network in terms of membership and facilitating learning, access to organisations and ideas and sharing good practice models.	SHAB	Sept 23 – Aug 24
	1.2.3 Work to develop a consistent approach to career education through adopting and embedding the careers continuum and curriculum, sector skills framework and essential skills framework in local provision.	CTE DB	Sept 23 – Jul 24

Outcomes	Actions	Responsible Board	Delivery Timescales
	1.2.4 Endorse the Career Review Report commissioned by CTE DB and support the development and approval of an action plan to enable the implementation of the recommendations, including where appropriate the lobbying for additional resources from regional/central government.	BESB	As released
	1.2.5 Establish an online resource for the partnership to host all key documents and resources in one place.	BESB	Mar 24 – Jul 24
1.3 Ensure learners can articulate the knowledge, skills and behaviours they need to succeed and progress in the world of work.	1.3.1 Utilise digital badges to articulate the careers curriculum, learning pathways and essential skills.	CTE DB	Sept 23 – Jul 24
	1.3.2 Explore the potential for digital badges to support articulation of employability skills sector-based employment pathways.	SHAB	Jan 24 – Jul 24
	1.3.3 Education providers recognise badges as contributing to entry tariffs through their policies.	CTE DB	Jan 24 – Jul 24
	1.3.4 Increase the number of education providers (formal/ informal and VCSE) facilitating/developing/ encouraging their students to strive for badges as recognition of work-relate and non-academic skills.	CTE DB	Jan 24 – Jul 24
1.4 Young people and adults with known vulnerabilities have the support to remove barriers to learning and employment.	1.4.1 Explore and agree a joint-action plan to coordinate supported internships and employment programmes and other specialist employment programmes to secure additional training and employment placements.	SHAB	Sept 23 – Aug 24
	1.4.2 Leverage national programmes such as Disability Confident and Access to Work resources to change culture and grow opportunities.	SHAB	Jan 24 – Aug 24
	1.4.3 Continue to develop the E2e programme as a clear learning and career pathway for young people aged 14-19 making the connections and linking the curriculum to local jobs and work opportunities.	CTE DB	Sept 23 – Jul 24
	1.4.4 Ensure that there is an appropriate package of support and re-engagement programme for NEET or at imminent risk and progression pathways.	CTE DB	Sept 23 – Jul 24
	1.4.5 Explore the viability of ‘Twilight College’ for key sectors for young people at risk of disengaging.	CTE DB	Sept 23 – Jul 24

Goal 2: Invested Employers

Outcomes	Actions	Responsible Board	Delivery Timescales
2.1 Employers are connected to and supported to have a stake in educational skills development through CTE. Directly engage with further business and industry, nonprofit, and economic development/workforce sectors to improve alignment between education and real-world work opportunities.	2.1.1 Ensure sector boards are maintained and have the relevant representation to support pathways.	CTE DB	Sept 23 – Jul 24
	2.1.2 Through SkillsHouse partnership enable the growth of business and industry links with education.	CTE DB	Sept 23 – Jul 24
2.2 Improved performance in the workplace as a result of good organisation practice.	2.2.1 Grow and strengthen the Inclusive Employers Network, establishing it as a key influencer, and trusted source of expert practice.	SHAB	Jan 24 – Apr 24
	2.2.2 Explore a district-wide induction programme for employees of anchor organisations.	CWE	Sept 24- Jul 25
	2.2.3 Promote the adoption and implementation of the WYCA Fair Work Charter.	SHAB	As released
	2.2.4 Stimulate the uptake of leadership and management programmes as a driver for increased productivity and competitiveness utilising the Apprenticeship Levy, Free Courses for Jobs, and Lifetime Skills Guarantee.	SHAB	Jan 24 – Aug 24
2.3 Working-age population is upskilled through increased employer investment in current and future workforce.	2.3.1 Establish a district wide strategic apprenticeship approach and programmes that drive organisational performance and make best use of the levy.	CWE	Sept 23 – July 24
	2.3.2 Create Bradford District Leadership Programme.	CWE	Sept 23 – Jan 24
	2.3.3 Explore integrating accredited learning into all induction programmes for anchor organisations.	CWE	Sept 23 – Jul 24
	2.3.4 Explore anchor organisations procuring more training through local HE/FE providers, making full use of local supply chains.	CWE	Sept 23 – Jul 24
2.4 An Integrated Employment and Skills offer is in place that enables employers to recruit locally and develop skills across their workforces.	2.4.1 Promote the SkillsHouse partnership as the ‘one-stop’ partnership for employment and skills with employers and referral process.	SHAB	Oct 23 – July 24
	2.4.2 Implement the SkillsHouse Business Engagement Framework enabling a consistent and collaborative approach amongst the SkillsHouse partnership when working with businesses.	SHAB	Sept 23 – Oct 23
	2.4.3 Initiate a network to share best practice with business engagement leads.	SHAB	Jan 24 – Apr 24
	2.4.4 Establish the Adult Social Care Academy as the one route into health and social care entry level roles delivered through the SkillsHouse partnership.	CWE SHAB	Oct 23 – Mar 25

Outcomes	Actions	Responsible Board	Delivery Timescales
	2.4.5 Explore opportunities to further develop the Adult Social Care Academy as the blueprint for other key employment sectors.	SHAB	Sept 23 – Aug 24
	2.4.6 A local employment and skills offer is developed and promoted through the SkillsHouse partnership.	SHAB	Sept 23 – Feb 24
	2.4.7 Promote and support the development of enterprise/entrepreneurship in Bradford to encourage new businesses growth.	SHAB BESB	Sept 23 – Aug 24

Goal 3: Industry Focused Skills

Outcomes	Actions	Responsible Board	Delivery Timescales
3.1 Young People and adults are empowered to make informed decisions to access the range of career opportunities within the Bradford district.	3.1.1 Improved visibility of sector information for career advisers, teachers, parents/carers, and young people in a single accessible point.	CTE DB	Sept 23 – April 24
	3.1.2 Showcase the breadth and depth of Bradford districts opportunities, spotlighting priority areas/ key sectors e.g., promotion of green jobs.	SHAB	Jan 24 – April 24
	3.1.3 Continue to grow a programme of events to promote and celebrate careers, including ‘Bradford Manufacturing Week’, ‘Tech Week’ and ‘CTE Awards’	CTE DB	Sept 23 – Aug 24
	3.1.4 Continue to develop Summer Schools and holiday careers activity for young people in key sectors and STEM	CTE DB	Sept 23 – Jul 24
3.2 Sufficient and high-quality work placement opportunities to support learners and jobseekers.	3.2.1 Develop and implement a coordinated communication and referral approach with employer, particularly SMEs, to secure education and employment placements.	SHAB	Jan 24 – Aug 24
	3.2.2 Identify and overcome barriers by exploring innovative approaches with education providers/employers.	CTE DB	Oct 23 – Apr 24
	3.2.3 Promote and support T-Level providers to encourage uptake and recognition.	CTE DB	Oct 23 – Jul 24
3.3 Bradford’s workforce is resilient and flexible to current and future industry demands.	3.3.1 Develop a flexible local workforce development offer for employers to upskill and retrain staff to encourage high performance workplaces.	SHAB	Jan 24 – Jul 24
	3.3.2 In identified priority sectors amplify existing sectoral strengths determine tailored skills solution to support accelerated growth and maximise	BESB	Sept 23 – Jul 24

Outcomes	Actions	Responsible Board	Delivery Timescales
	opportunities in emerging sectors eg Radio Frequencies and Health Technologies.		
	3.3.3 Continue to develop Hydrogen Skills Centre to support the growth of the hydrogen production sector and green economy.	BESB	Sept 23 – Jul 24
	3.3.4 Continue to develop the Keighley Manufacturing Centre to support the future manufacturing skills requirements	BESB	Sept 23 – Jul 24
	3.3.5 Continue to develop the Advanced Technology Centre for Electric Vehicles to support the future automotive skills requirements	BESB	Sept 23 – Jul 24
	3.3.6 Continue to develop the Advanced Technology Centre for Digital to support future skills requirements	BESB	Sept 23 – Jul 24
	3.3.7 Determine learning and career pathways for critical occupations in demand	CTE DB	Sept 23 – Jul 24
	3.3.8 Promote and value the importance of high-quality information, advice and guidance for all young people (access to, relevant and timely)	CTE DB	Sept 23 – Jul 24
3.4 Improved employer input in the design of education and training of children, young people and adults.	3.4.1 Continue to co-create and revise curriculum and learning pathways between educators and employers to develop talent pipeline.	CTE DB	Oct 23 – Jul 24
	3.4.2 Implement teacher in industry programme(s) in priority sectors identified in the LSIP, and WYCA and Bradford’s economic strategies.	CTE DB	Sept 23 – Jun 24
	3.4.3 Explore the viability for a business education digital marketplace to develop business-education collaboration.	CTE DB	Sept 23 – Jul 24

Goal 4: Intelligence-led Systems

Outcomes	Actions	Responsible Board	Delivery Timescales
4.1 An established data and intelligence function for the Employment & Skills partnership that will provide innovative reporting and insight.	4.1.1 Improve data sharing across key partners through formal data sharing arrangements.	BESB	Oct 23 – Mar 24
	4.1.2 Develop Outcome Dashboards for BESB, CTE DP, SHAB and YEP.	BESB	Sept 23– May 24
	4.1.3 Produce annual statement of need to map existing provision, identifying gaps and inform future planning.	BESB	Sept 23 – Mar 24
	4.1.4 Establish a real time and intelligence-led approach to reducing NEET & Not Knowns.	BESB	Sept 23 – Jul 24
	4.1.5 Support strategic data and intelligence development across local, regional and national partnerships.	BESB	Sept 23 – Jul 24

Outcomes	Actions	Responsible Board	Delivery Timescales
4.2 Effective collaboration, delivery, oversight and governance of the BESB, CTE DB, SHAB, YEP, and CTE sector boards.	4.2.1 Introduce board member induction pack for ES partnerships.	BESB	Oct 23 – Mar 24
	4.2.2 Undertake a maturity matrix of board members.	BESB	Oct 23 – Mar 24
	4.2.3 Continue to develop the role and function of all Employment & Skills boards.	BESB	Sept 23 – Jul 24
	4.2.4 Produce an employment and skills annual report	BESB	Jul 24 – Aug 24
4.3 BESB is the strategic convener of the employment and skills agenda in the district and advocates Bradford’s model, partnership and interventions in key settings	4.3.1 Identify key local and regional strategic board and establish BESB representation. Establish links with other WY ESB chairs.	BESB	Sept 23 – Jan 24
	4.3.2 Continue to work to establish the IESS model, as constituent part of the West Yorkshire governance and skills eco-system.	BESB	Sept 23 – Jul 24
	4.3.3 Continue to explore revenue and capital funding opportunities for the district to realise strategic objectives.	BESB	Sept 23 – Jul 24
	4.3.4 Refresh Employment and Skills Strategic Capital Pipeline to identify investment modern training estate that meets local economic demands aligned to District, regional and LSIP ambitions.	BESB	Jan 24 – Jul 24
	4.3.5 Establish an ES marketing and communications group to develop and facilitate strategic communications approach	BESB	Mar 24 – Jul 24
	4.3.6 Develop the Employment and Skills Communications and Marketing Plan aligned to the Strategy that: promotes opportunities to residents and employer; Maximises opportunities for strategic collaboration.	BESB	Sept 23 – Jul 24
4.4 Create a meaningful dashboard showcasing CTE sector and CEIAG provision to better connect and inform decision making at district ward and organisational level.	4.4.1 Develop existing platforms and mechanisms to ensure they are connected and enable reporting for partners and stakeholders	CTE DB	Sept 23 – Feb 24

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Report of the Strategic Director, Adult Social Care & Health to the meeting of Health & Wellbeing Board to be held on Tuesday 19 March 2024

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Subject:

Early Help and Prevention in Localities

Summary statement:

To update the Wellbeing Board on progress being made in early help and prevention in localities and seek support to further embed this way of working across the Partnership and unblock some of the remaining issues.

EQUALITY & DIVERSITY:

Evidence shows that working in a more locality-based way of working is more likely to engage people with protected characteristics early, assist them to access services on their terms and prevent the need for greater intervention later as their needs escalate.

Iain MacBeath
Strategic Director, Adult Social Care & Health

Report Contact: Iain MacBeath
Phone: (01274) 432990
E-mail: iain.macbeath@bradford.gov.uk

Portfolio:

Healthy People and Places

Overview & Scrutiny Area:

Health Overview & Scrutiny

1. SUMMARY

System partners have worked closely together over the last 12 months to cement local professional relationships between different organisations to deliver on an agreed early help and prevention approach in our five localities in the Bradford district. We have agreed a strategic approach, have allocated resources to this and begun working in leadership teams to agree delivery plans tailored to local communities.

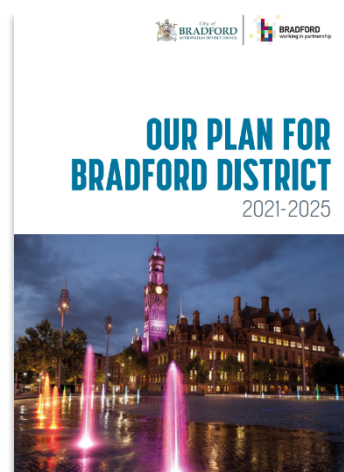
Wellbeing Board members are asked to provide a steer on our ambition for locality working in future. Locality leadership teams have asked for the Board's assistance around co-location of teams in localities, a steer on further integration of services and to flag that housing remains a key issue that our locality teams deal with regularly.

2. BACKGROUND

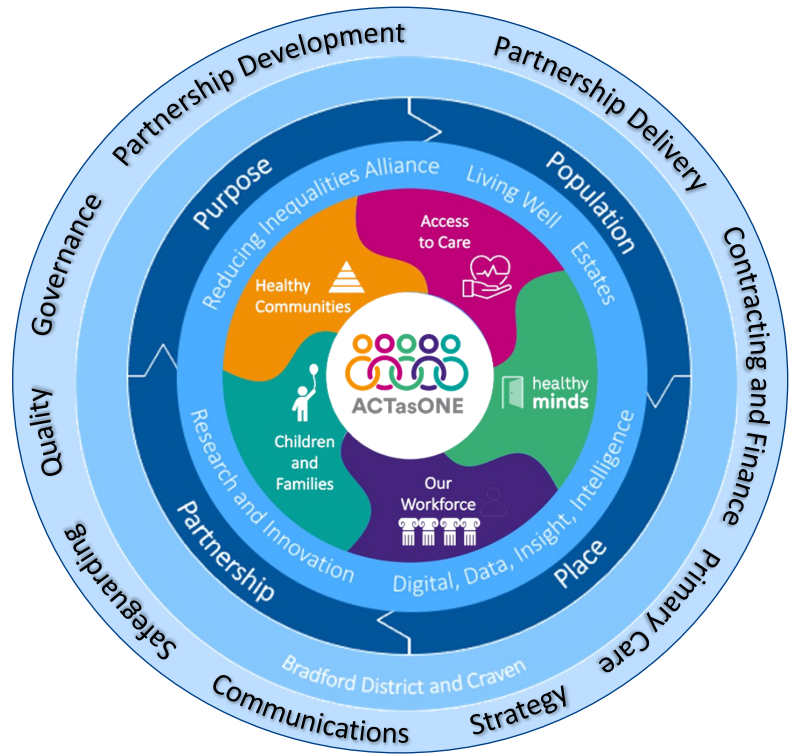
Our strategic approach: Early help and prevention in localities has been a stated aim of the council and its wider partners for a number of years. The intention to identify and resolve problems early by our dispersed staff groups and work more efficiently between partners is accepted as the best way to reduce demand on services and achieve best satisfaction from residents.

Through our Wellbeing Board, partners have signed up to the **District Plan 2021/25** that describes “...*easily accessible services will respond to higher levels of need, providing the right interventions at the right time for better outcomes, responding to the needs of local communities. As a health and care system we will invest more in prevention and use our resources to make big differences for a whole population impact by building a new, socially dynamic partnership.*”

The plan goes on to state, “*We want to use the collective resources of the NHS, local authorities, the voluntary sector and others to improve the health of local people. By securing and integrating our resources we can position them to focus on the greatest need, to deliver best outcomes. Through our public stewardship we can address issues that no one part of the system can address alone; ensuring value by using our resources in the right areas, on the right things.*”



This is echoed in the Health and Care Partnership's Act As One Strategy which describes *“Developing a cohesive primary and community model to reduce unwarranted variation in outcomes of care, to allow the redistribution of our resources nearer to people before they need care, not just when. As a partnership we are working in a distributive leadership model: taking place-based decisions **together**, taking responsibility for outcomes **together** and taking accountability for the health of our population **together**.”*



The Police's vision for their Early Action Teams is *“We will prevent crime, protect vulnerable people and families, whilst providing reassurance by working with our partners at the earliest opportunity, co-operationally problem solving to ensure that vulnerable people get the help they need and in doing so reduce preventable predictable demand. In doing so we will make our communities safer and feeling safe.”*

Council Executive agreed our **Children & Young People's Bradford District Prevention and Early Help Strategy 2022-2025** with Family Hubs described as an umbrella term to represent not only the physical buildings, but the collection of services working in a locality, including more targeted services deployed alongside other services to support the needs of children and families.



The **Adult Social Care Prevention Strategy**, widely consulted on with partners, describes how *“working with colleagues across the council, and other partner organisations, to commission in localities, join up services and consider where services and funding can have the biggest impact within localities.”*

To bring these strategic objectives to life, partners have been working together to agree a series of 'We Statements' that describe what our team members will say if we are achieving those aims.

“WE” Statements:



We have also agreed a series of partnership objectives to focus the work of our staff on early help and prevention in localities and give them permission to work locally to enable this to happen.

- Building resilience – enabling communities to take control
- Promoting active citizenship in this endeavour
- Reducing inequalities in our district
- Acting early to prevent need down the line
- Promoting people’s health, wellbeing and safety
- Delegating more funding and resources locally
- Sharing and acting on intelligence and information
- Co-ordinating the efforts of our teams
- Constantly mapping and sharing our community assets



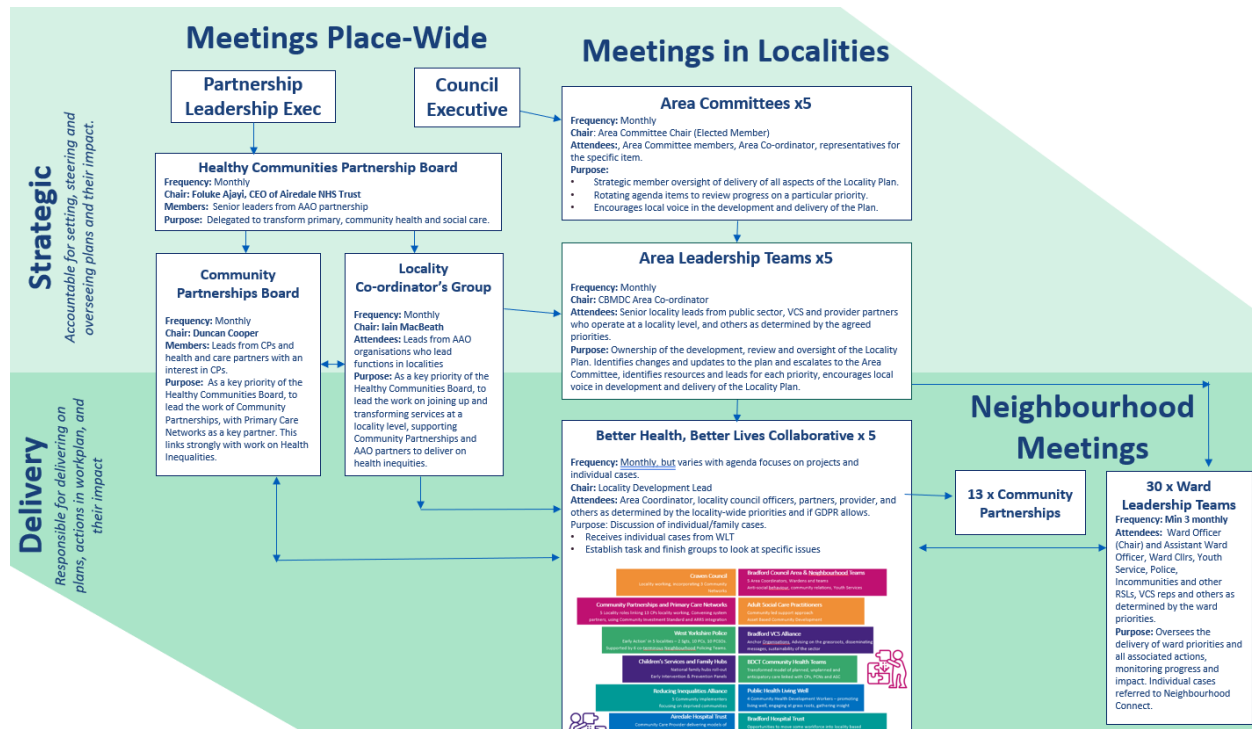
Over the last two years, partners have **invested in staffing, services and training** to build relationships in localities and make the most of our collective resources to meet needs and prevent future demand. Partners include all departments of the council, NHS primary and secondary care, BCFT, the University, West Yorkshire Constabulary and the voluntary and community sector.



Examples of investment in locality working include:

WY Police	Early Action Teams in all five localities including 10 PCs and 10 PCSOs working with their neighbourhood policing teams and wider problems to prevent crime and reassure the public.
CBMDC Neighbourhoods Teams	An Area Co-Ordinator in each locality leading a team of Ward Officers, Assistant Ward Officers and wardens to assist councillors and partners to deliver their locality plan and resolve local issues with oversight from Area Committees.
Community Partnerships and Primary Care Networks (PCNs)	The NHS have invested in locality co-ordinators to drive the maturity of PCNs and associated Community Partnerships, delivering on the 'Better Health, Better Lives' element of locality plans and reducing health inequalities agenda.
VCS Wellbeing Network	The NHS funds the Wellbeing Network as a free, open access network of VCS led, locality-based hubs and out-of-hours services. Six independent hubs provide rapid access to free specialist non-clinical advice including mental wellbeing, welfare benefits, domestic abuse, carer's support and physical health.
Living Well	The council's public health team funds the Living Well service to encourage healthier living and provide a range of services for the public and partners to access. Local community development workers generate interest and offer advice to partners.
Family Hubs	Five physical Hubs and a wider network of services working in a locality, including more targeted services deployed alongside other services to support the needs of children and families.

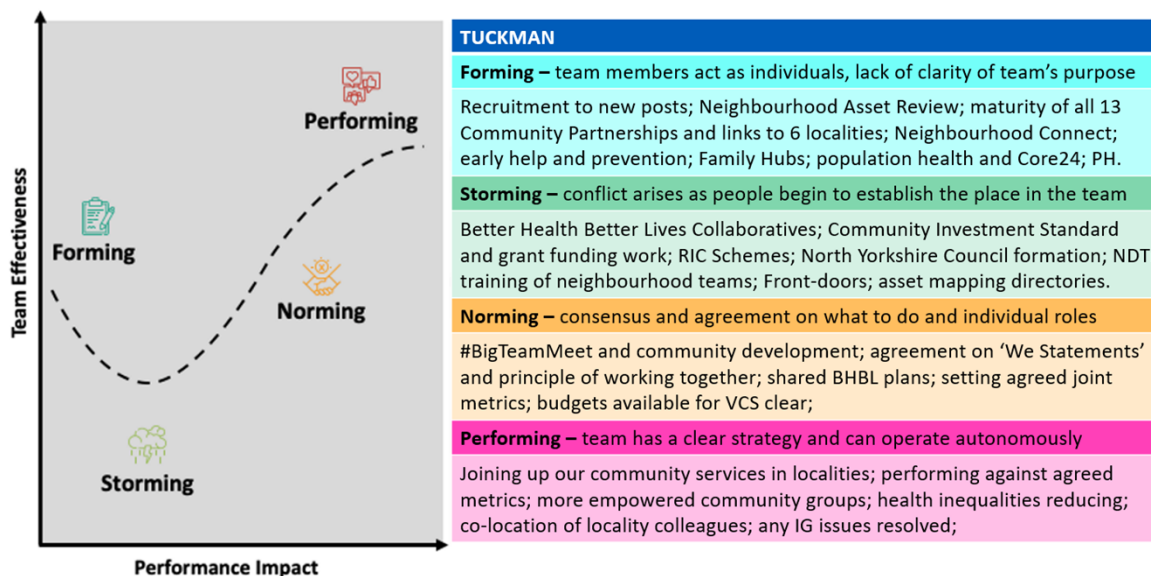
Organisations convene leaders and staff in each locality through locality leadership teams and district wide meetings to unblock issues and keep early help and prevention work tied into our wider strategic approach. A governance structure is in place.



Area Committees, formally delegated from the Council's Executive meet in every locality and have an agreed annual Locality Plan. Officer leadership teams comprising partner organisations have formed on locality footprints as the foundation for working together.

Progress to date – last 12 months

A Locality Co-ordinators Group at a district wide level (and including Craven colleagues from North Yorkshire) has taken forward the work at the place level. A summary of activity can be found below.



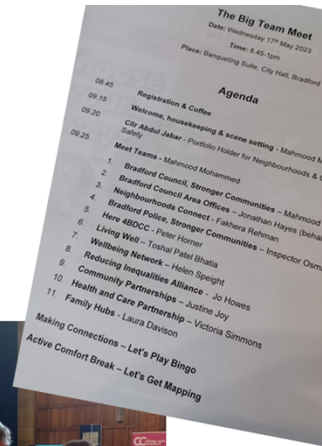
Building local relationships: In May 2023, all partners were brought together in City Hall to build relationships and begin discussions about how they could engage and work together efficiently in localities. This was entitled the **#BigTeamMeet**.

#BigTeam Meet – May 2023



BradfordForEveryone
@BtdForEveryone

Attendees starting to arrive for the **#BigTeamMeet** at Bradford City Hall bringing together **@bradfordmhc** teams and VCS, Health, and Police partners to better learn how we can all work in **#partnership**, avoid duplication, and open lines of communication across the district.



In early February 2024, five Locality #BigTeamMeets were held in localities with a wider group of partners to provide an opportunity for partners across the council, NHS, VCS and police who work in localities to come together, understand the partnership landscape, hear about our shared objectives and 'We Statements' for the benefit of all local residents.

Neighbourhood Connect: a new email address launched for non-urgent, non-clinical cases, where a person has been identified as having low-level needs or a change in circumstances and will require some support and/or connection to their community. This will result in a response from the council's Neighbourhood Teams.

neighbourhood.connect@bradford.gov.uk



Neighbourhood Teams

[District and Ward Plans | Bradford Council](#)

Bradford Council invests in Neighbourhood Teams in each locality headed up by an Area Co-ordinator and Ward Officers. These staff respond to local needs, link with local organisations and employers to co-ordinate activity that improves living in those areas. Each locality and ward has its own plan, developed using data and intelligence about the population, co-produced with local residents including surveys and agreed by the Area Committee of local councillors.



Around a third of the teams work is driven by from local residents or councillors about people or areas of concern, a third is generated from implementing their agreed Locality Plan and a third is working in partnership with the NHS, voluntary and community groups or businesses on projects to improve outcomes for residents. The teams provide a vital ear to the ground to listen to local issues and consider the response.

VCS Wellbeing Network

[VCS Wellbeing network and hubs](#)

The Wellbeing Network is a free, open access network of VCS led, locality-based hubs and out-of-hours services. Trained professionals provide a person-centred support plan to help people on their journey to a happier and healthier life. Six independent hubs provide access to free specialist advice and support.



- Mental Well-being
- Welfare Benefits - including housing / debt / food and fuel poverty.
- Domestic Abuse
- Carers Support
- Refugee and Asylum Seeker support
- Physical Health
- Substance Misuse

City Hub – Shipley Hub – Keighley – Manningham Hub – Thornbury Hub – Tong Hub

Reducing Inequalities Alliance

[Reducing Inequalities Alliance - Bradford District and Craven Health and Care Partnership](#)

The alliance aims to support and coordinate collective action to reduce inequalities in Bradford District and Craven. It is made up of allies across our partner organisations. Local leaders use locality intelligence profiles generated by the Alliance to guide their priorities, specifically the 'Better Health, Better Lives' priority section of each locality plan.

Family Hubs:

[Family Hubs | Bradford Council](#)

A family hub is a place, or a group of places across the locality where local families along with their children and young people can go and receive help and support. Family Hubs are designed to bring lots of services together, to work with families from conception, through childhood into young people. Below is a list of services you can access right now:



- Access to midwife clinics, health visitors, breastfeeding support and school nurses
- Parenting support from birth to 19 or up to 24 with a disability
- Activities for children under 5
- Activities and support for young people with targeted youth support
- Accessing early education and free childcare
- Health advice for you and your family
- Family key worker support which may be offered within the home.

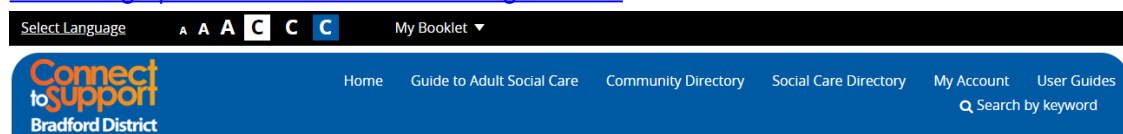
East Family Hub – West Family Hub –South Family Hub – Keighley/Shipley Family Hub

Repository of community assets: There are several databases in Bradford listing community assets and VCS groups within localities. Staff have asked to coalesce around one common database. It is likely that the Connect to Support (for adults) and FYI databases (for young people) will be promoted. Key functionality includes:

- Interoperability that allows records to be exchanged and updated automatically and can draw in information from other secondary databases.
- Fully accessible for people and compliant with international standards
- Any individual or partner can 'add a listing' for moderation by the database owners.
- Ability to search by postcode, group type or need and filter by days and cost.

[Home Page | Bradford Connect to Support](#)

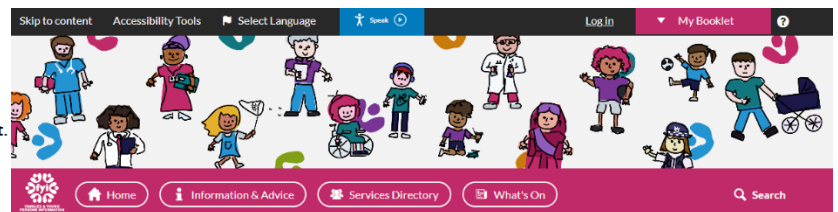
[Home Page | Bradford Families and Young Persons](#)



Community Directory

Use our Community Directory to find local groups and activities.

Use the filters or search bar to find the type of service you want first. service close to where you live, use the postcode search.



Key issues to be resolved:

There are still a number of issues to be worked through now that locality working is underway, but resources are getting tighter for all organisations:

One Front Door	Work was undertaken in 2023 to map all front-doors into district-wide and locality-based services. There was little appetite from partners to begin integrating front-doors – but a great appetite to share more information between professionals about where each front-door leads and what people can expect, to advice residents accordingly.
Co-location of teams	Locality based staff's number one priority is to have a single base in each locality where they can be based and collaborate. This would include council staff, NHS and VCS colleagues and augment the public spaces in VCS and Family Hubs which are not large enough to accommodate this. A Neighbourhood Asset Review was undertaken in 2023 but this proved inconclusive.
Measuring success in prevention	We have made progress in being data-led in setting our priorities in localities through use of locality profiles. We now need a set of key performance indicators or success measures to demonstrate that demand is being prevented, problems are being resolved early and health inequalities are being reduced.
Integration of services / more shared roles	Whilst much better co-ordinated, we still have a series of teams based in localities with separate caseloads referring to eachother. Co-location of these teams would allow a greater degree of co-working, shared responsibility and the possibility of shared roles and associated reduction in overall staffing over time.
Housing	There is a need to integrate Housing into locality arrangements more. This is one of the most prevalent needs that locality staff have to deal with and are often signposting without the right knowledge to advise people more appropriately.

3. OTHER CONSIDERATIONS

- No other considerations.

4. FINANCIAL & RESOURCE APPRAISAL

- There are no additional budgetary requests in this paper – though there are opportunities for more efficient working in the future through the localities approach through demonstrable prevention of demand and co-working with fewer staff.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risks arising out of this report.

6. LEGAL APPRAISAL

- There are no legal issues arising from this report.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

➤ There are no sustainability implications arising from this report.

7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

➤ There are no implications arising from this report.

7.3 COMMUNITY SAFETY IMPLICATIONS

➤ Closer working on the localities agenda should improve overall community safety.

7.4 HUMAN RIGHTS ACT

➤ There are no Human Rights Act issues arising from this report.

7.5 TRADE UNION

➤ There are no Trade Union issues arising from this report.

7.6 WARD IMPLICATIONS

➤ There are positive Ward implications in encouraging more locality working.

7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS

➤ Not applicable.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

There are positive implications for corporate parenting.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There is no need to undertake a Privacy Impact Assessment.

8. NOT FOR PUBLICATION DOCUMENTS

➤ None.

9. OPTIONS

➤ There are no options.

10. RECOMMENDATIONS

➤ Members of the Wellbeing Board are asked to note the progress over the last 12 months and provide a steer on the direction of travel and key issues to resolve.

11. APPENDICES

➤ None.

12. BACKGROUND DOCUMENTS

➤ None.

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