

Bradford Economic Strategy:

Growing together

2017 - 2030

Producer City Board

Draft: July 2017

This draft brings together inputs from the economic analysis and series of engagement workshops and network discussions to start to set out the central themes of the economic growth strategy.

Inclusive growth runs through this strategy and key components are picked out in *purple*.

Feedback is welcome on all of the content of this draft. Key questions are picked out in *orange*.

The final format of the strategy is not reflected here but will include appropriate images / case studies of businesses etc.

Foreword

Key messages

- Bradford district has an economy of scale
- We have strong and productive businesses on which to build
- We are at the heart of the northern England economy – and offer much potential to help grow that wider economy, if we become better connected.

- This strategy is developed in the context of some major economic trends – brexit, 4th industrial revolution etc – which are not in our gift to change but to which we can respond positively **Question 1: do we need more on the operating context for this strategy or is it best covered in summary here?**

- The central task of the strategy is increasing productivity – growing an economy that generates and shares wealth
- We are committed to doing this in an inclusive way – with inclusive growth benefiting people and business so that all can contribute to and benefit from economic growth **Question 2: the proposed core focus on productivity and inclusivity – is this appropriate?**
- This strategy will help us focus on the key enablers and catalysts of growth that we can support to increase productivity.
- It aims to be asset based – building on opportunities and strengths.
- It is also focused on the specific actions that are critical to the success of Bradford’s economy, and its contribution to the wider Northern economy – while this will have some things in common with other places, taken as a whole it is specific to Bradford district.

From Producer City Chair and Leader of the Council

Ambition and targets

Ambition: Key messages

- Our district has great assets to draw upon. We are a big economy with globally successful businesses, a young, diverse and enterprising population, strong knowledge institutions, a world class cultural offer, attractive urban and rural environments and increasing momentum provided by the regeneration of our city and town centres.
- Our challenge is to build upon our revealed strengths to create a productive, inclusive and forward looking economy that works for us all.

- Our ambition is to be fastest growing economy in the UK over the next 10 years.
- Our aim is increase the value of our economy **by £4 billion**
- And to get **22,000 people** from Bradford district into work.

- Productive – the public sector can enable growth and opportunity, but it is businesses that are the creators of wealth. We are already good at business start up but increasingly we need to focus on business scale up – we want Bradford to be the best place to set up, operate and **grow** a business.
- Inclusive - A strong economy is essential to the future wellbeing of our district and its citizens. We want innovative and productive businesses generating good jobs to enable everyone to earn a decent income throughout their lives. We want businesses to benefit from more inclusive approaches to recruitment and retention that draw from a wider pool of talent.
- Forward looking – with a quarter of our population under 16, we're focused on making sure that our young people are well equipped to engage with tomorrow's world of work. We want to be at the forefront of innovation and good practice in terms of both **how we work** and what we work on.

Targets: Key messages

- The metrics of success that we use are designed to reflect the scale of the challenge and opportunity we face.
- If we are to realise our potential then we should be aiming at achieving national levels of productivity, jobs and skills. **Question 3: is this scale of ambition appropriate?**
- We will track performance against this bar, and report annually.
- We recognise that our interventions are only one point of influence on our district economy - so we will continue to use delivery measurements to complement these targets.

GVA

- £4 billion target to achieve GVA per head at national levels – which means an increase of £7.7k per head of work age population. To achieve regional average GVA per head requires a £1.3 billion increase, a £2.4k per head increase.
- To address this £4 billion gap with national productivity means acting on both the business density and the productivity of businesses in the district

Employment

- Bradford has less work age people in employment than the national average. To move from the current employment rate of 67.3% and achieve a national rate of 74% equates to 22,000 people into work.

Wages

- Bradford full time average is currently £473.50- - with the district seeing a long term trend of wages below the national and regional averages. National average £544.70 – with the target of achieving this another £71.20 per week for full time workers, based on current figures.

Skills levels

- Proposed target: Increase the percentage of working-age people qualified to at least Level 3 in line with, or better than, the England average - Bradford has 136,600 work age people with NVQ3 and above - a rate of 42.0% compared to an **England rate** of 56.7% which equates to an **additional 47,700** people that need to be upskilled to NVQ3. Gap with **YH rate** of 52.3% equates to **33,400** people
- Worth noting other existing targets from Children, Young People and Families plan-
 - NEET below the national average
 - Young people participating up to 18 above the national average
- From District Plan
 - Every child to attend a school rated good or better
 - Children's attainment at the age of 11 to be as good as, or better than, the England average
 - GCSE attainment to be as good as, or better than, the England average

Sustainability / future economy

- **Question 4: what target would be effective here – R+D spend, strengths in specific sectors etc?**
- From District Plan:
 - Reduce CO2 emissions per capita, and maintain below the England average

Question 5: are there any other targets / measures that would be useful? Particularly around inclusive growth – women's employment, child poverty, income level differences for example.

Bradford today and tomorrow (economic narrative)

Key messages

- Economic scale: Bradford has a fast growing economy, worth over £9.5bn, the eighth largest in England. Potential to be realised.
- Asset of young population – youngest in the UK.
- But don't currently retain enough young adults – 26 to 34.
- International in-migration is balancing internal (within the UK) out-migration.
- Skills levels aren't where we would wish – including at NVQ4 as well as people with no qualifications.
- Some cohorts not benefiting from connections to the labour market – BME, disability etc
- Diverse sectoral base – sector strengths
 - Advanced manufacturing and engineering
 - Digital: Bradford has a thriving digital sector of 700 businesses employing 4,500 people and is home to key initiatives including the Digital Exchange, the Digital Catapult Centre Yorkshire and the Advanced Digital Institute which benefit from world class broadband infrastructure.
 - Health and social care
 - Creative industries and visitor economy
- Strong in the Northern Powerhouse prime capabilities – the drivers of growth for the North – digital, advanced manufacturing, health innovation (energy to a lesser extent). Spread across the district – while enabling capabilities including financial and professional services characteristically locate within larger cities – and suggest that this helps understand Bradford's relationship with Leeds.
- **Enterprising** – Bradford District has a powerful culture of entrepreneurship – 35,500 people in the district are self-employed and self employment has increased by 23.2% since 2010 compared with a UK rise of 18.1%. We are a place of ideas and innovation. Young wealth creators in the district are creating the technologies, businesses and jobs of the future.
- But we need more businesses, and more productive businesses. We need businesses that pay better.
- Our urban and rural assets make us a desirable place to live in, and our unique and diverse cultural assets makes us attractive to visitors from around the world
- Low barriers to investment.
- Constrained sites and underused buildings.
- Affordable housing, though not affordable for all and issues around standards in some stock.
- Heart of the north though with challenges around connectivity.
- Operates within a Leeds City Region functional economic area Leeds / Bradford relationship is important, and interdependent in terms of commuting flows. But not functioning as a single labour market as yet in a way that would see if looked at international comparisons.
- Exporting - Bradford District has a diverse, globally-connected population. This diversity promotes a strong business culture of entrepreneurialism and international links. In a post-Brexit world Bradford already has the global workforce of the future.

Question 6: What aspects of the economy are missing from this description?

Including box on **Leeds / Bradford**

- Leeds and Bradford are two close knit cities that share more than just a boundary. Our communities, businesses and workforce have strong connections
- We recognise the opportunity to work more collaboratively in the future to tap into this potential.
- We have many joint strengths and a wealth of expertise among several sectors - eg health and medtec / financial and professional services
- And together we're of significant scale - bigger than Birmingham – second city to London
- Two way relationship – commuting 27k / 17k – and reflected up the Aire Valley not just city centre to city centre

Opportunities

Key messages

This section draws out the elements of the economic narrative that offer most potential for us to collectively act upon – to increase our inclusivity and productivity

Young and entrepreneurial population

- Digital natives.
- Basis for a forward looking economy that is strong in the face of the 4th industrial revolution.
- Home town university and strong FE presence.
- Culture of enterprise that is translated into business start ups.

Affordable and distinctive offer

- Distinctive built environment, access to high quality natural environment and cultural offer
- Quality places attract and retain people.
- Location within a wider functional economy that doesn't stop at district boundaries.
- Widespread desire to change the story about the district – in a more nuanced and authentic way.

Latent potential for growth

- Relative good levels of productivity among existing business base.
- Business commitment to remaining in the district – based on strong patterns of local recruitment
- Low barriers to investment

Outward looking businesses

- Central in the North, with connectivity improvements within the district offering the potential to deliver economic gains beyond the district
- International trade – Northern Powerhouse and Brand Britain strong parts of our identity. Understanding of markets and their emerging potential
- Scope for businesses to move up value chain as a way of increasing trade

Question 7: what do you see as the critical opportunity and is there anything of significance missing (given we want to keep a sense of focus)?

Our focus

This section identifies the actions and approaches that could be taken forward to maximise the opportunities identified above. In this framework draft it identifies the range of proposals brought forward via engagement with stakeholders to date. That engagement has also strongly emphasised the need to bring a tight focus to our actions, and so further work will refine this section to achieve that.

Scale and speed is important. The intent is to achieve a balance of focus between the significant long term interventions that will create the foundations for growth, and the catalytic activities which we can encourage and promote across the breadth of our economy and among the wide range of people, communities, businesses and organisations that have a stake in the district's prosperity.

Foundations of growth

Young and entrepreneurial population	Improving educational achievement. Skills development. Develop the role of the University in retaining students after they graduate.
Affordable and distinctive offer	Develop our housing supply, including ensuring affordability and considering where private rental yields can unlock quality developments.
Latent potential for growth	Develop our land and property supply. Identifying how spatial planning can support business growth within the district Review current and projected demand for employment land.
Outward looking businesses	Transport infrastructure development, including making the case for a city centre stop for Bradford in Northern Powerhouse Rail, strengthening east / west and Central Lancashire / Sheffield connectivity in ways that benefits Bradford District and improvements to Leeds / Bradford connectivity. Digital infrastructure development.

Catalysts of growth

<p>Young and entrepreneurial population</p>	<p>Grow an interest in technology among young people</p> <p>Support enterprise start up and growth including for technology based businesses, making sure there are flexible and affordable spaces for innovation and enterprise.</p> <p>Support the growth of new forms of work including co-operative working.</p> <p>Encourage routes into enterprise from across all our communities, and routes into sectors where some groups have previously not been well represented..</p> <p>Develop Industrial Centres of Excellence that allow feedback loops between education and skills development and the types of skills needed by business.</p> <p>Connect schools, teachers and business more effectively, and give young people access to positive business role models.</p>
<p>Affordable and distinctive offer</p>	<p>Identify innovative ways to make better use of empty mills and underused upper floors</p> <p>Encourage a wide spectrum of cultural and creative activity as part of making the district an attractive place to live, work and visit and develop our offer in collaboration with Leeds.</p>
<p>Latent potential for growth</p>	<p>Develop a business covenant to encourage businesses to consider recruitment, retention, progression routes, as well as how they connect in to the wider community.</p> <p>Use shared data to help focus interventions that address illegal trading</p> <p>Build our capacity and support supply chain development across the North in the prime capabilities of advanced manufacturing and digital development.</p> <p>Develop opportunities in the health and social care sector in ways that build on medtech and health innovation strengths and also provide</p>

	<p>accessible routes into work, including consideration of potential for collaboration across Leeds and Bradford.</p> <p>Ensure the Council's procurement review supports local economic growth and grows the extent to which spend develops social value.</p>
<p>Outward looking businesses</p>	<p>Develop a shared sense of confidence and potential, via work around place marketing, supported by a variety of case studies, stories and voices based on a real sense of what makes Bradford.</p> <p>Join up promotional activity and material and coalesce our messages across organisations including the University and LEP.</p> <p>Work our nested identities harder: Northern Powerhouse as a useful brand for trade: use of 2018 Great Exhibition of the North as a basis for greater awareness / expo. Civic connections could also be used more effectively.</p> <p>Supporting peer to peer learning between experienced international traders and businesses considering export markets.</p> <p>Encouraging more businesses to consider trading internationally.</p> <p>Simplification of support for businesses trading internationally.</p>

Question 8: the tables above reflect the inputs in our engagement phase, which also emphasised the need for a clear sense of focus. In that context what are the key actions on which we should focus?