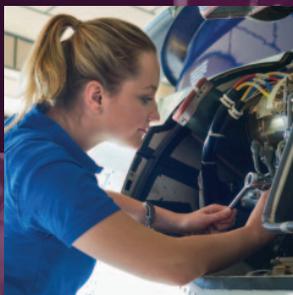


PEOPLE, SKILLS, PROSPERITY



Bradford District's Workforce Development Plan





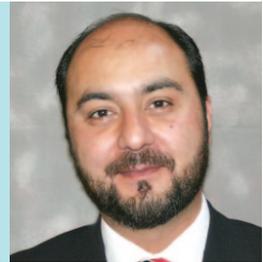
People, Skills, Prosperity, is the first workforce development plan for the Bradford District. This plan builds on the district's bold economic strategy *Pioneering, Confident and Connected*, which provides the vision for a stronger more inclusive economic future for the district.

The people of Bradford are key to the success of the district. A successful economy in Bradford is dependent on the skills of the people who live and work here. Everyone who lives, works and runs business in the district has a role to play in improving skills at all levels from entry through to PhD. The plan has been developed with businesses, education and skills providers, community groups and the people of the district. It is this partnership that is the key to delivering the vision it sets out.

A successful economy will drive our prosperity and the payoff will be enormous: a much more competitive position for our local businesses and a better quality of life for our local people.

This plan sets out the context in Bradford and how we will improve our skill levels through building the skills employers seek, improving job quality in the district and connecting our communities to good jobs and careers, building a skills system that works for everyone.

**Councillor
Imran Khan**
Portfolio
Holder for
Education,
Employment
and Skills



Strong businesses drive economic growth, and for businesses to thrive and prosper we need a skilled workforce. It is essential that the young people of our district gain the relevant qualifications and experience in schools to augment this workforce.

This plan sets out what education and skills providers, the Council and other partners and businesses will do together to make sure that we offer the pathways to the skills our young people need.

If together we deliver this plan then we genuinely have the opportunity to bring prosperity to the whole district.

**Andrew
Laver**
MD Laver
Regeneration
and Chair of
Bradford ICE



EXECUTIVE SUMMARY

A PIONEERING, CONFIDENT AND CONNECTED DISTRICT

This strategy has been developed following a significant consultation process. Right across the system everyone agreed that we need a root and branch change to the way it works.

The district has made substantial progress working in partnership to support jobseekers into sustainable work and building credible partnerships with employers to influence education and training. Across the district, there are a range of promising initiatives by partners helping to address deeper challenges



around employer engagement, skills development, and community prosperity.

It is important that we collaborate effectively as a true system to further develop and diversify the current set of workforce programmes. Partners need shared communication tools and effective information sharing systems to ensure the system quickly adapts to changing business need. Above all we must better connect our workforce system to economic development activities, so all our communities can benefit from growth.

Bradford is a district of opportunity with higher numbers of young people than average progressing to Higher Education, increasing employment rates and a distinctive economic growth. However the data indicates that the benefit is not being felt by all communities or residents. age, gender, ethnicity and qualification levels are all key factors in accessing the labour market and in the type of work that people secure.



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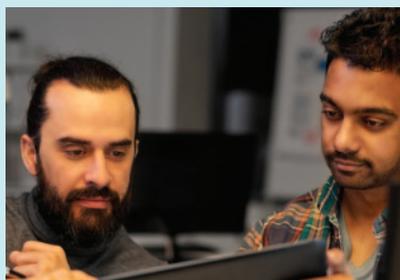
At the same time many of the employers in the district experience difficulties recruiting to their vacancies and have persistent skills gaps. There is a clear imperative to connect those communities that are under-represented in the workforce with opportunities to work.

There is a resource implication to this too. We do not have either the skills capital investment or revenue funding that will support the delivery of our ambitious targets for the District. Our response to this is to repurpose and better coordinate existing funding and work with businesses to stimulate private investment but we also need central government to help resource provision to up-skill our workforce.



VISION

Our vision is simple: 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.



OUR TARGETS

This plan sets out activity and actions for the next five years. By the end of 2023 we aim to have secured jobs for 8,000 more local people and 20,000 more Level 3s in the workforce compared to the baselines used for the Economic Strategy.

OUR PLAN

ONE AMBITION

To be the UK's fastest growing economy over the coming decade, increasing the value of our economy by £4 billion and getting 20,000 more people into work

TWO PRINCIPLES

INCLUSIVE

Ensuring everyone can contribute to and benefit from growth

SUSTAINABLE

Ensuring growth protects and enhances our natural environment

THREE STRATEGIC ASSETS

People

Our young and diverse population provides Bradford with a unique advantage

Business

Our innovative and productive businesses give the platform for growth

Place

Our diverse place and communities provide a range of live and work opportunities

THREE KEY THEMES

Build the skills employers seek

Improve job quality

Connect communities to good jobs and careers

WE WILL

1 Expand sector based workforce development

2 Ensure people make informed decisions on their future careers

3 Maximise anchor institutions' economic power

4 Develop a one-stop shop to support business talent needs

5 Support low skilled jobseekers into work and to progress in work

6 Develop an inclusive community learning plan

1

PART ONE:

A PIONEERING, CONFIDENT AND CONNECTED DISTRICT



RAISE GVA BY

£4bn

20,000

MORE PEOPLE INTO WORK

48,000

MORE PEOPLE WITH NVQ3 LEVEL SKILLS

INTRODUCTION

Bradford has a proud history of industrial, social and economic success. Our people, our places, our unique countryside, our history and our talent are coming together – connecting us across the UK and around the world to new opportunities. We know that we can build a great future for our people by delivering economic growth that leaves no one behind.

The district's Economic Strategy, "Pioneering, Confident and Connected" set out our plans to do that by increasing business productivity, and supporting young and enterprising people to innovate, invest and build fulfilling lives in the district.

We are proud of the great work that is happening to deliver Pioneering, Confident and Connected. Bradford Economic Partnership is taking decisive action to realise the ambitions of this strategy by leading and driving rapid and lasting change. At the very heart of the strategy is our target to be better than

the UK averages for productivity, jobs, earnings and skills.

By 2030 this will mean at least 20,000 more people in work across the district, 48,000 more local people will have secured a Level 3 qualification, and GVA will have grown by £4billion in the local economy.

Every child, young person and adult needs to be empowered to benefit from this growth and drive further improvements in workforce productivity. At the same time our businesses need the talent pipeline that can deliver a workforce with the skills they need, when they need them. These two considerations are central to achieving our ambitions for Bradford.

People, Skills, Prosperity considers where we are currently as a district and how we can collectively capitalise on our current strengths and successes to achieve the common goals of our partners, and in doing so, raise up all of our communities.

THE EMPLOYMENT AND SKILLS CONTEXT FOR BRADFORD

This section draws out key considerations relating to our priorities, informed by this research and the national policy context.



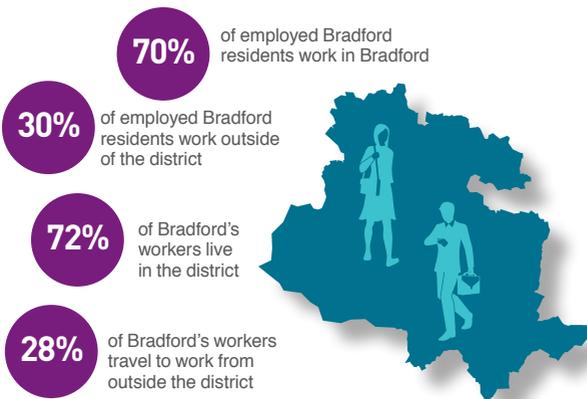
Employment and economic activity

Bradford faces some substantial labour market challenges in ensuring that all our communities and residents are accessing work. The longer-term trend is positive and employment continues to rise in the district, but our employment remains lower in Bradford than in the wider West Yorkshire Combined Authority

Bradford does have strong growth in many areas and is a distinct area within these broader geographies. Manufacturing employment has grown faster than in West Yorkshire Combined Authority or Leeds City Region (LCR).

- Employment in accommodation and food services has grown substantially in common with West Yorkshire Combined Authority and the City Region.
- Bradford has experienced substantial growth in employment in information and communication services similar to West Yorkshire Combined Authority and stronger than the LEP area.
- Finance and insurance employment grew in Bradford but has fallen in West Yorkshire Combined Authority and LCR.
- Bradford has seen much lower employment growth than West Yorkshire Combined Authority and LCR in the related sectors of professional, scientific and technical services, and business administration and support services.

Travel to Work Data from the 2011 Census showed:



The five sectors that employ the most Bradford residents are:

- public administration, education and health
- distribution hotels and restaurants
- banking finance and insurance
- manufacturing
- transportation

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EMPLOYMENT TRENDS



EMPLOYMENT IN Business Admin & Support Services

+ Has experienced low growth



EMPLOYMENT IN Manufacturing

+ Has grown more than West Yorkshire Combined Authority (WYCA) or Leeds City Region (LCR)



EMPLOYMENT IN Accommodation & Food Services

+ has grown substantially, the same as WYCA and LCR



EMPLOYMENT IN Information & Communication Services

+ has grown substantially, the same as WYCA and LCR



EMPLOYMENT IN Finance & Insurance Services

+ Has grown more than WYCA and LCR



EMPLOYMENT IN Scientific & Technical Services

+ Has experienced low growth

There has also been acceleration in the growth of low pay and insecure employment. Too many residents are in, or moving in and out of, low-paid and insecure employment with few chances to progress into better-paid and more stable jobs.

Meeting employer demand

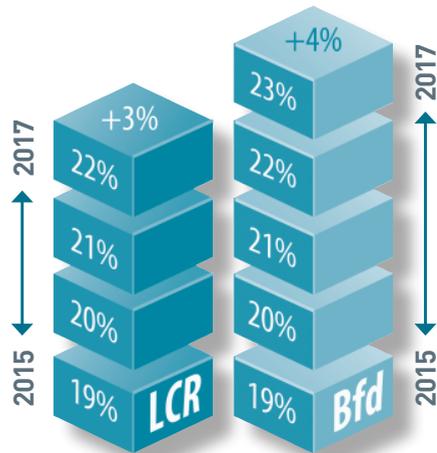
There is evidence that locally we have employers struggling to meet their workforce needs. The 2017 Employer Skills Survey (ESS) shows that nationally and regionally, there was no change in the number of employers with vacancies in 2017 compared to 2015. However the Leeds City Region area and Bradford both recorded an increase in vacancies – LCR had an increase to 22 per cent in 2017 from 19 per cent in 2015 while Bradford recorded an increase from 19 per cent in 2015 to 23 per cent in 2017.

Growth of insecure employment

There has also been acceleration in the growth of low pay and insecure employment. Too many residents are in, or moving in and out of, low-paid, insecure employment, with few chances to progress into better-paid and more stable jobs.

The Workforce Development System

The inequalities in the labour market and the difficulties businesses experience with training and recruitment are in part because of how the current employment and skills system operates.



The national picture is one of constant reform and a lack of alignment and coordination. For example, research by the Local Government Association found that across the wider economic development landscape there are at least 70 different funding streams, managed by 22 delivery agencies or government departments.

This investment is not meeting local need, addressing economic and social challenges, or making a decisive impact on outcomes for people or business in our district. A key theme of this plan’s actions is greater local co-ordination of budgets and provision.

The Future World of Work

We recognise that there are significant changes in the world of work that will impact the workforce and demand for skills over the coming decade with greater automation, increased casualisation of work in our district and region, alongside



the changes that leaving the EU will produce. There will also be significant opportunities presented by local infrastructure developments and across the wider Leeds City Region economy.

Meeting the future needs of the economy will mean investing in the skills of those who are in work today, as well as those who are yet to enter the workforce. The twin elements of effective adult education and skills as well as employer involvement in education are critical to achieving these aims.

The scale and impact of these changes is difficult to predict. What is clear is that we need a system which is agile enough to respond quickly to these and other challenges.

A New Way of Working

For the system to work better for businesses and for individuals, we have to find new ways of working together. All partners have a vital role in this system – the Council; employers; schools, training providers ; central government including the DWP; the voluntary sector, the Local Enterprise Partnership all working to a shared plan and set of goals .

This plan sets out the framework for this leadership bringing a “whole systems” approach to improving skills. It sets out what we will do in Bradford to improve our systems and to make the current disconnected services work better for the district.

This approach to place leadership will bring together and localise support to reduce costs, complexity and duplication will improve access to services, and respond to community and business needs.

Towards Devolution

Changes to LEP boundaries and governance, the development of local industrial strategies and early indications of how the Shared Prosperity Fund (that will replace EU funding) will be distributed, reinforce the idea that the devolution agenda will continue to progress. It is certainly anticipated that, despite the geography not currently being clear, there will be a devolution deal that covers Bradford during the life of this plan and that the plan is agile enough to respond to this.

Resourcing the Plan

Making best use of existing resources - we will work as a partnership to seek to use existing national and local funding streams to create a systemic structure and the interventions that support skill-building and advancement.

Partners are already working collaboratively and committing significant resource to local programmes as has been the case with the Industrial Centres of Excellence and we will extend this across the skills landscape.

Seeking additional resources - achieving our ambitions will also require sustained increased public revenue and capital investment. This includes the additional funding from ESFA that will be needed

when we achieve our ambition of increasing the numbers of qualifications at level 3 and 4 and above that are in the plan.

As the district deepens its engagement with employers, new opportunities will arise to leverage private investments on behalf of both jobseekers and the current workforce.



2

PART TWO: OUR PLAN

To realise our ambition a series of priority actions are outlined below focussing on three key areas

1



**BUILDING SKILLS
EMPLOYERS SEEK**

2



**IMPROVING
JOB QUALITY**

3



**CONNECTING OUR
COMMUNITIES TO GOOD
JOBS AND CAREERS**

1



THEME ONE: BUILDING SKILLS EMPLOYERS SEEK

To deliver the growth ambitions in the Economic Strategy it is critical that Bradford's businesses can efficiently recruit local people with job-relevant skills and education. Implementing our actions will ensure that children, young people and adult jobseekers gain the education, training, experience, and employment connections needed to secure a stable job that pays a living wage.

**ACTION
1**

EXPANDING SECTOR BASED WORKFORCE DEVELOPMENT

Through a sector based development programme

ICE are sector based education and business partnerships for aligning local skills provision with workforce planning. At its heart an ICE is a forum for regular dialogue between employers and educators that ensures education programmes and learning experiences

remain in-step with employer demand.

Over 300 businesses are engaged with ICE, of which 28 sit on one of the existing five ICE Boards. Eighteen of our secondary schools, the three Further Education colleges, and the University of Bradford are also all key partners.

ICE Approach for Careers and Technical Education

All young people need a range of knowledge, skills and habits to become successful and thrive. The Bradford Pathways essentials skills framework

identifies those skills most desirable for this success such as communication, critical thinking, problem solving, entrepreneurship and leadership. It was designed with local businesses and further developed by the Bradford Research School to be delivered through a range of activities that enhances students' classroom experiences.

Development of higher level skills

The District has good levels of progression into Higher Education for young people who attain a Level 3 qualification. We need to maintain and build upon this in particular to grow the number of PhD holders.

Through the ICE partnership and other strategic interventions we will also work to improve links between higher level skills delivery and employers. This recognises that a strong offer around higher level skills will enhance workforce development through innovation, and stimulate the creation of higher value jobs in the local economy.

Through leveraging the influence of the system

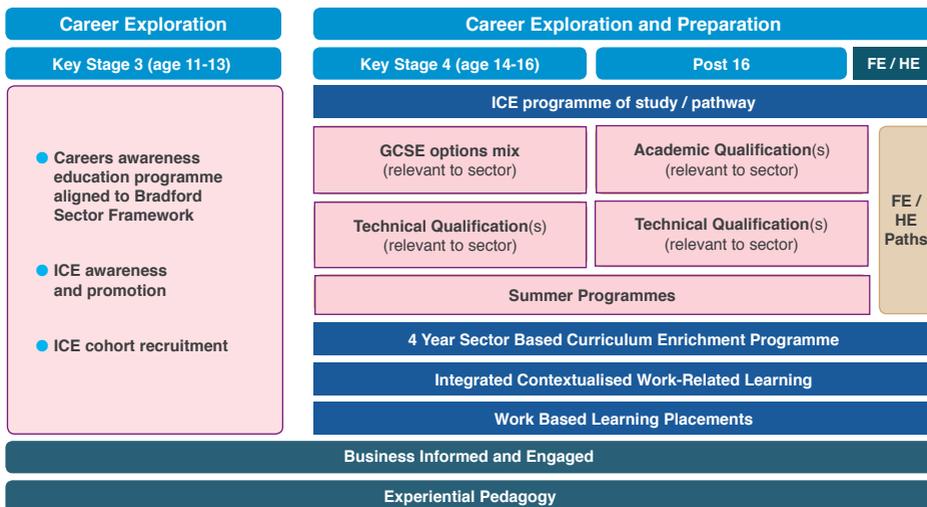
The Education Covenant is a way for community stakeholders to collaborate and achieve change. The overarching goal is to align collective resources to ensure all young people succeed in education, work and life, leading to vibrant, thriving communities.

Simply put, our Education Covenant is about everyone in Bradford keeping education a top priority mobilising the community to collaborate and deliver through its key objectives:

- Helping schools and teachers raise standards.
- Supporting parents to get children ready for school, work and life.
- Working with businesses and colleges to boost career options.
- Championing the District's unique art and culture.



ICE Diagram



ACTION 2

ENSURE PEOPLE MAKE INFORMED DECISIONS ON THEIR FUTURE CAREERS

Delivering a careers and skills curriculum

Bradford Pathways provides an overall framework for careers and technical education in the District and involves children, young people and adults in all phases of education and careers.

A local career pathway system is a partnership among local and national agencies, organisations, institutions, and employers that has adopted an integrative, transformative career pathways approach.

Developing an all age careers service offer

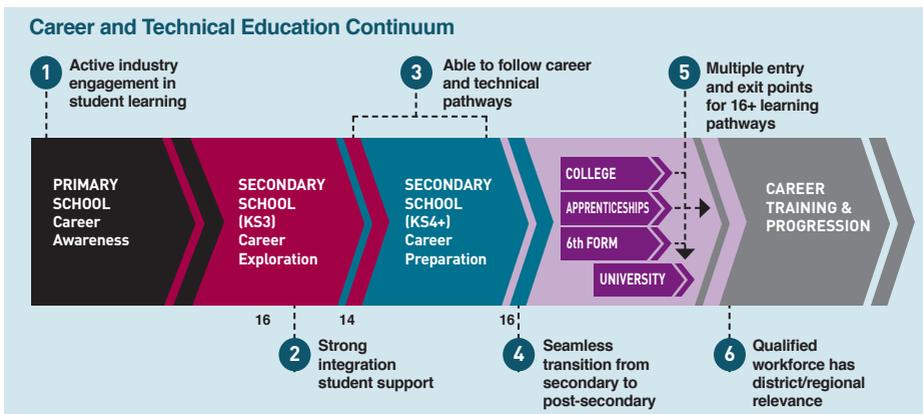
People can only make good careers choices if they have good quality reliable information on which to make these choices. Everyone should have access to high-quality, impartial information, advice and guidance (IAG), to make the most

of our dynamic and evolving economy throughout their working life. The current fragmented approach to IAG does not support this.

To ensure this happens, the district will seek to develop a single, coherent all-age careers offer, bringing together existing provision and resources under a unifying brand accessible to all our residents. The first step will be to establish an IAG partnership of all interested parties.

Research has demonstrated that only one in four people in low pay nationally will have moved out of low pay in ten years time. There is a lack of progression opportunities, and for the opportunities that do exist, these are not accessed equally.

Supporting our residents who are already in work to understand where the opportunities are in the economy and how to navigate the skills offer to access appropriate training, ultimately through to higher level skills, will be key functions of the all-age careers service.



2



THEME TWO: IMPROVING JOB QUALITY

ACTION
3

MAXIMISE ANCHOR INSTITUTIONS' ECONOMIC POWER

Bradford is home to a large number of businesses of all sizes including national businesses with their headquarters that drive the economic prosperity of the district. The key to improving job quality and social mobility is to support, promote and encourage good business practice and in-work progression for all staff to improve business performance.

The strategy will identify lead businesses and institutions, which we refer to as

anchor institutions, who will drive this approach. Using the power of their collective spend and resources will support the local economy and promote the benefits of inclusive employment practices, increase the diversity of backgrounds represented in leadership roles and develop a culture of learning and skills development.

We also want to explore how the flexibilities around the Apprenticeship Levy can be pooled and utilised to develop routes into apprenticeships for our residents, and to support SMEs who work with anchor institutions to offer more apprenticeships.

ACTION
4

DEVELOP A ONE-STOP SHOP TO SUPPORT BUSINESS TALENT NEEDS

The District will work to develop SkillsHouse as the single gateway that connects individuals and businesses helping students, graduates, job seekers, workers, and employers create their own unique paths to career and business success.

SkillsHouse has the potential to help local businesses grow through providing full-

service staffing solutions for businesses with immediate and long-term recruitment needs. This work will also boost workforce skills and productivity, directly responding to the workforce and recruitment needs of employers. Connecting businesses with a new pool of immediately available, diverse candidates enables employers to fill vacant positions at all levels quickly and cost-effectively. Access to greater diversity of perspective through recruiting in this way will also be a significant driver of innovation in the workplace.



THEME THREE: CONNECTING OUR COMMUNITIES TO GOOD JOBS AND CAREERS

All our residents and communities need to be able to access the opportunities in the local economy. It is important to develop the connections between our residents, new jobs that are being created, and in-work career progression. In particular this means engaging residents who are economically inactive and supporting them onto the journey to work. This will be built upon a partnership and on-going dialogue between communities, providers and employers.



SUPPORT LOW SKILLED JOBSEEKERS INTO WORK AND TO PROGRESS IN WORK

To increase access to entry-level jobs and career progression for residents with low level or no qualifications, partners will develop a common approach to employment bridging programmes. This will deliver the experiences and technical skills to secure entry to work and advance through in-work training.

These programmes will be specifically designed to:

- Provide intensive support services to individuals
- Use experiences of work to help young people develop their literacy and numeracy alongside careers education.
- Provide financial support to meet immediate needs of individuals participating in learning.

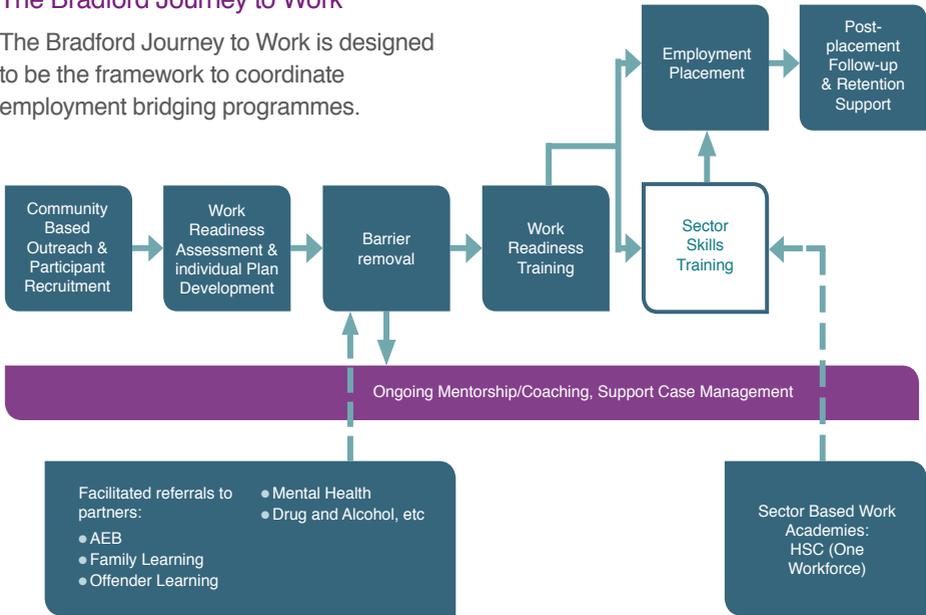


- Connect vulnerable residents to caring and supportive adults.
- Ensure people have the fundamental language skills required for the workplace through ESOL provision

To improve this situation, we will work across all organisations to align bridging and pre-employment services under a unified brand that will ‘hide the wiring’ resulting in a more user-friendly service for employers, vulnerable young people and jobseekers alike. This approach recognises the importance of enabling skills such as literacy and numeracy and work related learning to provider the breadth of skills employers are seeking.

The Bradford Journey to Work

The Bradford Journey to Work is designed to be the framework to coordinate employment bridging programmes.



ACTION 6

DEVELOP AN INCLUSIVE COMMUNITY LEARNING PLAN



The district will develop an ‘Inclusive Community Learning Plan’ that will clearly establish how community learning and development will be taken forward by partners across Bradford. Existing community forums and networks are critical to inform the planning and development of the plan and the design of the next steps.

The intention will be that community learning and development (CLD) supports the wider career pathways system and lead to outcomes such as:

- Enabling the development of skills (in particular literacy, numeracy and English for speakers of other

PEOPLE, SKILLS, PROSPERITY

languages) that people can use in employment, their community, further learning or as parents and family members to support their children in their important early years.

- Supporting all our young people (in particular those who need more choices and chances to achieve their full potential) to become confident individuals, successful learners, and good citizens, empowering communities to work together.

CLD is delivered by many community partners across the District. All partners involved in the delivery of CLD should aim to deliver these objectives through:

- community development
- youth work
- family learning and early intervention work with children, young people and families
- community-based adult learning, including adult literacies and English for speakers of other languages (ESOL)
- volunteer development
- learning support and guidance in the community

The Community Learning Plan will also explore the guidance and support mechanisms for learners who have achieved their broader education goals to transition to join the Bradford Journey to Work.



BRADFORD WORKFORCE DEVELOPMENT PLAN

In developing the plan (which sits alongside the Economic Strategy) it has been clear how much good work is already happening in the district in relation to skills. There has been a consistent message during the consultation that the system could work better to bring a shared approach to the development of skills and accelerate the improvements needed.

The first action of the Workforce Plan will be to bring together a new Skills Partnership to drive the delivery of the plan across the District. The Skills Partnership will bring together senior leaders from key organisations – businesses, Bradford

Council, the University of Bradford, schools, skills providers, DWP, the Chamber of commerce and the LEP to oversee and drive the delivery of the Workforce Plan.

The Skills Partnership will be the first step in achieving the coherent system approach that is needed, working closely with the Economic Partnership.

Contact:

Matt Findull

Lead Officer Education and Skills
matt.findull@bradford.gov.uk





The wording in this publication can be made available in other formats such as large print or Braille. Please telephone 01274 436082.