

# BUILT DIFFERENT

BRADFORD 2025 -2035

REGENERATION & GROWTH PLAN



Supported by





# SHAPING OUR OWN FUTURE.

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**A Message from  
Cllr Susan Hinchcliffe**  
Leader, Bradford Council

**Bradford is positioning itself as a leading UK city, driven by innovation, culture, and inclusive growth.**

**Building on the success of City of Culture 2025, the District is embracing change with regeneration, new infrastructure, and a strong commitment to clean growth and technology. With one of Europe's youngest and most diverse populations, Bradford offers significant opportunities for businesses and investors.**

The plan focuses on delivering growth that benefits all communities raising incomes, improving skills, supporting high streets, and reducing deprivation. Bradford welcomes partners who share its values and ambition to invest in a modern, low-carbon economy and create places where people thrive.

The plan requires strong national support through investment decisions and strategies that unlock economic opportunities across the District. The Council must maintain close partnerships with Government, Mayors, local leaders, and businesses to address productivity challenges and provide long-term certainty.

As central government undergoes significant restructuring, it is essential that we make sure the needs of places like Bradford are understood to ensure barriers to growth are removed.



# OUR PLACE



# Young, Growing, and Global

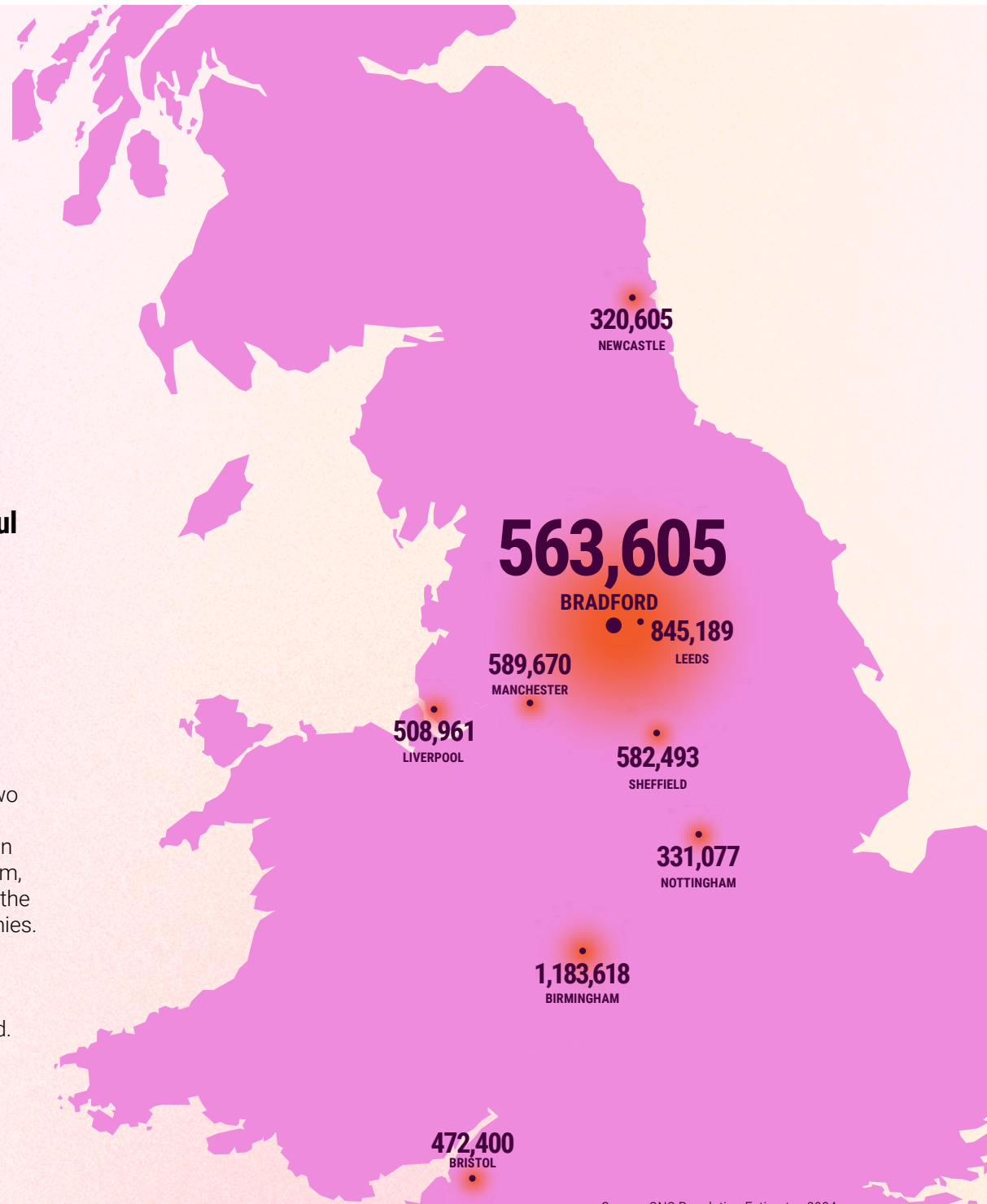
**Bradford is a District of real scale. Half a million people, a £12 billion economy. Driven by one of the youngest populations in the country and has the depth to play a bigger role in national growth. Larger than Liverpool and nearly twice the size of Newcastle, Bradford combines scale with momentum.**

**Local businesses trade internationally, exporting goods and services across Europe and beyond, supported by strong national rail links and direct access to Leeds Bradford Airport. This Regeneration and Growth Plan is about unlocking that potential – backing Bradford’s people, creativity, location, and ambition to do more.**

## Bradford–Leeds: A powerful economic corridor

Our economy already stretches way beyond our borders, and that reach is only growing. Transport improvements will transform Bradford’s connections with West Yorkshire and across the North.

Bradford’s partnership with Leeds creates real scale. Together, the two cities pull from a population of 1.4 million, on par with major European hubs like Milan, Prague, Amsterdam, and Stockholm, and shape one of the UK’s most dynamic urban economies. Thousands commute both ways every day, especially young, highly skilled workers, showing just how closely the two economies are tied.



Source: ONS Population Estimates 2024

## The people driving growth

Bradford has one of the youngest populations in the UK, with around a third of residents under 30.

Combined with Bradford's diversity, it creates a workforce that is broad, adaptable, and well placed to support future industries.

A broad based economy builds on real strengths. Advanced manufacturing, financial and business services, and food and drink continue to perform strongly, alongside growing digital and clean energy activity.

Bradford's 16,000 SMEs sit at the heart of its economy, creating jobs, testing ideas, and driving day-to-day growth.

## A place that's moving... and fast

Following a multi-million pound investment programme, the city centre is working and looking better.

Movement is simpler. Public space is being used. Footfall is up, and people are staying longer.

Pedestrianisation has shifted the balance away from traffic and back to people, with Norfolk Gardens creating a new green space at the heart of the centre where people spend dwell time.

That change is reinforced by Summer 2025's new openings;

Darley Street Market, bringing food, independent traders, and events together in one place, and Bradford Live, now operating as a major live music and events venue, drawing audiences from across the country.

Business investment reflects that momentum. PwC has opened a major city-centre office, with Bradford now one of their UK growth hubs.

Morrisons and Yorkshire Building Society are thriving here. BASF, Solenis, and Nufarm are growing advanced manufacturing operations in the District. These are deliberate choices, made where there's confidence in place and direction.

## A changing relationship with London

Following the recent £24 million investment in a new platform at Bradford Forster Square Station, LNER more than tripled its direct services between Bradford and London in 2025. Now, seven services operate each day, adding an extra 1.9 million seats per year.

## Leading on sustainability

Bradford is serious about sustainability. The goal is to be carbon neutral by 2038 as part of the wider Net Zero journey.

Bradford's Climate Action Plan 2025 promotes clean energy powering homes and businesses, neighbourhoods designed to withstand heatwaves and flooding, and transport that cuts emissions instead of adding to them.

We are also assertively tackling air quality, protecting biodiversity, and reducing waste through circular economy practices.

Bradford is now a District that not only adapts to climate pressures but leads on solutions, showing how other districts can thrive while restoring the environment.

## Integrated and ambitious

The immediate delivery of a new Local Plan is central to our strategy – providing a spatial vision and clear land use directions for the next 15-20 years.

A strong focus is on supporting the delivery of over 30,000 new homes and 70 hectares of new employment land, together with supporting social and new transport infrastructure.

The plan will deliver high quality place-making whilst protecting our most valuable natural and environmental assets, helping underpin our transition to net zero.

Strategic planning continues to change and adapt, with work also progressing at pace on a joint Mass Transit

Spatial Development Framework to support our vision to deliver a world class public transport system.

## Aligned with national and local investment priorities

West Yorkshire is one of the UK's strongest regional economies and is moving forward with a clear growth agenda.

Led by the Mayor and the West Yorkshire Combined Authority, the [Local Growth Plan](#) focuses on high-value sectors, SME growth, skills, transport, and places that thrive.

Bradford is a major driver of that ambition. When Bradford succeeds, West Yorkshire succeeds.

The District's strategy is fully aligned with regional priorities, making sure local action strengthens the wider economy, supports delivery of the West Yorkshire Local Growth Plan, and positions Bradford to attract investment, shape decisions, and play a leading role at scale.



# OUR PLAN



# Bradford: An engine for growth

**This plan sets out how Bradford will grow over the next decade – clearly, practically, and with purpose.**

**It focuses on what matters most: improving everyday life and building an economy that works for every part of the District.**

**It's about making smart choices, backing what already works, and being honest about where change is needed.**

**To do that, we need to forge a higher path to growth that shows how ambition turns into delivery – helping businesses play higher up the pitch and compete with confidence.**

**By focusing on skills, innovation, connection, and quality of life, it sets out a route to growth that lasts and reaches more people.**

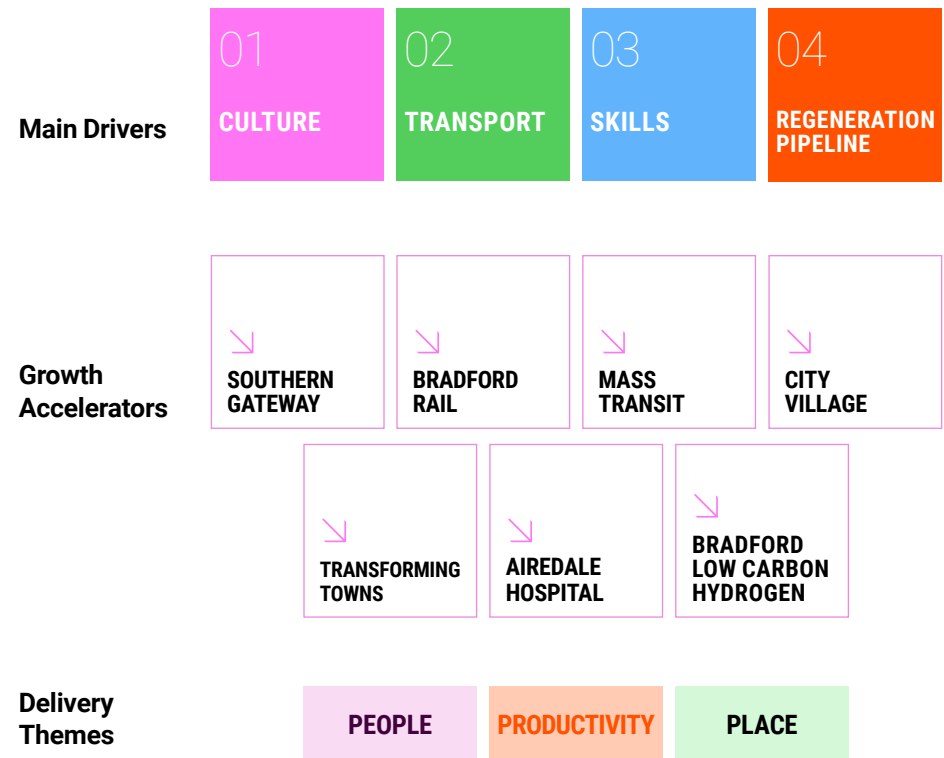
The plan is deliberately structured and investable. The four main drivers are the foundations of what our future growth can be built upon.

They will help take Bradford from a place of marginal viability, unlocking investment and development at scale. Together, they provide a clear line of sight from ambition to action, focusing effort where it will make the biggest difference.

The District's growth trajectory will be accelerated through seven game-changing projects that help to modernise Bradford, improve its infrastructure strength, unlock enormous potential, and deliver visible change.

To ensure this plan has real, meaningful impact, our delivery plans are based on the three themes of people, productivity, and place.

## HOW THE PLAN WORKS







# The 4 main drivers

**The plan is built around four main drivers: Culture, Transport, Skills, and the Regeneration Pipeline. They provide the focus for decision-making, investment, and delivery.**

These drivers run through everything in the plan, alongside the seven game changers, ensuring major projects are joined up, investable, and grounded in delivery.

Working together, they provide a clear framework for coordinated growth across the District over the next decade.

01

## CULTURE

City of Culture 2025 has created real momentum – building confidence, strengthening places, and laying the groundwork for a cultural legacy we will carry forward.

02

## TRANSPORT

Transport will shape Bradford's future. Faster connections – a new city-centre rail station and a modern tram system – will link people to jobs, opportunity, and growth, and put Bradford back on the regional map and at the heart of the northern rail network.

03

## SKILLS

Bradford's strength is its people. Backing them with the skills that shape tomorrow's economy will unlock ambition, raise incomes, and give the next generation a reason to build their lives here.

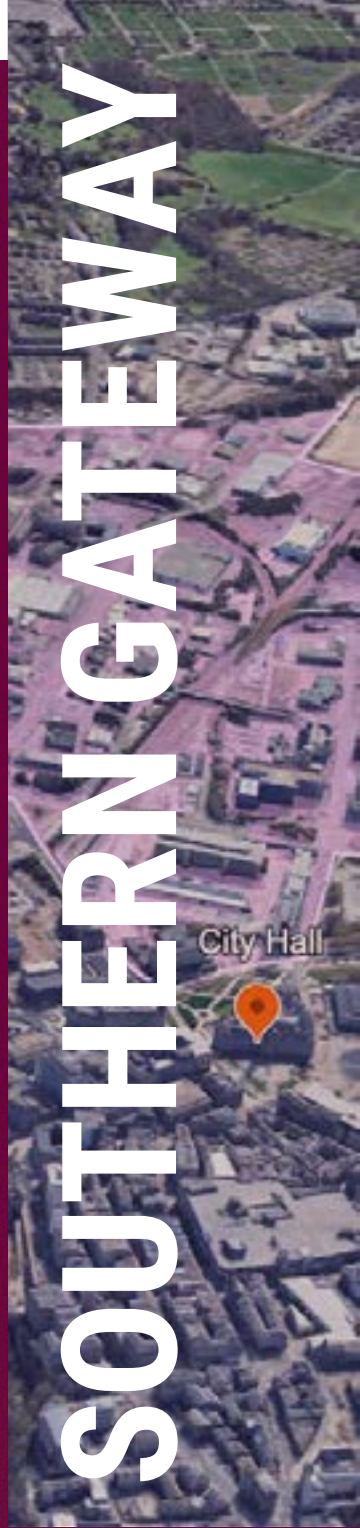
04

## REGENERATION PIPELINE

Bradford is changing fast. New homes, workplaces, and public spaces are reshaping the city – while Bradford's towns are being unlocked with significant plans and funding available to realise their full potential.

# THE 7 BIG GAME CHANGERS

SOUTHERN GATEWAY





**BRADFORD RAIL**



**MASS TRANSIT**



**CITY VILLAGE**



**TRANSFORMING TOWNS**



**AIRDALE HOSPITAL**



**BRADFORD LOW  
CARBON HYDROGEN**

# The 7 big game changers

**Seven major initiatives sit at the core of Bradford's growth plan. These are the projects already shaping how the District grows and how it steps forward as a UK Core City.**

**Together, they drive change at a much faster pace and scale and give clarity about where investment, infrastructure, and efforts are being focused.**

The Southern Gateway is being progressed to support long-term city centre growth, with City Village moving into delivery and pioneering a new city centre living offer.

Plans for a new Bradford city-centre rail station and a modern mass transit system are advancing to strengthen connections across the District.

Investment is unlocking Bradford's towns, Airedale Hospital is progressing as a major health and innovation campus, and Bradford Low Carbon Hydrogen is driving clean energy and advanced manufacturing.

Together, they show a region that is serious about delivery — aligned, resourced, and already getting on with the job.

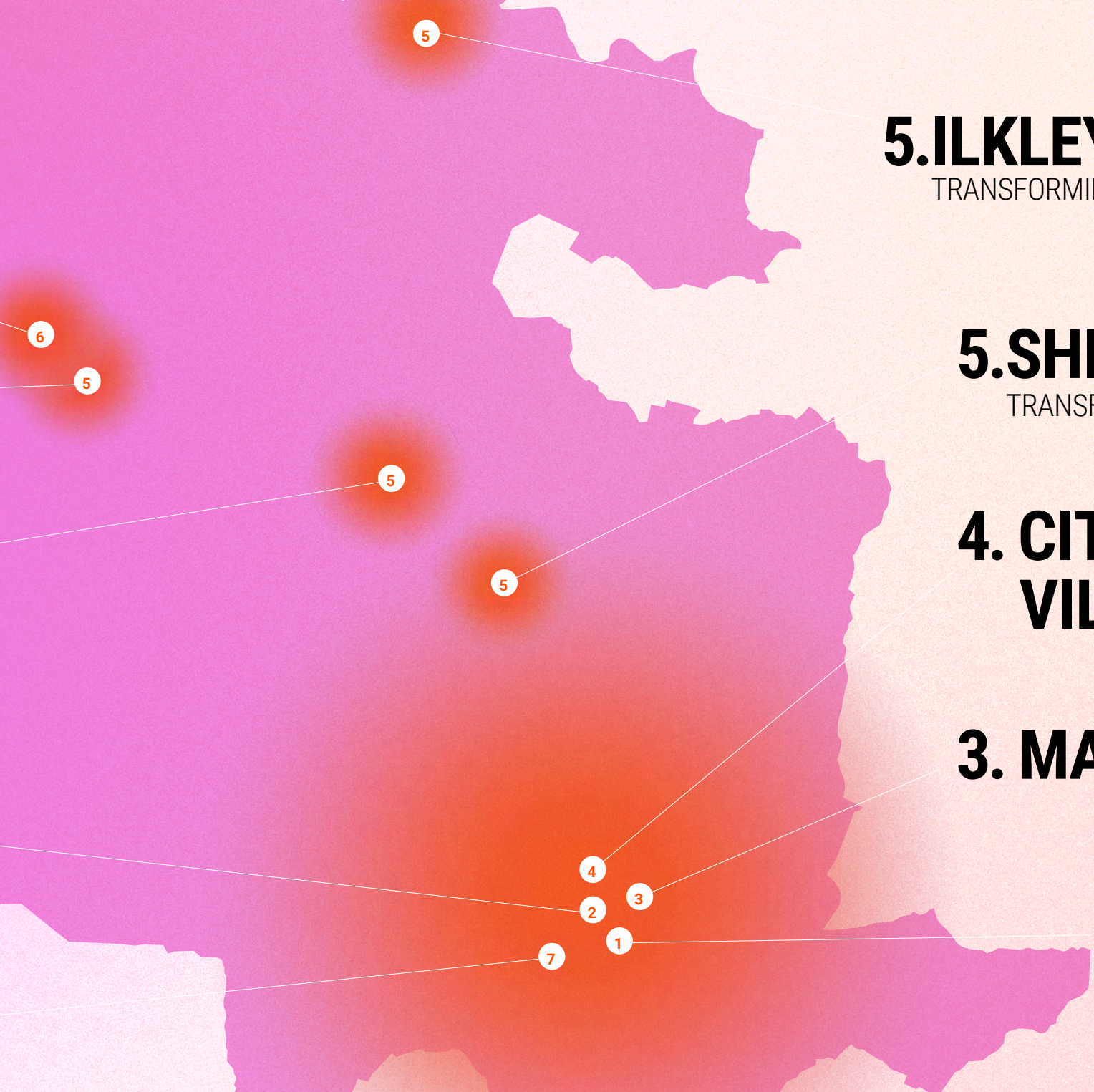
## 6. AIREDALE HOSPITAL

## 5. KEIGHLEY TRANSFORMING TOWNS

## 5. BINGLEY TRANSFORMING TOWNS

## 2. BRADFORD RAIL

## 7. BRADFORD LOW CARBON HYDROGEN



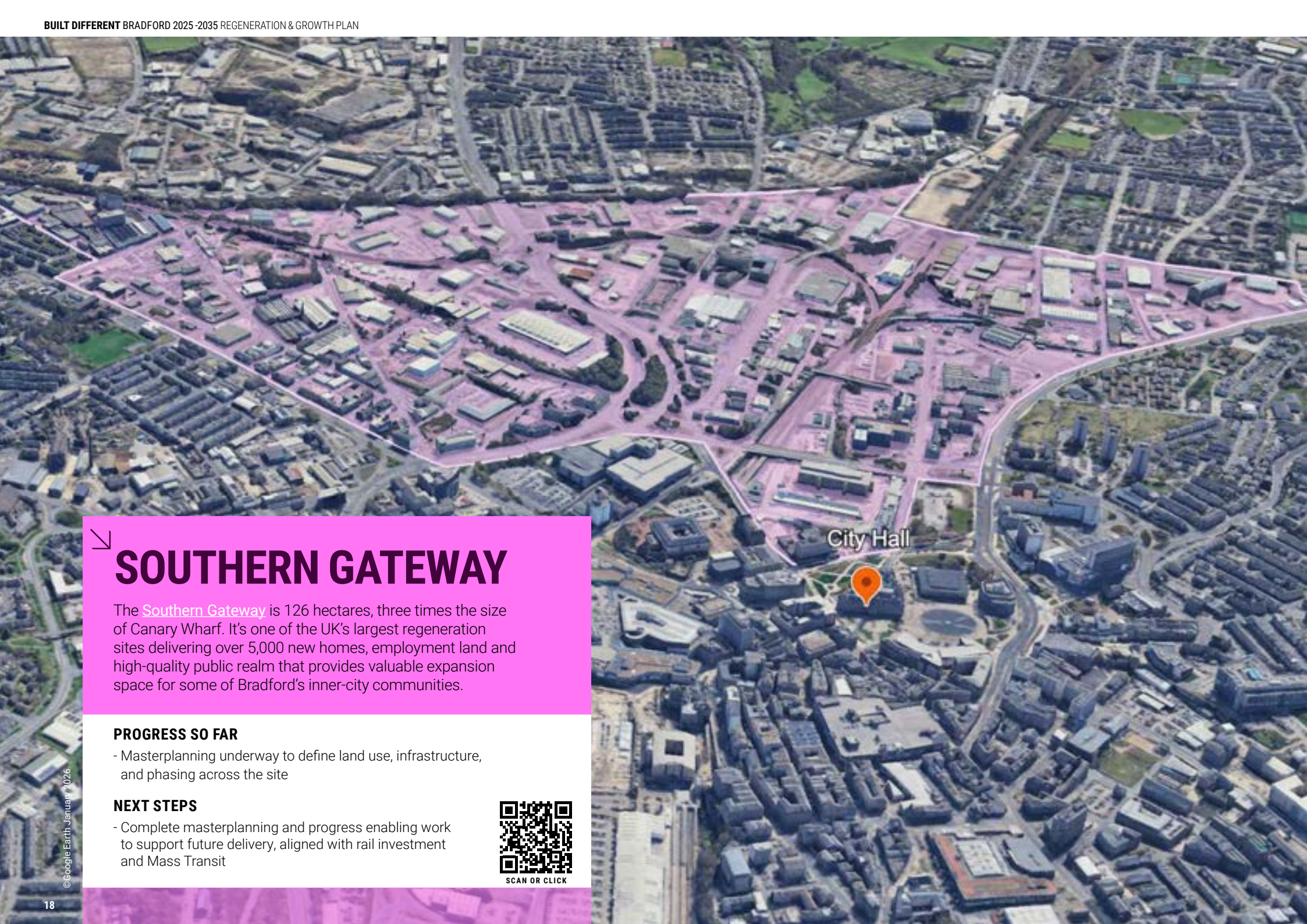
**5. ILKLEY**  
TRANSFORMING TOWNS

**5. SHIPLEY**  
TRANSFORMING TOWNS

**4. CITY  
VILLAGE**

**3. MASS TRANSIT**

**1. SOUTHERN  
GATEWAY**



## ↙ SOUTHERN GATEWAY

The [Southern Gateway](#) is 126 hectares, three times the size of Canary Wharf. It's one of the UK's largest regeneration sites delivering over 5,000 new homes, employment land and high-quality public realm that provides valuable expansion space for some of Bradford's inner-city communities.

### PROGRESS SO FAR

- Masterplanning underway to define land use, infrastructure, and phasing across the site

### NEXT STEPS

- Complete masterplanning and progress enabling work to support future delivery, aligned with rail investment and Mass Transit



SCAN OR CLICK



# BRADFORD RAIL

Included in the first phase of Northern Powerhouse Rail, a new city-centre rail station, with faster connections to other cities is the single biggest move Bradford can make. Sitting at the heart of the Southern Gateway, it will lock Bradford into the northern rail network, better connecting us with Leeds, Manchester and beyond.

## PROGRESS SO FAR

- Confirmed in first phase of NPR Programme
- Funding unlocked for studies and underway
- Final investment decision due Summer 2026

## NEXT STEPS

- Secure government decision and continue national advocacy
- Engage investors to develop regeneration pipeline



SCAN OR CLICK





## ↙ MASS TRANSIT

A £2 billion **tram system** will redraw the map between Bradford and Leeds. Faster, more reliable journeys will open access to work, transform public space, and stitch communities together along the route, driving growth end to end.

### PROGRESS SO FAR

- Ten Leeds–Bradford route options consulted on in summer 2024
- £200 million committed (2021–27); further funding via £2.1 billion Transport for City Regions settlement (2027–32)

### NEXT STEPS

- Strategic Outline Case submission in 2026;
- Phase 1 services expected late 2030s





# ↙ CITY VILLAGE

City Village brings the city centre back to life. With our partners up to 1,000 new homes across 25 hectares will turn three sites into a lived-in, cultural, 24/7 neighbourhood.

## PROGRESS SO FAR

- Development partner, ECF, appointed, sites purchased to support demolition, infrastructure, public realm, and delivery of new homes and retail.
- £30 million BIL funding approved
- Phase 1 housing delivery partner confirmed
- £13 million CA support Phase One Housing

## NEXT STEPS

- Planning decision expected and start on site 2026



SCAN OR CLICK

# TRANSFORMING TOWNS

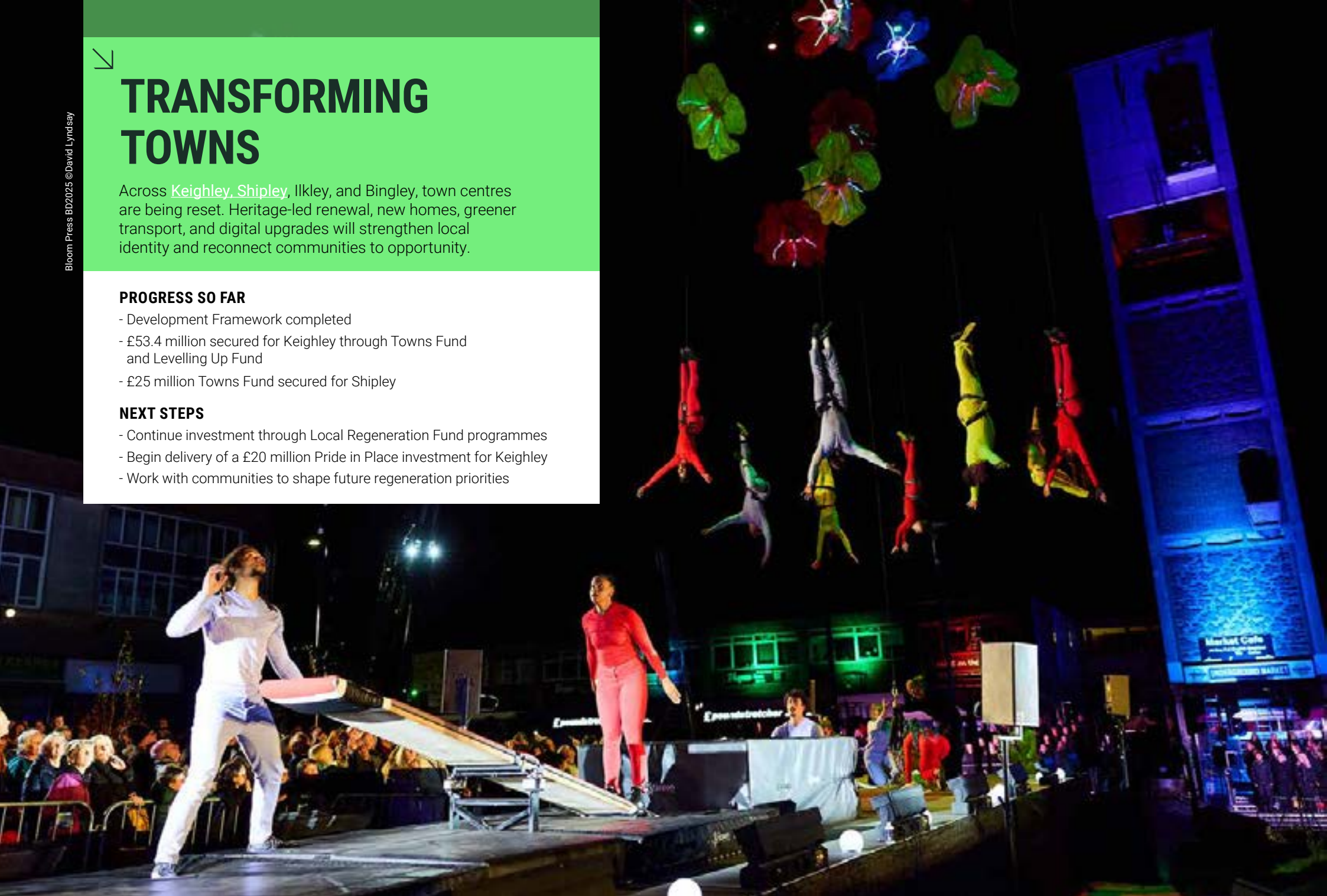
Across Keighley, Shipley, Ilkley, and Bingley, town centres are being reset. Heritage-led renewal, new homes, greener transport, and digital upgrades will strengthen local identity and reconnect communities to opportunity.

## PROGRESS SO FAR

- Development Framework completed
- £53.4 million secured for Keighley through Towns Fund and Levelling Up Fund
- £25 million Towns Fund secured for Shipley

## NEXT STEPS

- Continue investment through Local Regeneration Fund programmes
- Begin delivery of a £20 million Pride in Place investment for Keighley
- Work with communities to shape future regeneration priorities





## AIREDALE HOSPITAL

[Airedale Hospital](#) is being rebuilt as a national exemplar. Funding of over £1 billion has been secured to develop a new hospital based on the new Hospital 2.0 template. This national model draws on international best-practice and innovation and will set the pace on sustainable design, digital technology and patient-focused care.

### PROGRESS SO FAR

- Funding confirmed through the New Hospital Programme, planning and development work progressing
- Works to get the site ready underway, including planning application for new multi-storey carpark and new access road. Architect-led design team appointed to develop the detailed designs over the course of the next year

### NEXT STEPS

- Working with staff and local communities to develop the design, applying for planning permission, contractor procurement and preparation for construction



# BRADFORD LOW CARBON HYDROGEN

Bradford is claiming leadership in the hydrogen economy. With over £400 million in government backing, a new 24MW low carbon hydrogen facility on the former gas works at Birkshall will be live by 2028, producing 10 tonnes of green hydrogen per day, powering the shift to cleaner industry and transport.

## PROGRESS SO FAR

- Funding secured and delivery partners in place.
- Main contractor appointed and groundworks commenced.

## NEXT STEPS

- Progress construction and commissioning of the hydrogen facility.
- Expand hydrogen use across bus fleets, taxis, and industrial machinery, supporting the transition to cleaner transport and energy systems.



# The 3 delivery themes

**This plan has clear focus. It prioritises the choices that make the biggest difference and backs them with action.**

**The ambition is to raise the level of growth by investing in skills, innovation, and quality of life, the things that create lasting momentum rather than short-term gains.**

Over the next decade, investment and infrastructure will be pulled in the same direction, with inclusive growth at the core.

Everything is judged against a simple test; does it work for our people, strengthen productivity, and improve the places where growth can happen.

## PEOPLE

Equipping people and communities with the skills for good jobs, sustainable careers, and healthy, productive lives.

## PRODUCTIVITY

Driving innovation and growth in high-value sectors through better transport links and stronger connections to markets and talent.

## PLACE

Reimagining the District through smarter transport networks, revitalised urban centres, and the delivery of good-quality Bradford homes – inclusive, sustainable, and supported by high-quality green infrastructure.





# OUR AMBITION



# Bradford: one of the UK's core cities

**Core Cities** are the UK's major urban centres, places that drive regional economies, shape national growth, and anchor investment, jobs, and innovation. They're the cities people look to when it comes to productivity, infrastructure, skills, and long-term economic change.

**Core Cities attract bigger investment, have a stronger voice with government, and play a central role in influencing national decisions on transport, housing, skills, and growth.**

**For Bradford, gaining Core City status would reflect the reality, recognising the size of the District, the strength of our economy, and the role we already play in the wider region.**

Bradford is one of the UK's biggest urban centres, with more than 563,000 residents and the fifth-largest population when compared with England's Core Cities.

Over the past decade, Bradford's economy has grown at the same speed as the Core Cities average. Driven by seven major, game changing projects, the District is now set up for faster growth.

Becoming a Core City is a realistic next step and a powerful way to draw in more investment, back innovation, and grow higher-value jobs. The District's diversity, energy, and northern location, combined with its global reach and international outlook, give it a strong platform to play a bigger role in the UK economy.

Its biggest advantage is its young population. 22% of people here are under 15, giving the district a huge future talent pool.

Employment is steady, with a 69% employment rate and the lowest NEET levels of any Core City.

New businesses are launching at pace, survival rates match other major cities, housing is still affordable, and CO<sub>2</sub> emissions per person are low, making Bradford an attractive and sustainable place to build a life.



Les Girafes ©Patrycja Maziarz

# Closing the gap on other UK Core Cities

**Bradford has strong foundations, but turning Core City potential into real power is essential to raising living standards, strengthening the local economy, and securing a bigger role in national growth.**

**The District currently has the smallest share of working-age residents among its peers, at 62.2%, and fewer young adults, which slows labour market growth. Household income, at £17,784 per person, and median weekly pay, at £560, also sit below the Core Cities average – gaps that this plan is designed to address.**

Only 41.2% of working-age residents have higher-level qualifications, the lowest rate in the group. Productivity is also behind at £33.46 GVA per hour worked, and Bradford's overall economy is the smallest compared to the Core Cities. There are fewer high-growth firms and job density is still below benchmark.

But the upside is huge. If Bradford matched Core City averages across these metrics, productivity would rise to £37.80 per hour, the business base would grow to nearly 20,000, and the working-age population would increase.

Each year, thousands more residents earn higher-level qualifications. That shift would mean better jobs, higher incomes, stronger resilience, and billions added to both the local and national economy.

HOW BRADFORD COMPARES TO OTHER CORE CITIES					
RANK	TOTAL POPULATION	EMPLOYMENT RATE	NEET RATE	5 YEARS BUSINESS SURVIVAL	HOUSING AFFORDABILITY
1	Birmingham	Bristol	<b>BRADFORD</b>	Sheffield	Liverpool
2	Leeds	Sheffield	Birmingham	Bristol	<b>BRADFORD</b>
3	Manchester	Nottingham	Nottingham	Newcastle	Newcastle
4	Sheffield	Leeds	Leeds	<b>BRADFORD</b>	Sheffield
5	<b>BRADFORD</b>	<b>BRADFORD</b>	Manchester	Leeds	Nottingham
6	Liverpool	Liverpool	Liverpool	Nottingham	Birmingham
7	Bristol	Birmingham	Bristol	Liverpool	Leeds
8	Nottingham	Manchester	Sheffield	Manchester	Manchester
9	Newcastle	Newcastle	Newcastle	Birmingham	Bristol

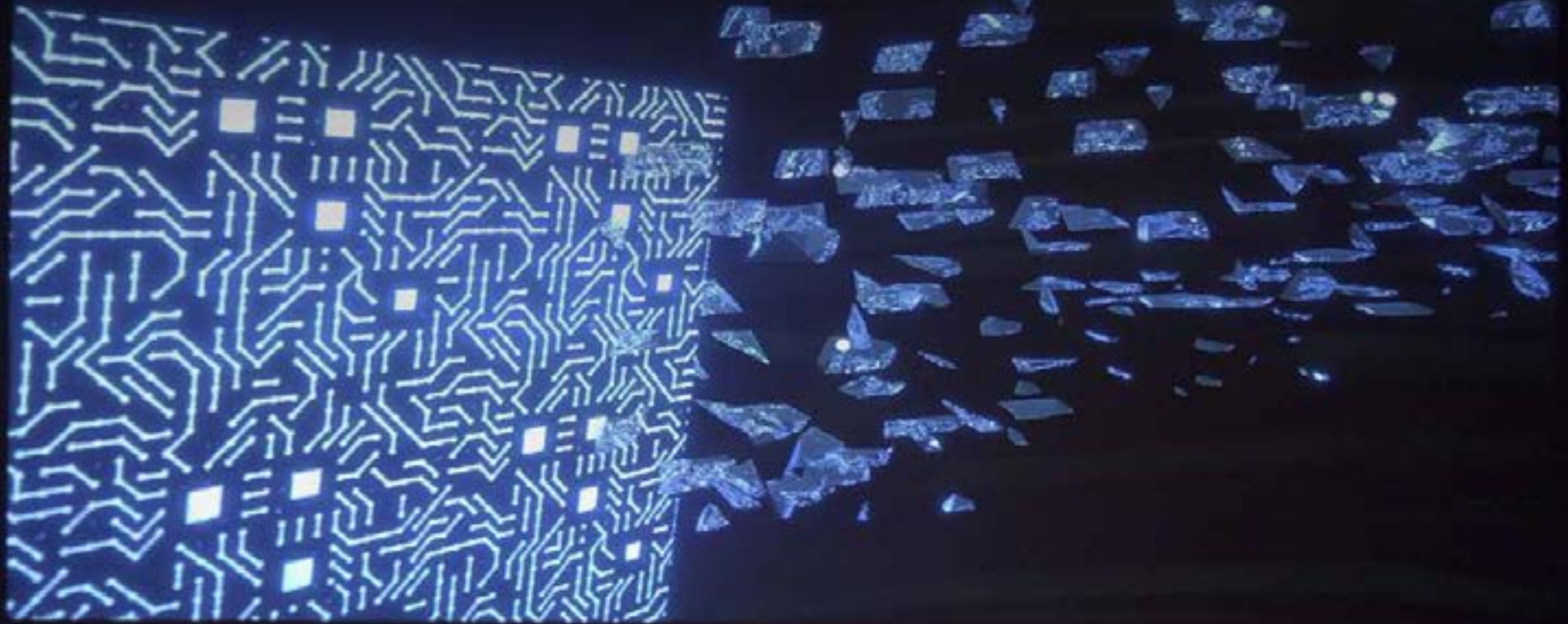
  

RANK	BUSINESS DENSITY	L4+ QUALS.	TOTAL EMPLOYMENT	GVA PER HOUR WORKED	HIGH GROWTH BUSINESSES
1	Manchester	Bristol	Birmingham	Manchester	Bristol
2	Bristol	Newcastle	Leeds	Leeds	Manchester
3	Leeds	Nottingham	Manchester	Liverpool	Leeds
4	Birmingham	Manchester	Bristol	Newcastle	Nottingham
5	Nottingham	Liverpool	Liverpool	Bristol	Liverpool
6	<b>BRADFORD</b>	Birmingham	Sheffield	Sheffield	Newcastle
7	Sheffield	Leeds	Nottingham	Birmingham	Sheffield
8	Liverpool	Sheffield	<b>BRADFORD</b>	Nottingham	<b>BRADFORD</b>
9	Newcastle	<b>BRADFORD</b>	Newcastle	<b>BRADFORD</b>	Birmingham





# OUR NEW ECONOMIC IDENTITY



# Building the conditions for growth

**To move faster and compete in a global economy, Bradford needs an economic identity that reflects its true capability and potential.**

**Bradford needs to keep investing in the basics: people, places, and ideas. That means stronger skills pathways, modern infrastructure, and faster adoption of innovation.**

**Delivery is shared, working with partners across the District, the region, and beyond. These foundations support the four main drivers, accelerate the seven game changers, and create the conditions needed to close the gap with the Core Cities.**

## **Backing sector strength and opportunities**

Raising productivity is central to Bradford's long-term success. Output per hour has been constrained by years of underinvestment, and closing that gap would be transformational – strengthening businesses, increasing wages, and adding significant value to the UK economy.

The starting point is focus. Bradford already has sectors that perform well, alongside others with clear potential to grow quickly. The priority is to create more jobs and shift towards higher-value work by investing in proven strengths and backing opportunity sectors where good-quality jobs can scale.

This will be delivered through strong, connected clusters, aligning skills, infrastructure, networks, and funding.

Each priority sector will have a practical delivery plan, focused on removing barriers, using Bradford's assets and regional links, and tracking progress through real outcomes: more firms scaling up, exporting, and creating well-paid jobs. This approach aligns with the West Yorkshire Local Growth Plan and supports the [UK's Modern Industrial Strategy](#).



Built by Sound, BD2025 ©Andrew Bengie

## Turbocharging existing key sectors

### Advanced Manufacturing and Materials

Bradford already plays big in advanced manufacturing, with nearly 10,000 people working across machinery, chemicals, textiles, rubber, and plastics. This know-how gives the District a genuine edge as industries move toward low-carbon tech, digital production, space applications, and modular construction. The path is wide open for more high-quality, high-value jobs built on real strengths.

### Financial and Professional Services

More than one in ten workers in Bradford is in financial or professional services, helping make West Yorkshire the second-largest financial district in England. PwC even named Bradford one of its UK growth hubs. Combined with the Leeds financial cluster, the corridor has the scale and talent to compete with major global centres...and win.

### Food and Drink

Food is part of Bradford's identity. The District has a strong base in production and distribution, backed by a proud manufacturing heritage and excellent logistics links. Its diverse population fuels demand for a huge range of food businesses, creating space for new ideas and innovation. With production,

logistics, and consumer demand all aligned, this sector is a powerhouse for resilience and sustainable growth.

## Opportunity sectors

### Digital and Technology

Digital sits behind every major growth opportunity and Bradford has real strengths where digital meets manufacturing, engineering, and consultancy. The [University of Bradford's Space AI Centre](#) and the Shipley-Saltaire RF (Radio Frequency) cluster open up serious potential in space tech, satellites, and navigation. These assets put Bradford in the fast lane of high-value digital markets.

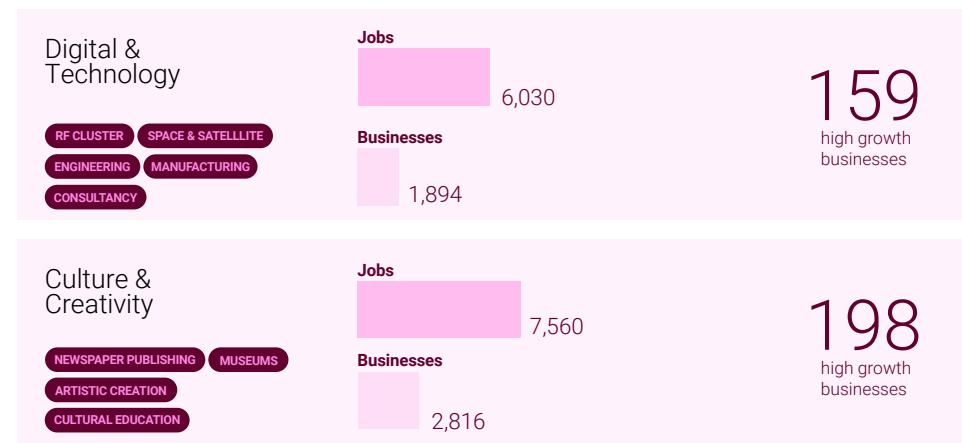
### Culture and Creative Industries

Bradford's creative scene speaks for itself. From the Alhambra and Salts Mill to Bradford Live and a huge grassroots community, culture runs deep here. Being UK City of Culture 2025 has taken that energy national, attracting new talent, investment, and creative partners. With a young, diverse population full of ideas, this sector is set to shape the District's future economy in a big way

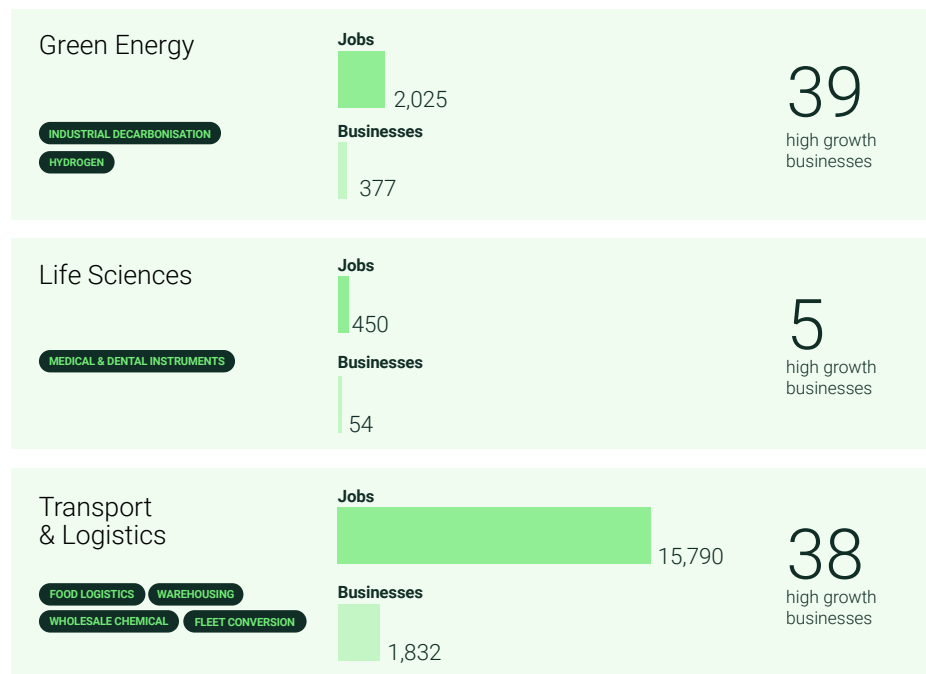
## KEY SECTORS



## OPPORTUNITY SECTORS



**OTHER IMPORTANT SECTORS**



**Transport and Logistics**

Massive regional spending on mass transit and rail is on the way, and Bradford stands to gain. Local firms will have new supply-chain opportunities, and the logistics sector, already growing, will be even more important as the economy leans harder into e-commerce. It's a sector with reach, momentum, and room to expand.

**Perfectly placed for growth**

PwC has named Bradford one of its UK growth hubs. Combined with the Business, Professional and Financial Services cluster in Leeds, the corridor has the scale and expertise to act as a national growth engine. With unmatched talent and central connectivity, Bradford-Leeds is competing with major global centres.

**Finance that shapes the future**

Bradford is a cornerstone of the Northern Square Mile. It has cultivated a workforce trusted to manage billions in assets and deliver contracts on a global scale. That talent has proved its resilience, steering the wind-down of Bradford & Bingley and Northern Rock, running HM Treasury's Help to Buy, and now powering a fast-growing fintech ecosystem.

**Backing the next big thing**

Bradford's innovation ecosystem is strong. Our universities, colleges, creative industries, start-ups, and research hubs are all critical enablers of innovation and growth.

**Other important sectors**

These sectors either already employ large numbers of people (but may not immediately secure the higher value economic growth which Bradford needs), or have long-term potential based on future investment.

**Life Sciences**

We have strengths in medical and dental instruments and there are opportunities in wider health-tech sectors. This will be enhanced through the £160 million investment in the West Yorkshire Investment Zone.

The £1 billion investment in rebuilding Airedale Hospital and our local expertise create further opportunities for innovation and supply chains. This includes existing activities at the University of Bradford, St Lukes and Bradford Royal Infirmary.

**Green Economy**

A £500 million hydrogen investment puts Bradford right at the front of the clean-energy shift, cuts carbon from local industry and creates space for a whole new wave of green businesses. This is the moment to build a low-carbon sector with real national impact.

Today, Bradford professionals are also strengthening the northern presence of regulators such as the Bank of England and the Financial Conduct Authority, embedding the District at the heart of financial leadership beyond London.

But the challenge is scale. To turn more ideas into real economic impact, we must support more entrepreneurial teams to form, become innovation-capable, and ready to scale, drawing on all the talents across our District.

That also means investing in people with the skills to innovate, build, and grow. Skills are the foundation of scaling businesses and connecting Bradford to global opportunities.

Bradford needs greater access to global markets, stronger industry anchors, and more risk capital. That's how we grow innovation into higher wages, stronger productivity, and businesses ready to export to the world.

# Powered by Knowledge

We're locally connected to globally recognised academic institutions which will act as a pipeline for talent, research, and innovation, enabling inward investors to tap directly into bespoke talent programmes and technology transfer initiatives tailored to business needs:

- **School of Management at The University of Bradford** – part of the elite group of 1% of business schools worldwide with Triple Crown accreditations and a leader in circular economy.
- **Bradford Institute for Health Research** – one of the leading national health research centres in the UK and internationally.
- **Connected Bradford** – a national trailblazer in demonstrating how linked data can improve lives. We host the Yorkshire and Humber Secure Data Environment and one of the richest civic datasets in Europe.
- **Born in Bradford** – world-renowned study, with over 60,000 Bradfordian's proudly involved in this groundbreaking programme. There are more people involved in research in Bradford than in any other UK city – we really are a City of Research.
- **Leeds Institute of Data Analytics and the Alan Turing Institute** – specialising in data mining financial records, with open banking and PSD2 regulations meaning customers can share their banking records with third parties, it is important to ensure we share data safely.
- **Quantum Technologies at the University of York** – leading research and development into quantum technologies, future encryption methodologies and data integrity. The UK quantum communications hub is based nearby at the University of York.
- **University of Leeds** – Regularly the number one in the UK for accounting and finance, and ranked highly in the UK for economics.





## Best place to start a business

Ranked top by the Barclays SME Growth Factors Index and named a Top 20 UK city for business growth by the Sunday Times.

### Backing small businesses

Meeting the challenge of artificial intelligence is central to driving productivity gains across Bradford. The District has unique strengths to build on, particularly at the University of Bradford, where expertise in AI research and innovation can be harnessed to support local businesses. But Bradford's growth won't come from big sectors alone. It will be built by businesses of every size, especially the 16,000 small and medium-sized enterprises (SMEs) that keep the District moving. Nearly nine in ten are micro-enterprises with fewer than ten staff, the backbone of our economy.

To unlock their potential, support must fit their reality. That means giving small firms the tools to adopt new technology, innovate from where they are, and work smarter. Digital systems, data, and modern processes can boost efficiency, cut costs, and make businesses more competitive.

But none of this works without getting the fundamentals right. Businesses need reliable infrastructure, affordable workspace, access to finance, and strong local networks. They need skills pipelines that match the demands of modern industries, and practical support that helps them navigate regulation and markets. With these basics in place, investment in AI and digital innovation can truly take root.

With the right fundamentals, skills, and backing, Bradford's SMEs can power a faster, more resilient economy will strengthen supply chains and turning the District into a hub of agile, high-performing businesses.

### Building what growth needs

Connectivity is key to Bradford's new future. A new city-centre through station on Northern Powerhouse Rail will cut journey times, open wider labour markets, and drive low-carbon growth. The first phase of mass transit will link Bradford and Leeds with reliable, high-capacity and high frequency services, while road upgrades will prioritise safety, freight, and efficiency.

Full fibre broadband and enhanced mobile connectivity underpin smart cities technologies, advanced manufacturing, automation, connected healthcare and creative industries. Digital infrastructure is an enabler of innovation and will give us the productivity gains the District needs. Bradford District outperforms the UK on connectivity with 90% full fibre broadband coverage, outperforming the UK national average of 81%.

Air and sea links complete the picture. Leeds Bradford connects to Europe, Manchester Airport to the world, and east and west coast ports keep exporters plugged into global markets. Working with logistics partners, we'll streamline routes, cut emissions, and back SMEs to trade more efficiently.

This will create a super-connected northern triangle of Leeds, Manchester, and Sheffield with an economic area of 6.6 million people and Bradford right at its centre.

## Skills that pay off

Bradford is competing in the global race for talent, and our strength lies in developing it locally.

By 2035, our District will need thousands of skilled workers in its fastest-growing industries. SkillsHouse, our District-wide partnership, is aligning training with employer demand so every young person has a clear route into education, training, or work. From green construction to robotics, we'll continue to grow the talent we need here and attract the best from elsewhere.

Spinouts are critically important too. They transform cutting-edge research and ideas from our universities and research hubs into real businesses that drive innovation, create jobs, and anchor growth in Bradford.

The University of Bradford is expanding its enterprise support activities to provide routes into self-employment in high-growth, innovating businesses. Together, skills and spinouts ensure Bradford's innovation ecosystem is not just strong, but ready to scale, turning local talent into global impact.

## A talent pool that runs deep

41% of residents qualified to degree level or above – outperforming regional and OECD averages.

## CASE STUDY

# SkillsHouse: Opening doors to better jobs

Bradford sits at the heart of the region's Learning and Creativity Plan. **SkillsHouse** is a flagship partnership embedded in the District's regeneration and growth plan, uniting Bradford Council, the Department for Work and Pensions, the West Yorkshire Combined Authority, education providers, anchor institutions, and community organisations in a shared mission to unlock the District's potential. This collaborative model delivers a seamless, all-age employment and skills service—supporting residents at every stage, from school leavers and jobseekers to adults overcoming complex barriers—while showcasing Bradford as a place where talent, innovation, and opportunity converge.

Delivered through trusted community venues, SkillsHouse provides tailored pathways into work, including apprenticeships, vocational training, and lifelong learning. It's not just about finding jobs, it's about raising aspirations, building confidence, and creating lasting opportunities.

For employers, SkillsHouse is a strategic ally in workforce development. Its employer-led approach ensures training is responsive to real industry needs, helping businesses access skilled local talent while boosting productivity and resilience. Work experience and placement programmes connect young people with the world of work, strengthening the pipeline of future employees.

Through investing in people and fostering deep collaboration across sectors, SkillsHouse is delivering the plan's ambition for inclusive growth, economic renewal, and a fairer, more connected Bradford.

**Skills  
House**

## Growing clean, growing strong

Bradford is boldly embracing the higher path to growth, one that prioritises innovation, sustainability, and quality for long-term prosperity. Growth here is underpinned by the natural systems that sustain life: clean air, fertile soils, healthy rivers, and resilient moorlands. Without these ecosystem services, prosperity would falter, which is why Bradford is investing in nature recovery alongside industrial transformation. From protecting our iconic moorlands as nature reserves to restoring habitats that buffer floods and cool our District, we're embedding ecological resilience into our future.



## Greener than you think

270,000+ trees planted since 1998,  
creating 135 hectares of new woodland.

## CASE STUDY

# A World-class Nature Reserve

**The Bradford Pennine Gateway National Nature Reserve covers around 1,272 hectares across eight connected sites on the edge of Bradford and the South Pennines – from Ilkley Moor to Penistone Hill Country Park, Shipley Glen, Baildon Moor and more.**

It was officially designated in 2025 as part of the King's Series of National Nature Reserves, a push to protect key landscapes and boost biodiversity while making nature more accessible to local communities. About 90 % of the area is UK priority habitat and over 40 % has newly protected status, helping safeguard rare species and improve ecological connections.

In 2026, the reserve earned international attention when **Condé Nast Traveller** named the Pennine Gateway one of its Seven Wonders of the World 2026, the only UK location on the list – a powerful validation of its appeal, quality and standing on the global stage.



## Opportunities in Every Postcode

Reputation is currency. Bradford must project a clear and confident identity: ambitious, enterprising, culturally dynamic, and welcoming.

By combining a strong economy with a world-class cultural offer, vibrant public spaces, and high-quality amenities, we'll secure Bradford's place on the national and international stage.

Bradford's regeneration won't be judged by how many cranes fill the skyline, but by how widely the benefits are felt. For too long, national underinvestment has held Bradford back and left too many neighbourhoods cut off from opportunity. That changes now. Bradford must not be overlooked; every community must have a stake in what comes next.

Working with partners across Bradford and West Yorkshire, we'll tackle the big blockers: economic inactivity, limited opportunities, and low aspiration. The real engine of change will be our anchor employers and the foundational economy. Sectors like transport, logistics, food and drink construction, health and social care, hospitality, early years, education, retail, and warehousing are the backbone of Bradford's labour market. By strengthening them, we will create more jobs, better jobs, and make sure people can access them more easily.

Raising pay, improving conditions, and building pathways to progression will help residents with few or no qualifications step confidently into work. And by working closely with the voluntary, community, and social enterprise sector, we'll make sure growth is shared across every community, so transformation is truly District-wide.

## Neighbourhoods Built Around People

Bradford is heading into the biggest era of change in a generation.

Over the next ten years, 17,000 new homes will be built, one of the largest housing drives anywhere in the country. This is growth on a scale that will reshape the District and set the standard for how modern, sustainable neighbourhoods should be built.

Building on robust evidence of what works, these new places will be designed around people. Streets lined with trees and green spaces at the heart of every community aren't just nice to have, they are essential. They cool our neighbourhoods in summer, absorb floodwaters in winter, clean the air we breathe, and provide habitats that sustain biodiversity. Homes will be built to the highest environmental standards, in communities where you know your neighbours, families feel settled, and the very design drivers

pride, resilience and connection.

Above all, these places will be inclusive, welcoming young people, older residents and those who are more vulnerable, ensuring that everyone benefits from healthier, greener surroundings.

Getting around will be easier and greener. Safe routes for walking and cycling, fast public transport, and smarter roads will make moving through the District simple, sustainable, and reliable.

This is about building communities that are enterprising, dynamic, future-ready, and full of life.

## Working in Partnership - All In, All Together

This is a dynamic plan that belongs to everyone. Businesses, schools, colleges, the university, government, and communities are all pulling in the same direction.

Bradford has the scale, the talent, and the confidence to lead. The transformation has started. The task now is to keep it moving and make sure it delivers for every part of the District.



## Workforce at Scale

241,900 people employed. The UK's eighth-largest urban employment area.

# Brand Bradford

**This year showed a different Bradford. Movement improved, public space was used, and people spent time in the city centre and towns because it was straightforward and enjoyable.**

**There is now a deeper sense of pride and shared belonging across the District. Streets worked, activity followed, and that shift was noticed well beyond the District.**

**The focus now is consistency. Brand Bradford is about taking what has been proven to work and embedding it into everyday decisions. There is a clear plan behind this, linking culture, regeneration, and economic growth so they support each other rather than compete for attention.**

The lesson is simple and practical.

When Bradford invests in how places actually operate – streets, public spaces, culture, and everyday activities – behaviour changes, footfall increases and confidence builds. What worked this year should be treated as the baseline, not a one-off.

Places that function well are easier to invest in, easier to recruit to, and easier to spend time in. Perception follows performance. The task now is alignment, making sure how the District looks, feels, and functions supports where it is heading and the growth it is planning for.



Brighter Still, BD 2025 ©James Glossop

A man with glasses is looking at a smartphone in a dimly lit room. The scene is illuminated with vibrant, colorful lights in shades of blue, purple, and pink, creating a modern, tech-oriented atmosphere. The man is wearing a light-colored t-shirt and is focused on the device he is holding.

# OUR ACTIONS

BRADFORD 2025  
UK City of Culture



BRADFORD 2025  
UK City of Culture



BRADFORD 2025  
UK City of Culture



BD 2025 © Karol Wyszynski

# PEOPLE

## Bradford: where people choose to be

**Bradford's greatest strength is its people, one of the youngest and most diverse populations in the UK. That energy, creativity and drive give us a real edge, and this plan is about turning it into lasting opportunity.**

We will connect schools, colleges, universities and employers so every young person has a clear route into work, training or enterprise. SkillsHouse will be at the centre, matching talent with demand in digital, green and advanced technologies. This work also complements wider priorities across the region as a critical part of the [West Yorkshire Creativity and Learning Plan](#) where inclusive growth and healthier working lives are central to regeneration.

Culture is another pillar of that strength. From the [Alhambra](#) and [Salts Mill](#) to the [Bradford Arts Centre](#), grassroots festivals and independent creators, Bradford's cultural life is part of who we are every day. Winning City of Culture 2025 gave us the platform to show the world what people here already knew: Bradford's



### OUR PLAN FOR DELIVERY:

- A place people come back to
- The best place to be creative
- A clear path to rewarding work

creative scene is world class, homegrown and bursting with ambition.

We are backing that with a skills system designed for every stage of life, from early careers to lifelong learning. With the University of Bradford, strong colleges, forward thinking employers and community training providers pulling together, talent here will not just be developed, it will be connected to opportunity.

And we know skills alone are not enough. Bradford's future will also be shaped by the people who dare to create and innovate. That means making sure the right conditions are in place: modern infrastructure, strong networks, accessible finance and a global profile rooted in entrepreneurship, culture and youthful ambition.

The talent is already here. This plan makes sure the platforms are too so, Bradford's people can turn potential into prosperity and carry this District forward with confidence.

## PEOPLE

# ↘ A PLACE PEOPLE COME BACK TO

**Bradford runs on people. One of the youngest and most diverse populations in the UK. The energy is already here, this plan makes it pay off.**

The momentum hasn't slowed. [Bradford Live](#) is back as a landmark venue for major music and events. Kala Sangam has evolved into the nationally significant Bradford Arts Centre. [The National Science and Media Museum](#) has been revitalised, reinforcing Bradford as a hub for digital culture and innovation.

Flagship festivals, [Bradford Literature Festival](#), [BD: Festival](#), [Saltaire Festival](#), keep bringing people in, boosting businesses and civic pride. Culture is now part of our economic strategy, powering regeneration, tourism, and investment.



## PEOPLE

# ↘ A PLACE PEOPLE COME BACK TO

## OUR PLAN

01

### CITY OF CULTURE LEGACY

Deliver Bradford's City of Culture 2025 Legacy Plan by expanding the District's cultural offer, scaling up flagship festivals, and actively leveraging Bradford's elevated profile to drive visitor growth through coordinated marketing, targeted investment, and year-round cultural activation.

02

### INVEST IN ICONIC ATTRACTIONS

Back Brontë Country, Saltaire, and the National Science and Media Museum with targeted support to help attract culture support grants to empower SMEs, drives creative enterprise, and link culture with real estate value.

03

### A WORLDCLASS SENSE OF ARRIVAL

Transform key arrival points in our city and towns, amplifying our vibrant cultural gateways. Explore the development of a dynamic 18-hour economy that attracts global visitors, supports local SMEs, and showcases Bradford's cultural and leisure strengths.

04

### BETTER PLACES TO STAY

Develop a hotel and accommodation plan that offers a broader range of, character-rich stays, raising Bradford's hospitality game and supporting independent SMEs creating more job opportunities.

05

### PROMOTE BRADFORD'S UNIQUE EXPERIENCES

Create a unique place-based brand for Bradford by showcasing its vibrant city centre, family-friendly towns, and scenic villages. Through highlighting distinctive experiences across the Aire and Wharfe Valleys and the [Leeds Road](#) corridor, we will position Bradford as a diverse and welcoming destination, celebrated for its rich heritage, dynamic culture, and unforgettable visitor experiences.

## PEOPLE

# THE BEST PLACE TO BE CREATIVE

**Bradford's economic future is fuelled by culture, and creativity is the bridge to learning, jobs and careers. From the Alhambra to [Impressions Gallery](#), [Mind the Gap](#), [Saltaire UNESCO World Heritage Site](#), and [Keighley's Cliffe Castle](#), our institutions blend diversity, heritage, and imagination. As the world's first [UNESCO City of Film](#), Bradford is redefining how culture and economy work together, turning creative energy into skills, enterprise, employment.**

Creativity here is visible and accessible, with pop-up performances in public spaces, digital storytelling in historic buildings, and District-wide projects that give artists and entrepreneurs the freedom to experiment and grow. [Darley Street Market](#) and Bradford Live are set to anchor both cultural and economic life, while hubs like The Unit give makers and start-ups space to collaborate, learn, and build careers.



Island of Foam, BD2025 ©Andrew Bengie

## PEOPLE

# ↳ THE BEST PLACE TO BE CREATIVE

## OUR PLAN

01

### BUILD ON CITY OF CULTURE 2025

Deliver the 2025 Legacy Plan to retain its most impactful elements, secure funding, and harness community energy to cement Bradford as a nationally significant creative hub.

02

### AN INSPIRING CULTURAL PROGRAMME

Develop a District-wide plan to grow and promote festivals, performances, and events by expanding programming, infrastructure, and partnerships across permanent venues, interim spaces, and waterways to engage diverse audiences at every scale.

03

### SPACE TO CREATE

Explore the growth of hubs like The Unit and partnerships with Channel 4 to support freelancers and gig workers, giving them visibility, resources, and collaboration opportunities.

04

### BANG THE DRUM

Bradford's creative skills are already in use across culture, business, and education. The priority now is visibility, taking that talent to national and international markets, and linking it to work, partners, and investment that grows the economy.

## PEOPLE

# ↘ A CLEAR PATH TO REWARDING WORK

**A Clear Path to Rewarding Work means access to opportunity for everyone, whether seeking employment, building a career, or starting a business. Bradford is creating a world class, data driven skills and employment system designed to reduce inequality, tackle economic inactivity, and keep pace with fast changing employer needs. Anchored by the [University of Bradford](#), [Bradford College](#), [Keighley College](#) and [ShIPLEY College](#) along with independent training providers, and a strong voluntary sector, the District is preparing people from every background to thrive.**

Employer partnerships ensure training evolves in real time with industry demand, while the Career Pathways Framework connects education to long term careers through universal curricula, sector specific programmes and immersive work experience. Together, they create a system that is responsive, inclusive and focused on rewarding work.

At the centre is SkillsHouse, Bradford's integrated hub for jobs, apprenticeships, training and enterprise, and a key part of the wider Employment West Yorkshire network of support.



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It connects residents directly to opportunities and gives employers including established organisations, start-ups and fast-growing companies, fast access to a skilled, work ready talent pool.

SkillsHouse ensures Bradford's people and businesses benefit from coordinated support, shared resources and healthier pathways to rewarding work, reducing inequality and tackling economic inactivity.



**Bradford College**



## PEOPLE

# ↘ A CLEAR PATH TO REWARDING WORK

## OUR PLAN

01

### MAKE SKILLSHOUSE THE PREMIER SUPPORT HUB

Position the SkillsHouse partnership as the central gateway for people and employers, delivering an inclusive, joined-up employment and skills service.

02

### LEVERAGE EXISTING INDUSTRY PARTNERSHIPS

Use nine CTE (Careers and Technical Education) partnerships to align training with live employer demand, expand apprenticeships, and nurture homegrown talent across all the economy.

03

### DELIVER SKILLS FOR THE FUTURE OF WORK

The Automotive and Digital Engineering Future Technology Centre, Digital Health Future Technology Centre, the Manufacturing and Engineering Hub, and an Advanced Institute for Technology and Engineering will spearhead state-of-the-art research and training facilities to deliver hands-on learning in priority emerging technologies, drive R&D, and equip our workforce with the skills of tomorrow.

04

### CAREER READY YOUNG PEOPLE

Every young person and jobseeker has a clear path and line of sight to good jobs through 15 sector gateways that deliver structured learning, work experience, and employment routes leading to career progression.

05

### SECURE SOCIAL VALUE

Expand the Building Bradford Supply Chains Partnership so anchor institutions use procurement and hiring to grow local jobs, innovation, and community wealth.



# PRODUCTIVITY

## Bradford: where businesses choose to be

**Bradford has the strength to power growth not just for West Yorkshire but for the whole of the UK. Our plan sets it out clearly, a knowledge-based, export-led economy built on innovation, talent, and enterprise.**



### Global by default

£3.5 billion in exports.  
60% to non-EU markets.

We're backing the sectors where Bradford already shines. Advanced manufacturing and materials, financial and professional services and food and drink.

We'll build on momentum and opportunities within the creative and cultural sectors, and ensure our economy and businesses benefit from investment in transport and energy infrastructure.

Add cluster strengths in RF and microwave frequency, chemicals, textiles, and dental instruments, and you've got real depth.

We're building on assets we already have. A young, diverse workforce. World-class research at the University of Bradford. Ambitious anchor institutions. Thousands of SMEs that keep the economy moving. By linking up research, skills, and



## OUR PLAN FOR DELIVERY:

- ↳ Scaling what Bradford does best
- ↳ Focus on the innovators
- ↳ Globally lead on sustainability
- ↳ Invest in Bradford
- ↳ Local strength, global reach

investment, we'll create the conditions for businesses to scale and clusters to grow.

Connectivity is key. A new through station on Northern Powerhouse Rail and the West Yorkshire Mass Transit system will plug Bradford straight into high-speed networks. Leeds Bradford Airport will extend our international reach. Full-fibre broadband and 5G will put digital infrastructure on the same level as road and rail.

Bradford's shift to a knowledge-based, export-ready economy is already happening.

## PRODUCTIVITY

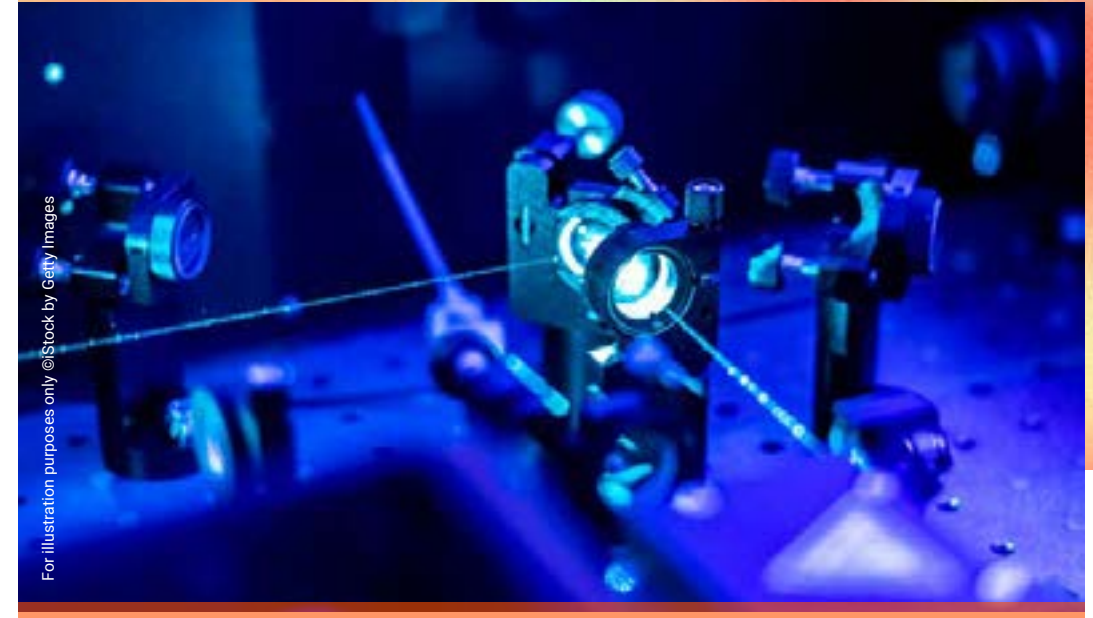
# ↘ SCALING WHAT BRADFORD DOES BEST

**This plan sets out a clear direction: build a knowledge-based, export-led economy powered by innovation and enterprise. Our core sectors directly contribute to West Yorkshire Local Growth Plan and UK Industrial Strategy, putting Bradford in a prime position to drive regional and national renewal.**

Bradford already has the edge in advanced manufacturing (machinery, chemicals, electronic and optical products, textiles), financial and professional services (financial services, back-office operations, head office/management consultancy), food and drink (manufacturing, wholesale and hospitality).

Add in emerging strengths in digital and technologies (RF and microwave), Culture and Creativity (publishing, artistic creation), and opportunities linked to hydrogen, life sciences, and transport and logistics.

To unlock this, we'll push cluster development, tighter collaboration between businesses, academia, and anchor institutions, stronger ecosystems, and policy frameworks



that let high-growth firms scale. The University of Bradford will play a central role, especially in AI, data analytics, and applied research, driving innovation into real-world impact.

Bradford is a key partner in the revised West Yorkshire Business Growth Hub, part of the new national Business Growth Service.

The Growth Hub will be key in delivering the West Yorkshire Local Growth Plan priorities of unlocking growth in sectors and clusters and enabling all businesses to access the support they need to grow. We'll make it easier for Bradford businesses to access the best local, regional, national support, from the public and private sectors.

# PRODUCTIVITY

## ↘ SCALING WHAT BRADFORD DOES BEST

### OUR PLAN

01

#### CLUSTERS THAT DRIVE GROWTH

Bradford will create local plans for key sectors using the West Yorkshire Combined Authority's cluster model, working closely with partners to build strong ecosystems, align goals, and shape policy and infrastructure that fuel innovation and growth.

02

#### THE PREMIER MANUFACTURING HUB

Deliver a District-wide plan that locally activates West Yorkshire Cluster Action Plans to scale advanced manufacturing and smart production, spotlight innovation hubs like Renduchintala Space Centre, attract investment, boost exports, and position Bradford as a leader in future-focused industrial transformation.

03

#### GROWING AND ANCHORING MAJOR EMPLOYERS

Develop a long-term growth plan with Bradford's FTSE companies and major organisations to strengthen and expand their footprint, attract high-value employers, and position the Southern Gateway as a prime location for future headquarters, innovation hubs, and investment-led regeneration.

04

#### FASTER PATHS FROM RESEARCH TO RESULTS

Explore the development sector-aligned research centres and connect to national and international networks.

05

#### WHERE BUSINESS CONNECTS AND GROWS

Develop approaches to grow collaboration through innovation networks and spaces, spaces that not only bring people together but also encourage creativity, experimentation, and shared learning. By investing in capacity building and aligning collective ambition, we can create environments where ideas flourish, partnerships strengthen, and sustainable impact becomes possible.

06

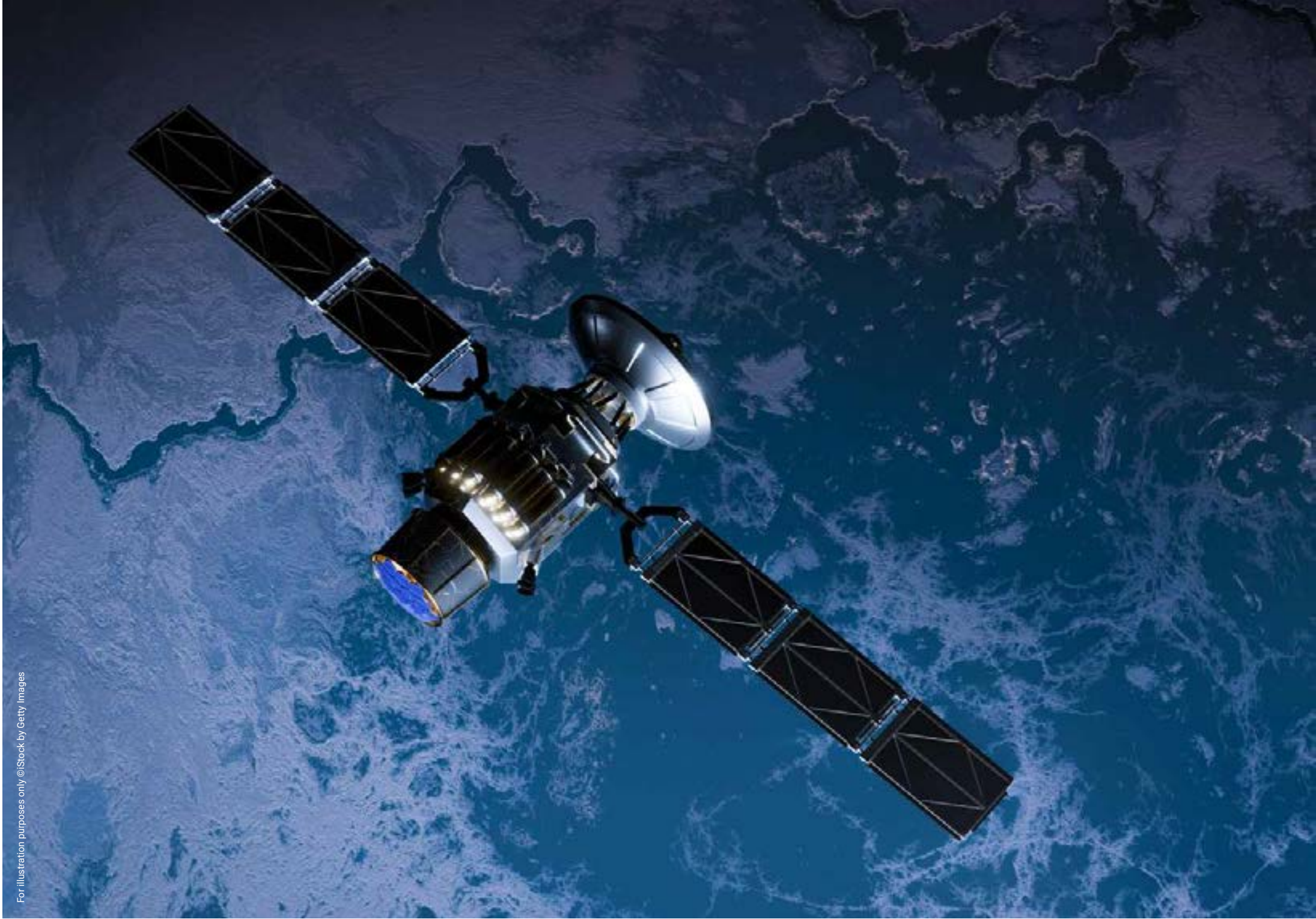
#### TAKING BRADFORD TO GLOBAL MARKETS

Deliver a unified export strategy for SMEs, linking firms to expertise, intelligence, and markets.

07

#### STRONGER FIRMS. SMARTER GROWTH.

Pursue a high-impact collaboration between the University of Bradford and businesses, aimed at driving SME growth and productivity. This initiative would leverage tailored programmes, expert guidance, and collaborative research to embed academic insight into real-world business challenges and opportunities.



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## CASE STUDY

# Built for Space. Built in Bradford.

Bradford District has established itself as a centre of excellence in satellite communications and radio frequency technologies. Along the Shipley–Saltaire corridor, a growing cluster of space-enabled businesses is serving global telecommunications, defence and security markets. This innovation ecosystem is export-led, built on a highly skilled workforce, and recognised for its significant growth potential. It is a priority for both Bradford Council and the West Yorkshire Combined Authority.

The University of Bradford adds academic depth, with more than forty years of research expertise in satellite engineering and communications. The [Bradford-Renduchintala Centre for Space AI](#) is now at the forefront of combining artificial intelligence with space technologies, strengthening the District's reputation as a hub for advanced research and commercialisation.

Radio frequency and satellite-enabled technologies cut across three of the eight priority sectors in the UK's Modern Industrial Strategy, and RF is embedded in the government's defence strategy. Bradford's cluster demonstrates how regional strengths can align with national priorities, positioning the District as a driver of innovation in sectors critical to the UK's future economy.



## PRODUCTIVITY

# ↘ FOCUS ON THE INNOVATORS

**Bradford's entrepreneurial drive is powering a new wave of growth. Named the UK's top place for start-ups, the District is building momentum in advanced manufacturing, digital technologies, financial services, and the creative industries. This is where ideas become businesses built to scale.**

A strong ecosystem powers that innovation. The West Yorkshire Innovation Centre of Excellence galvanizes the triple helix of public sector, private enterprise, and academia, driving ideas from research to real-world impact. Anchored by the University of Bradford and its Management School, firms tap into leadership programmes, investor networks, and cutting-edge labs. Start-up accelerators and research centres move ventures from concept to market, while the Bradford-Renduchintala Enterprise Ecosystem (BREE) connects entrepreneurs with global expertise and funding.



We're making growth frictionless: capital, export support, and partnerships are within reach, with initiatives helping firms diversify, strengthen supply chains, and open new markets. Ultrafast broadband, smart mobility, and clean energy systems provide the infrastructure to compete globally.

From university spinouts to global scale-ups, Bradford has built an environment where ambition connects to opportunity and businesses grow with speed and impact.

**4.6%**  
**Growth that outpaces the UK**

Business numbers up 4.6% since 2019 – compared to UK growth of just 0.1%.

## PRODUCTIVITY

# ↘ FOCUS ON THE INNOVATORS

## OUR PLAN

01

### **BUILD A SUSTAINABLE START-UP AND SCALE-UP ECOSYSTEM**

Bradford will build a sustainable start-up and scale-up ecosystem by expanding hubs, co-working spaces, tailored programmes, and innovation clusters, focusing on the people who drive enterprise through partnerships spanning business, public, and education sectors to accelerate ventures and growth.

02

### **TURBO-CHARGE ACADEMIC SPINOUTS AND SME INNOVATION:**

Bradford will cultivate robust business-university collaborations and targeted Knowledge Transfer Partnerships to embed research into industry, accelerate spin-out commercialisation through bespoke support in Digital Health and Healthtech zones, and enhance SME performance via tailored mentoring, specialist training, and resource networks.

03

### **CREATE A BUSINESS- FRIENDLY ENVIRONMENT FOR HIGH-VALUE GROWTH**

Bradford will prioritise economic development through streamlined investment processes and targeted incentives, enhance comprehensive regional support for knowledge-based enterprises, and build robust export networks enabling more local companies to access global markets, driving long-term sustainable growth and regional competitiveness.

04

### **POSITION BRADFORD AS A LEADING GLOBAL INNOVATION DESTINATION**

Bradford will establish District ambassadors to spotlight breakthroughs, execute precision-targeted marketing to attract entrepreneurs, investors, startups, and anchor companies, and showcase its competitive innovation clusters and research infrastructure globally.

## PRODUCTIVITY

# ↘ GLOBALLY LEADING ON SUSTAINABILITY

The newly published [Climate Action Plan](#) is our blueprint for a more sustainable future. With carbon neutrality by 2038 as the target, Bradford is building itself into a hub for clean growth, where technology and sustainability go hand in hand.

Investment is flowing into renewable energy, hydrogen, biomethane and heat networks. Retrofit programmes are improving homes, while developments like City Village and Southern Gateway will create new sustainable communities.

The Clean Air Zone has already cut pollution and improved health, and partnerships with the University of Bradford are accelerating innovation in sustainable manufacturing and carbon neutral production.

Sustainability here also means tackling nature's decline and adapting to climate risks. Bradford is embedding green infrastructure into the design of streets and developments, expanding tree planting through work with the [White Rose Forest](#), and strengthening flood resilience.

The Local Nature Recovery Strategy guides this approach, ensuring neighbourhoods are welcoming, playable and resilient to heatwaves, while supporting biodiversity and healthier lives.

Beyond going green, it is about cutting costs, boosting resilience and putting Bradford on the map as a leader in climate innovation.

# CLIMATE ACTION PLAN

2025 - 2028

# PRODUCTIVITY

## ↘ GLOBALLY LEADING ON SUSTAINABILITY

### OUR PLAN

01

#### LEAD GLOBAL CLEAN ENERGY INNOVATION

Bradford Low Carbon Hydrogen Facility, biomethane production, and the Bradford Energy Network will lead the global know-how needed for sustainable and secure energy by pioneering and scaling world leading clean energy production technologies.

02

#### CLIMATE FRIENDLY URBAN DEVELOPMENT

Retrofit homes and deliver sustainable new districts like City Village and Southern Gateway.

03

#### DRIVE SUSTAINABLE MANUFACTURING INNOVATION

Cut emissions and showcase best practice through Bradford Manufacturing Futures.

04

#### BE A LEADER IN SUSTAINABLE TRANSPORT SOLUTIONS

Through building on the Clean Air Zone, Local Electric Vehicle Infrastructure Programme, and Net Zero Transport programme, Bradford will be recognised as a leader in emerging technologies and solutions for sustainable travel, scale infrastructure, and urban and rural electrification.

05

#### PIONEER ZERO CARBON PRODUCTION

Work with the University of Bradford's Clean Future Innovation Exchange to trial new clean growth solutions.

06

#### NATIONAL NATURE RESERVE

Develop and implement robust management plans that leverage natural assets as economic advantage, boosting our visitor economy and delivering long-term value.

## PRODUCTIVITY

# INVEST IN BRADFORD

**Trade and foreign direct investment (FDI) are driving Bradford's shift to a high-value economy. In 2024, the District helped fuel a 53% rise in FDI projects across Yorkshire and the Humber, defying national trends and pulling global capital into advanced engineering, chemicals, and financial services.**

FDI isn't just cash on the table, it brings new technologies, global expertise, and access to wider markets. It makes local firms sharper, more productive, and more competitive. Bradford's growing profile shows how the UK's investment map is changing, with Districts like ours offering real advantages outside London.

Trade is just as crucial. Expanding Bradford's export base will strengthen supply chains, diversify incomes, and lock in new partnerships. The US remains West Yorkshire's biggest investor, but opportunities are multiplying across Europe, Asia, and emerging markets. By tying trade and investment strategies together, Bradford can cement its position as a globally connected hub for research-driven industries and innovation-led growth.



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# PRODUCTIVITY

## INVEST IN BRADFORD

### OUR PLAN

01

#### INTERNATIONAL PROMOTION

Develop and deliver a targeted inward investment plan to position Bradford on the global stage as a prime location for corporate HQs, high-growth start-ups, and R&D. Campaigns will highlight strengths in advanced engineering, chemicals, financial services, and digital innovation.

02

#### COMPREHENSIVE ENTERPRISE SUPPORT

Working closely with West Yorkshire Combined Authority, offer end-to-end support to incoming firms, site identification, planning and permitting, access to incentives, ensuring a smooth landing for investors.

03

#### STRATEGIC EVENT MARKETING

Target flagship trade shows and conventions, pooling resources with universities, research institutions, and trade associations to showcase Bradford's sector strengths.

04

#### GLOBAL CHAMPIONS PROGRAMME

Explore a Bradford Global Champions programme to mobilise sector ambassadors to share detailed case studies, leverage targeted social media campaigns and PR initiatives, and execute a bespoke Diplomacy Plan that cultivates strategic international city partnerships and cluster alliances aligned with Bradford's sectoral growth priorities.

05

#### INTEGRATED TRADE FRAMEWORK

Deliver SME export support, run high-impact overseas trade missions with West Yorkshire Combined Authority, and present a joined-up regional trade and investment offer that secures and grows FDI in Bradford's core industries.

## PRODUCTIVITY

# LOCAL STRENGTH, GLOBAL REACH

**Bradford is in the middle of a transport revolution, putting people, businesses, and communities at the centre of a smarter, greener network. That means better rail, trams, roads, air links, and even historic waterways, all designed to give residents and businesses world-class mobility.**

The new landmark railway station will transform train travel, anchoring the Southern Gateway regeneration and connecting Bradford to national speed networks. Alongside this, a next-gen tram system will connect Bradford and Leeds across West Yorkshire's fastest-growing corridor, joining up centres of innovation, learning, finance, and industry.

Air links are part of the plan, too. [Leeds Bradford Airport's Vision 2030](#) programme will deliver a world-class gateway, while Manchester Airport continues to handle heavy global flows. Together, they'll expand



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routes, capacity, and choice, making Bradford an even more attractive place to live, work, and invest.

The endgame? A fully integrated, multimodal system, faster trains, reliable trams, cleaner buses, safer cycling, and smarter freight. A network that makes sustainable travel the easy choice, boosts trade, and connects Bradford directly to the world.

# PRODUCTIVITY

## LOCAL STRENGTH, GLOBAL REACH

### OUR PLAN

01

#### A REVOLUTION IN RAIL

Continue to promote the strategic case for relocating Bradford Interchange with a new through-station, unlocking direct HS2 and Northern Powerhouse Rail connections, electrification of the Calder Valley Line, and anchoring the £3billion Southern Gateway regeneration.

02

#### A REVOLUTION IN MASS TRANSIT

Deliver Phase 1 of the West Yorkshire transit system linking Bradford and Leeds across West Yorkshire's fastest-growing corridor, connecting workers to jobs and students to colleges and universities.

03

#### STREETS MADE FOR PEOPLE

Through implementing the Bradford District Transport Strategy, build a world-class network of walking and cycling routes, linking new neighbourhoods like City Village to schools, workplaces, and cultural venues.

04

#### A FASTER, CLEANER BUS NETWORK

Expand the bus network with faster, cleaner, and more reliable services across towns and villages, cutting travel times and boosting connectivity for residents, workers, and visitors.

05

#### FREIGHT THAT MOVES FAST

Develop a plan to upgrade road and rail logistics infrastructure to streamline freight movements, improve supply chain resilience, and give exporters faster, more reliable access to ports and airports.

06

#### OPENING BRADFORD TO THE WORLD

Back Leeds Bradford Airport's Vision2030 expansion to grow international routes, while improving rail and road access to airports across the North, giving Bradford global reach.



# PLACE

## Bradford: where people choose to live



**Bradford is setting a new standard for the cities and towns of tomorrow, rooted in evidence, shaped by creativity, and built around the lives of the people who live here.**

The Council's Local Plan sets the direction for housing growth across the District, while Council-led Development Frameworks show how specific towns will be designed and delivered.

Our city and town centres are being reimagined as engines of growth, lively, welcoming spaces that mix retail, hospitality, arts, entertainment, and housing. Areas that once sat underused are becoming thriving hubs of culture and commerce, animated by festivals and events that showcase Bradford's identity to the world.

The Born in Bradford research programme, which follows the lives of over 60,000 residents, gives us a unique window into what keeps families healthy and thriving. That evidence feeds

directly into regeneration, influencing everything from neighbourhood design to community health, so change goes beyond the cosmetic, it improves how places work for people.

The future we're building is liveable and inclusive: lively streets, affordable homes, abundant green space, and opportunities close to home. Bradford is set to become one of the most attractive, connected Districts to live, study, and work.

### OUR PLAN FOR DELIVERY:

- Homes that feel like home
- Life, right at the centre
- Keighley: a place to create and make
- Bingley: A live-work community in an exceptional, natural setting
- Shipley: a family-friendly commuter town
- Ilkley: a stunning town, landscape and culture



### Confidence, Priced In

House prices up nearly 39% in five years – well above the UK average.

## PLACE

# ↘ HOMES THAT FEEL LIKE HOME

**Bradford is planning one of the boldest housing programmes in the UK: 17,000 new homes in the next decade, giving 56,000 people modern, sustainable places to live. Growth will be balanced with quality of life, mixing affordable and social housing with homes designed for changing needs.**

With one of the youngest populations in the country, Bradford is creating neighbourhoods where play is integral, ensuring public spaces invite joy, connection and belonging.

That starts with design. Our District-wide Homes and Neighbourhoods Design Guide sets a clear, consistent standard for quality and liveability and is already guiding how new development comes forward.

The city centre has already seen one of the biggest transformations in Europe, and we're pushing further. New neighbourhoods will set a standard for liveable design: tree



lined streets, safe walking and cycling routes, accessible transport, and public spaces that bring people together. Historic terraces and estates will be improved, while smarter, higher density developments will create walkable, connected communities.

Every home will sit within a neighbourhood that works, with schools, services and hubs of activity close by.

We are shaping Bradford to be one of the most liveable, connected and future ready districts anywhere, known for housing and neighbourhoods that work for everyone.

## PLACE

# ↘ HOMES THAT FEEL LIKE HOME

## OUR PLAN

01

### ACCELERATE DECENT AFFORDABLE HOMES

Rapidly deliver through the Housing Transformation Programme 8,000 affordable, decent homes District-wide by collaborating with housing associations and developers, unlocking public land, streamlining planning approvals, and securing funding to serve communities.

02

### DELIVER LIVEABLE NEIGHBOURHOODS

Through delivering the [Bradford Housing Strategy](#) and Home and Neighbourhoods Design Guide, ensure the delivery of walkable, cycle-friendly neighbourhoods with tree cover, safe streets, accessible transport, and high-quality public spaces and places that are healthy, connected, and socially vibrant.

03

### WELLBEING BUILT IN

Through the Housing Transformation Programme, refurbish and diversify social housing, align supply with modern needs, and ensure new homes come with schools, services, and community facilities to keep neighbourhoods strong and inclusive.

## PLACE

# ↘ LIFE, RIGHT AT THE CENTRE

**Bradford is reshaping its city centre into a place that works for everyday life, not just occasional visits. It's about creating a centre where people can live, work, spend time, and feel part of the city.**

Major projects are driving that change. City Village is bringing new homes into a walkable, mixed neighbourhood close to the heart of the centre. Southern Gateway, one of the region's largest regeneration sites, will unlock space for housing, jobs, culture, and new activity at scale.

That shift is already visible. Darley Street Market is busy with traders, food, and events. Bradford Live has opened as a major live venue, attracting audiences from across the country. Norfolk Gardens has been renewed as a central public space, while established anchors like [The Broadway](#), [St George's Hall](#), and the National Science and Media Museum continue to draw people into the city centre and keep it active throughout the day and evening.



For illustration purposes only ©City Village

## PLACE

# ↘ LIFE, RIGHT AT THE CENTRE

## OUR PLAN

01

### A NEW IDENTITY AND BLUEPRINT FOR PLACE SHAPING

Building on City Village, reviewing and refreshing both the City Centre Area Action Plan and the Bradford Centre Regeneration Plan to define distinct city districts, set out clear identities, and create a cohesive framework for post-pandemic living, working, and leisure.

02

### MODERN CITY LIVING - A HOME IN THE HEART OF THE CITY

Deliver 10,000 new city-centre homes, including in City Village (1,000 homes) and the Southern Gateway, combining housing with retail, culture, and green spaces rich in nature.

03

### A CITY DRIVEN BY EXPERIENCES

As part of a Place Marketing Plan, promote Bradford as a vibrant place to be by speeding up regeneration and backing cultural attractions that show off the city's identity, bring in visitors, and create spaces where people, businesses, and creatives can thrive.

04

### A MODERN OFFICE MARKET

Shape a future-facing office market blueprint by identifying strategic sites, defining growth ambitions, and aligning development with post-pandemic trends in workspace demand, flexibility, and innovation to attract investment and talent.

05

### BRING UPPER FLOORS BACK

Explore a pilot with Homes England to bring upper floors back into use, unlocking space for housing or innovation. This will support regeneration, increase city centre vibrancy, and demonstrate scalable solutions for urban renewal.

## PLACE

# ↘ KEIGHLEY: A PLACE TO CREATE AND MAKE

**Keighley will build on its heritage as a making town, textiles, manufacturing, and engineering, while moving confidently into advanced technology and research.**

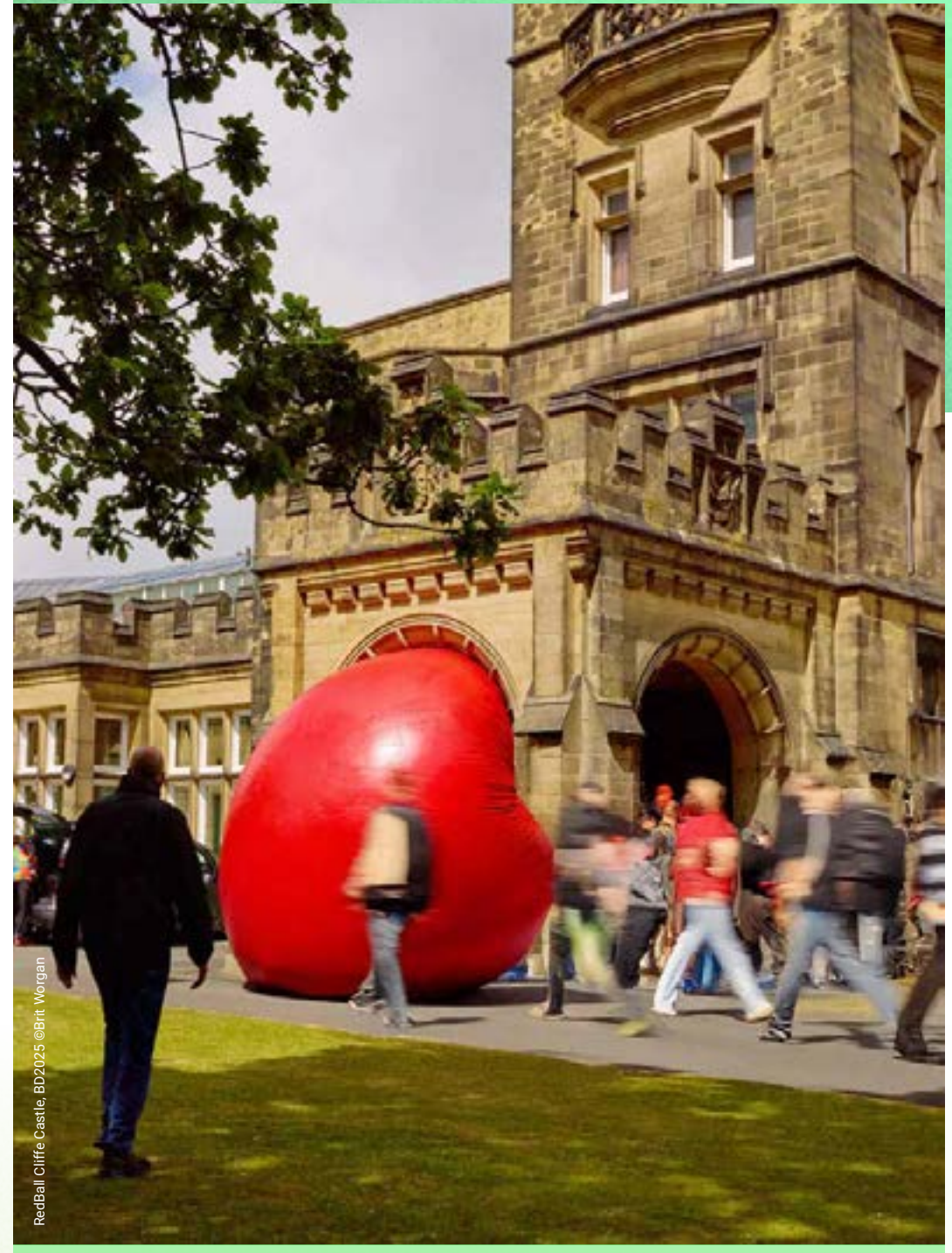
Keighley's future will be shaped through the implementation of the [Keighley Development Framework](#). The town centre will be reimagined with new leisure and health facilities, anchored by the rebuild of Airedale Hospital, the creation of a new Health and Wellbeing Hub, and the redevelopment of Keighley Market.

Tourism will expand around the [Keighley and Worth Valley Railway](#), connecting visitors to Brontë Country and the Worth Valley. Public squares, nature-rich green spaces, and a new

heritage trail will strengthen Keighley's sense of place and community pride.

Keighley's creative future is emerging through major new investments in culture and skills. The new [Keighley Arts Centre](#) will anchor a vibrant cultural quarter, supporting makers, performers, and digital creatives, and expanding opportunities for community participation.

Alongside this, the new Keighley College Adult Skills Hub will strengthen pathways into creative, digital, and technical careers, offering industry-aligned retraining and upskilling for residents. Together, these developments will position Keighley as a District leader in creativity, lifelong learning, and inclusive economic growth.



RedBall Cliffe Castle, BD2025 ©Britt Worgan

## PLACE

# ↘ KEIGHLEY: A PLACE TO CREATE AND MAKE

## OUR PLAN

01

### SHOWCASE KEIGHLEY'S HERITAGE

Promote the town's cultural assets, from Cliffe Castle and East Riddlesden Hall to the Keighley & Worth Valley Railway, to strengthen tourism and storytelling.

02

### BRING THE TOWN CENTRE ALIVE

Building on the redevelopment of Keighley Market, create a vibrant town centre that is active both day and night by broadening the mix of uses in the town centre to include leisure, health, residential, cafes and restaurants.

03

### BOOST MANUFACTURING TALENT

Build on Providence Park and Keighley Manufacturing Centre with training, research, and stronger industry links to grow advanced manufacturing and engineering skills.

04

### IMPROVE SUSTAINABLE TRANSPORT

Create safe walking and cycling routes, promote public transport, and reduce reliance on cars.

05

### BUILD INVITING COMMUNITY SPACES

Develop new squares, green spaces with nature, and public areas for socialising, making Keighley safer and more welcoming.

06

### GROW KEIGHLEY'S CREATIVE FUTURE

Develop Keighley Arts Centre as a cultural regeneration hub for performance, exhibitions, and enterprise. Link with Keighley College Adult Skills Hub to create pathways from learning to employment in creative, digital, and green sectors.

## PLACE

# ▾ BINGLEY: A LIVE-WORK COMMUNITY IN AN EXCEPTIONAL, NATURAL SETTING

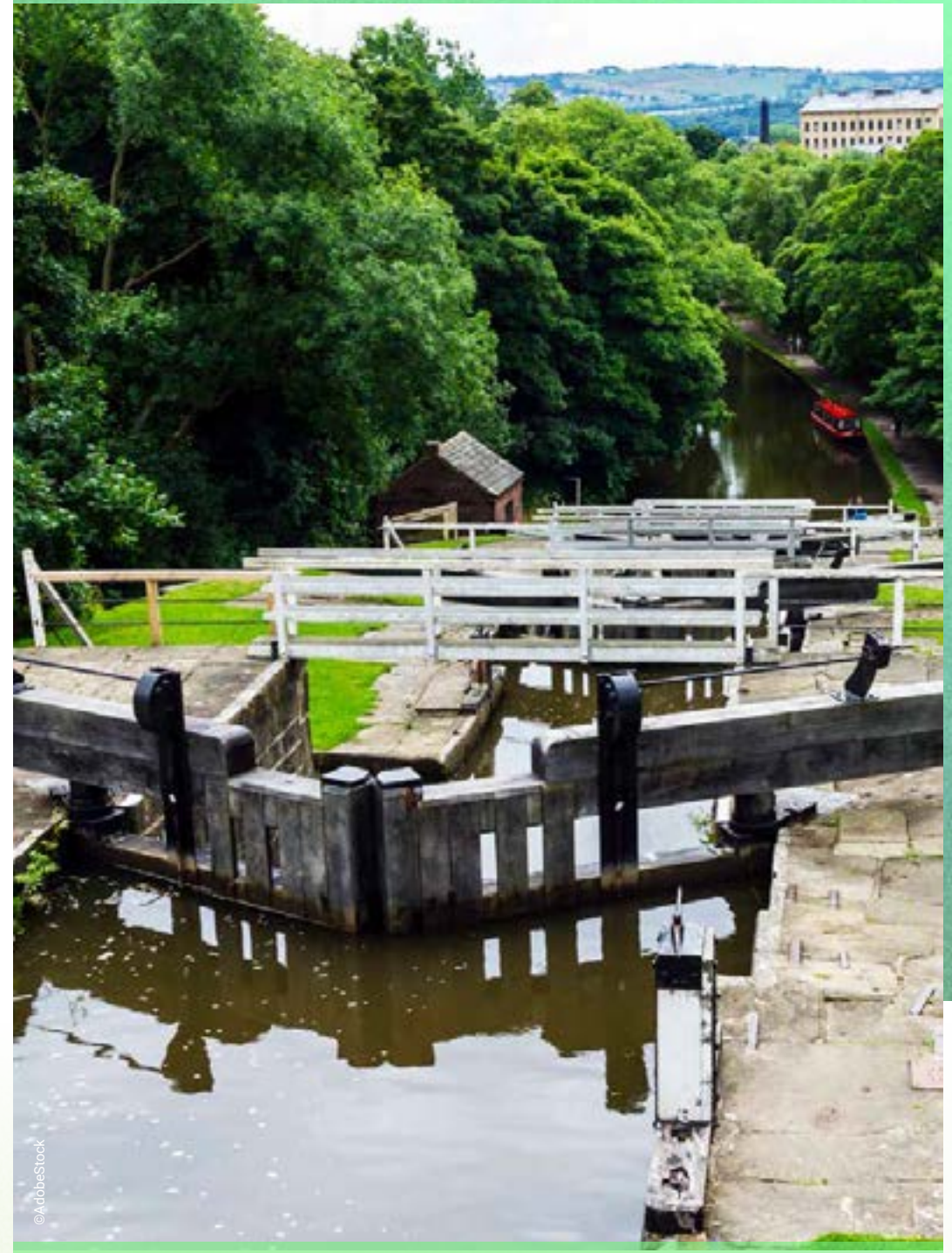
**Bingley has all the ingredients to create a thriving and sustainable live/work community.**

**The strong-knit local community, coupled with a good mix and diversity of uses, and excellent transport connections, means that Bingley is already an attractive place in which to live, work, and make the most of the leisure amenities on offer.**

Through the implementation of the [Bingley Development Framework](#), Market Square will be revitalised with cafés, family-friendly amenities, and cultural events.

Walking and cycling routes will link Five Rise Locks, [Myrtle Park](#), and the River Aire, making Bingley even more attractive to families, professionals, and visitors.

With strong transport links, Bingley has the potential to be one of Britain's most liveable towns, balancing jobs, homes, and leisure with access to stunning countryside.



©AdobeStock

## PLACE

# ▾ BINGLEY: A LIVE-WORK COMMUNITY IN AN EXCEPTIONAL, NATURAL SETTING

## OUR PLAN

01

### SHOWCASE BINGLEY'S WORK-LIFE HARMONY

Market Bingley as a well-connected town with jobs, housing, and family-friendly leisure, ideal for professionals and families.

02

### UNLOCK BROWNFIELD POTENTIAL

Repurpose brownfield land to add homes and businesses, maximising transport links and ensuring efficient, high-quality design.

03

### DELIVER LOW-CARBON SOLUTIONS

Embed clean growth principles in all new developments, align with Bradford's Clean Growth Agenda and promote sustainable travel.

04

### REVITALISE THE TOWN SQUARE

Reimagine the market square as a flexible events space, building on Bingley's café culture and hospitality offer.

05

### UNLOCK WELLNESS POTENTIAL

Strengthen access to green and blue spaces like Five Rise Locks, Myrtle Park, and the River Aire, while boosting festivals.

## PLACE

# ↘ SHIPLEY: A FAMILY-FRIENDLY COMMUTER TOWN

**ShIPLEY has the opportunity to become a sustainable and thriving area of the Bradford District, with a new residential offer, a vibrant and updated town centre, alongside the World Heritage Site of Saltaire, and a bolstering visitor economy.**

**ShIPLEY has a wide range of opportunity sites, including significant Brownfield Land, which is prime for redevelopment. We need to provide for new housing sites as well as create opportunities for high-quality employment, encouraging our existing businesses to stay in ShIPLEY and scope for them to expand and grow as their needs change.**

Through the implementation of the [ShIPLEY Development Framework](#) and the ShIPLEY and Canal Road Area Action Plan, industrial heritage sites will be reimagined as attractive waterside housing, while canals and rivers open up for leisure and community life.

Proximity to Saltaire gives ShIPLEY global cultural weight. The town will keep its identity as a “making place,” leveraging its manufacturing base and creative industries to grow jobs and attract enterprise.



Bloom Press, BD2025 ©David Lyndsay

# PLACE

## SHIPLEY: A FAMILY-FRIENDLY COMMUTER TOWN

### OUR PLAN

01

#### MAKE SHIPLEY FAMILY-FRIENDLY

Redesign the town centre with play areas, diverse uses, and spaces that encourage families to live, shop, and spend time locally.

02

#### CONNECT SHIPLEY SUSTAINABLY

Strengthen links between the rail station and town centre, improve walking and cycling networks, and expand public transport to better connect with Saltaire and beyond.

03

#### A PLACE OF ECO-LIVING

Redevelop waterside housing, retrofit homes, and embed low-carbon principles across new builds, supporting Bradford's Clean Growth agenda.

04

#### REVITALISE SHIPLEY'S COMMUNITY MARKET

Reinforce Shipley as a market town with inclusive events and affordable, locally produced food.

05

#### INNOVATE SHIPLEY

Build on its tech and media businesses to grow creative industries, encourage entrepreneurship, and create more opportunities for residents to work locally.

## PLACE

# ILKLEY: A STUNNING TOWN, LANDSCAPE, AND CULTURE

**Framed by the River Wharfe and Ilkley Moor, this is a place built on landscape, heritage, and community pride. Ilkley's future growth will reflect that, a town that stays true to its character while embracing the best of modern, sustainable living.**

The town centre will keep evolving with better public spaces, more diverse shops and services, and design that makes it welcoming and easy to get around.

Protecting what makes Ilkley special remains central; the moor, the river, the green spaces. The town will promote low-carbon living, with new walking and cycling routes linking homes, schools, and the station, making sustainable travel the natural choice.

With direct links to Leeds and Bradford, Ilkley is perfectly placed to grow as one of Britain's most desirable towns, balancing homes, jobs, culture, and leisure with countryside on the doorstep.



©Visit Bradford

# PLACE

## ILKLEY: A STUNNING TOWN, LANDSCAPE, AND CULTURE

### OUR PLAN

01

#### GROW SUSTAINABLY

Back well-designed, zero-carbon homes in the right places, with a mix of affordable and community-led options.

02

#### PROTECT WHAT MATTERS

Keep Ilkley's heritage, facilities, and landscapes – including the Moor, the River Wharfe, and Green Belt – protected for future generations.

03

#### ENHANCE GREEN & BLUE SPACES

Improve parks, riverside paths, and cycle routes, while boosting biodiversity with new habitats and community gardens.

04

#### CUT CARBON, IMPROVE ACCESS

Invest in charging points, safer streets, and 20mph zones, connecting homes, schools, and shops through walking and cycling.

05

#### BOOST THE LOCAL ECONOMY

Support small businesses, creative industries, and tourism through high-quality design and a lively town centre.

06

#### BE INCLUSIVE & RESILIENT

Plan for all generations, adapt to climate challenges, and build a town ready for the future.





# OUR PARTNERS



# Partnerships

**Bradford's growth isn't happening in isolation. It's driven by a network of people and organisations pulling in the same direction, employers, developers, investors, Business Improvement Districts (BID), business groups, skills providers, and the voluntary and community sector. Together, they're creating jobs, bringing in investment, and making sure every community feels the benefit.**

## What We'll Do

We'll lead from the front and make the system work harder and faster for Bradford.

- ✎ **Planning with Purpose:** We'll have a can-do attitude, move quickly, stay transparent, and focus on getting the best outcomes for communities and the economy. Our Local Plan and Land Development Frameworks will protect employment land, keep affordable workspaces available, and guide development to the right places.
- ✎ **Re-energising High Streets:** Vacant units will be brought back into use. We'll provide more targeted local support to ensure the ongoing vibrancy of our town centres and high streets.
- ✎ **Maximising Social Value:** Developments won't just go up, they'll leave something behind; community facilities, affordable spaces, and infrastructure that makes a difference day-to-day.
- ✎ **Promoting Bradford:** Targeted campaigns will push Bradford's strengths, talent, location, culture, and opportunity to global investors and entrepreneurs.
- ✎ **Sector-Specific Focus:** With smart policy, we'll give Bradford's existing and opportunity sectors the environment they need to scale, diversify, and compete globally.

## How You Can Help

This isn't just our job. Partners have a big role to play:

### 01 GOVERNMENT AND MAYORAL COMBINED AUTHORITY:

Back us with targeted funding, powers and flexibility so we can close gaps and move faster.

### 02 INVESTMENT AND PROMOTION BODIES:

Work with us to promote the region and align with global investment flows. Work with us to promote Bradford, opening doors for Foreign Direct Investment and attracting strategic partners.

### 03 REGIONAL PARTNERSHIPS:

Be More Bradford and collaborate across West Yorkshire and the Northern Powerhouse to deliver practical solutions that enable growth.

### 04 DEVELOPERS:

Engage with us to explore opportunities, talk to us and our communities early, build sustainably, and deliver quality.

### 05 BIDS AND BUSINESS FORUMS:

Strengthen networks and support for the 99% of Bradford firms that are micro or small businesses.

### 06 INVESTORS:

Back Bradford's growth sectors and the 7 Big Game Changers pipeline to build strong clusters.

### 07 EMPLOYERS:

Plug into our skills and employment programmes, shape the pipeline, and open up opportunities for Bradford residents.

## We'll Know It's Working

We'll hold ourselves accountable. The Bradford Growth and Skills Board will oversee delivery with annual reports and KPIs that track real impact, not just projects signed off, but lives improved.

We will publish an annual progress report, tracking delivery against agreed milestones (see Appendix 1), providing transparency, and adapting where needed to remain agile and competitive.

A rolling delivery plan will set out key milestones for the 7 Big Game Changers and the three Growth Themes, refreshed each year to reflect progress and emerging opportunities.

Most critically, we will know we have succeeded when:

- ↘ Bradford's recognition as a UK Core City confirms its status as a leading urban economy.
- ↘ Growth in GVA per hour worked in Bradford is in line with the core cities average, demonstrating we have achieved our aspirations to raise our levels of productivity
- ↘ The number of businesses per 10,000 people matches the core cities median figure, increasing our levels of business density.
- ↘ Our aspirations to grow Bradford's priority sectors are achieved, realising our goals.

- ↘ The proportion of residents with Level 4+ qualifications in Bradford matches the Core Cities average.
- ↘ We have delivered 17,000 new homes, with a strong focus on affordability, enabling more people and families to live well in Bradford, close to jobs, services, and vibrant communities.





# APPENDIX

REGENERATION AND GROWTH PLAN  
KEY INDICATORS (BY 2035)

THEME	INDICATOR	MEASURE	AMBITION (2035)	SOURCE	FREQUENCY	RELEASE DATE
PEOPLE	Unemployment rate reduces	Unemployment rate - aged 16-64	Reduce the unemployment rate from 4.8% to around 4%, in line with the national average.	<a href="#">Annual Population Survey (APS)</a>	Quarterly	January
	Residents qualified to Level 4+ increase	Percentage of the population aged 16 to 64 with RQF level 4+ qualifications	Increase the proportion of residents with Level 4+ qualifications from 41% to 48%, matching the Core Cities average.	<a href="#">Annual Population Survey (APS)</a>	Annual	January
	Residents qualified to Level 3 increase	Percentage of the population aged 16 to 64 with RQF level 3 qualifications	Maintain the proportion of residents qualified to Level 3 at or above 24% over the next decade, ensuring the area continues to outperform comparable cities.	<a href="#">Annual Population Survey (APS)</a>	Annual	January
	Proportion of higher occupational jobs increases	Proportion all in employment in higher occupational jobs (SOC 1-3)	Raise the share of people employed in high-skilled occupations from 52% to 54% (in line with national average)	<a href="#">Annual Population Survey (APS)</a>	Quarterly	January
	Maintain NEET rates	Proportion of young people aged 16-17 not in education, employment or training (NEET)	Keep the proportion of 16–17-year-olds not in education, employment, or training at 2.1% or lower	<a href="#">Participation in education, training and NEET age 16 to 17 by local authority, Academic year 2024/25 - Explore education statistics - GOV.UK</a>	Annual	July
	Improved progression to Higher Education	Progression rate to Higher Education by age 19	Support more 19-year-olds to progress into Higher Education, targeting a participation rate of at least 45% (similar to national average)	<a href="#">Widening participation in higher education, Academic year 2023/24 - Explore education statistics - GOV.UK</a>	Annual	July
	Improved apprenticeships starts	Apprenticeships starts, under 24 years old	Sustain strong apprenticeship starts, ensuring performance remains above the Core Cities average	<a href="#">Apprenticeships, Academic year 2024/25 - Explore education statistics - GOV.UK</a>	Annual	July
	Satisfaction with local area aligns with national average	Proportion of people aged 16+ who are satisfied with the local area as a place to live	Increase the proportion of residents aged 16+ who are satisfied with their local area from 63% towards the Core Cities average of 69%	<a href="#">Community Life Survey - GOV.UK</a>	Annual	July
	Enhanced international profile	International visitors to Bradford town ('000)	Increase annual inbound visitors to above pre-pandemic levels (66,000)	<a href="#">Inbound Tourism Spend &amp; Trends By UK Town   VisitBritain.org</a>	Annual	November
PRODUCTIVITY		Total employment	Grow total employment by 3% annually over the plan period, reaching approximately 271,000 jobs in 2035.	<a href="#">Business Register and Employment Survey</a>	Annual	November
		Annual growth in employment				
	Growth in employment	Advanced manufacturing and materials	Increase employment in Advanced manufacturing and materials from 9,700 to 11,800 jobs by 2035, moving the local LQ to 1.5.	<a href="#">Business Register and Employment Survey</a>	Annual	November
		Food and Drink	Sustain historic 3% annual growth in the Food and drink sector, growing employment from 21,400 to 28,800 jobs by 2035	<a href="#">Business Register and Employment Survey</a>	Annual	November

THEME	INDICATOR	MEASURE	AMBITION (2035)	SOURCE	FREQUENCY	RELEASE DATE
PRODUCTIVITY	Growth in employment	Digital & technology	Increase employment in the Digital & technology sector from 6,000 to 9,000 jobs by 2035, moving the local LQ to 0.6.	<a href="#">Business Register and Employment Survey</a>	Annual	November
		Culture and creativity	Increase employment in the Culture and creativity sector from 7,600 to 10,300 jobs by 2035, moving the local LQ to 0.6.	<a href="#">Business Register and Employment Survey</a>	Annual	November
		Financial and business services	Increase employment in Financial and business services from 23,100 to 30,700 jobs by 2035, achieving an LQ of 1.	<a href="#">Business Register and Employment Survey</a>	Annual	November
	Increase levels of specialisation in priority sectors	Employment LQ relative to England in priority sectors		<a href="#">Business Register and Employment Survey</a>	Annual	November
		Advanced manufacturing and materials	Returning the concentration of jobs in Advanced manufacturing and materials to its historical LQ of 1.5.	<a href="#">Business Register and Employment Survey</a>	Annual	November
		Food and Drink	Increase the concentration of jobs in Food and drink towards an LQ of 1.4 (in line with its historic levels of growth).	<a href="#">Business Register and Employment Survey</a>	Annual	November
		Digital & technology	Returning the concentration of jobs in Digital & technology to its historical LQ of 0.6.	<a href="#">Business Register and Employment Survey</a>	Annual	November
		Culture and creativity	Returning the concentration of jobs in Culture and creativity to its historical LQ of 0.6.	<a href="#">Business Register and Employment Survey</a>	Annual	November
		Financial and business services	Increase the concentration of jobs in Financial and business services towards an LQ of 1.	<a href="#">Business Register and Employment Survey</a>	Annual	November
			Number of companies in priority sectors			
Growth in the business base	Advanced manufacturing and materials	Increase number of Advanced manufacturing and materials companies by 20%.	<a href="#">UK Business Counts</a>	Annual	November	
	Food and Drink	Increase number of Food and drink companies by 20%.	<a href="#">UK Business Counts</a>	Annual	November	
	Advanced manufacturing and materials	Increase number of Advanced manufacturing and materials companies by 20%.	<a href="#">UK Business Counts</a>	Annual	November	

THEME	INDICATOR	MEASURE	AMBITION (2035)	SOURCE	FREQUENCY	RELEASE DATE
PRODUCTIVITY	Growth in the business base	Digital & technology	Increase number of Digital & technology companies by 20%.	<a href="#">UK Business Counts</a>	Annual	November
		Culture and creativity	Increase number of Culture and creativity companies by 20%.	<a href="#">UK Business Counts</a>	Annual	November
		Financial and business services	Increase number of Financial and business services companies by 20%.	<a href="#">UK Business Counts</a>	Annual	November
	Business Density	Number of businesses per 10,000 people	Increase business density to 305 businesses per 10,000 population, aligning with the Core Cities median. This would require expanding Bradford's business base by 1,000.	<a href="#">UK Business Counts</a>	Annual	August
	Enterprise start up rate	Business births as a % of active businesses	Maintain the business birth rate at 12.6% of active businesses, aligning with the Core Cities average	<a href="#">Business demography</a>	Annual	November
	Increase net business formation rate	Net of business births minus business death as a % of active businesses	Achieve a positive net business birth rate of 0.4% of active businesses, in line with the Core Cities average	<a href="#">Business demography</a>	Annual	November
	Growth in enterprise survival rate	Proportion of businesses surviving one year	Maintain the 1-year business survival rate at 92%, matching the national average	<a href="#">Business demography</a>	Annual	November
	Growth in the number and proportion of companies classed as "high growth" companies	Number of businesses deemed high growth  Businesses deemed high growth as a % of active enterprises with 10+ employees	Increase the number of high-growth businesses to at least 75 by 2035, representing around 4% of the active business base.	<a href="#">Business demography</a>	Annual	November
	Increase innovation rates	Proportion of businesses that have engaged in innovation activities	Maintain an innovation rate above the West Yorkshire average (69%)	Local surveys	Annual	Early in the year
	Increase international trade	Total value of exports as % of GVA	Grow exports to represent 33% of GVA, up from 30%, aligning with national performance levels.	<a href="#">Subnational trade time series - Office for National Statistics</a>	Annual	August
Growth in GVA per hour worked	GVA per hour worked	Achieve productivity growth of at least 1.2% per year to reach £37.8 per hour by 2035, the Core Cities average.	<a href="#">Subregional productivity: Labour Productivity</a>	Annual	June	
Growth in GVA	GVA (£m)	Support growth in the local economy, increasing GVA from £11.7billion to £19.7billion, reaching the Core Cities median.	<a href="#">Regional gross value added (balanced) by industry: all ITL regions - Office for National Statistics</a>	Annual	April	
Increased household income	£ Gross disposable household income per head	Increase gross disposable household income (GDHI) per head by 10%, aligning with the Core Cities average of £19,800.	<a href="#">Regional gross disposable household income: all International Territorial Level (ITL) regions - Office for National Statistics</a>	Annual	September	

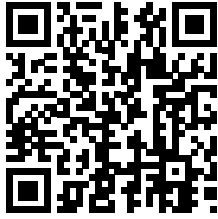
THEME	INDICATOR	MEASURE	AMBITION (2035)	SOURCE	FREQUENCY	RELEASE DATE
PLACE	Increased housing supply	Net additional dwellings	Achieve 17,000 additional new homes by 2035 in line with Government targets.	<a href="#">Live tables on dwelling stock (including vacants) - GOV.UK</a>	Annual	November
	Increased supply of affordable housing	Additional affordable dwellings	Deliver 8,000 new affordable homes over the next 10 years in line with planning policy.	<a href="#">Live tables on affordable housing supply - GOV.UK</a>	Annual	November
	Increased proportion of housing meeting EPC rating C or better	Proportion of housing with EPC Band 'C' or above	Increase the proportion of housing with EPC Band C or above to 53%, reaching the national average	<a href="#">Energy Performance Certificate (EPC) Band C or above, England and Wales - Office for National Statistics</a>	Annual	October
		Proportion of social rented housing with EPC Band 'C' or above	Proportion of social rented housing with EPC Band 'C' or above remains above national average	<a href="#">Energy Performance of Buildings</a>	Monthly	
	Increase in proportion of decent housing rentals	Proportion of rented (social and private) "decent" homes	Increase the proportion of rented homes meeting the 'Decent Homes' standard to 83%, reaching the national average.	<a href="#">English Housing Survey: local authority stock condition modelling - GOV.UK</a>	TBD	TBD
	Increased footfall in cultural venues	Visits to visitor attractions per 1,000 population	Increase visits to visitor attractions per 1,000 population by 10% by 2035.	<a href="#">England UK Tourism Industry Stats &amp; Data   VisitBritain.org</a>	Annual	June
	Improved access to green and blue spaces	Proportion of LSOAs within the 10% worse performers nationally in access to green and blue spaces	Reduce the proportion of LSOAs with the lowest access to green and blue spaces nationally, from 29% to 12%, in line with the Core Cities average.	<a href="#">Access to Healthy Assets &amp; Hazards (AHAH) - Dataset - Geographic Data Service</a>	TBD	TBD
		Proportion of people aged 16+ who are satisfied with the green and natural spaces in the local area	Increase the proportion of residents aged 16+ who are satisfied with the green and natural spaces in the area, from 69% towards the national average of 76%	<a href="#">Community Life Survey - GOV.UK</a>	Annual	July
	Greenhouse emissions per capita	CO2 tonnes divided by population	Maintain low greenhouse gas emissions per capita (around 3.3%), ensuring performance remains strong even as economic activity increase.	<a href="#">Emissions by local authority</a>	Annual	June
	Public transport usage	Passenger entries and exits across rail stations (in millions)	Increase annual rail usage to above pre-pandemic levels (15.3 million)	<a href="#">Estimates of station usage   ORR Data Portal</a>	Annual	December
	Better living standards	Proportion of people aged 16+ who think that over the past two years their area has got better to live in	Increase residents who feel the area has improved over the past two years from 10% to 11%, reaching the national average.	<a href="#">Community Life Survey - GOV.UK</a>	Annual	July
		Proportion of people aged 16+ who agree that in five years they would still like to be living in the local area	Increase residents who expect to still be living in the area in the next five years from 49% to 53%, aligning with the Core Cities average.	<a href="#">Community Life Survey - GOV.UK</a>	Annual	July
		Proportion of people aged 16+ who would recommend the local area to others as a good place to live	Increase residents recommending the area as a good place to live from 53% to 61%, matching the Core Cities average.	<a href="#">Community Life Survey - GOV.UK</a>	Annual	July

THEME	INDICATOR	MEASURE	AMBITION (2035)	SOURCE	FREQUENCY	RELEASE DATE
PLACE		% LSOAs ranking in 10% most deprived nationally	Reduce overall IMD deprivation from 37% of LSOAs in the worst 10% nationally to at least the previous level of 34%, with a long-term aim of reaching 28% in line with the Core Cities average.	English indices of deprivation 2025 - GOV.UK	TBD	TBD
		% LSOAs ranking in 10% most deprived nationally - Living environment	Reduce Living Environment deprivation to 15% of LSOAs in the worst 10% nationally, in line with the Core Cities average.	English indices of deprivation 2025 - GOV.UK	TBD	TBD
		% LSOAs ranking in 10% most deprived nationally - Barriers to housing and services	Maintain the proportion of LSOAs in the 10% most deprived nationally for Barriers to Housing and Services at a minimum.	English indices of deprivation 2025 - GOV.UK	TBD	TBD

All data correct at time of print. Subject to change.



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