



Keighley Town Fund Board Meeting

5th November 2020

17:00-19:00

Agenda

1 Apologies / Minutes / Actions

2 Consultants

3 SWOT & Vision

4 Lessons Learned from Cohort 1

5 Consultation and Engagement – Stakeholder Mapping

6 Project Identification – Proforma

7 Project Prioritisation – developing a prioritisation matrix

8 AOB

Apologies / Minutes / Actions



Consultants



Sharing our Approach & Experience from Warrington Town Investment Plan

- November 2020



Content

- Background/Atkins role
- Our Approach
- Warrington shortlisted projects
- Client feedback
- How our Experience will Benefit Shipley and Keighley

Background/Atkins Role

- Assistance with development of governance arrangements including Town Board
- Identification and set up of thematic workstreams
- Facilitation of thematic workshops
- Stakeholder participation and engagement with MHCLG/ARUP
- Development of evidence-base for Town Investment Plan (TIP)
- Project prioritisation and appraisal
- Development of the TIP (Sections 1 and 2)



Our Approach

- Defined the programme, objective and communications plan with identified risks and controls.
- Worked with thematic groups to identify a long list of projects and develop projects
- Analysed the evidence and aligned it with MHCLG criteria guidance for Towns Fund
- Applied the 'Theory of Change' to each project
- Developed the TIP and shared early drafts with the Board, MHCLG and Arup
- Revisited the selected projects after the first lockdown
- Worked in collaboration with the client team
- COVID-19 and Clean Growth commitment



Warrington Shortlisted Projects

A health and social care academy – which will offer opportunities to build a social care workforce in Warrington fit for the future.

A health and wellbeing hub in the town centre – which will help reduce health deprivation and improve quality of life, as well as increasing accessibility to healthcare and wellbeing services

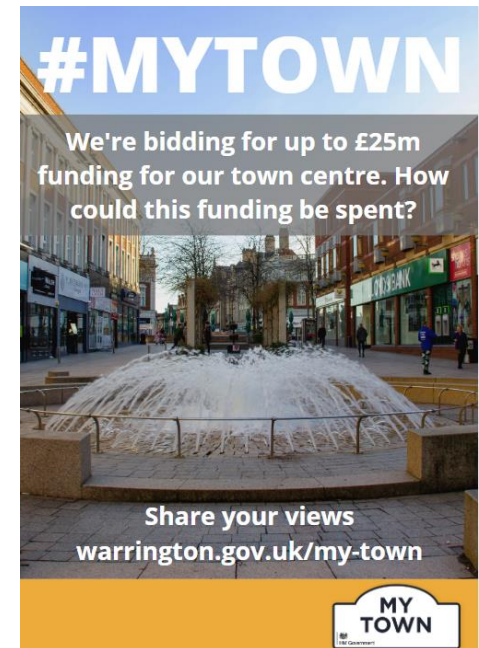
An advanced construction training centre – which will develop sustainable building skills and provide an opportunity to reskill people in sectors that have declined during the COVID-19 pandemic.

A new bus depot – which will provide the stimulus for the land on which to deliver sustainable housing.

A comprehensive active travel programme – putting in place the right infrastructure to encourage more walking and cycling throughout the town centre

A digital enterprise hub – which would be aimed at supporting all aspects of digital and disruptive technologies.

A remastered cultural hub at the Pyramid – which will nurture the arts professionals of the future, providing a modern and flexible creative space to collaborate, produce, present and perform



Client feedback

- The Warrington TIP submission was successful and has resulted in an award of £22.3m funding from MHCLG .
- *Atkins Feedback received from Warrington borough council*
- Steven Broomhead, CEO Warrington Borough Council “Our productive partnership with Atkins and their clear strategic advice was a main reason we have been successful”
- Stephen Fitzsimmons, Project Manager Warrington Borough Council “Covid seriously affected the process so the ability to respond and adjust was appreciated. The willingness of the team to meet regularly and early was impressive, as was the intensity ahead of submission. We needed discipline, energy, creativity and commitment”

How our Experience will Benefit Keighley

- Early engagement with MHCLG and Arup is key - Throughout the process of drafting the TIP, quality checks were carried out within Atkins, and with Arup and MHCLG which was extremely beneficial
- Sharing draft versions of the TIP with the Board and client team will ensure everyone is on board and totally engaged in the process
- 2 weekly communications to all stakeholders will ensure buy in - Consistent engagement with local stakeholders also allowed Atkins to capitalise on their lines of communication to connect with communities and ensure proposed projects were 'community-led' as per MHCLG guidance
- Clearly defined responsibility and accountability from all sides is key to the success of the TIP and will assist in obtaining quicker approvals
- The building of an effective working relationship with the Town Board and stakeholder groups was critical to the TIP development, and ultimate buy-in and delivery.

Thank you for listening.
Any questions?

SWOT & Vision

Strengths

- A retail and service centre for the surrounding area
- Tourism assets include Haworth, KVV Railway, Cliffe Castle, East Riddlesden Hall, Leeds Liverpool Canal.
- Industrial Hub - Home to 1,625 businesses providing 18,000 jobs.
- Principal town in Airedale and wider South Pennine area
- Strategic location in relation to Leeds/ Bradford / Skipton / NE Lancashire
- Has formed a strong and active Business Improvement District
- Workforce skills base holds employers to area promoting stability.
- A Transport hub - in normal times Keighley station serves 1.7m passengers annually and local bus company
- A strong and distinct identity and town heritage that underpins a sense of civic pride
- A strong Manufacturing sector - accounts for 19% of all jobs compared to 8% nationally
- High number of apprenticeships
- Education and Skills Providers - Keighley FE College, three upper schools
- Commercial developer demand for employment land.
- Active and energised Arts sector - City of Culture bid
- Health sector strengths (Airedale hospital nearby)
- Diverse population including: White British, South Asian, Eastern European
- Culture and heritage assets - Carnegie Library.
- Physical setting, Pennine hills, River Aire, and Worth Parks & greens spaces close to centre
- Award winning food and drink businesses e.g. Shimla Spice, Timothy Taylors
- Young Population with one in four people aged under 16 providing future workforce
- Welcoming place Places of worship, strong Vol. sector Dementia Friendly Town
- Film location
- Sporting assets (Keighley Cougars, Thwaites Bow Road cycling climb) Sports –re-developed Marley Stadium, Steeton FC; Keighley Cricket club; cycling hub.

Opportunities

- Train station redevelopment and connection to the retail core
- Further support successful Industrial Centre Excellence
- Building on a strong independent retail presence
- Develop links with Shipley Towns Fund
- Benefits from Devolution
- Improving connectivity
- Skills & Training – supporting businesses to connect with young people by improving skills, promoting apprenticeships etc
- Housing growth including living over the shop, new builds and mill conversions
- Promoting the circular and green economy
- Business Development Zone(s)
- Creating a strong Keighley Brand
- Historic High Street/ Buildings, Conservation areas such as North Street and Dalton Mills
- Digital connectivity and apprenticeships – number of business looking to relocate to the north is increasing
- Develop and promote Tourism and visitor offer
- Develop closer links with Craven District - Craven cannot fill jobs demand with own population
- Public sector hub and linking the public sector offer.
- Growing the manufacturing sector & managing change, Addressing the challenge of Industry 4.0
- Skipton to Colne Rail Link Re-opening providing access to East Lancashire and Manchester and skilled staff from Lancashire to meet some skill shortages
- Build on Community Led Local Development initiative
- Flood defences - Environment Agency offer of £9m matched investment in flood risk reduction in Keighley and Stockbridge.
- Develop a vision young people can buy into
- Maximising potential of the Town as a Gateway to the Dales
- Film Festivals
- Social Care Apprenticeships
- Partnering with College on arts and culture

Weaknesses

See the slide below



Threats

See the slide below



SWOT & Vision



See the slide above
Strengths



See the slide above
Opportunities

Weaknesses

- Low Skills and Missing Skills
- Traffic congestion
- Limited night time economy
- Number of high profile empty buildings
- Clearer vision for the town's future
- High levels of Deprivation
- Poor external profile
- Shortage of developable land
- Strong Independent Retail Offer
- Loss/ lack of national retail outlets
- Poor digital connectivity
- Vacant Flats above shops
- Lack of confidence amongst some residents and communities
- Low house prices
- Low engagement in arts and culture from local people
- Engagement and facilities for young people
- VAT – regeneration subject to VAT

Threats

- Move to online retailing – loss of retailing offer
- Retail competition with other towns
- Covid 19 undermining work of KeighleyBID at time of renewal
- Social Inclusion – persistent deprivation will compromise overall growth and development of the Town
- COVID recession – potential impact on manufacturing given the importance of the sector
- Climate change – flooding
- Ageing population with More service need and loss of skills as retire
- Loss of young people
- Post covid austerity fettering LA ability to invest.
- COVID-19 undermining community cohesion and generating division between different areas and wards

SWOT & Vision

Key themes / issues emerging from the SWOT:

- **Land use** - We have a shortage of developable land.
- **Skills** - to develop and support our businesses and community
- **Manufacturing and Engineering** - largest employment sector
- **Connectivity** - digital and transport
- **Town centre** broaden the town centre offer; including potential new attractions and developments / address blight sites and improve the arts, culture, leisure and tourist offer.

Do these themes resonate with the Board?

- Next steps – work with consultants to translate the SWOT into a vision and strategic objectives for Board consideration.

Lessons Learned from Cohort 1

Strategic vision

- Is key; must run through the TIP + interlink the sections and projects
- Tell the town's story and how the Board has engaged stakeholders to develop the vision and strategy
- TIP should evidence the Town's needs; how it addresses these needs + capitalises on opportunities.
- Show you have considered the impacts of Covid / where plans might have adapted as a result.

Align with intervention framework

- Clearly align projects to the intervention framework.
- Need to demonstrate confidence / compliance on the deliverability of the projects within the timeframe set out in the further guidance.

Engagement

- Show how engagement influenced the proposals –vision and strategy and projects
- Include an ongoing engagement plan – to build on and galvanise interest and local ownership
- Demonstrate efforts to reach all community groups; hard to reach groups + digitally excluded
- Demonstrate how a cross section of businesses have been engaged – both directly and through representative organisations.

Programme + Delivery Costs

- Programme delivery costs should be costed into the capital projects - predominantly capital fund. Revenue costs can be included in the wider proposal for a capital project.
- Fully revenue projects may not align with the intervention framework and will be the exception.
- Outline outputs/outcomes + make it easy to identify appropriate costs – cost is a key assessment criteria.

Consultation and Engagement



- Builds relationships between you and your community and other stakeholders and organisations



- Creates ideas and projects that focus on your Towns Fund outcomes, developing long-term support for your town



- Enables community participation and involvement in your town visions and projects that gives people a sense of ownership and pride.

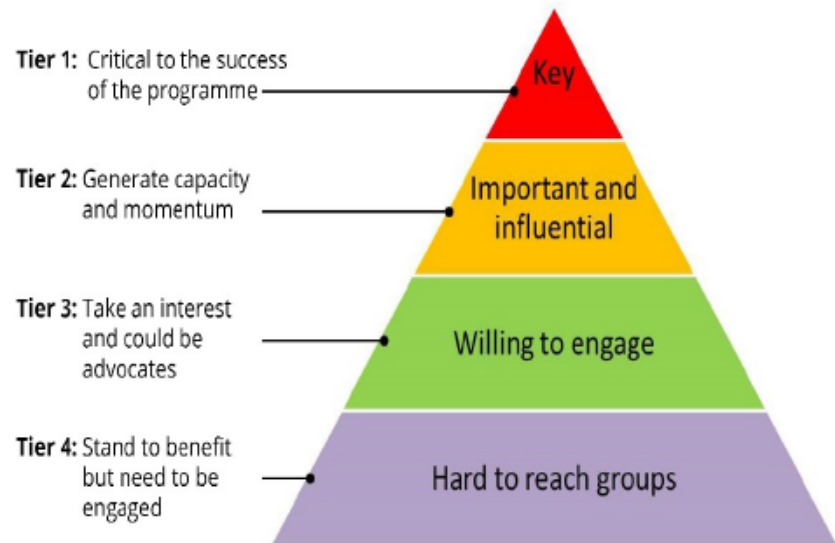
Consultation and Engagement

Identifying interested stakeholders

- Important to identify who may have an interest or be affected by your town vision and TIP and why
- Understand how they can support and help you develop and deliver your plan.

Tools to assist with this process

- Stakeholder Mapping
- Stakeholder Audits



Project Identification – Pro-forma

- Other Towns have issued a Pro-forma for project ideas
- Benefits of a Pro-forma – helps to ensure:
 - Consistency in terms of information provided;
 - Alignment to Strategic Objectives / Priorities of the Town
 - Alignment with the Intervention Framework criteria
- Helps to identify who will be affected / impacted by the project for consultation and engagement
- Provides an indication of project cost

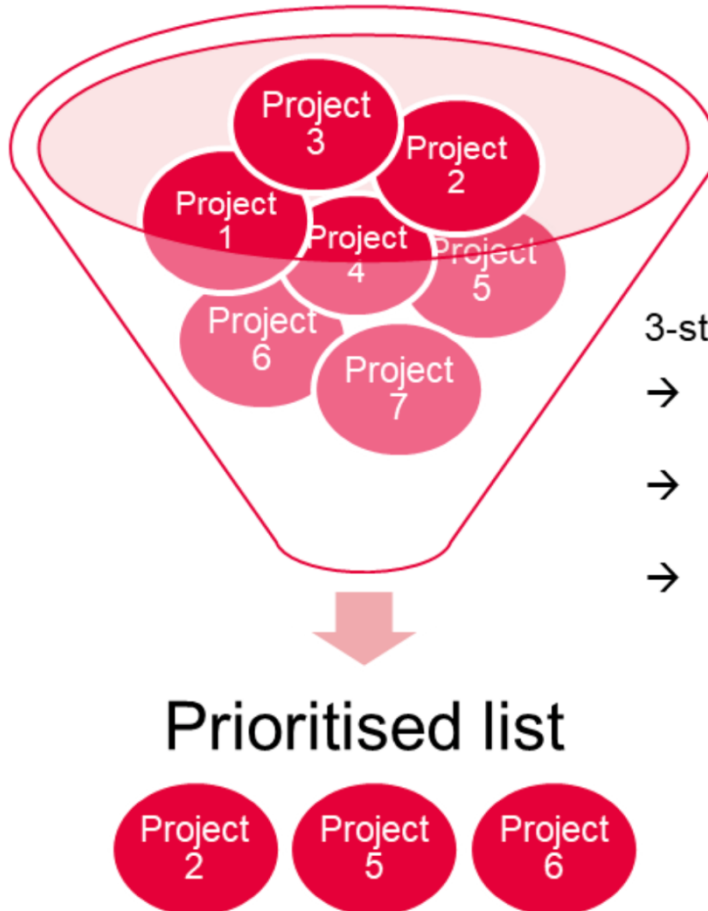
Project Prioritisation



•BUILD UP THE LOGIC



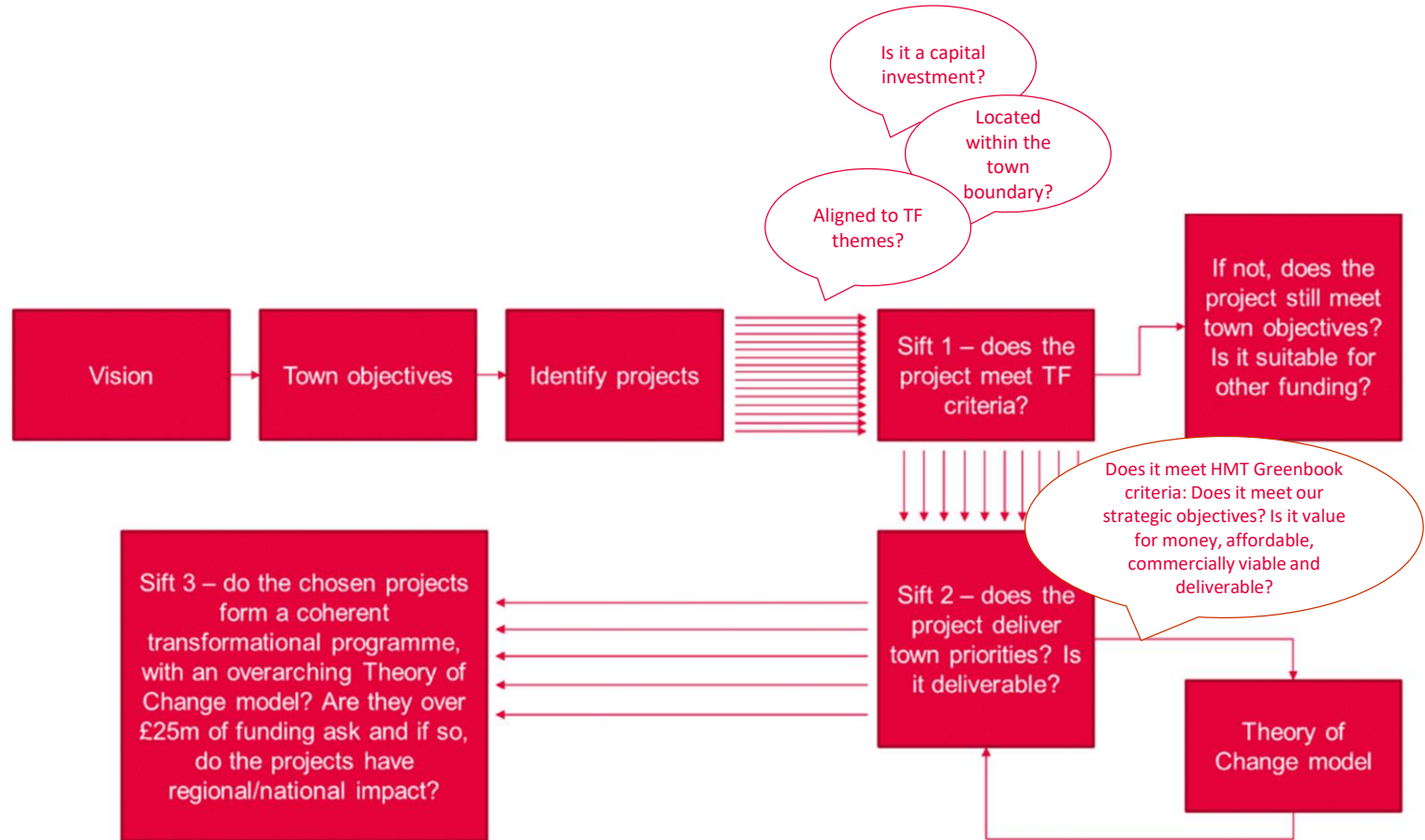
- The Sifting Process



3-stage process


- Initial filtering based on pass / fail criteria
- Assessment and scoring based on town specific criteria
- Check that projects form a coherent investment programme

•From Long-list to Short-list




•Prioritisation tool & blogs


		SCORING CRITERIA >>				TOWNS SPECIFIC CRITERIA		HMT GREEN BOOK APPRAISAL CRITERIA					
PROJECTS	DESCRIPTION	SCORING RATIONALE / COMMENTS	OVERALL SCORE	Celebrate and support the town's textile industry heritage	Improve biodiversity and reduce the town's carbon footprint	Create good jobs for local residents	Score	Value for Money (likelihood to deliver social value in terms of costs, benefits and risks)	Affordability (financing and affordability given existing budgets)	Achievability (deliverability given organisational capability and skills)	Commercial viability and feasibility of procurement	Stakeholder support	Score
Broadband project	Improve broadband in the town centre	Project expected to act as a catalyst for regeneration, having an strong positive impact on the local economy. Assessment based on preliminary analysis by council.	57%	2	1	5	53%	5	5	3	1	1	60%
Station Improvement	Station renovation, new retail and commercial space		73%	1	4	5	67%	5	2	3	5	5	80%
Cycle lanes	Improve cycle provision in the town centre		73%	1	5	1	47%	5	5	5	5	5	100%
Town centre craft and textile museum	Construction of a town centre to celebrate the textile heritage of the town		69%	5	1	5	73%						
Fashion start-up enterprise centre	Space for fashion / textile business start ups: Studio, factory, and desk space		87%	5	1	5	73%						
Knitting injury health clinic	Speciality clinic to treat knitting-related injuries		55%	4	1	3	59%						



Project Prioritisation: From long list to short list
21 Aug 2020



Project Prioritisation 101
19 Aug 2020



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Topics & Services

Project Prioritisation Tool

NB: This is an updated version of the previously provided tool

This Project Prioritisation Tool aims to help towns ensure that the projects put forward for further appraisal fit the Town's objectives and MHCLG's requirements.

The tool will help you to prioritise a long list of projects, taking you through two stages of assessment to score the projects against a set of town specific criteria, and Green Book appraisal criteria.

The recent blog posts [Project Prioritisation 101](#) and [From long list to short list](#) provide some guidance on how to use this tool, but please do read the 'Overview READ ME' tab of the Excel prior to using the tool, as this provides a thorough explanation as to how the tool works.

If you have any issues accessing or using the tool, please contact your town coordinator.

Download Tool

• <https://townsfund.org.uk/resources-collection/vy7hwk33nosq378ev62bcnp6c hfzrk-smtx9>

•Top Tips for successful prioritisation

•Top tips

- First set vision and objectives and identify potential projects
- Projects should be chosen following a rigorous process – follow a clear and structured approach
- Agree your criteria for assessment – both on strategic objectives for the town and project deliverability
- Show evidence of project prioritisation in the TIP
- Don't “back solve” to select a specific project
- Involve key stakeholders
- Agree criteria and rating system and ensure it's understood
- Keep it as simple as possible
- Present 1-page project summaries for the second sift to aid stakeholders in assessing projects
- Do sifting in small groups or individually so all views can be heard

**Towns
Fund** 
Delivery Partner

AOB



Date of Next Meeting

- Thursday 3rd December; 17:00 – 19:00
- Thursday 7 January; 17:00 – 19:00
- Thursday 28 January; 17:00 – 19:00