

# Keighley

## Town Investment Plan

City of Bradford Metropolitan District Council

February 2021

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## 1 Regional Significance



West Yorkshire is UK's largest economic area outside London and biggest contributor to the Northern Powerhouse economy (source: WYCA website).



Leeds City Region LEP records that it has the highest number of manufacturing jobs in the UK (source: LEP Local Industrial Priorities in 2019 on LEP website).



Keighley's economy comprises 21% manufacturing activity which is two times larger than for WYCA and nearly three times larger than England (2019 ONS employment data).



Keighley is designated as a Spatial Priority Area (SPA) in West Yorkshire and is one of three priority employment areas within Bradford.

## 2 Keighley Vision Statement

To sustainably grow Keighley as a forward-facing, premier manufacturing, engineering and technology hub, celebrating its rich heritage across industry, culture and sport.

The town will be known for a wealth of opportunities, delivering access to jobs, skills, training and education to help its residents and businesses thrive, and prepare the next generation for future employment.

With a diverse economy, quality infrastructure, thriving town centre heart, and superior digital connectivity it will be the place to invest, live, work, play and shop, where people, young and old, can enjoy a strong sense of community, healthy lives and a prosperous future.

A place for all to want to be part and proud of.



## 3 Strategic Objectives



To build growth in Keighley's key sectors of manufacturing, engineering and technology by facilitating inclusive economic growth, supporting SMEs and entrepreneurial opportunities including start ups, and getting young people into meaningful employment



To provide high quality digital infrastructure to support continued economic growth and address digital inclusion to enable Keighley residents to access training & technology and support up-skilling and future employment



To improve physical accessibility in/around Keighley to support business and housing growth including by improving access to sustainable active travel modes to address congestion and support Net Zero



To reinvigorate Keighley town by identifying opportunities for acquisition, preparation, remediation or development of land uses including housing, and in addition within the town centre by delivering stronger streetscapes, corridors and heart, cultural & leisure space, overall diversifying the offer to increase footfall and activity throughout



To support the health and well-being of Keighley residents through providing access to a range of sport, leisure, cultural, creative & recreational facilities, services and activities and access to clean, safe and green spaces



To utilise the rich heritage and character of Keighley to strengthen its position and make the most of its local economic assets



To support the growth of arts & cultural tourism and Keighley as a destination, maximising the benefits of wider association with nearby attractions



To provide access and infrastructure to enable training and educational opportunities working in conjunction with Keighley College, its partners and other organisations to address skills gaps and increasing employability associated with continued growth in manufacturing, engineering and technology sectors

## ④ Golden Thread

In order to achieve its potential and overcome its challenges further exacerbated by the pandemic, this Keighley's TIP aims to deliver projects which fulfil the carbon net zero agenda and help to support the levelling-up policy by:

-  Unlocking opportunities for regeneration in the BID and BDZs by the re-purposing of Keighley's existing assets, without the need to build new ones;
-  Increasing overall attractiveness and connectivity of town centre, for residents, visitors and, businesses, resulting in increased footfall;
-  Retaining and upskilling its young, diverse and enterprising population so that it can enable economic transformation, contribute to Keighley's leading industries and help reduce income inequalities within the town.
-  Providing the space and skilled workers necessary for businesses to grow and expand in the BDZs as well as in/around town where residential will need to become more of a feature;
-  Enhancing connectivity and improving wellbeing by reintegrating existing retail and development areas through the provision of sustainable transport;
-  Utilising Keighley's rich heritage in the arts and sport to encourage tourism and create a cultural destination for the district;
-  Supporting Keighley's communities so that these can become more cohesive and contribute to the economic transformation of the town by improving health & wellbeing, social and cultural outcomes.

By doing this, the Town Investment Plan will also help overcome its challenges that have been further exacerbated by the pandemic as well as helping to fulfil the carbon net zero agenda and effectively provide a major platform for Keighley's future levelling-up agenda.

## ⑤ Projects

Keighley is a principal town for both the Bradford and West Yorkshire economies. Our market failure analysis demonstrates that Keighley needs at least £34.7m investment from Towns Fund in order for it to continue to play a pivotal role in supporting the economic transformation of West Yorkshire. This investment is predominantly focused on supporting the green growth of the regionally significant manufacturing, engineering and technology sectors and overcoming the existing challenges worsened by the COVID-19 pandemic. This investment is also required to enable Keighley to become a cohesive and interconnected place for its healthy, up-skilled and newly invigorated residents to work, shop and play.

Theme	Project Name	Value*
Development investment	A. Development Investment Fund	£15.0m
Town centre and infrastructure	B. Public realm and transport infrastructure improvements	£2.5m
Skills	C. Keighley skills hub	£0.906m
	D. Manufacturing engineering future technology hub	£3.0m
Community and enterprise	E. Capital assistance to business growth	£2.0m
	F. Community Grant Scheme	£4.9m
Culture and heritage	G. Keighley Creative Community Art Hub	£2.6m
	H. Women employment project	£0.16m
	I. Keighley Art and Film Festival	£0.24m
Health	J. Keighley Community Health and Wellbeing Centre	£3.4m
<b>Total</b>		<b>£34.71m</b>

\*Towns Fund Ask

# Executive summary

Keighley is a principal town for both the **Bradford and West Yorkshire** economies. It is clear that Keighley needs investment in order for it to continue to play a pivotal role in supporting the economic transformation of West Yorkshire. The investment it needs is predominantly focused on supporting the growth of the regionally significant **manufacturing, engineering and technology** sectors, however investment is also required both in/around the town centre and in the local communities including the residents in order to leverage or maximise the benefits of that economic growth.

Keighley stands out within Bradford District, and the wider context of Leeds City Region and West Yorkshire, as a key area for growth in **the region's well-established manufacturing sector**. Leeds City Region enjoys a global reputation for its advanced manufacturing sector and has the highest number of manufacturing jobs in the UK. Furthermore, manufacturing accounts for just under a fifth of the West Yorkshire region's economy and higher output (GVA) is seen in West Yorkshire than any other sector – 12.4% compared to 9.9% nationally – showing strong resilience and breadth in the manufacturing business base. In December of 2020, **Keighley**, and the Airedale Valley, were **designated as Spatial Priority Areas** by West Yorkshire Combined Authority, recognising the town's potential as a **manufacturing hub** for West Yorkshire.

Home to a **young, enterprising and creative population** and strong and productive businesses, Keighley has a proud **manufacturing and engineering history** of making both finished items and supplying components for other products. This diversity has meant that Keighley has held onto a much larger base for this sector than seen elsewhere in the country and is a **strong and significant industrial hub**. It is also known as a **town of heritage** with buildings of a quality and scale that reflect its Victorian grandeur due to its industrial and arts heritage. Today, what distinguishes Keighley from other towns in the region is its people and their spirit. Its **70,000 people** form a strong **multicultural and diverse** community.

Keighley has **significant potential** as an economic and cultural anchor for West Yorkshire due to its strategic location within the district and the region. The **Business Improvement District (BID)** within the town and the **two Business Development Zones (BDZs)** provide a significant opportunity to bring about **economic transformation** and the district was identified as the best place in the country to start up a business by Barclays Bank SME Growth Factor Index<sup>1</sup>. In addition, this Town Investment Plan (TIP) provides opportunities to improve the **social and cultural offer** in the town. This favourable ecosystem for growth provides important infrastructure which supports Keighley's growth.

Keighley has areas of disadvantage that have led to **health, skills and income inequalities**, particularly in the central wards, that will be further exacerbated by the **COVID-19 pandemic**. The town centre is home to a collection of important heritage buildings and the commercial heart of the town. However, **accessibility issues, poorly maintained buildings and a lack of night-time economy** have fettered its appeal to locals and visitors alike. This is a key area for change within the town.

Keighley is a town that is rich in industrial and cultural heritage dating back to 19<sup>th</sup> century. There are old mills located in/around the town centre which are in need of regeneration to enable them to be productive in the 21<sup>st</sup> century economy. In addition, Keighley is the natural gateway to access the unique cultural assets of national significance heritage afforded by **Haworth and the Bronte legacy** including the **Keighley and Worth Valley Railway** provides a strong draw that attracts people to locate and visit the area. This TIP embraces this heritage and identifies key projects that will provide a strong platform for Keighley's future economic well-being.

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<sup>1</sup> Bradford District Economic Strategy 2018

This Town Investment Plan is specifically designed to enable Keighley to achieve its potential as a regionally significant manufacturing, engineering and technology hub by:

- Unlocking opportunities for regeneration in the BID and BDZs by re-purposing of Keighley's existing assets, without the need to build new;
- Increasing overall attractiveness and connectivity of town centre, for residents, visitors and, businesses, resulting in increased footfall;
- Retaining and upskilling its young, diverse and enterprising population so that it can enable economic transformation, contribute to Keighley's leading industries and help reduce income inequalities within the town.
- Providing the space and skilled workers necessary for businesses to grow and expand in the BDZs as well as in/around town where residential will need to become more of a feature;
- Enhancing connectivity and improving wellbeing by reintegrating existing retail and development areas through the provision of sustainable transport;
- Utilising Keighley's rich heritage in the arts and sport to encourage tourism and create a cultural destination for the district;
- Supporting Keighley's communities so that these can become more cohesive and contribute to the economic transformation of the town by improving health & wellbeing, social and cultural outcomes.

By doing this, the Town Investment Plan will also help overcome its challenges that have been further exacerbated by the pandemic as well as helping to fulfil the carbon net zero agenda and effectively provide a major platform for Keighley's future levelling-up agenda.

This TIP has been developed through a comprehensive analysis of the current situation facing the town of Keighley economically, socially and environmentally based on initial engagement with local stakeholders, businesses and the public. From this, the **Keighley Town Deal Board** drew up a shared Vision for the town with a list of strategic objectives to help realise the Vision. A programme of stakeholder and public engagement has underpinned the development of the TIP and will continue to do so throughout the delivery process. This comprehensive engagement led to identification of the initial projects and sifting of the selected projects, along with the application of the **Town's Fund Delivery Partner's prioritisation tool**.

There is a clear need for investment in Keighley in order for it to continue to play a pivotal role as **a regional hub for manufacturing, engineering and technology** within West Yorkshire. The development investment fund is fundamental to addressing the existing market failure in Keighley, enabling the town to overcome the existing challenges worsened by the pandemic and achieve economic transformation in the years to come. It provides the **platform for economic growth locally and regionally** and in so doing creates the ability to leverage investment for all the interventions included in the TIP to deliver a **higher quality of living** for residents through improved health & wellbeing, cultural and social outcomes. In order to take advantage of this economic growth, the town also needs **to upgrade its 'place' to support its 'people'**. The town centre infrastructure improvements will serve as a **glue for the town**, creating sustainable connections for residents to access the proposed interventions, enabling Keighley to become a cohesive and interconnected space for its **healthy, up-skilled and newly invigorated residents to work, shop and play**.

The total funding ask to deliver these selected projects is **£34.71m** which will deliver **over 1,100 new jobs, over 29,000sqm of new commercial and industrial floorspace, 500 new learners and over 8,200 training, learning, or apprenticeship opportunities per year and over £97m GVA per year to the local economy**.

The success of these projects requires the leveraging of **over £80m** additional private sector investment. All of the property related projects (both private / public partnerships or publicly led) have been progressed on the basis that there is an agreement from the lead organisation to work together with the City of Bradford Metropolitan District Council.

The selected projects are summarised in the list and figure below:

- **Development investment projects**, with targeted investment in repurposing and unlocking existing brownfield sites and derelict buildings for new development, industrial and property offering a greater opportunity for economic growth in key sectors including manufacturing and engineering. An important emphasis is to provide critical infrastructure and funding support to unlock industrial, commercial and residential schemes including the potential opportunities provided in the BDZs (Dalton Lane & Royd Ings) and the BID which includes the town centre thereby spreading the investment across the town.





# Context Analysis

# 1. Context analysis

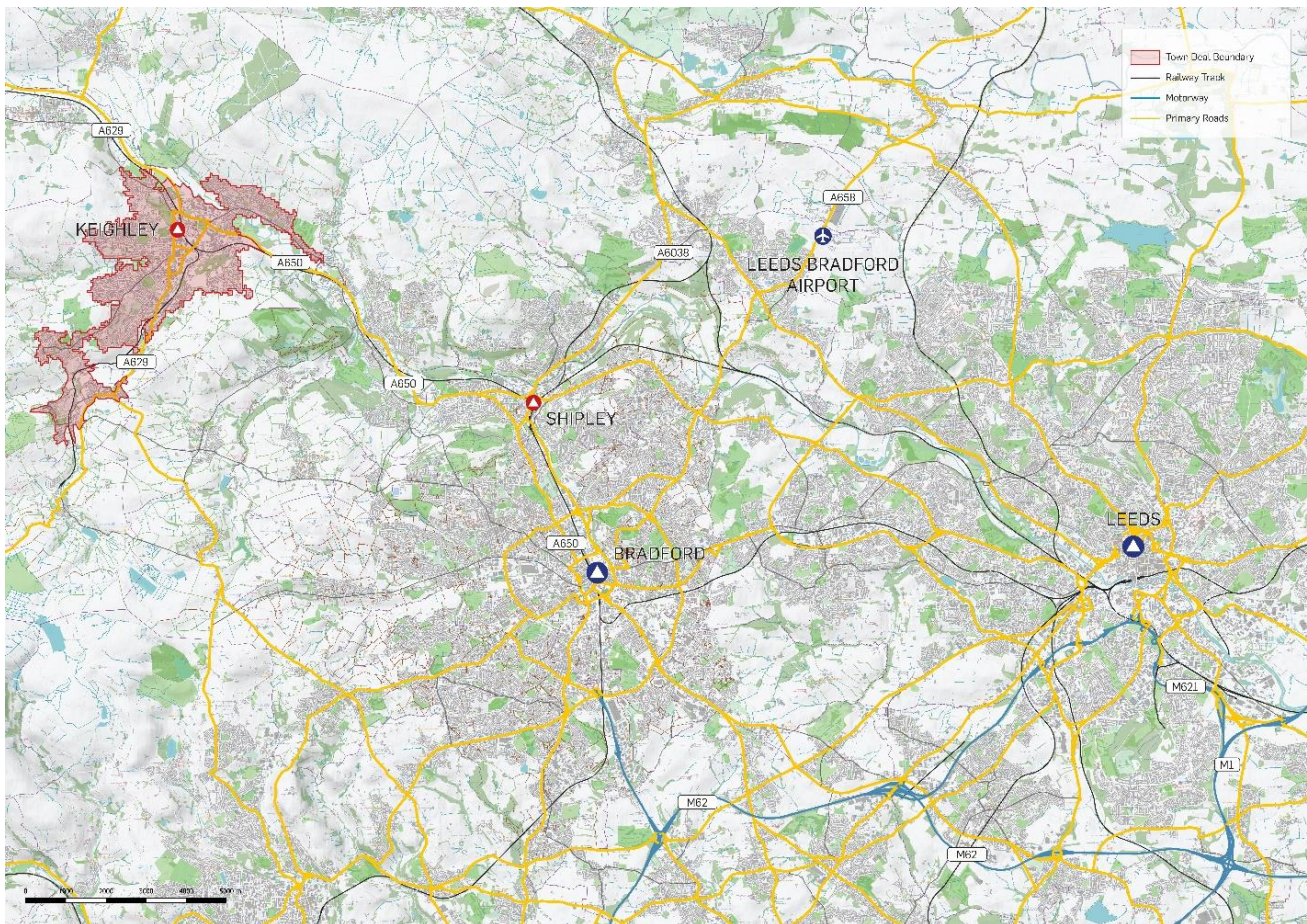
A detailed context analysis has been carried out to inform the process of defining and selecting projects. Context analysis is a crucial part of the process to ensure that the projects are justified according to robust evidence-based analysis. The key conclusions are discussed in the following sections:

- Geographical boundary of Town Deal
- Assets and strengths
- Challenges and needs

## 1.1. Introduction to Keighley

Keighley is a multi-faceted town, with striking variety and distinctiveness. This Town Investment Plan (TIP) describes the continuing opportunities Keighley provides and the potential responses to these opportunities encapsulated in the Town Deal area.

Keighley is the largest town on the south edge of the Pennines and is situated within the Bradford District in West Yorkshire (Figure 1-1). Keighley is the principal town within Airedale. The City of Bradford Metropolitan District Council (CBMDC) is the overarching unitary authority for the District, however Keighley has its own Town Council, which is the largest within the District.



**Figure 1-1 - Keighley's regional context**

Keighley nestles between the charming countryside of Airedale and the Haworth Moorland (Figure 1-2) and is surrounded by smaller settlements. It is remarkably well connected, with good access to strategic road and rail, marked by its Grade II listed railway station (Figure 1-3). Keighley's station is the fourth busiest in the District, providing access to Bradford, Leeds and North Yorkshire, and onward direct travel to London.



**Figure 1-2 - Keighley in the Aire Valley<sup>2</sup>**

Keighley's good connectivity with the wider West Yorkshire region and the rest of the UK makes it an attractive place to live and visit. The town benefits from a number of culture, heritage and recreation assets. It sits between the South Pennines and Forest of Bowland and Nidderdale Areas of Outstanding National Beauty (AONB).

The Worth Valley Railway is a major local tourist attraction, providing historic (steam and diesel) transport from Keighley out to Haworth – the home of the Brontë's and a national tourism draw. This adds to the attractions of the National Trust's East Riddlesden Hall and the Council's Cliffe Castle with its recently restored grounds. Within the town, the many heritage buildings fill Keighley with attractive architecture that points to its prosperous past and showcases its distinctive character.

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<sup>2</sup> Source: Bob Smith Photography



Figure 1-3 - Keighley rail station<sup>3</sup>

What distinguishes Keighley from other towns in the region is its people and their entrepreneurial spirit. Keighley is home to a young, enterprising and creative population as well as strong and productive businesses. It boasts one of the most multicultural and diverse populations in the UK.

Keighley has a proud manufacturing and engineering history making both finished items and supplying components into other products. Its economic prowess is highlighted in the Airedale Masterplan of 2007 where the town is described as “the anchor of the economic corridor”. The Masterplan responded to the opportunities evident in this “Creative and Connected Corridor”. Major projects like replacement Keighley College building, which is now a major asset to the town and made available a large site in the centre of town prime for redevelopment; one site has been re-used for industry and the other is the basis for a Community Health and Wellbeing Centre proposal.

## 1.2. Town Deal boundary

Figure 1-4 shows the Keighley’s Town Deal boundary, as agreed with the Ministry of Housing, Communities and Local Government (MHCLG) as well as the overall context of the town. The map shows the strategic context of the town.

<sup>3</sup> Bob Smith Photography

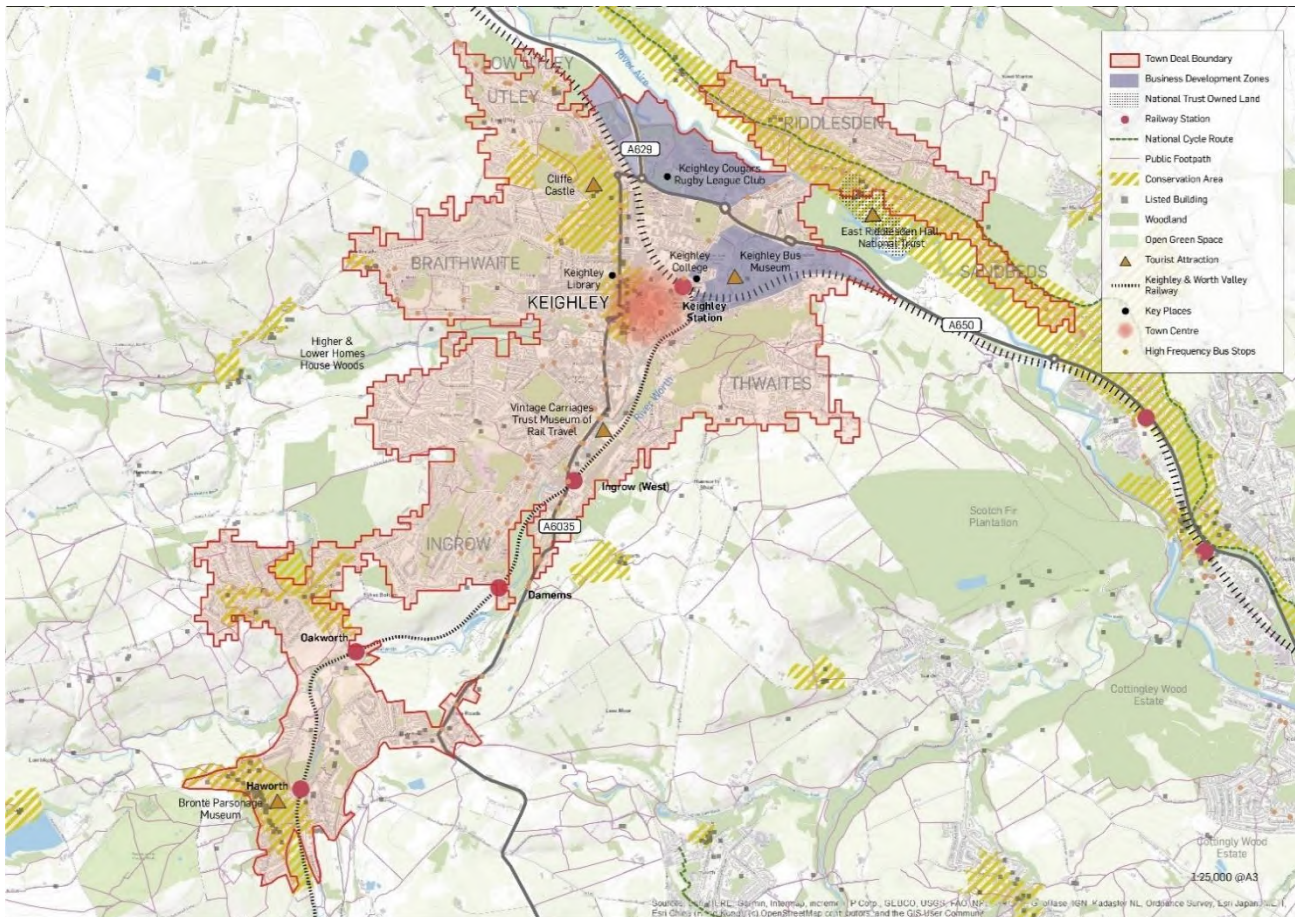


Figure 1-4 – Town Deal Boundary and strategic context of Keighley

### 1.3. Keighley’s assets and strengths

At the outset of the project, the Town Deal Board identified key strengths and opportunities for Keighley (included in the SWOT analysis in Appendix A). This instigated a detailed evidence gathering process which resulted in the conclusions outlined below; details can be found in Appendix B. This section sets out the key assets and strengths of Keighley, under five overarching themes:

- Development investment
- Town centre and infrastructure
- Skills
- Community and enterprise
- Culture and heritage
- Health

#### 1.3.1. Development investment

##### Key location for growth in within West Yorkshire and the Bradford District

The UK is seeing a resurgence of high-value manufacturing, and Leeds City Region (LCR) with its worldwide reputation for its technical and scientific capabilities in metrology, robotics, materials and the digitalisation of manufacturing is well placed to capture the opportunities this presents.<sup>4</sup>

<sup>4</sup> <https://www.investleedscityregion.com/key-sectors/manufacturing/>

*'Attract more good paying jobs to Keighley boosting the town as a whole through trickle-down economics'*

Online consultation  
(December 2020)

In December 2020, Keighley was recognised as a new Spatial Priority Area (SPA) by West Yorkshire Combined Authority (WYCA) due to its growing manufacturing sector, excellent connectivity and strategic location. WYCA's SPAs designate areas that need an increased focus on regeneration and urban renewal as they are pivotal in securing future investment, growth and environmental resilience across West Yorkshire as the region looks to its devolved future.<sup>5</sup>

The SPAs are closely aligned to locations set to receive additional investment through the region's £317 million allocation from the Transforming Cities Fund, the £1 billion West Yorkshire-plus Transport

Fund, and the £3.6 billion national Towns Fund.<sup>6</sup>

Keighley is the principal town in the Bradford District. The **Core Strategy (2017)** highlights its role as a key location for growth and its potential to support the Airedale Corridor in becoming a creative, connected, lifestyle corridor, helping to deliver the economic transformation of the wider district.

**A strong and significant industrial hub with high demand for industrial and commercial space**

Since the financial crisis in 2008, Keighley has seen a major revival in the demand for industrial/commercial land, with former vacant sites filled, and developable land now at a premium.

Manufacturing is a key sector for Keighley, providing almost 1 in 5 jobs (3,500 people in 2019), a much higher proportion of the job market (18%) compared to Bradford District (13%), LCR (10%) and England (8%), see Figure 1-5.

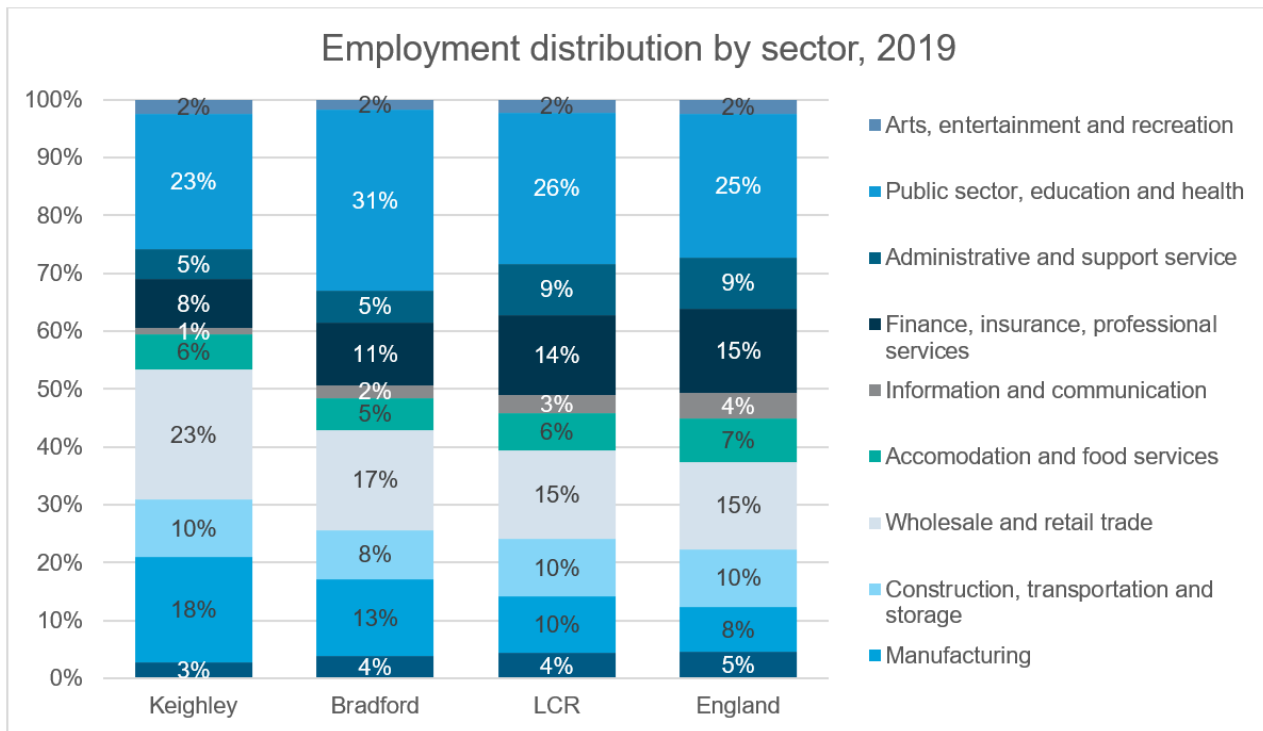


Figure 1-5 - Comparison of employment distribution

<sup>5</sup> Combined Authority sets out priority locations for regeneration and urban renewal, WYCA Website

<sup>6</sup> Combined Authority sets out priority locations for regeneration and urban renewal, WYCA Website

The importance of this sector to the economic resilience of the town was demonstrated in 2014-15 when growth in manufacturing employment was maintained (13%) despite a decline in the rest of the country.

Manufacturing is further bolstered by related industries; engineering accounts for 1,300 jobs in fields including metal fabrication, machinery, electronic and electrical; the textile sector employs 500 people. The recently opened Textile Academy at Keighley College further supports this industry.

Other important employment sectors include retail (over 2,500 jobs), health (2,000 jobs), education (2,000 jobs) and professional services (1,250 jobs). Many big employers are located within Keighley, such as Transdev, PFF Packaging, Fibreline and Keighley College.

Overall, Keighley's economy is worth £750m, up 4% from 2015 to 2018<sup>7</sup>.

*'More opportunities for young people and a resurgence of manufacturing are needed'*

*'We need to restore Keighley as an engineering and manufacturing centre'*

*Online consultation  
(December 2020)*

### Housing market and affordability

Keighley sits within the Keighley and Worth Valley housing market sub-area, in which house prices are increasing. Its affordability relative to the area and proximity to nearby employment hubs, including Bradford and Leeds, make it an attractive place to live. The average house price in Keighley has risen 2.07% in the three months (since September 2020) and 5.60% over the past 12 months<sup>8</sup>, showing that the local market has remained strong during the COVID-19 pandemic.

Keighley's rich industrial heritage prevails to this day and continues to support its economy. A strong tradition in manufacturing and engineering is an essential component of Keighley's economy and these sectors will continue to flourish and attract investment if provided with support to grow and expand. Keighley's affordability and strategic location make it an attractive place to invest.

## 1.3.2. Town Centre and infrastructure

### A strategic location

Keighley benefits from its strategic location within the LCR. The town is well situated in terms of access to local strategic roads and is a one-hour drive to other hubs within West Yorkshire, including Harrogate and Skipton. The town's railway station (Figure 1-6) provides local connections into the Aire Valley and Bradford, and sub-regional connections into Leeds and West Yorkshire<sup>9</sup>.

Keighley benefits from high-quality off-road pedestrian and cycling infrastructure, however there is a need for better active transport connections within the town.

There are approximately 500,000 homes within a 30-minute drive of Keighley and so there is a large catchment of people who would use it as their local hub if facilities served their needs.

<sup>7</sup> Bradford Towns Fund Keighley Socio Economic and COVID Impact Study (Kada, 2020)

<sup>8</sup> Keighley Town Fund Investment Plan Property Market Report, September 2020, Avison Young

<sup>9</sup> Keighley Towns Funds Socio Economic and COVID-19 Study for Bradford Council (Kada Research, November 2020).



Figure 1-6 - Keighley rail station adjacent to Keighley College

### Digital connectivity

The CBMDC is taking a pro-active approach to incentivising investment in broadband connectivity by sharing its own fibre connections, ducting and buildings with commercial full fibre providers to create efficiency savings, reduce digging and to leverage investment.

Six full fibre providers have indicated an interest in a soft market testing exercise run by the Council which is due to start in February 2021: Openreach, Cityfibre, Virgin, Quickline, SSE and Zayo. Furthermore, Quickline have a contract to deliver Superfast West Yorkshire Broadband contract 3 and will be installing fibre in the Keighley area which they are mandated to make available to other smaller providers.

Keighley is a well-connected town, both physically and digitally. Its strategic location within its region and digital connectivity are fundamental to its growing economy. Sustainably enhancing these assets can anchor Keighley's current position as a regional pole and unlock potential for economic transformation within the town.

## 1.3.3. Skills

### Existing employment assets and initiatives

Keighley benefits from two employment growth initiatives that create significant opportunity to bring about economic transformation:

- Keighley Business Improvement District (BID):** Keighley's BID includes the town centre. It supports retail through investments including marketing and promotional support, organisation of events and safety and security investments. The BID is seeking a second term in Spring 2021 to support COVID-19 revival.



- **Keighley Business Development Zones (BDZs)** (see Figure 1-4): The Keighley BDZ comprises two employment areas to the north and east of Keighley town centre respectively (Royd Ings and Worth Village). The buildings have mixed uses, including retail warehouses, leisure facilities, vehicle repair shops, manufacturers and suppliers. Keighley's BDZ represents one third of the town's Gross Value Added (GVA) (£253m) and has been growing fast (+27% in GVA and +20% in employment since 2015)<sup>10</sup>. The attractive, yet partially derelict, former mill buildings within the BDZ, such as Dalton Mills, offer unique potential for further growth.

*'There are good links between education and employers, with apprentices going into engineering and manufacturing.'*

*Workshop with CMBDC  
(November 2020)*

Keighley, and the wider Bradford District, is a youthful place with more than a quarter of the population under 18, making it the youngest city in the UK<sup>11</sup>. Keighley College (Figure 1-7) is at the heart of this young and diverse demographic. In 2018, Keighley College was received an overall Ofsted rating of 'Good'<sup>12</sup>. Students at the College benefit from working with industry-standard resources and equipment that prepare them well for transition into employment.



Figure 1-7 - Keighley college<sup>13</sup>

Keighley is home to a young, diverse and enterprising population with several initiatives up-skilling its people to qualify for employment in its thriving sectors. Further growth within the BID and BDZs will ensure economic transformation as well as retaining, attracting and upskilling young qualified workers.

<sup>10</sup> Bradford Towns Fund Keighley Socio Economic and COVID Impact Study (Kada, 2020)

<sup>11</sup> Bradford Economic Strategy 2018-2030

<sup>12</sup> Leeds City College, Ofsted Full Inspection; Good, 2018.

<sup>13</sup> Bob Smith Photography

### 1.3.4. Community and enterprise

#### A dynamic ecosystem for start-ups

Keighley is predominantly a home for small and medium-sized enterprises (SMEs). Keighley's ability to supply components and produce finished items is part of a resilient economy that has enabled it to retain more of its manufacturing and engineering capability than many parts of the UK.

In 2017, Bradford District was identified as the best place in the country to start up a business by Barclays Bank SME Growth Factor Index<sup>14</sup>, which considered 12 factors essential to business growth.

*'There is entrepreneurship in Keighley but it does need nurturing.'*

*Town Centre Vision and Strategic Objectives Workshop (November 2020)*

#### A diverse population

Keighley's long history of agricultural, commercial and industrial development is reflected in the cultural diversity of those who live and work there. 48% of the community belong to BAME Groups<sup>15</sup> which has created a rich cultural environment.

Supporting SMEs and the start-up community within Keighley with the right tools and space to grow will diversify and future-proof the town's economy making it more resilient for years to come.

### 1.3.5. Culture and heritage

#### Heritage and Conservation Areas

Keighley town centre is characterised by grand Victorian buildings in local millstone grits including over 190 listed buildings<sup>16</sup>. The **Keighley Town Council Town Plan (2020-2023)** sets out an aim to protect historic buildings and sites as part of its overriding goal to preserve the town's heritage.

A Conservation Area has been established in the town centre in order to retain the special architectural and historical features.<sup>17</sup> The character and appearance of the town make it attractive to investors, however the planning restrictions associated with its designation as a Conservation Area tend to increase the costs and risks associated with redevelopment and so many are left empty. This includes the imposing Grade II listed Dalton Mills building (**Core Strategy, 2017**) shown in Figure 1-9 below.

<sup>14</sup> Bradford District Economic Strategy 2018

<sup>15</sup> [keighley-central.pdf \(bradford.gov.uk\)](#)

<sup>16</sup> [Listed Buildings in Keighley, Bradford \(britishlistedbuildings.co.uk\)](#)

<sup>17</sup> [keighleytowncentreconservationareaassessment2012.pdf \(bradford.gov.uk\)](#)



Figure 1-8 - Cavendish Street



Figure 1-9 - Dalton Mills Grade II listed Heritage Building<sup>18</sup>

<sup>18</sup> Bob Smith Photography

### Cultural assets and the arts

Keighley and its immediate area are home to a rich cultural offer including the Cliffe Castle Museum, Carnegie Library, East Riddlesden Hall (National Trust), and the Brontë Parsonage in Haworth (Figure 1-10), which attracts visitors from around the world. Haworth is located 4 miles south of Keighley and can be reached in 30 mins on the 'Brontë Bus' (B1) from the central bus station.

The Keighley and Worth Valley Railway (KWVR) terminates in Keighley, linking 5 miles of track back to Haworth and Oxenhope, and is a driver of footfall (**Keighley Creative and Keighley Towns Fund, Nov 2020**). Cliffe Caste Gardens and Central Park Haworth are two of seven parks and greenspaces in the district to be awarded Green Flag status (as of March 2019).



Figure 1-10 – Key attractions around Keighley<sup>19</sup>

The setting of Keighley is also enhanced by the Rivers Aire and Worth which flow through the town, and the nearby Leeds and Liverpool Canal which has a scenic footpath running along it.

Keighley is also located on the edge of an AONB. The nearby Yorkshire Dales National Park was recently named 2021's Best National Park in Europe by TripAdvisor in its annual Travellers Choice Awards due to its 'unspoiled countryside' that has served as the setting of so many novels<sup>20</sup>. Targeted investment would allow Keighley to increase the level of tourism and better capture the associated benefits (**Keighley Creative and Keighley Towns Fund Nov 2020**).

Keighley has a strong and active creative community. Keighley Creative is a multi-functioning professional artist-led community arts hub which runs a large art gallery and mini-cinema, supports and hires out a number of artists' studios, runs arts projects and community courses, and organises an annual cross-town arts and film festival.

<sup>19</sup> Worth Valley Publishing Ltd

<sup>20</sup> Trip Advisor Travelers Choice Awards, National Parks – Europe, #1 Yorkshire Dales National Park  
<https://www.tripadvisor.co.uk/TravelersChoice-NationalParks-cTop10-g4>



Figure 1-11 - Cliffe Castle grounds<sup>21</sup>

The **Keighley Town Council Town Plan (2020-2032)** notes that the Town Council has invested in the Civic Centre, which will be developed as a focal point for key events, workshops and exhibitions. In addition, Bradford's bid for the 2025 City of Culture includes its programme of a number of spectacular events in partnership with Keighley Creative (Bradford, 2025).



Figure 1-12 – Night-time art installations in central Keighley attracting bystanders<sup>22</sup>

<sup>21</sup> Bob Smith Photography

<sup>22</sup> Keighley Towns Fund Board members

## Sport

Sport is an important part of life in Keighley. The town is home to several long-standing sporting clubs and events that have been part community life for centuries including Keighley Cougars RFL Club (established 1876), a League 1 team, Steeton AFC and Keighley Cricket Club (established 1855). Cougar Park, home to the Keighley Cougars and Steeton AFC with a capacity of 7,800 is an important community hub although facilities are in need of modernisation.

The Thwaites Brow Road Cycling Hill Climb Challenge to Thwaites Brow attracts leisure-cyclists visiting the area who wish to take on the cobbles into the town itself.



Figure 1-13 – Walking paths in Top Withens<sup>23</sup>

Keighley has the potential to become a key cultural centre for the region and the district. Transforming Keighley into a destination rather than a gateway by strengthening its existing assets and initiatives will boost the attractiveness of the town and create a well-rounded offer for residents and visitors.

### 1.3.6. Health

Keighley performs marginally better in health statistics than the district average despite high levels of behavioural risk factors (such as smoking and physical activity). For example, there is less childhood obesity than the regional average (20.7% in Keighley compared to 21.3% in Bradford district)<sup>24</sup>.

Keighley's proximity to the Yorkshire Dales National Park and AONB are a key asset for health and wellbeing in the town, particularly during the lockdowns associated with COVID-19.

<sup>23</sup> Richie Rue on Flickr

<sup>24</sup> Public Health England (2019), Bradford Profile

### 1.3.7. Summary of Keighley's key assets and strengths

Keighley's key assets and strengths are summarised below, the implications of these are discussed in Chapter 2.

#### Development investment

- The town has a strong manufacturing sector, providing almost 20% of jobs.
- House prices in Keighley are increasing; they rose 5.6% over the past 12 months.
- Keighley's rich heritage buildings offer unique investment opportunities to support growth.

#### Town centre and infrastructure

- Keighley is in a strategic location within the Leeds City Region, and has great connectivity locally and regionally by road, rail and walking/cycling routes.
- It also has good digital connectivity, with 96% of properties connected to superfast broadband.

#### Skills

- The town benefits from two key initiatives to support employment growth: the BID and BDZs
- A good college, with a broad curriculum serving students and apprentices of all levels and age groups

#### Community and enterprise

- Keighley is part of Bradford's dynamic business ecosystem, it was identified as the best place in the country to start a new business by the Barclays Bank SME Growth Factor Index.

#### Culture and heritage

- Keighley has a rich heritage reflected in its architecture, with a range of historic buildings protected within a conservation area.
- It has a strong cultural offer, including the KWVR, and the potential to draw more tourism with 500,000 homes within a 30-minute drive.
- Keighley Creative supports a community of arts and creative businesses.

#### Health

- Keighley performs marginally better in health statistics than the district average, despite significant challenges.

## 1.4. Challenges and needs

This section sets out Keighley challenges and needs, under the same five themes as in Section 1.3 above. The detailed context analysis underpinning this section can be found in Appendix B and the initial analysis of threats (SWOT analysis) carried out by **Keighley Town Deal Board** in Appendix A.

### 1.4.1. Development investment

#### Lack of suitable allocated development sites causing market failure

West Yorkshire is the UK's largest economic area outside London, the biggest contributor to the Northern Powerhouse economy<sup>25</sup> and has the concentration of manufacturing jobs in the UK<sup>26</sup>. Keighley's economy specifically comprises 21% manufacturing activity which is two times larger than for West Yorkshire and nearly three times larger than for England<sup>27</sup>. However, developer feedback has highlighted that Bradford district is at a disadvantage in terms of competition for new investment due to a lack of sites allocated for development in a Local Plan.

Keighley's industrial legacy has left the town with many listed historic buildings and former mills. Though these spaces are attractive to developers, their protected status means that they are expensive to convert, and some uses are limited. There is limited funding available to assist developers in converting these highly coveted sites for commercial activity.

Research conducted by Avison Young, highlighted in the **Bradford BDZ Report (2019)** has identified the following points that little new floorspace has been brought to the market in last 10yrs and when it has come

<sup>25</sup> WYCA Website

<sup>26</sup> LEP Local Industrial Priorities in 2019, LEP Website

<sup>27</sup> ONS Employment Data, 2019

forward it has been taken up quickly (e.g. Oakwood Business Park 2019). The **CBMDC Employment Needs Assessment (2019)** notes that there is a strong demand for good quality industrial stock in Keighley and the wider Airedale area, and coupled with a lack of new-build development, the supply of suitable and available accommodation is limited. Keighley is therefore experiencing a market failure as the high demand for quality industrial stock is not being met due to site constraints and a lack of funds available to redevelop the abundance of currently vacant brownfield sites. Without investment to repurpose, develop and remediate the existing sites, this situation is likely to prevail and prevent the town from unlocking new jobs and economic transformation for its businesses and residents.



Figure 1-14 - Dalton Mills<sup>28</sup>

### Housing market and affordability

Across the district, there is a total net imbalance of affordable housing of 441 dwellings per year, for the five years from 2019/20 to 2023/24. In Keighley and Worth Valley, this equates to an imbalance of 159 dwellings per year.

The residential market in Keighley is likely to be influenced by several factors, as explained in Appendix B. A particular issue is likely to be growing affordability as a result of low wages and increasing house prices.

*‘Town centre regeneration is the most important thing. There are far too many empty and shabby commercial properties.’*

*Online Consultation (December 2020)*

*‘The town has a history of engineering and manufacture, so it would be good seeing investment in this sector’*

*Online Consultation (December 2020)*

*‘Promote the manufacturing sector’s success.’*

*Online Consultation (December 2020)*

<sup>28</sup> Bob Smith Photography



Keighley is unable to benefit from the high demand for commercial and residential space due to vacant brownfield sites and derelict heritage buildings that require specific attention and investment to refurbish or repurpose. Investment to unlock these sites would trigger a chain of benefits for residents and businesses that is fundamental to Keighley attaining its full potential as a significant manufacturing hub for West Yorkshire.

## 1.4.2. Town centre and infrastructure

### Transport needs upgrading in parallel with investment and housing

The **Core Strategy (2017)** states that the Airedale rail route is at capacity at peak times accommodating the 10,400 people that out-commuted and 8,900 that in-commuted pre-COVID-19.<sup>29</sup> The Local Cycling & Walking Infrastructure Plan (LCWIP) highlighted Dalton Lane and Beechcliffe as areas that needed significant investment in active mode facilities.

*'The Keighley and Worth Valley Railway is the biggest tourist attraction in Keighley and should see some investment'*

Online Consultation (December 2020)

*'The station arrival is limited, there is a lack of wayfinding/drawing people into town.'*

Town Centre Workshop (November 2020)

### Decline in town centre attractiveness

At the **Keighley Town Centre Workshop** (19/11/20), the participants raised that the town is lacking a true heart. This issue is compounded by the layout of the Airedale Shopping Centre and the bus station, both of which face inwards, away from the street (Figure 1-15). The shopping centre is currently closed at night because it does not contain any leisure uses which causes severance, cutting off some through-routes into the town centre.

There are a number of buildings in the town centre that have become vacant and have become a blight on the streetscape. These include the former Marks & Spencer, Beales and Sunwin House (Figure 1-16 and Figure 1-17). These have been deemed inappropriate for modern retail requirements by potential investors due to their configuration, however as we begin to re-think our town centres post-COVID, these buildings could be suitable for other uses (creative, leisure or community facilities) if there was financial support to renovate them. Creating new uses for these buildings would help to boost town centre footfall at a time when demand for traditional retail space is generally declining.

Keighley's Grade II Listed railway station is a key asset of the town which acts a gateway for residents and visitors alike, including from the KWVR. However, its cultural value and remarkable entrance way are currently undervalued due to the unattractiveness of the surrounding public realm. Stakeholders at the **Keighley Town Centre Workshop** (19/11/20) noted that it is blighted by other buildings, and that if made more accessible and welcoming, the approach could become a town centre landmark and increase footfall in the town centre.

<sup>29</sup> Bradford Towns Fund Keighley Socio Economic and COVID Impact Study (Kada, 2020)



Figure 1-15 – Airedale Centre<sup>30</sup>

*‘Regeneration of central areas:  
North Street, Cavendish Street etc’*

*Online Consultation  
(December 2020)*

*‘Open up North –  
South  
connectivity’*

*MyTown*

<sup>30</sup> Billy Wilson on Flickr



Figure 1-16 - Vacant former Beales store on Low St <sup>31</sup>



Figure 1-17 - Vacant shops on North Street in central Keighley<sup>32</sup>

<sup>31</sup> Bob Smith Photography

<sup>32</sup> Bob Smith Photography

### Congested and disjointed town centre

Keighley town centre is traffic dominated which causes severance and creates a noisy and unpleasant environment (**Keighley Town Centre Conservation Area Assessment**). The **Core Strategy (2017)** highlights the need for traffic management schemes and proposals to remove through traffic (except buses) from Cavendish Street and Hanover Street, and to concentrate car parking around the town centre perimeter.



Figure 1-18 – Cavendish Street<sup>33</sup>

However, traffic reduction can only be delivered if active travel links are improved to meet the needs of the existing residents and to cater for new developments (**The LCWIP and Keighley Airedale Masterplan**). The safety of active travellers and public transport patrons is an emerging issue due to poorly lit public underpasses and low-quality waiting areas for public transport users<sup>34</sup>. Improving walking and cycling permeability through the town centre would help to reintegrate and reinvigorate existing retail areas that have been severed from the town's core.

*'Pedestrian routes to the centre aren't great from the train station/college, and pedestrian movement is generally an issue.'*

*CBMDC Workshop (November 2020)*

### COVID-19 impact

The **Bradford District COVID-19 Economic Impact Business Survey Report (2020)** showed the severe impacts of lockdown on Bradford businesses. 60% of all businesses who responded were temporarily closed or had paused trading, with 83% of businesses reporting turnover to be substantially lower over the previous few weeks, many sole traders reported no income for the previous five weeks. Figure 1-19 shows the significant reduction in footfall in the town centre after the first national lockdown in March 2020.

Figure 1-20 reports COVID-19 vulnerability indicators<sup>35</sup> for Bradford. In addition, within Keighley 4,014 jobs (24% of all jobs) are at risk of being lost.

<sup>33</sup> Bob Smith Photography

<sup>34</sup> Bradford Towns Fund Keighley Socio Economic and COVID Impact Study (Kada, 2020)

<sup>35</sup> Bradford Towns Fund Keighley Socio Economic and COVID Impact Study (Kada, 2020)

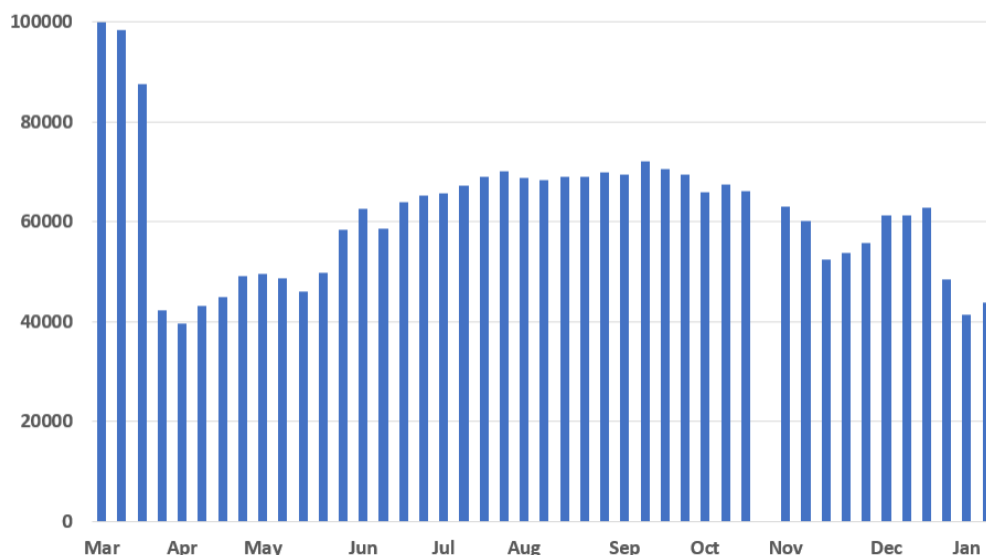


Figure 1-19 - Weekly footfall (Keighley Town Centre) March 2020 to January 2021<sup>36</sup>

Type	Bradford Indicators	National Average	Raw value	Benchmark
Economic	Claimant count % residents 16-64	3	5.1	Very high
	Mean total income (£)	33,844	28,000	Average
	Employment at risk (%)	48.8	53.7	Low
	COVID GVA impact (%)	14.3	14.2	Low
	Self-employed (%)	15.5	15.5	High
	Furloughed take up rate (%)	29.7	30.0	Average
	NEETs (%)	5.2	6.2	High
	Businesses impacted by Covid-19 (%)	N/A	28.0	Average
	Employment impacted by Covid-19 (%)	N/A	20.0	Low
	% in employment self-employed	N/A	13.0	Average
Society	% of premises below the USO	0.4	0.2	Average
	Minutes to nearest food store	9.0	8.0	Average
	Aged 70+ (%)	N/A	10.0	Low
	BAME (%)	14.6	32.6	Very high
	Who do not use internet (%)	N/A	10.0	Average
	Premises without decent broadband	N/A	1.0	Low
	Income Deprivation Rank	N/A	18.0	Very high
	IMD LSOAs in most deprived 10%	10	33.6	Very high
Health	% adults overweight/obese	62.3	65.6	Average
	Diabetes diagnosis rate	78.0	85.1	High
	Smoking prevalence adults (18+)	13.9	16.5	High
	% respiratory-related health issues	N/A	30.0	Very high
	Population Density	N/A	439	Very high

Figure 1-20 – COVID-19 vulnerability indicators<sup>37</sup>

<sup>36</sup> LEP

<sup>37</sup> (Bradford Towns Fund Keighley Socio Economic and COVID Impact Study (Kada, 2020))

Keighley has a growing demand for attractive and well-connected space for residential and business developments. The current connectivity and congestion issues, vacant buildings and lack of night-time economy within the town centre has severely impacted its commercial viability. Improvements to the public realm and sustainable transport infrastructure will increase footfall in town, mitigate the impacts of COVID-19 and deliver on the government's long-term ambitions to be Carbon Net Zero.

### 1.4.3. Skills

#### The aging population and attracting workers & graduates

The working age population represents 61% of the entire population, in line with Bradford and similar to the England average (62%), as shown in Figure 1-21. However, Figure 1-22 suggest that the town has difficulty attracting and retaining graduates, working professionals and families. Overall, the entire working age population (16 to 64) declined by 3.1%, between 2011 and 2019.

In contrast, the proportion of older population grew by 15.2% during this time.

These demographics present a challenge for Keighley both in terms of economic growth (ensuring it attracts workers and businesses) and social policies (providing the right infrastructure and services for a growing older population).

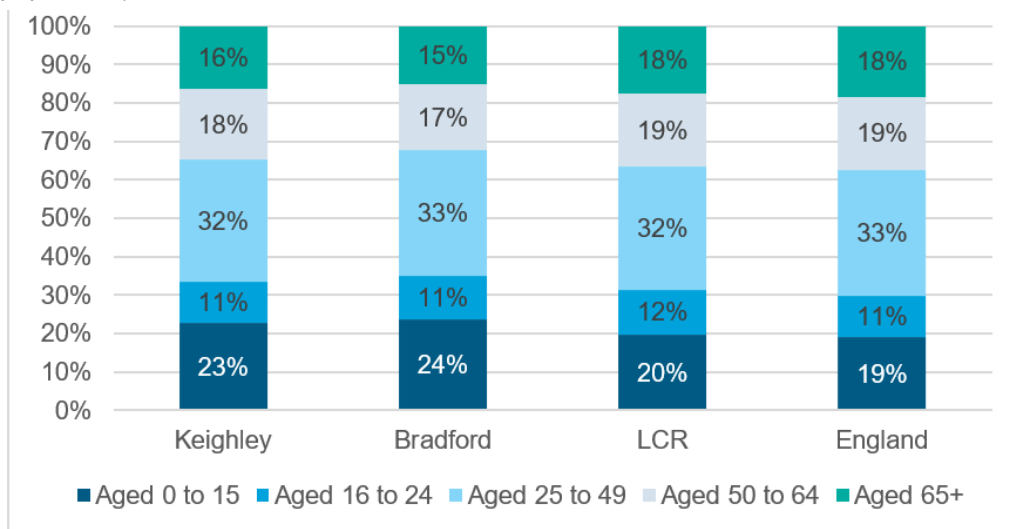


Figure 1-21 - Comparison of population age breakdown (ONS, Population estimates)

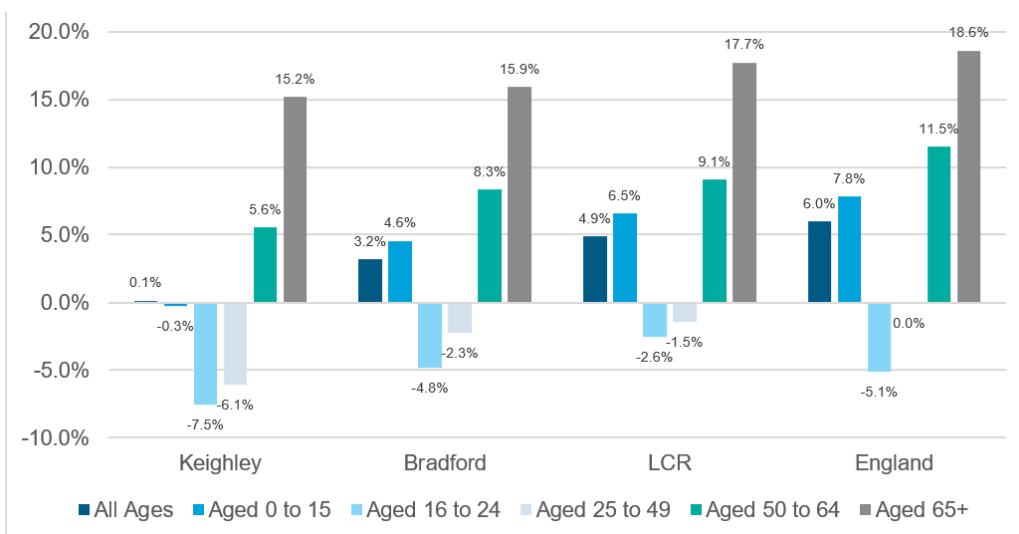


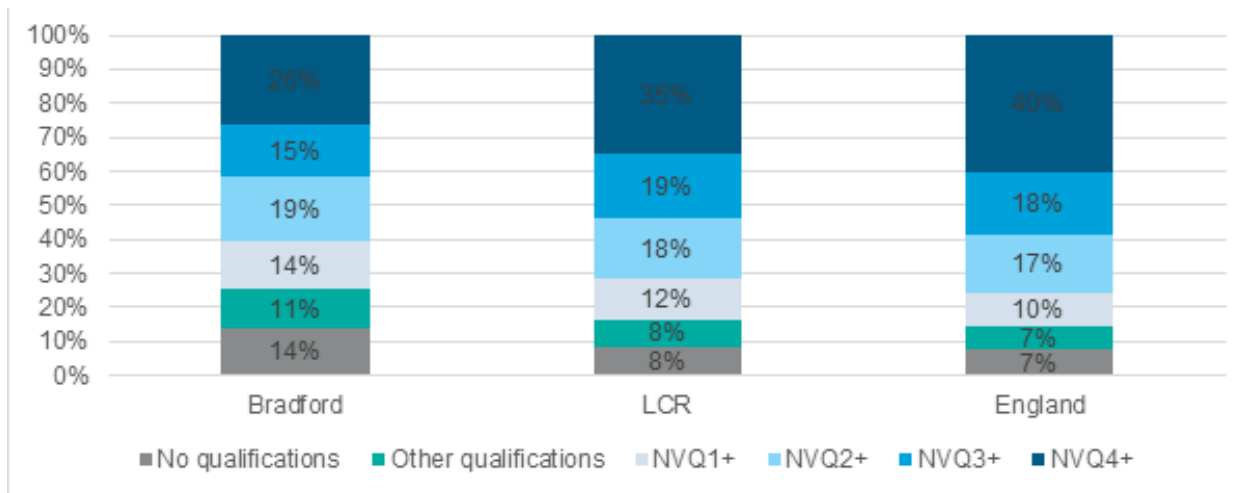
Figure 1-22 - Comparison of population change by age group (ONS, Population estimates)

**Low skills, missing skills and the future of work**

Bradford has lower levels of skills attainment than the region and the country averages (**Error! Reference source not found.**) with 14% of the population with no qualifications compared to 7% on average in England. Keighley has lower educational attainment than the rest of Bradford district. 64% of secondary school places in the town were marked 'In Need of Improvement' by Ofsted. This is significantly higher than that of the region and England, which are 19% and 15% respectively, and only 34% are considered Good or Outstanding, less than half of that of the Region and England.

*'There is a skills gap – people with low English, maths, digital skills, confidence, or people who lack level 3 skills (A-level plus) to make them employable to industry. It's hard for them to find employment.'*

*Town Centre Vision and Strategic Objectives Workshop (November 2020)*



**Figure 1-23 - Comparison of skill attainment levels (Nomis, Annual population survey 2019)**

There are also significant inequalities within the town, Figure 1-24 demonstrates that the pupils in the town centre tend to have lower attainment rates at Key Stage 4 than the rest of the town, in line with the areas of higher deprivation. Particular emphasis should therefore be given to inclusivity when designing employment policies in Keighley. Determining factors that indicate barrier to employment, such as gender, ethnicity, age, or location, must be accounted for.

*'Support the college to improve its offer for high-level skills in manufacturing, the green economy and health'*

*Online consultation (December 2020)*

The skill level has implications for both employment and productivity, with employers reporting skill shortages and vacancies that are hard to fill. Up-skilling of local residents is needed to ensure they benefit from the jobs created by growth in the digital, manufacturing, engineering and technology.

*'Help people to gain skills, education and employment opportunities that will enable them to be self-sufficient and independent'*

*Online consultation (December 2020)*

Skill shortages are further exacerbated by the trend for young people to leaving Keighley to study or find work elsewhere. The town has difficulties in attracting those aged 25 to 49, the number of whom has declined by 6.1% in the past 8 years.

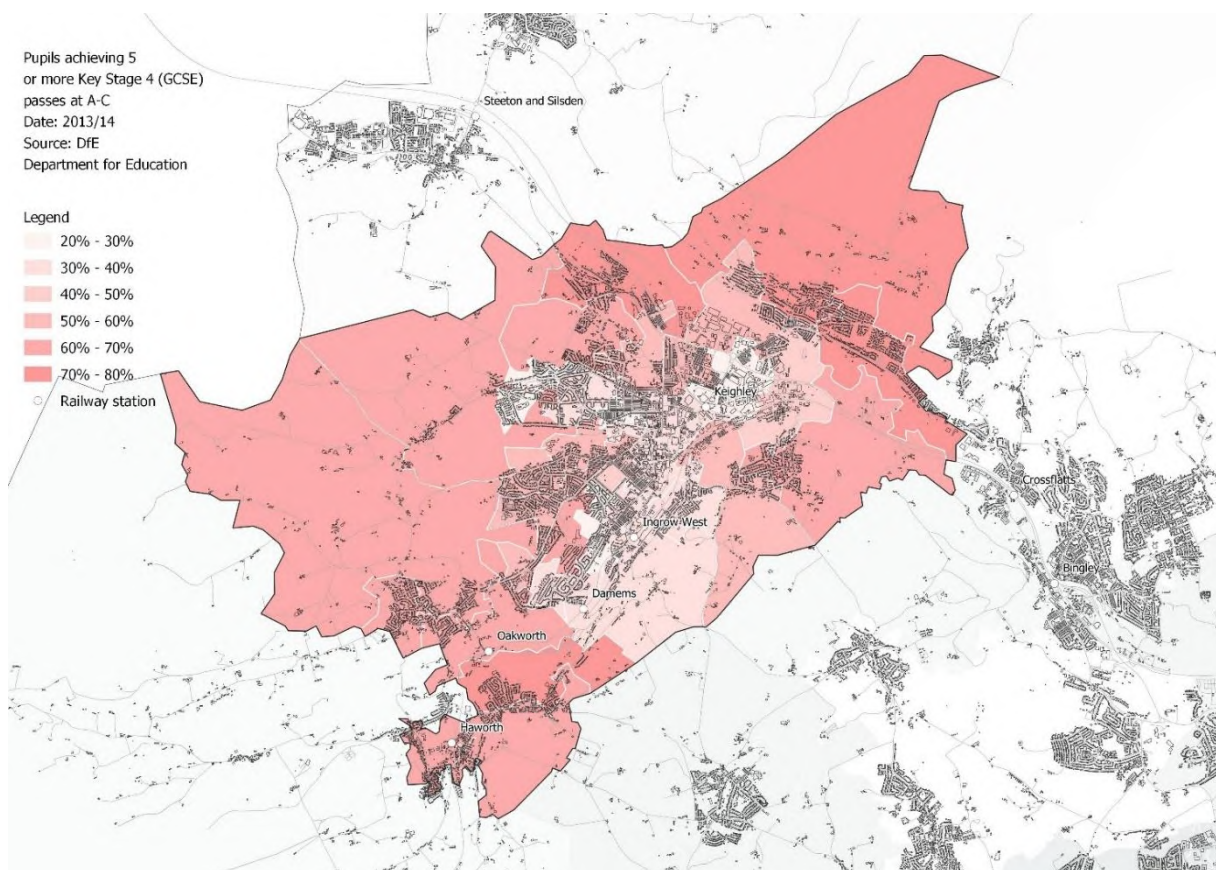


Figure 1-24 - Distribution of pupils achieving 5 or more GCSE passes at A-C (DfE, 2014)

Keighley has increasing skill shortages, particularly in more deprived areas of the town. Involving employers in offering basic training to the most vulnerable populations would help bridge the skills gap which would in turn increase productivity within the town and make Keighley a more inclusive space for young people and more attractive to investment.

### 1.4.4. Culture and heritage

#### Low level of arts and culture activities

Audience Agency data shows that 61% people in Keighley have low levels of opportunity to engage with arts and culture compared to the England average of 33% and Bradford District average of 53%. This is higher in wards with higher levels of deprivation, 81% of people in Keighley Central ward have low opportunity to engage with arts and culture (**Keighley Creative and Keighley Towns Fund Nov 2020**).

**Keighley Creative and Keighley Towns Fund Nov 2020** states that the low engagement is a result of a lack of joined-up coordination and argue that with a critical mass of cultural activity at its heart the town could ‘punch above its weight’ in terms of arts and culture. In order to address this gap, the **Airedale Masterplan** sets out the need to provide for a better mix of premises for the creative industries to include purpose building accommodated to facilitated improved operation and growth.



### Lack of tourist attractions and night-time economy in the town centre

Stakeholders at the Keighley Town Centre Workshop (19/11/20) noted that though there are several cultural attractions in and around the town, such as Cliffe Castle and park and the KWVR, these do not draw people into the town centre itself. This is a significant untapped resource and a strategy is therefore needed to entice these visitors into Keighley, to encourage them to stay longer and spend more in the centre of town.

Stakeholders at the Keighley Town Centre Workshop (19/11/20) also noted that the night-time economy is limited, and largely based around traditional pubs/wine bars and one non-multiplex cinema. The offer needs to be expanded to draw people in during the evenings, in a way that caters for a range of cultural needs and interests, and for different age groups.

*'We need an entertainment/arts venue. The increased pride, respect and footfall will bring the quality traders back'*

*MyTown*

A cohesive cultural offer would consolidate Keighley's artistic community, attract more visitors to the town and encourage residents to participate in events. Increasing Keighley's cultural clout would increase footfall throughout the day, mitigate the impacts of COVID-19 and attracting more investment into the town.

## 1.4.5. Health

### Health inequality and deprivation

The Health Deprivation and Disability Index identifies Bradford district as the 45<sup>th</sup> more deprived local authority, deprivation specific to health is most concentrated within the city of Bradford and Keighley Central and West Wards.

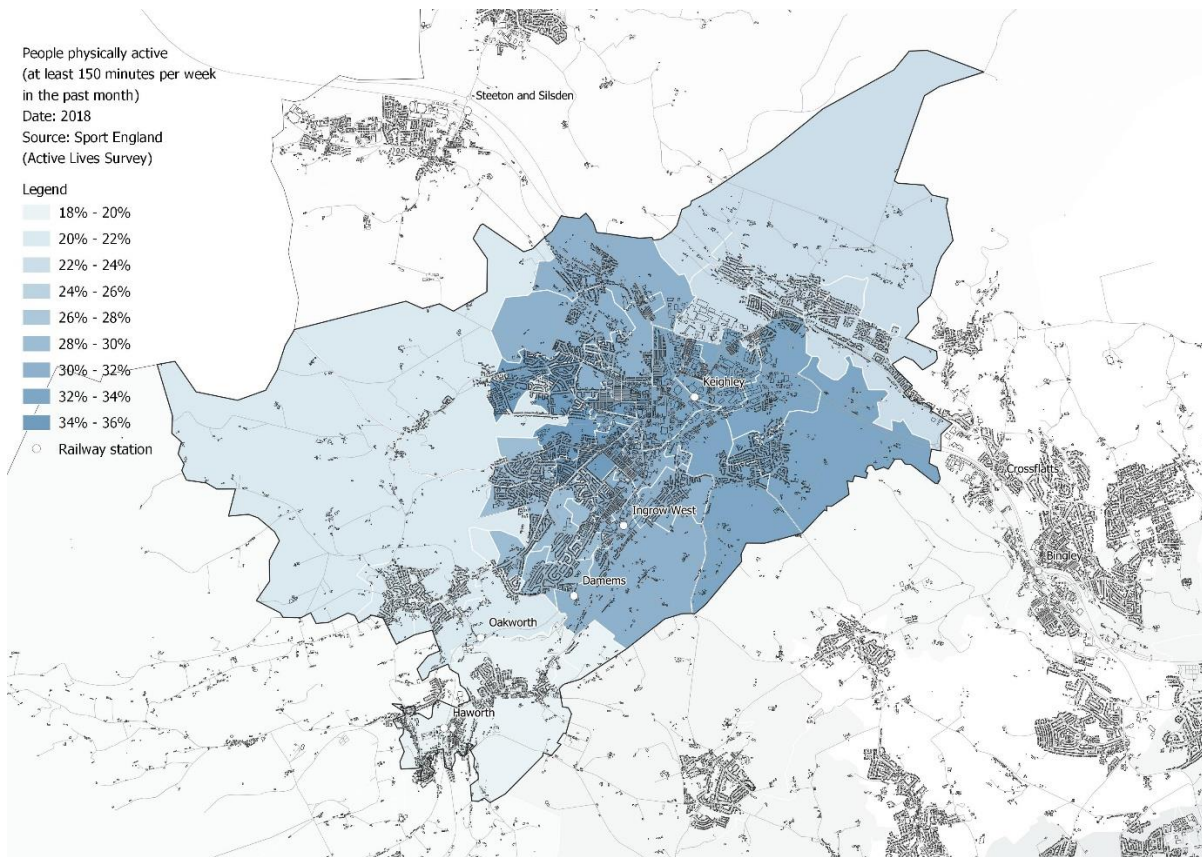
In Keighley itself, 18% of people in the town have a limiting long-term illness<sup>38</sup>. Keighley has higher childhood obesity and lower levels of physical activity than the UK average (Figure 1-25). Indicators for behavioural risk factors are significantly worse than those of the region and England; high hospital admission rates for alcohol-related conditions, the prevalence of smoking in adults and low levels of physical activity all indicate poor health outcomes.

Health indicators show clear inequalities within Keighley that align with deprivation indicators. Keighley ranks among the most deprived 10% of areas in England and deprivation is highest in the town centre, Damems and Ingrow West. Health should be made a priority and investment should be focussed around the areas with the highest levels of deprivation.

*'Keighley is performing worse than the regional average on health and education.'*

*CBMDC Workshop  
(November 2020)*

<sup>38</sup> Local Insight profile for 'Keighley Town Fund' area (November 2020)



**Figure 1-25 - Distribution of physical activity**

Investment in better access to health services and social care to those living in the most deprived areas is essential to securing the wellbeing of the existing, and following, generations of residents. This would also help to reduce inequalities and foster a stronger sense of community within Keighley.

#### 1.4.6. Summary of Keighley's key challenges and needs

Keighley's key challenges and needs are summarised below; its implications are discussed in Chapter 2.

#### Development investment

- There is a strong demand for good quality industrial stock in Keighley and the wider Airedale area and, coupled with a lack of new-build development, the supply of suitable and available accommodation is limited.

#### Town centre and infrastructure

- Vacant buildings are creating blight in some parts of the town centre, and the town lacks a true heart.
- Town centre is congested and poorly planned for pedestrians and active travellers.
- Within Keighley, 4,014 jobs (24% of all jobs) are at risk of being lost due to the impacts of COVID-19.

#### Skills

- Keighley has difficulty attracting and retaining graduates and other working age professionals (the age group 16-24 has declined by 7.5% between 2011 and 2019 and 25-49 declined by 6.1%).
- Between February and September 2020, claimant count increased by 80%, but the number of those aged 16-24 increased by 85%.

#### Culture and heritage

- There is a need to provide for a better mix of premises for the creative industries to support their operation and growth.
- Keighley has a lack of tourist attractions in the town centre, and the night-time economy is limited.

#### Health inequality and deprivation

- 20.7% of children in Keighley were obese in 2018.
- Net annual household income is lower in Keighley (2018).
- More than 60% of children in Keighley's Central Ward live in relative poverty causing long-term impacts on their health.
- Strong prevalence of limiting long-term illness and behaviours negatively impacting health (alcohol, smoking and low levels of physical activity) amongst adults.

## 1.5. Impact of COVID-19 pandemic

Keighley's economy has been significantly affected by the impacts of COVID-19. The impact in Keighley has been felt in several ways (explained in further detail in Appendix B)<sup>39</sup>:

- For the entire town of Keighley, 4,014 jobs are at risk of being lost (24% of all jobs in the town). This places the town as 'high risk' relative to Bradford district.
- By the end of August, there were 10,900 furlough claimants in the Keighley constituency. For the self-employed, 63% claimed SEISS, above the England average of 60%.
- The claimant count unemployment from February (before COVID-19) to September 2020 increased in Keighley from 5.3% (1,600) to 9.5% (2,800). The claimant count in Keighley BDZ rose from 5.0% to 8.7%, which is lower than the rest of Keighley town. Unemployment is significantly higher among young people, with an increase of 85% compared to an overall change of 80%.
- Between February and September 2020, 34 businesses became insolvent, which was an increase of almost 50% (48%) on 2019.
- During COVID-19, job vacancies in Keighley dropped 47% between March and May. Between June and October 2020 there was a 48% increase, demonstrating that Keighley has recovered a little. But it is still 18% below the pre-COVID-19 peak in February 2020.

There is, of course, great uncertainty over the path of recovery from the economic impact of COVID-19, and especially whether towns such as Keighley will be well-placed in the new economy that is established over the coming years.

<sup>39</sup> Keighley TIP Property Market Assessment (2020)

# Strategy

## 2. Strategy

The context analysis and further stakeholder engagement have informed the development of the strategy for Keighley which is outlined in the following sections:

- Town vision
- Strategic Plan
- Project prioritisation
- Clean growth commitment
- Theory of change

### 2.1. Town Vision

Chapter 1 highlights Keighley's potential to become a regionally significant manufacturing, engineering and technology hub. In order to achieve its potential and overcome its challenges further exacerbated by the pandemic, Keighley must unlock opportunities for regeneration in the BID and BDZs, retain and upskill its young, diverse and enterprising population and provide the space and skilled workers necessary for businesses to grow. Increasing the overall attractiveness of the town by creating a varied offer that includes cultural and leisure activities, community events and health and wellbeing services will revive the town and make it a destination for residents, visitors and investors. Enhancing the connectivity within the town is the glue that brings it all together, enabling Keighley to become a cohesive and interconnected space for its healthy, up-skilled residents to work, shop and play.

**The Keighley Town Deal Board** has established a shared Vision for the town over the next 20 years. Following an initial session where the Board considered key issues and opportunities, a workshop was facilitated to enable open discussion to identify the strengths and issues and the Board's early thoughts on objectives. Prompts and considerations were used to draw out detail about each objective. The shared Vision and associated Strategic Objectives were then drafted and a further Board meeting enabled discussion and agree the final version.

The Town Vision that emerged from this process seeks:

**“To sustainably grow Keighley as a forward-facing, premier manufacturing, engineering and technology hub, celebrating its rich heritage across industry, culture and sport.**

**The town will be known for its wealth of opportunity, delivering access to jobs, skills, training and education to help its residents and businesses thrive, and prepare the next generation for future employment.**

**With its diverse economy, quality infrastructure, thriving town centre and superior digital connectivity it will be the place to invest, live, work, play and shop, where people, young and old, can enjoy a strong sense of community, healthy lives and a prosperous future.**

**A place for all to be proud of.”**

To enable the delivery of the Vision, eight strategic objectives were developed to guide the identification of the interventions that will need to be made. These strategic objectives will help to measure the success of this Town Fund investment and will allow Keighley to strengthen the town's offer, overcoming current and future challenges.

**SO1** - To build growth in Keighley's key sector of manufacturing, engineering and technology by facilitating inclusive economic growth, supporting SMEs & entrepreneurial opportunities including start-ups and getting young people in employment.

**SO2** - To provide high quality digital infrastructure to support continued economic growth and address digital inclusion to enable Keighley residents to access training & technology and support up-skilling and future employment.

**SO3** - To improve physical accessibility in/around Keighley to support business and housing growth, including by improving access to sustainable active travel modes to address congestion and support Net Zero.

**SO4** - To reinvigorate Keighley by identifying opportunities for acquisition, preparation, remediation or development of land uses including housing; and additionally within the town centre by delivering strong streetscapes, corridors and heart, cultural & leisure space, overall diversifying the offer to increase footfall and activity throughout.

**SO5** - To support the health and well-being of Keighley's residents by providing access to a range of sport, leisure, cultural, creative and recreational facilities, services and activities and access to clean, safe and green space.

**SO6** - To utilise the rich heritage and character of Keighley to strengthen its position and make the most of its local economic assets.

**SO7** – To support the growth of arts and cultural tourism and frame Keighley as a destination, maximizing the benefits of wider association with nearby attractions.

**SO8** - To provide access and infrastructure to enable training and education opportunities working in conjunction with Keighley College, its partners and other organisation to address skills gaps and increasing employability associated with continued growth in manufacturing, engineering and technology sectors.

## 2.2. Strategic Plan

The Keighley TIP has focussed on prioritising interventions that will transform the town by complementing and integrating with regeneration and growth investment which is currently planned by the public and private sectors. The Vision, Objectives and interventions, that have been born out of the stakeholder engagement process seek to support the outcomes of existing plans and economic strategies to which the Council and its partners are fully committed in order to maximise value for money.

### 2.2.1. Alignment with existing strategies and plans

#### Regional Significance

Whilst the West Yorkshire economy is the largest economic areas outside London, WYCA recognises in its Corporate Plan 2020/21<sup>40</sup> that it doesn't always work for everybody. In order to 'level up' nationally and reduce inequality, there is a need to a focus on **enabling inclusive growth** which includes further and higher education, life-long career support, as well as access to a reliable transport network. It also includes a focus **clean growth** with significant opportunities to address environmental issues, increase resilience and tackle the climate emergency (for example flood risk management, carbon sequestration, net biodiversity and environmental gain, green and blue infrastructure, renewable and low carbon energy generation).

On 10 December 2020, WYCA set out its new **Spatial Priority Areas (SPAs)** as part of its Strategic Economic Framework (SEF) which **include Keighley** in order to achieve balanced growth. The SPAs are the largest and most strategic opportunities in the region that will benefit from an increase focus on regeneration and urban

<sup>40</sup> <https://www.westyorks-ca.gov.uk/media/5840/west-yorkshire-combined-authority-corporate-plan-2020-21.pdf>

renewal. Indeed, paragraph 2.6 of the Spatial Priority Areas (SPAs) Refresh paper approved by WYCA on 10 December 2020<sup>41</sup> states that "**SPAs are of regional significance**". The SPAs are supported by the Place Panel and will be used in the emerging Draft Connectivity Plan (paragraph 2.9). They will have a focus on Clean Growth through the inclusion of a new category of 'Environmental Opportunity SPA' to achieve net zero carbon by 2038 (paragraph 3.1) as well as having Inclusive Growth principles embedded in the SPA methodology (paragraph 4.1).

In addition, **Keighley** will benefit from the future **Northern Powerhouse Rail (NPR)** Bradford Growth Strategy as set out in the vision statement<sup>42</sup>. NPR will transform Bradford's connectivity, **more than halving journey times to Leeds, Manchester, Manchester Airport, Liverpool and York**, putting Bradford at the heart of an integrated economic area across the North. NPR would also significantly reduce journey times to the main global gateways such as Manchester Airport and (via HS2) the Midlands and London including Heathrow.

#### Alignment with local and regional policies

Keighley's strategic objectives have guided the selection and development of interventions (outlined further in Section 2.4 below). To ensure that these interventions align with local, regional and national objectives, the 8 Keighley objectives have been mapped against relevant broader strategy documents. The outcomes of this exercise are summarised in Table 2-1.

#### Table 2-1 - Alignment with local, regional and national policies

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<sup>41</sup> <https://westyorkshire.moderngov.co.uk/documents/s18099/Item%208%20-%20Spatial%20Priority%20Areas%20Refresh.pdf>

<sup>42</sup> [https://www.nextstopbradford.com/wp-content/uploads/2019/03/NPR\\_Bradford\\_Growth\\_Strategy.pdf](https://www.nextstopbradford.com/wp-content/uploads/2019/03/NPR_Bradford_Growth_Strategy.pdf)

TIP objective	Alignment with local, national and regional policies and strategies
<p>SO1 - To build growth in Keighley's key sector of manufacturing, engineering and technology by facilitating inclusive economic growth, supporting SMEs &amp; entrepreneurial opportunities including start-ups, and getting young people in employment.</p>	<ul style="list-style-type: none"> <li>• <b>WYCA</b> has identified the strength of the manufacturing sector as a key reason to invest in the LCR<sup>43</sup>. With the greatest concentration of high-value manufacturers in the UK, and renowned for its scale, diversity and excellence, LCR is well placed to shape the rapidly changing manufacturing environment, as well as capture the opportunities it presents.</li> <li>• <b>The West Yorkshire Economic Assessment</b><sup>44</sup> identifies digital, engineering, manufacturing and construction as key priorities for the region as they provide the most significant opportunities for growing output and increasing employment. It also notes that in West Yorkshire, these industries are driven by mid-sized firms and so this is where investment should be focussed.</li> <li>• In their <b>Corporate Plan (2020/21)</b><sup>45</sup>, WYCA identifies the importance of supporting SMEs in order to boost productivity and enable inclusive growth, particularly after the COVID-19 pandemic.</li> <li>• <b>The Leeds City Region Local Industrial Strategy</b><sup>46</sup> promotes the importance of supporting businesses to meet the challenges of the future economy and creating good quality jobs. This can be achieved by providing finance for businesses scaling-up, transitioning to low-carbon methods and those looking to locate into the region, supporting businesses to grow and increase productivity, ensuring that they can encourage creativity, connections and big dreams.</li> <li>• To support enterprise, many businesses will require assistance as a result of the impacts of COVID-19 (<b>Bradford District COVID-19 Economic Impact Business Survey Report, 2020</b>). The Towns Fund provides a unique opportunity to support local businesses, particularly SMEs.</li> </ul>
<p>SO2 - To provide high quality digital infrastructure to support continued economic growth and address digital inclusion to enable Keighley residents to access training &amp; technology and support</p>	<ul style="list-style-type: none"> <li>• The <b>West Yorkshire Economic Assessment</b> (WYCA)<sup>47</sup> identifies digital skills improvement as a key priority for achieving equitable growth.</li> <li>• <b>Leeds City Region Local Industrial Strategy</b><sup>48</sup> identifies an ambition to accelerate economic growth across the City Region through technology and innovation. This can be achieved by helping workers adapt to technological change with better digital and creative skills delivered through inclusive, accessible training and providing universal access to high quality careers and retraining services to help young people aspire to jobs of the future and support adults to develop their careers.</li> </ul>

<sup>43</sup> [Home page - Invest in Leeds City Region | Opportunity. Connection. Freedom. \(investleedscityregion.com\)](https://www.investleedscityregion.com/)

<sup>44</sup> <https://www.westyorks-ca.gov.uk/media/5642/west-yorkshire-economic-assessment-feb-20-updated.pdf>

<sup>45</sup> <https://www.westyorks-ca.gov.uk/media/5840/west-yorkshire-combined-authority-corporate-plan-2020-21.pdf>

<sup>46</sup> <https://www.the-lep.com/media/3337/leeds-city-region-local-industrial-strategy-our-draft-priorities.pdf>

<sup>47</sup> <https://www.westyorks-ca.gov.uk/projects/enterprise-zones/>

<sup>48</sup> <https://www.the-lep.com/media/3337/leeds-city-region-local-industrial-strategy-our-draft-priorities.pdf>



TIP objective	Alignment with local, national and regional policies and strategies
up-skilling and future employment.	
<p>SO3 - To improve physical accessibility in/around Keighley to support business and housing growth, including by improving access to sustainable active travel modes to address congestion and support Net Zero.</p>	<ul style="list-style-type: none"> <li>To support and strengthen Keighley's role within the district, investment from the Towns Fund is required to breathe new life into the town, making it an attractive, accessible and vibrant place to live, work and invest in (<b>Core Strategy Policy SC2</b>).</li> <li><b>The West Yorkshire Economic Assessment</b><sup>49</sup> shows that Northern Powerhouse Rail (NPR) and High Speed 2 (HS2) are expected grow the North's economy by creating jobs, (including better quality jobs) which are forecast to result in productivity uplift as well as unlocking areas of commercial development and strengthening the property market. In order to harness this growth, funding is needed for improvements to the railway station approach, including the KWVR.</li> <li>The <b>Bradford District Business Development Zones 2019</b> report notes that improving connectivity will help make Keighley a more attractive location to businesses potentially considering taking up space in north Bradford or south Craven.</li> <li><b>Leeds City Region Local Industrial Strategy</b><sup>50</sup> identifies the need to create an environment that promotes healthy, active lifestyles and is fit for future generations to enjoy by ensuring affordable, reliable transport is available to all communities so everyone can access work, education and leisure: Create the right infrastructure to help everyone benefit from growth and access opportunity.</li> </ul>
<p>SO4 - To reinvigorate Keighley by identifying opportunities for acquisition, preparation, remediation or development of land uses including housing; and additionally within the town centre by delivering strong streetscapes, corridors and heart, cultural &amp; leisure space, overall diversifying the</p>	<ul style="list-style-type: none"> <li>Keighley town centre should provide a strong focus for local communities, in terms of service provision, employment and housing opportunities (<b>Core Strategy, 2017</b>) and investment in existing building stock will be required to unlock this potential.</li> <li>Keighley benefits from a <b>Business Development Zone (BDZ)</b> comprising two employment areas to the north and east of Keighley town centre respectively (<b>Royd Ings</b> and <b>Worth Village</b>) totalling 127 hectares. The BDZ has potential to offer a wide mix of modern accommodation principally for manufacturing businesses (<b>Bradford District Business Development Zones, 2019</b>), but the re-use of brownfield land creates development viability issues (<b>Bradford District Business Development Zones, 2019</b>). The <b>WYCA Corporate Plan 2020/21</b><sup>51</sup> states that another 170,000 square foot on commercial space is needed throughout the Enterprise Zone. Towns Fund investment into remediation and infrastructure will facilitate development that will strengthen the BDZ's position as a major industrial location within the Airedale Corridor.</li> <li>Increasing house prices in the town show that there is potential for further residential development, particularly to address issues of affordability arising from low wages/rising prices, and a lack of affordable housing. Funding to help deliver new homes in the town centre would improve its vitality and support businesses.</li> </ul>

<sup>49</sup> <https://www.westyorks-ca.gov.uk/media/5642/west-yorkshire-economic-assessment-feb-20-updated.pdf>

<sup>50</sup> <https://www.the-lep.com/media/3337/leeds-city-region-local-industrial-strategy-our-draft-priorities.pdf>

<sup>51</sup> <https://www.westyorks-ca.gov.uk/media/5840/west-yorkshire-combined-authority-corporate-plan-2020-21.pdf>

TIP objective	Alignment with local, national and regional policies and strategies
offer to increase footfall and activity throughout.	<ul style="list-style-type: none"> <li>Focusing development in the Regional City of Bradford and principal towns, including Keighley, is also important for supporting the net zero agenda as these locations are served by sustainable transport (<b>Core Strategy Policy SC2</b>), investment in existing building stock will also support the carbon agenda.</li> <li>The <b>WYCA Corporate Plan 2020/21</b><sup>52</sup> identifies a key opportunity to deliver new homes on brownfield land in the region.</li> </ul>
SO5 - To support the health and well-being of Keighley's residents by providing access to a range of sport, leisure, cultural, creative & recreational facilities, services & activities and access to clean, safe & green space.	<ul style="list-style-type: none"> <li>Ensuring people in Bradford District have good mental wellbeing, and that the District is a healthy place in which to live, learn and work are two of the outcomes that the <b>Joint Health and Wellbeing Strategy for Bradford and Airedale 2018-2023</b> seeks to achieve. Community organisations and volunteers are already working to help people to make changes to their lives, but there is a need for further investment in, and support for, health and wellbeing.</li> <li>Improving access to health is a strategic objective for the District (<b>Core Strategy Objective 10</b>). Encouraging healthier lifestyles is a key priority for Keighley (<b>Core Strategy Policy SS3</b>), and the town will be one of the main areas of focus for health facilities (<b>Policy SC4</b>). To support Keighley's transformation, investment from the Towns Fund is needed to improve access to health and wellbeing resources and facilities to foster a strong and resilient community.</li> <li><b>The West Yorkshire Economic Assessment</b><sup>53</sup> highlights the need to improve health behaviour (including physical activity levels and smoking) in order to minimise the economic costs to society and to businesses in the form of lost productivity.</li> <li>'Putting health at the heart of the region' is central to the <b>Leeds City Region Local Industrial Strategy</b><sup>54</sup>. Making sure our environment promotes healthy, active lifestyles and is fit for future generations to enjoy by enabling everyone to live healthy, active lives is one of the most effective ways of improving productivity across the City Region.</li> </ul>
SO6 - To utilise the rich heritage and character of Keighley to strengthen its position and make the most of its local economic assets.	<ul style="list-style-type: none"> <li>Keighley's strategic location and role as a principal town give it huge potential for sustainable growth, and the importance of supporting, protecting and enhancing the town's role is highlighted in the <b>Core Strategy (Policy SC1)</b>. The regeneration of Keighley must build on its strong base as an industrial hub and give it the space it needs to grow.</li> <li>The <b>Keighley Town Council Town Plan (2020-2023)</b> highlights the importance of the historic environment of Keighley although recognises the constraints of the main road within the centre.</li> <li><b>Leeds City Region Local Industrial Strategy</b><sup>55</sup> identifies an ambition to champion and unlock the potential of our diverse places - towns, cities and rural communities, including Keighley's diverse community - to tackle inequality.</li> </ul>
SO7 – To support growth of arts & cultural tourism and Keighley as a	<ul style="list-style-type: none"> <li><b>Keighley Creative and Keighley Towns Fund Nov 2020</b> identified that there is a lack of space for the arts and culture in Keighley which is reducing people's opportunities to engage. Keighley's rich creative community is one of its unique features,</li> </ul>

<sup>52</sup> <https://www.westyorks-ca.gov.uk/media/5840/west-yorkshire-combined-authority-corporate-plan-2020-21.pdf>

<sup>53</sup> <https://www.westyorks-ca.gov.uk/media/5642/west-yorkshire-economic-assessment-feb-20-updated.pdf>

<sup>54</sup> <https://www.the-lep.com/media/3337/leeds-city-region-local-industrial-strategy-our-draft-priorities.pdf>

<sup>55</sup> <https://www.the-lep.com/media/3337/leeds-city-region-local-industrial-strategy-our-draft-priorities.pdf>

TIP objective	Alignment with local, national and regional policies and strategies
<p>destination, maximizing the benefits of wider association with nearby attractions.</p>	<p>and investment in culture and heritage will be crucial to improve wellbeing, and to attract visitors and further investment to the town.</p> <ul style="list-style-type: none"> <li>• CBMDC’s ‘<b>An economic strategy for Bradford District 2018-2030: Pioneering, Confident and Connected</b>’ has Culture ‘Our Distinctive Offer’ as one of the four priority areas for investment and development. The council is developing a new 10-year cultural strategy with ambitions to grow a new calendar of exceptional festivals and events; to that Bradford is ‘open for business’, building capacity, encouraging innovations and making Bradford a host of choice for national and international cultural events and partnerships; create an explosion of opportunity, working with families, schools, FE and HE partners to create a critical mass of coordinated training and employment pathways; and encouraging producers to make more work for local people, with bold productions in Bradford.</li> <li>• According to <b>WYCA’s Strategic Economic Framework</b><sup>56</sup>, cultural, creative and tourism sectors are playing a vital role in driving inclusive and sustainable growth. WYCA are delivering an ambitious local cultural framework that makes the most of the regions distinctive natural and cultural assets, enhancing pride and wellbeing and developing the local visitor economy, alongside increasing talent and cultural investment in the area that would complement programmes in Keighley.</li> <li>• The <b>Leeds City Region LEP vision for culture and heritage</b><sup>57</sup> include ensuring more people take part in cultural activity and using culture to offer different routes to develop skills. It highlights the enormous potential that cultural assets have, the restoration of the Piece Hall, for example, has been an incredible investment, adding £26 million to the local economy since the it reopened in 2017 and kick-starting wider regeneration. With its existing cultural assets, Keighley is in a strong position to benefit in a similar way from targeted investment.</li> <li>• SO7 supports progress towards <b>Arts Council England’s ‘Let’s Create</b>’<sup>58</sup> outcome of creating cultural communities: Investment in cultural activities and in arts organisations, museums and libraries helps improve lives, regenerate neighbourhoods, support local economies, attract visitors and bring people together.</li> </ul>
<p>SO8 - To provide access and infrastructure to enable training and education opportunities working in conjunction with Keighley College, its partners and other organisation to address skills gaps and increasing</p>	<ul style="list-style-type: none"> <li>• The <b>Core Strategy (2017)</b> notes that low levels of educational attainment and lack of basic skills are evident in the District, which is associated with significant deprivation in Keighley.</li> <li>• The <b>Bradford Economic Strategy (2018-2030)</b> sets out an ambition for Bradford, including Keighley “to be the UK’s fastest growing economy over the coming decade, increasing the value of our economy by £4 billion, getting 20,000 more people into work and improving the skills of 48,000 residents”. The Strategy supports significant investment in education and skills training, especially for young people, attraction and retention of workers is a key issue for Keighley, as highlighted in Section 1.4.3.</li> <li>• In January 2021, the Department for Education published a <b>White Paper entitled ‘Skills for Jobs: Lifelong Learning for Opportunity and Growth</b>’. The plan for reform outlines the importance of creating attractive second-rate options for</li> </ul>

<sup>56</sup> [Culture - Combined Authority | Unlocking potential, accelerating growth \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk/culture-combined-authority-unlocking-potential-accelerating-growth)

<sup>57</sup> [Leeds City Region outlines vision for culture and heritage - LEP | Business support and finance \(the-lep.com\)](https://www.the-lep.com/leeds-city-region-outlines-vision-for-culture-and-heritage-lep-business-support-and-finance)

<sup>58</sup> [The Outcomes | Arts Council England](https://www.artscouncil.org.uk/outcomes)

### TIP objective

employability associated with continued growth in manufacturing, engineering and technology sectors.

### Alignment with local, national and regional policies and strategies

postsecondary education and putting “employers at the heart of identifying skills needs and helping to shape local provision through close working with colleges and other providers”. This TIP will align with this by working with Keighley College, its partners and other organisation to address skills gaps and increasing employability associated with continued growth in manufacturing, engineering and technology sectors.

- **The Leeds City Region Local Industrial Strategy**<sup>59</sup> states that improving skills is key to closing the productivity gap with the rest of the UK would mean more, better-paid jobs, improve living standards and could add £11 billion to the region’s economy.

<sup>59</sup> <https://www.the-lep.com/media/3337/leeds-city-region-local-industrial-strategy-our-draft-priorities.pdf>

## 2.2.2. Implications for the TIP

Table 2-2 demonstrates how the issues described in Chapter 1 are expected to worsen if no funding is secured from the Town Fund.

**Table 2-2 - Implications if no funding is secured**

Theme	Do nothing scenario (if no funding secured):
Development investment	<p>Continued lack of industrial and office space which will have a negative impact on the local economy including employment</p> <p>Shortage in affordable housing which will negatively impact attracting and retain young working people and those in lower skilled/lower income occupations</p>
Town centre and infrastructure improvements	<p>Negative impact on the health and wellbeing of residents in Keighley including increased rates of obesity amongst adults and children</p> <p>Negative impact on carbon net zero targets/objectives</p> <p>Potential for more retail units to close and others allowed to decay creating an unsafe/unattractive area the likelihood of impacting surrounding communities and not maximising the possible increase in economic value of the land</p> <p>Potential for buildings to fall into further disrepair and decay creating an unsafe/unattractive area and the likelihood of impacting surrounding communities and not maximising the possible increase in economic value of the land</p> <p>Further reduction in footfall and further loss of pride in their town by residents, potentially causing more residents to move out of the area with a further negative impact on the local economy</p>
Skills	<p>Not addressing the technical and educational skills improvement requirements for residents across all ages will negatively impact the existing skills shortage and the local economy, increasing skills would lead to a reduction in unemployment and an increase in disposable income which in turn could improve and change the face of the high street</p> <p>New and existing employers in Keighley would be forced to recruit from outside the area therefore having a negative impact on both the local economy and potentially air quality through increased congestion</p>
Community and enterprise	<p>Negative impact on unemployment due to no new job creation</p> <p>Negative impact on the local economy as new business start-ups would positively contribute to the local economy and generate revenue for the council through business rates</p> <p>Unable to attract and retain working age people</p> <p>Health and wellbeing issues in the Town not being addressed</p> <p>Depleting sense of community and belonging in Keighley</p>
Culture and heritage	<p>Low visitor numbers to the Town resulting in negative economic and social repercussions</p> <p>Not addressing the leisure and educational skills improvement requirements will negatively impact the existing health and wellbeing problems, skills shortage as well as the local economy</p> <p>Continued barrier for BAME women integrating the workforce and within the local community</p> <p>Negative impact on residents' pride in the Town</p> <p>Continued lack of night-time economy and non-diverse commercial offer in Town Centre</p> <p>Not taking advantage of the opportunities for investment in cultural and creative industries which have arisen nationally via ACE and regionally and locally – which means missing out on opportunities that other areas have used</p> <p>Lack of a cultural infrastructure and physical hub will force artists and creatives to pursue their employment elsewhere</p>

Theme	Do nothing scenario (if no funding secured):
Health and wellbeing	<p>Inequalities in health and wellbeing worsen</p> <p>Reduction in the number of potential new learner opportunities which would contribute to upskilling in the area</p> <p>Negative impact on creating a sense of community and belonging in Keighley</p> <p>Minimal town-centre footfall</p>

## 2.3. Project prioritisation

This section summarises the project prioritisation process and the projects that have emerged as high priority for Keighley.

### 2.3.1. Prioritisation approach

A summary of the overall, three stage prioritisation process from early project identification through to production of a short-list and ultimately the recommended interventions to feature in the TIP is given in Figure 2-1. This process reflects the advice given by the Town Hub and is compliant with the prioritisation approach in line with the Towns Fund and Green Book requirements. The process is described in more detail in the following sub-sections.

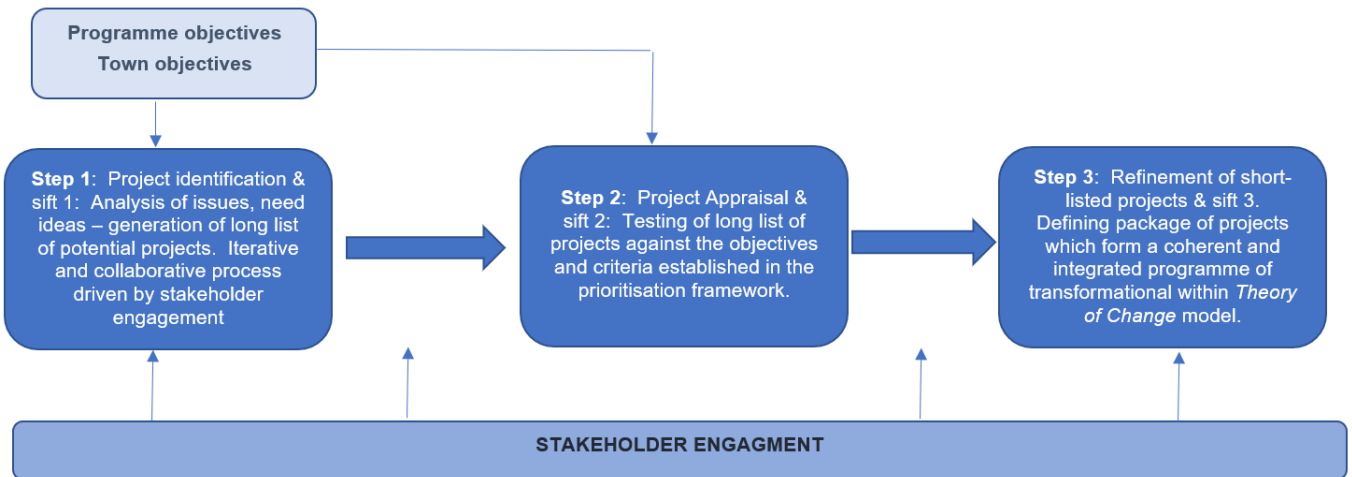


Figure 2-1 - Summary of prioritisation approach

#### Stakeholder engagement was key to the project prioritisation approach:

- Step 1: Stakeholders were invited to submit project proposals and were encouraged to engage with key stakeholders in their wider network while completing them. Project ideas were also taken from public feedback from Mytown website;
- Steps 2 & 3: a series of online workshops and meetings were held with project promoters, focus groups (with stakeholders with specific interest in or knowledge of a particular theme) and the Town Deal Board to develop projects and provide feedback on the sifting process. An online public consultation was held, and results used to aid the prioritisation and project development process.

#### Step 1 - Project identification and first sift

61 project proformas were submitted by potential project sponsors. During step 1, projects have been assessed primarily in terms of the strength of their strategic case. In accordance with Towns Fund Delivery Partner's (TFDP) prioritisation tool, four key requirements, under a pass or fail system, have been assessed:

- Whether the project is capital investment, or can be justified as revenue
- Location of the project within town boundaries

- Alignment with financial limits
- Alignment with the Town's vision and strategy

The outcome of Step 1 was the collation of a long list of potential projects for further, more detailed appraisal.

### Step 2 – Project appraisal and second sift

Under sift 2, three sets of criteria have been used to prioritise projects:

- Town specific criteria: evaluate projects' contribution to the Town's objectives
- HMT Green Book criteria: evaluate projects' risks and benefits in line with the Green Book,
- Expected socio-economic benefits: evaluate the extent to which each project is likely to address socio-economic challenges

The first two sets of criteria align with the TFDP's recommendations. The third criterion (expected socio-economic impact) was added to help refining the prioritisation process by given more importance to projects that will have the most significant impact in a context of limited funding availability.

Table 2-3 summarises criteria and what they mean.

**Table 2-3 - Definition of sifting criteria**

	Definition	Criteria
Town Specific Criteria (33%)	Evaluates projects' contribution to the Town's objectives <ul style="list-style-type: none"> <li>• <i>Does the project contribute to the Town's objectives?</i></li> </ul>	Towns' objectives. 7 objectives, each rank (/5)
HMT Green Book Appraisal Criteria (33%)	Evaluates projects' risks and benefits in line with the Green Book, <ul style="list-style-type: none"> <li>• <i>Is the project financially and technically achievable and manageable locally?</i></li> </ul>	Value for money (/5) Affordability (/5) Achievability (/5) Stakeholder engagement (/5)
Expected socio-economic impact (33%)	Evaluates the extent to which each project is likely to address socio-economic challenges <ul style="list-style-type: none"> <li>• <i>Will the project make a significant difference to the beneficiaries?</i></li> <li>• <i>Will the intervention affect many beneficiaries?</i></li> <li>• <i>Will the intervention benefit the most vulnerable parts of the population?</i></li> </ul>	Expected socio-economic impact (/5)

Each criterion was scored between 1 and 5, using a scoring framework that can be found in Appendix C.

### Step 3 – Cohesiveness assessment, project refinement and sift 3

The objective of the final step of the prioritisation process is to identify a preferred package of proposed projects that will be put forward to MHCLG as proposed interventions for which the town is seeking funding. This step involved the refinement of projects with key stakeholders (Figure 2-1) to ensure stronger alignment with key criteria, filling of information gaps and further testing of the project against critical objectives and both national and local assessment criteria.

Importantly, packages were developed so that projects are integrated together and form part of a collective strategic transformation programme.

## 2.4. Preferred projects

Projects emerging as high priority from the sifting process are summarised in the table below. The total funding ask from the Towns Fund is **£34.71** million, the projects will generate a total of **£80** million third party funding.

Theme	Project Name	Towns Fund Ask	Match funding	Project Description
Development investment	A. Development Investment Fund	£15m	£59m	<p>The Development Investment programme will invest in or provide loans for site and property remediation including the provision of enabling infrastructure to improve the availability of good quality sites that are then viable for industrial, commercial, residential development. It will also include support for the construction of new projects. By improving the supply of quality sites and premises it will create opportunities for economic growth in advanced manufacturing, engineering and other key industries. In addition, the regeneration of North Street and Cavendish Street properties will be supported providing mixed use opportunities including affordable housing provision and so help increase town centre footfall and vitality. The programme is also designed to support a property improvement plan in North Street and Cavendish Street, the latter leads up into town from the railway station and the former is a major through-fare through town, which is designed to provide more footfall into the town centre. Investment &amp; loans will need to be State Aid compliant.</p> <p>The Development Investment programme would be led by CBMDC (support from WYCA &amp; Homes England as appropriate) bringing forward key projects that address the constraints in bringing forward new projects and so increase developer confidence. The Council would additionally work with landowners and developers to support them bring forward projects through use of its planning and other powers (e.g. Compulsory Purchase Order).</p> <p>Receipts generated through capital and revenue receipts would be reinvested into future industrial projects thereby increasing the future pipeline of good quality sites and premises for development by the private sector.</p> <p>The Development investment programme is a key element of the TIP for Keighley and provides the ability to overcome the current market failure issues that are stalling the development of a series of brownfield industrial sites which would play a pivotal role in growing both the local economy in Keighley but more particularly the regional economy in West Yorkshire.</p>
Town centre and infrastructure	B. Public realm and transport infrastructure improvements	£2.5m	-	<p>This set of interventions will improve the public realm and connectivity within Keighley town centre, improve connectivity at key identified locations across Keighley, and crucially, act as a key enabler to other projects that are located in the town centre and that are all aimed to improve town centre attractiveness.</p> <p>The project is separated into five key interventions: Low Street Public Realm Phase 2; Train station to town centre improvements; Public realm and street scene improvement for North St and Cavendish St; Real time bus information; and Active Travel Projects.</p>

Contains sensitive information

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Theme	Project Name	Towns Fund Ask	Match funding	Project Description
Skills	C. Keighley skills hub	£0.906m	-	<p>The project will fund the creation and complete fitout of the Keighley Skills Hub which enable the existing service (which has received more than 70 referrals since September 2020 from partner organisations including DWP (Jobcentre Plus), local community centres, Keighley Youth Services, Modality Partnership (local GP partnership) to grow. The Hub will be a bright, attractive place to learn, located within the town centre or close to the train station. It will specialise in basic education and training for adult learners of all ages, where a significant gap has been identified, to increase their employability.</p> <p>The services provided will include courses in Maths, English and Digital skills, short courses in sectors with identified employment opportunities (including social care, food hygiene and business development). The Hub will be an accessible venue that provides local residents the opportunity to develop work ethics and essential skills needed to be successful in the workplace, build self-confidence, improve numeracy, literacy, employability and digital skills. The Skills Hub will strengthen the employment readiness and opportunities for the local community. This in turn will create an inclusive town and community where opportunities will be accessible for all. The Skills Hub supports the Climate Coalition Action Plan goals of sustainable and inclusive development, provision of new skills and jobs, better health and stronger communities.</p> <p>The aim is for the Hub to be located outside of Keighley College's premises, so it is less intimidating and better tailored to adult learners. The space will also have a café, sponsored by Keighley College, that will provide work experience for students with learning disabilities, as well as making the Hub a welcoming space for learners to go.</p>
	D. Manufacturing engineering future technology hub	£3m	-	<p>A dynamic, flexible resource to provide training and skills development through access to modern manufacturing resources, techniques and employment skills and real time experience. The Hub will focus on areas of advanced engineering, manufacturing (textiles), maintenance and the technical support skills (CAD/CAM/CAE/CNC) around these, as well as IT networks, cyber security and online marketing. It will address the skills gap for both academic and vocational skills at level 3 and above. It is intended to offer progression routes covering the full range of level 1 to higher level 5/6 qualifications. The Hub will work with local employers to ensure their skills requirement is met locally, ensuring the growth in these key sectors enabled by the Development Investment Fund results in employment opportunities for the local population.</p>

Theme	Project Name	Towns Fund Ask	Match funding	Project Description
Community and enterprise	E. Capital assistance to business growth	£2m	£4m-£20m	The project will help address the need to invest in existing business to modernise and drive productivity improvements, to remain competitive with new businesses, keep pace with modernisation other regions, therefore safeguarding existing jobs in the area. The need for this type of investment in Keighley has grown out of experience of growth managers meeting businesses with development needs that find themselves ineligible for support from the existing WYCA-funded offer as they cannot generate new jobs. These are business that have already come forward, having identified their need to modernise.
	F. Community Grant Scheme	£4.9m	-	Capital fund to improve facilities for existing services to ensure their continuity. A key component in the delivery of the TIP is how the local communities come together and work to support the future economic growth and social improvements that would underpin the vision and the objectives for the town. There is a high level of demand for community projects as evidenced by the variety and value of project proformas that were received in December 2020.
Culture and heritage	G. Keighley Creative Community Art Hub	£2.6m	-	Purchase and reinvent a redundant landmark town centre building to create a cultural destination and provide the biggest and best contemporary arts space in the Bradford district, including a programme of skills training and leisure learning. It would also host the Keighley Art and Film Festival (KAFF), support a viable number of lettings and serve as a base for outreach across Keighley.
	H. Women employment project	£0.16m	£0.05m	<p>The proposal is to build a new annex to an existing building owned by the Keighley Association Women &amp; Children's Care (KAWACC). The purpose-built annex will be designed as a sustainable, resource-efficient commercial space that will house sewing machines and equipment within a learning and working environment.</p> <p>The building will house a social enterprise textile management project to enable KAWACC to establish a textile academy which will deliver a bespoke skills training package for local Black, Asian and Minority Ethnic (BAME) women to improve pathways into skilled and better work. KAWACC will partner with local colleges, manufacturers and suppliers to offer practical work experience and create employment opportunities for workless BAME women, acting as a stepping-stone to employment.</p>
	I. Keighley Art and Film Festival	£0.24m	£0.23m	'Super-charge' the expansion and sustainability of the annual Keighley Arts and Film Festival to enable the festival to establish itself on the national festival scene significantly faster, and to upscale the amounts of external funds KAFF could generate. KAFF2021 aims to be bigger and better working with local partners like the Bus Museum and KWVR, establishing itself on the national festival scene and growing in step towards the delivery of the Bradford UK City of Culture year in 2025.

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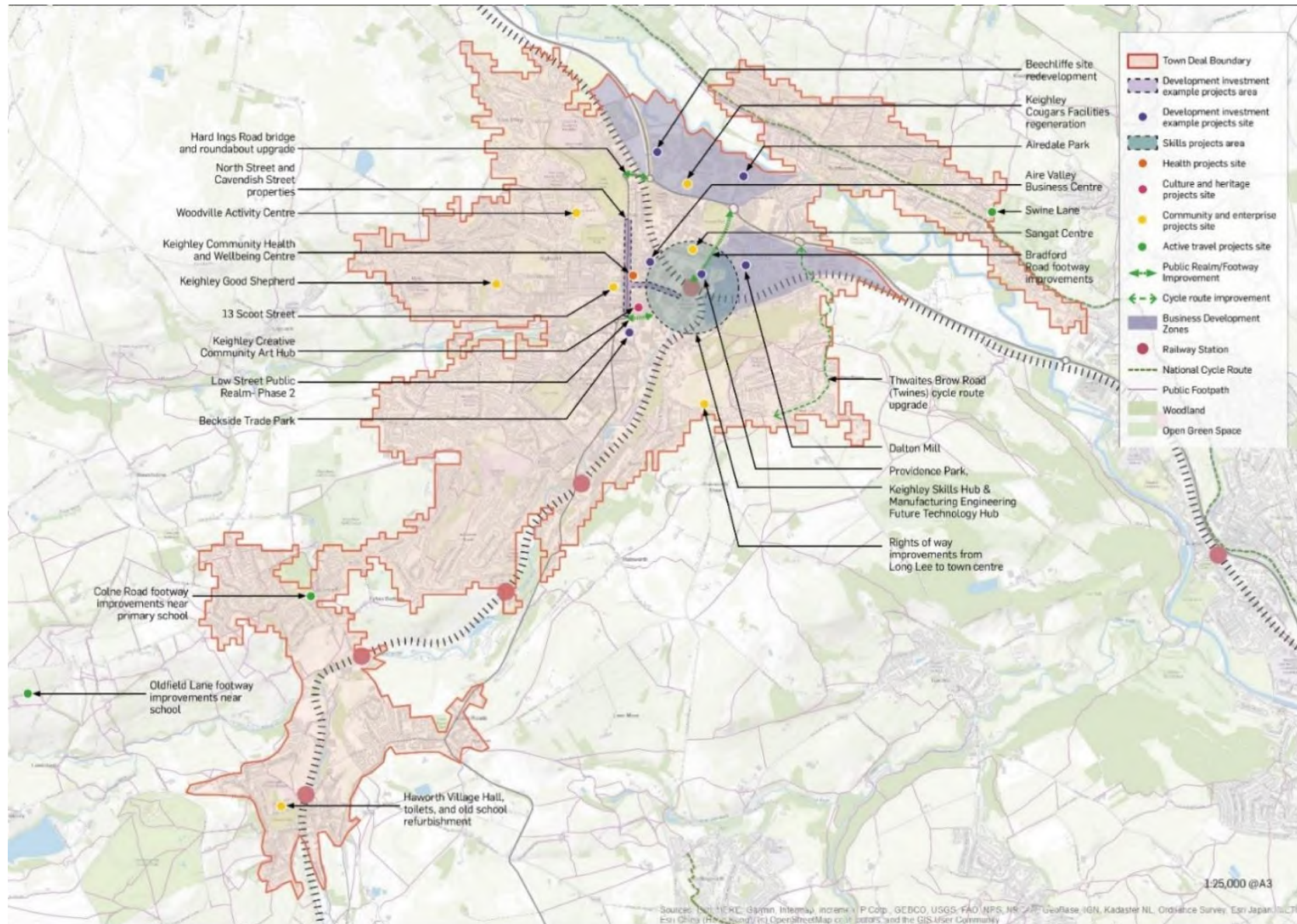
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Theme	Project Name	Towns Fund Ask	Match funding	Project Description
Health	J. Keighley Community Health and Wellbeing Centre	£3.4m	£17m-£22m	<p>Integrated health, wellbeing and skills hub at the heart of Keighley, a wide range of integrated support services who are trained in engaging, assessing, motivating and giving people the tools to improve their health and wellbeing.</p> <p>The base project will provide a state-of-the-art health and wellbeing centre at the heart of Keighley bringing together services from health partners who provide primary, community, mental health and secondary care services to Keighley (Airedale NHS Foundation Trust, Bradford District Care Trust and Modality GP Partnership) and offering space to community organisations.</p> <p>The centre will create linkages to support individual and community transformation in wider pillars impacting mental, physical and social wellbeing, and offer space for services that improve social determinants of health, such as support with social isolation, relationships and confidence, volunteering, training, job seeking and encourage healthy behaviours by promoting green social prescribing (Keighley residents have higher than average obesity and depression levels) to take advantage of green spaces in and around Keighley.</p>

### 2.4.1. Spatial strategy

Figure 2-2 gives an indicative location for the selected projects, please note that not all projects are shown on the map as their exact location is still to be determined. The majority of projects are focussed around the town centre and BDZs for the reasons outlined below:

- Initiatives will be further bolstered by access to Keighley station, connecting people via sustainable modes to other regional hubs
- Ensures investment is focussed on the most deprived areas of the town where it will have the greatest impact
- The clustering of projects around the heart of the identified area for investment in combination with the planned access improvements for sustainable modes will bring benefits in line with the 15-minute community principle which supports health and wellbeing objectives, the Net Zero agenda and will ensure an equitable distribution of benefits.



**Figure 2-2 - Indicative location for selected projects**

Table 2-4 shows the alignment of the emerging preferred projects with Keighley's strategic objectives. Table 2-1 outlines the alignment between Keighley's Town Fund objectives and local, national and regional policy, therefore alignment with Keighley's objectives shown in Table 2-4 below also demonstrates alignment with the broader strategies discussed in Section 2.2.1.

**Table 2-4 - Alignment of projects with strategic objectives**

Keighley's strategic objectives	A	B	C	D	E	F	G	H	I	J
<b>SO1</b> - To build growth in Keighley's key sector of manufacturing, engineering and technology by facilitating inclusive economic growth, supporting SMEs & entrepreneurial opportunities including start-ups, and getting young people in employment.	✓		✓	✓	✓	✓		✓		
<b>SO2</b> - To provide high quality digital infrastructure to support continued economic growth and address digital inclusion to enable Keighley residents to access training & technology and support up-skilling and future employment.			✓		✓					✓
<b>SO3</b> - To improve physical accessibility in/around Keighley to support business and housing growth, including by improving access to sustainable active travel modes to address congestion and support Net Zero.		✓								
<b>SO4</b> - To reinvigorate Keighley by identifying opportunities for acquisition, preparation, remediation or development of land uses including housing; and additionally, within the town centre by delivering stronger streetscapes, corridors and heart, cultural & leisure space, overall diversifying the offer to increase footfall and activity throughout.	✓	✓			✓		✓			✓
<b>SO5</b> - To support the health and well-being of Keighley's residents by providing access to a range of sport, leisure, cultural, creative & recreational facilities, services & activities and access to clean, safe & green spaces.		✓				✓	✓	✓	✓	✓
<b>SO6</b> - To utilise the rich heritage and character of Keighley to strengthen its position and make the most of its local economic assets.	✓						✓		✓	
<b>SO7</b> - To support the growth of arts & cultural tourism and Keighley as a destination, maximising the benefits of wider association with nearby attractions.		✓				✓	✓		✓	
<b>SO8</b> - To provide access and infrastructure to enable training and educational opportunities working in conjunction with Keighley College, its partners and other organisations to address skills gaps and increasing employability associated with continued growth in manufacturing, engineering and technology sectors.	✓		✓	✓		✓	✓	✓		✓

These projects will deliver Keighley's vision, whilst supporting the wider 'levelling-up' and Net Zero agendas. They will help enable Keighley to achieve its potential as a regionally significant manufacturing, engineering and technology, overcoming economic challenges presented by the COVID-19 pandemic by:

- Unlocking opportunities for regeneration in the BID and BDZs by re-purposing of Keighley's existing assets, without the need to build new;
- Increasing overall attractiveness and connectivity of town centre, for residents, visitors and, businesses, resulting in increased footfall;

- Retaining and upskilling its young, diverse and enterprising population so that it can enable economic transformation, contribute to Keighley's leading industries and help reduce income inequalities within the town.
- Providing the space and skilled workers necessary for businesses to grow and expand in the BDZs as well as in/around town where residential will need to become more of a feature;
- Enhancing connectivity and improving wellbeing by reintegrating existing retail and development areas through the provision of sustainable transport;
- Utilising Keighley's rich heritage in the arts and sport to encourage tourism and create a cultural destination for the district;
- Supporting Keighley's communities so that these can become more cohesive and contribute to the economic transformation of the town by improving health & wellbeing, social and cultural outcomes.

## 2.5. Clean growth commitment

The proposed shortlisted projects being put forward not only demonstrate compliance with the MHCLG Towns Fund Prospectus and net zero commitment by 2050 but also support the aims, objectives and commitments made by CBMDC and the climate coalition with the LCR. In January 2019 the Council declared a Climate Emergency and joined the LCR Climate Coalition aiming for environmental resilience and a net zero carbon by 2038 at the latest with significant progress by 2030.

The CBMDC's **Sustainable Development Action Plan 2020-21** has been developed focussing on three areas of activity - leading by example, leading with others, and making the case for change. Taking this into account, this TIP outlined below how the proposed projects will support the Action Plan and CBMDC's objectives and bring about more efficient practices and behaviours.

**Development Investment Fund (Project A)** - A facility that will provide the potential for investment in new development sites, industrial and property offering the greatest opportunity for economic growth in key sectors including manufacturing and engineering, and encouraging low carbon building material use and sustainable building. This programme would provide funding to remediate brownfield/derelict sites and provide reduced carbon critical infrastructure support to enable industrial, commercial and residential schemes. It will also support the Action Plan including new job generation and sustainable economic growth through investment.

**Town Centre and Infrastructure Improvements (Project B)** - These projects will make the town centre more attractive improving the user experience whilst also encouraging a mode shift whereby walking, cycling and use of public transport will replace car use. This will contribute to a reduction in carbon emissions whilst also supporting the Action Plan elements of cutting carbon, improving air quality and improving health and wellbeing for residents.

**Skills (Projects C & D)** - Creating adult training hubs that will support education in the development and use of future digital technologies in sectors where this will be increasingly needed supporting the Action Plan goals of sustainable and inclusive development, new skills and jobs, better health and stronger communities.

**Community and enterprise (Projects E & F)** – Support local SME's through funding to secure premises and equipment to positively impact businesses, births, deaths and survival rates, and increase the number of enterprises using high quality, affordable and sustainable commercial spaces and support start ups using business incubation, acceleration and co-working space. A state-aid compliant grant scheme managed by BMDC available for community and capital assistance projects.

**Culture and heritage (Projects G, H & I)** – These project aims to create a cultural destination in Keighley town centre which will provide a year-round programme of skills training and leisure learning in the building and base for outreach across Keighley, enable the KAFF festival to establish itself on the national festival scene significantly faster and create a textile academy which will deliver a bespoke skills training package for local BAME women to improve pathways into skilled and better work.

**Health (Project J)** – The project will provide a state-of-the-art integrated health and wellbeing hub at the heart of Keighley, bringing together within one facility the best in physical and mental health clinical practice from partners in primary, community and secondary care including the local authority and voluntary sector. It will enable the relocation of some existing primary services and add to that with community and secondary care services.

## 2.6. Theory of Change

Logic mapping has been used to outline the theory of change process for the projects. This process is used to facilitate the understanding of the projects and illustrate the relationship between input, output, outcomes and impacts of each project on the local communities and businesses. The logic map for the Keighley TIP is shown in Figure 2-3. Further detail about each project and their alignment with the broader Theory of Change for the projects aligned with each theme is explored below. Each page includes a logic map for each theme, a map locating the strategic locations of the project within the town, alignment of the project with the strategic objectives set out in Section 2.2, comments received from stakeholders throughout the engagement process (section 3.1) as well as the needs for the project and images illustrating the theme within the town<sup>60</sup>.

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<sup>60</sup> All images are sourced from Bob Smith Photography.



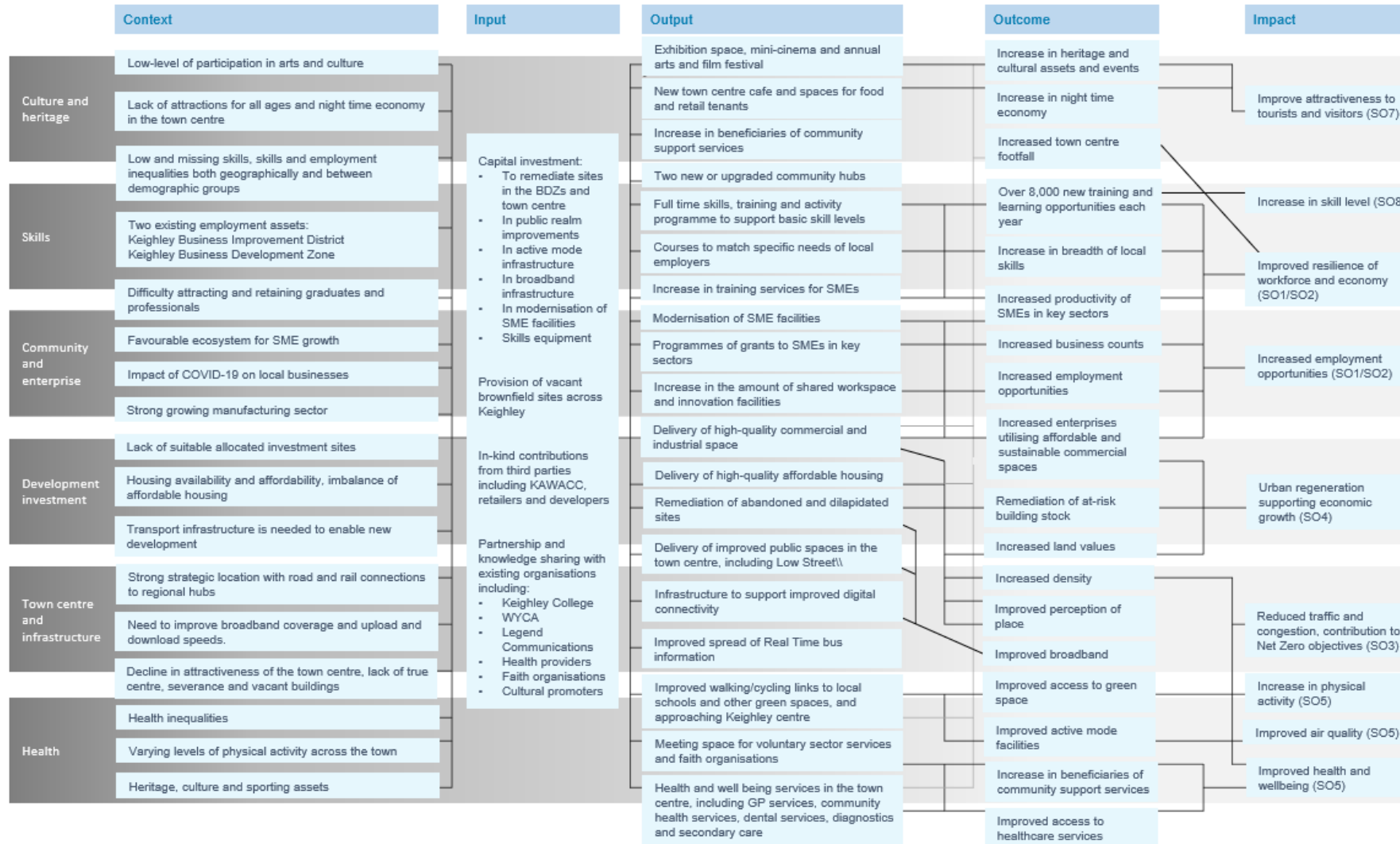


Figure 2-3 - Logic map

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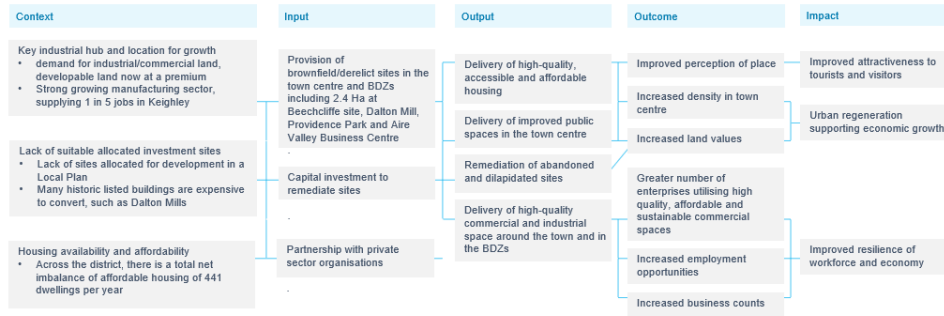
## Development Investment Fund (Project A)

Alignment with strategic objectives SO1, SO4, SO6 & SO8.

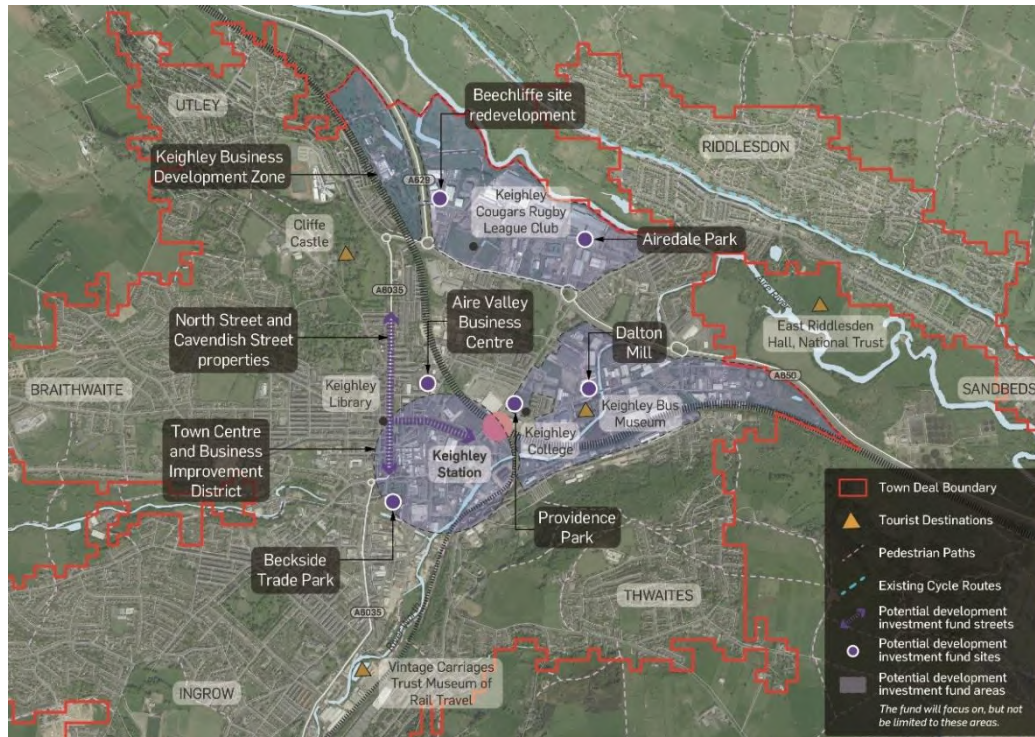
**The need for the project**  
Projects are needed to deliver: New industrial and property development sites; Opportunity for economic growth in key sectors including manufacturing and engineering; Growth in industrial floorspace; Remediate brownfield, derelict, abandoned and dilapidated sites; Provide critical infrastructure support to enable the potential opportunities provided in the BDZ's and in/around the town; and Increased employment opportunities.

It is a key element of the overall theory of change as it delivers land remediation and large building remediations, that can be turned into key assets in Keighley.

### Logic map



### Location



Unlocking regeneration opportunities in the BID and BDZs by applying fundamental principles of sustainability through the re-purposing of Keighley's existing assets, without the need to build new ones.

*'Attract more good paying jobs to Keighley boosting the town as a whole through trickle-down economics'*  
Online consultation (December 2020)



Royd Ings Avenue in BDZ



Royd  
Ings  
Avenue



Royd  
Ings  
Avenue



Dalton  
Lane

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## Town centre transport improvements (Project B)

Alignment with strategic objectives SO2, SO4, SO5 & SO7.

### The need for the project

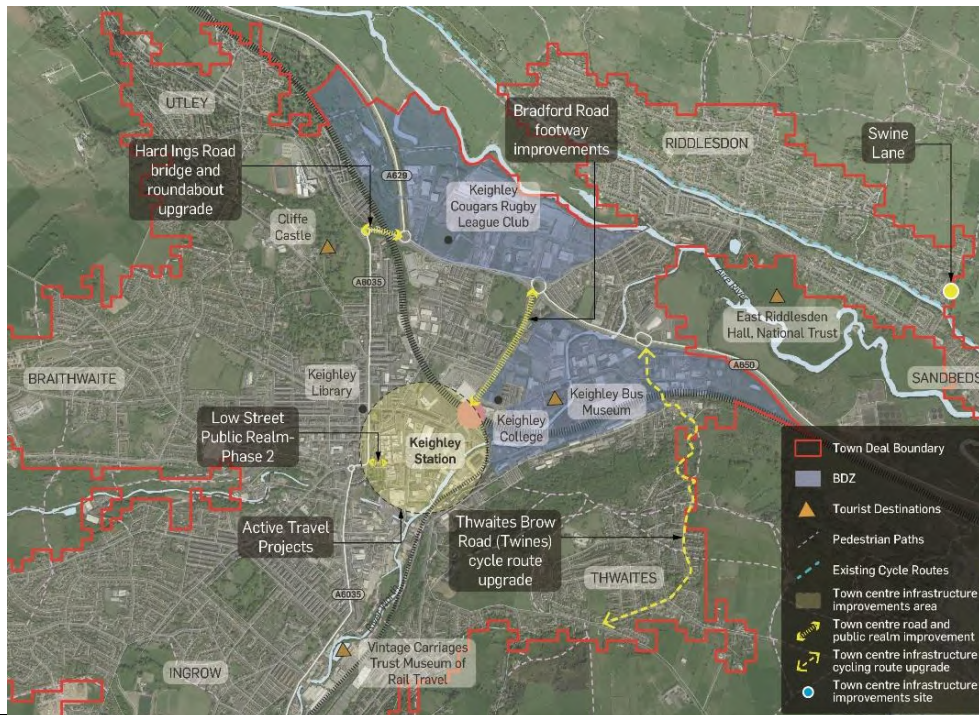
Projects are needed to deliver: Improved active mode facilities; Improved perception of place and sense of safety; Improved public realm within town centre and around train station; Regeneration of pedestrian corridors and increased footfall and Improved active travel links to schools.

As many projects funded in this TIP are in the town centre, the infrastructure improvements will be key enablers to support the success of other projects relating to culture, community & enterprise, health & wellbeing, and accessibility to skills & employment.

### Logic map

Context	Input	Output	Outcome	Impact
Strong strategic location with road and rail connections to strategic locations with in the region such as Leeds, Bradford, Harrogate and Skipton. A £10m project to dual Hard Ings Rd has just been completed assisting traffic flow towards North Yorkshire and into the District.	Capital investment in a grant scheme for neglected buildings	Renovated buildings in the town centre	Increased land values Improved perception of place	Urban regeneration supporting economic growth
Decline in attractiveness of the town centre • Lack of true centre, shopping centre and bus station face inwards • Shopping centre causes severance during closing hours • Vacant buildings in the town centre including former Marks and Spencer and Sunwin House	Capital investment in public realm improvements	Public realm improvements on Low Street	Increased footfall in town centre Improved pedestrian safety	Improve attractiveness to tourists and visitors Improved air quality
Transport infrastructure is needed to enable new development • High traffic volumes and lack of crossing facilities on North Street cause severance • Need for traffic management in town centre • Improvements needed to active mode facilities linking rail station to town centre	Capital investment in pedestrian and cycling infrastructure	Improved walking/cycling links to local schools and other green spaces, and approaching Keighley centre	Improved access to green space and recreation facilities Improved active mode facilities	Increase in physical activity Improved health and wellbeing
	Capital investment in public transport improvements	Improved spread of Real Time bus information		Reduced traffic and congestion, contribution to Net Zero objectives

### Location



Increasing overall attractiveness and connectivity of town centre, for residents, visitors and, businesses, resulting increased footfall.

Enhancing connectivity and improving wellbeing by reintegrating existing retail and development areas through the provision of sustainable transport.

Current pedestrian facilities on Bradford Rd



Low Street meeting of Phase I and proposed Phase II

*'Concentrate on the town centre first, need to draw customers back into the town to give some confidence to traders and start-ups'*  
Online consultation (December 2020)

## Keighley Skills Hub & Manufacturing, Engineering Future Technologies Hub (Projects C & D)

Alignment with strategic objectives SO1; SO2; SO8.

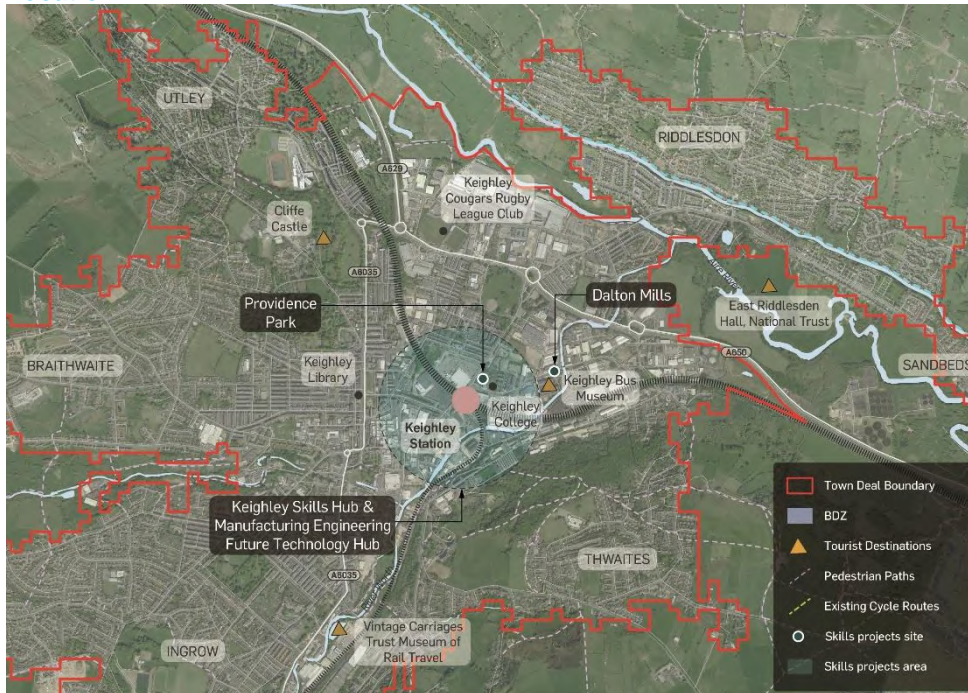
**The need for the project**  
Projects are needed to deliver: Increase in breadth of local skills and 'job-ready' learners; Address skills inequalities within the town; Improve accessibility to those who need support; Increase in employer participation in requirements for training programs; and Create pathways into employment.

These projects will provide skills and knowledge but also shape skills in the future. They are supported by the town centre improvements and contribute to raising Keighley's profile as an attractive place to live to attract and retain young learners and professionals all the while bringing social value to the TIP.

### Logic map



### Location



Retaining and upskilling its young, diverse and enterprising population so that it can enable economic transformation and help reducing income inequalities within the town.

Keighley College Next Chapter



*'The Skills projects would create a sound foundation to improve the prospects of many in the town'*  
Online consultation (December 2020)

**Capital Assistance to business growth & Community grant scheme (Projects E & F)**

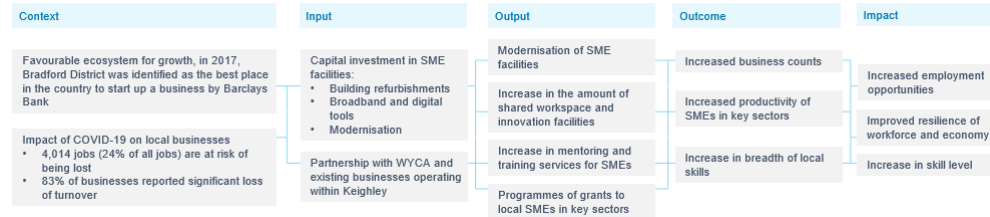
**Alignment with strategic objectives SO1; SO2; SO8.**

**The need for the project**

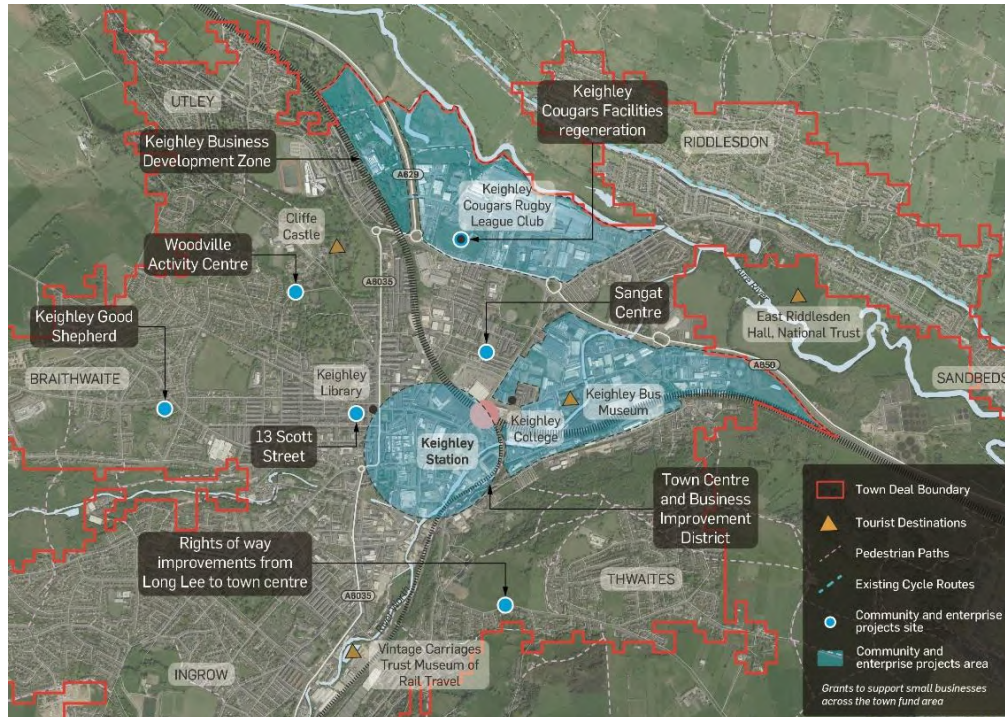
Projects are needed to deliver: Increased business counts; Increased number of enterprises and start-ups; Increased productivity of SMEs in key sectors; Additional access to sustainable commercial space, incubators and co-working spaces; Increased employment opportunities; Improved facilities for community activities; and Increase in beneficiaries of community support services.

**These projects significantly contribute to the overall TIP success because they support productivity, employment and entrepreneurship, and connect well with skills and town centre improvement projects.**

**Logic map**



**Location**



Supporting Keighley's communities so that these can become more cohesive by improving the health & wellbeing, social and cultural outcome

Keighley Cougars stadium entrance



Locals gathering in town centre

*'Strong opportunity for community cohesion and people from all communities'*

Online consultation (December 2020)

**Keighley Creative Community hub, Women employment project, Culture and heritage & Keighley Art and Film Festival**  
(Projects G, H & I)

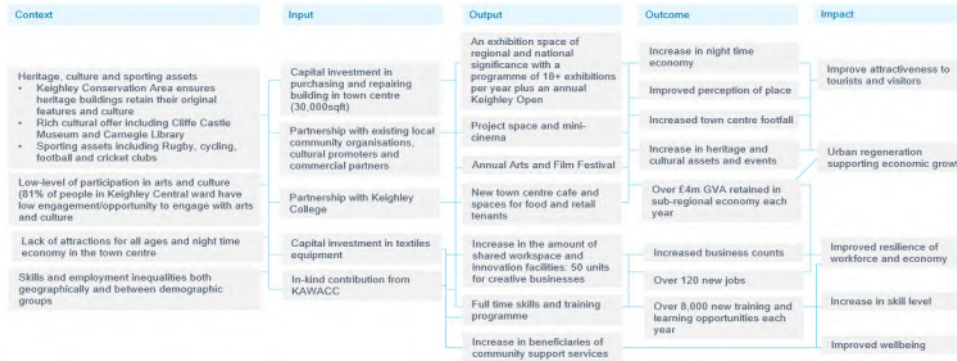
**Alignment with strategic objectives**  
SO2, SO4, SO5 & SO8.

**The need for the project**

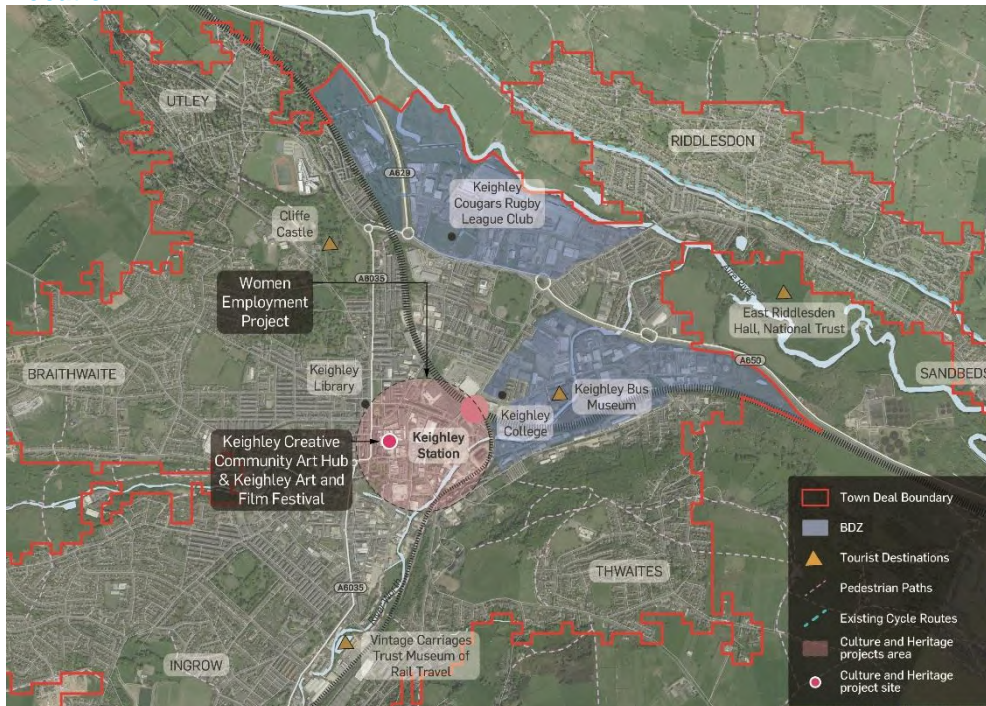
Projects are needed to deliver: Increased classes, activities and events as well as meeting spaces; Increase in the number of visitors to arts, cultural and heritage events; Increase in the number of new learners; Increase in enterprises utilising affordable and sustainable commercial spaces; and Improved perceptions of the place by residents, businesses and visitors.

**These projects address a wide range of issues identified within the town and present an important contribution to the social value of the TIP.**

**Logic map**



**Location**



Utilising Keighley's rich heritage in the arts and sports to encourage tourism and create a cultural destination for the district

Exhibition launch of Window on the World designed by Lisa Holme



Bronte Parsonage

*'We need an entertainment/arts venue. The increased pride, respect and footfall will bring the quality traders back'*

MyTown

**Health and Wellbeing hub  
(Project J)**

**Alignment with strategic objectives  
SO2, SO4, SO5 & SO8.**

**The need for the project**  
Projects are needed to deliver: Improved access to health and wellbeing services; Increase in beneficiaries of physical and mental wellbeing support services; and Increased access to social welfare systems and services.

**There was a clear need identified for such projects, and these will contribute to support other interventions – specifically those relating to community, skills and culture. The social value of such a project brings balance to the overall TIP and enable a healthier generation of residents positively impact to their community in return.**

**Logic map**



**Location**



Supporting Keighley's communities so that these can become more cohesive by improving the health & wellbeing, social and cultural outcomes.

Enhancing connectivity and improving wellbeing by reintegrating existing retail and development areas through the provision of sustainable transport

Keighley town centre



*'I support the health and wellbeing centre which will help regenerate the town centre in an economic sense as well as improving access to health and community services'*  
Online Consultation (December 2020)

*'Very much needed and not a new idea'*  
Focus groups (January 2021)



# Engagement and Delivery

## 3. Engagement and delivery

This chapter demonstrates buy-in from stakeholders and steps for delivery of the strategy in the following sections:

- Local engagement and collaboration
- Private sector commitment
- Business case development and appraisal approach
- Delivery plan

### 3.1. Local engagement and collaboration

The inputs received from stakeholders and the local community have been fundamental to the process of identifying issues, establishing a vision and developing projects and will continue throughout project delivery if funding is awarded. Figure 3-1 summarises how engagement has fed into the development of each stage of the TIP, more details can be found in Appendix D.



**Figure 3-1 - Summary of engagement approach**

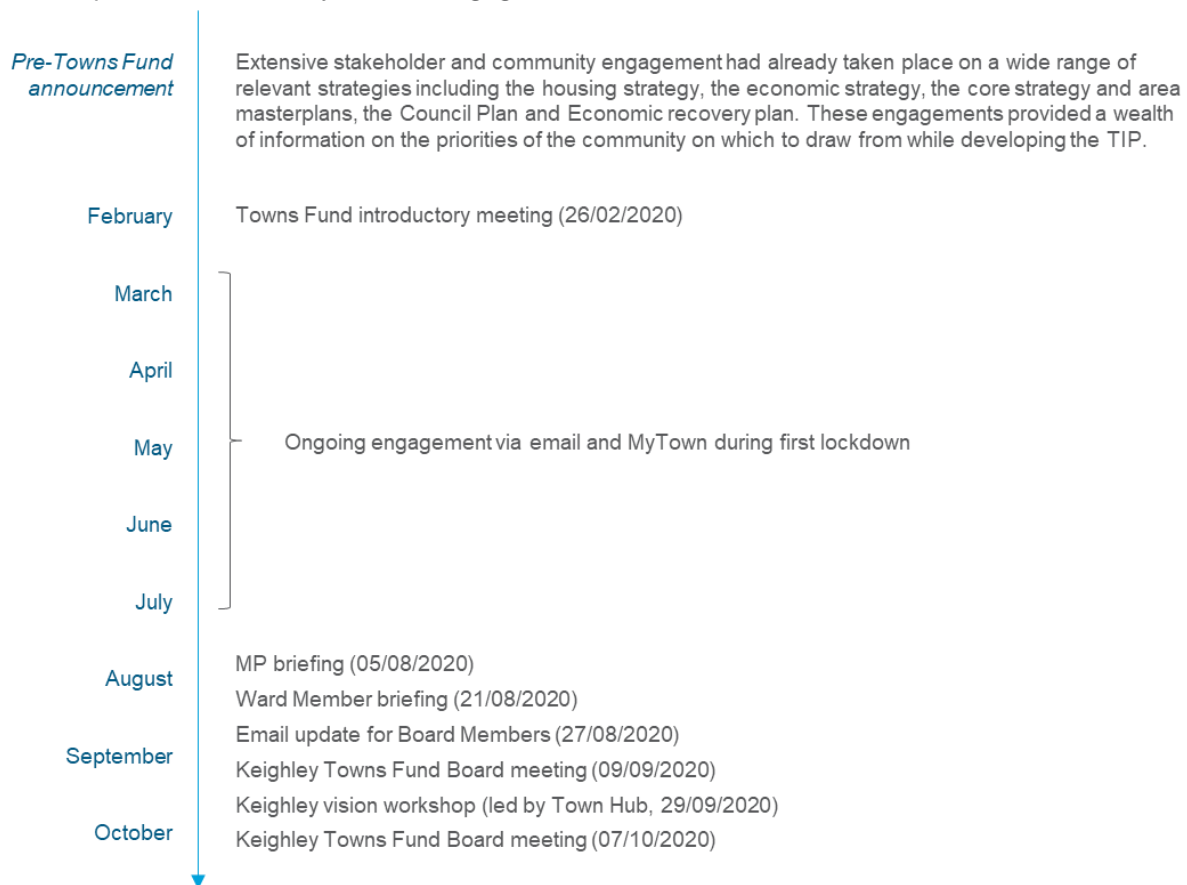
Though COVID-19 and the associated lockdown has restricted the ways in which engagement could be carried out, we are confident that through a variety of medium (including print and online media, online meetings, emails and phone calls) we have collected a range and depths of views that have fed into the development of this TIP.

#### Initial engagement

A wide range of stakeholders including local business, key local stakeholder organisations, the voluntary and community sector, the culture and heritage sector, the local MP and representatives from CBMDC and Keighley Town Council came together at introductory meetings in February 2020, to start work on the development of the TIP. Subsequent meetings were delayed due to the first lockdown, however engagement was continued via email and using the Keighley Towns Fund and national MyTown webpages. The engagement was publicised through local press and social media and the key stakeholder network were encouraged to cascade information through established channels within their own networks. The following groups were specifically targeted for inclusion:

- Local government departments: e.g. housing, development and regeneration, transport, public realm, parks, social services
- Politicians: local, regional and national
- Businesses: e.g. manufacturing, retail, services
- Community services: e.g. health, education, emergency services, churches
- Tourism, culture and heritage
- Landowners and property developers
- Transport providers
- Voluntary and community services and groups
- The wider community.

Figure 3-2 provides a summary of initial engagement activities.



**Figure 3-2 - Timeline of initial engagement**

The aim of initial engagement activities was to establish the need for investment, develop SWOT analysis (Appendix A), gather provisional information on local priorities and raise awareness to encourage participation with the TIP process.

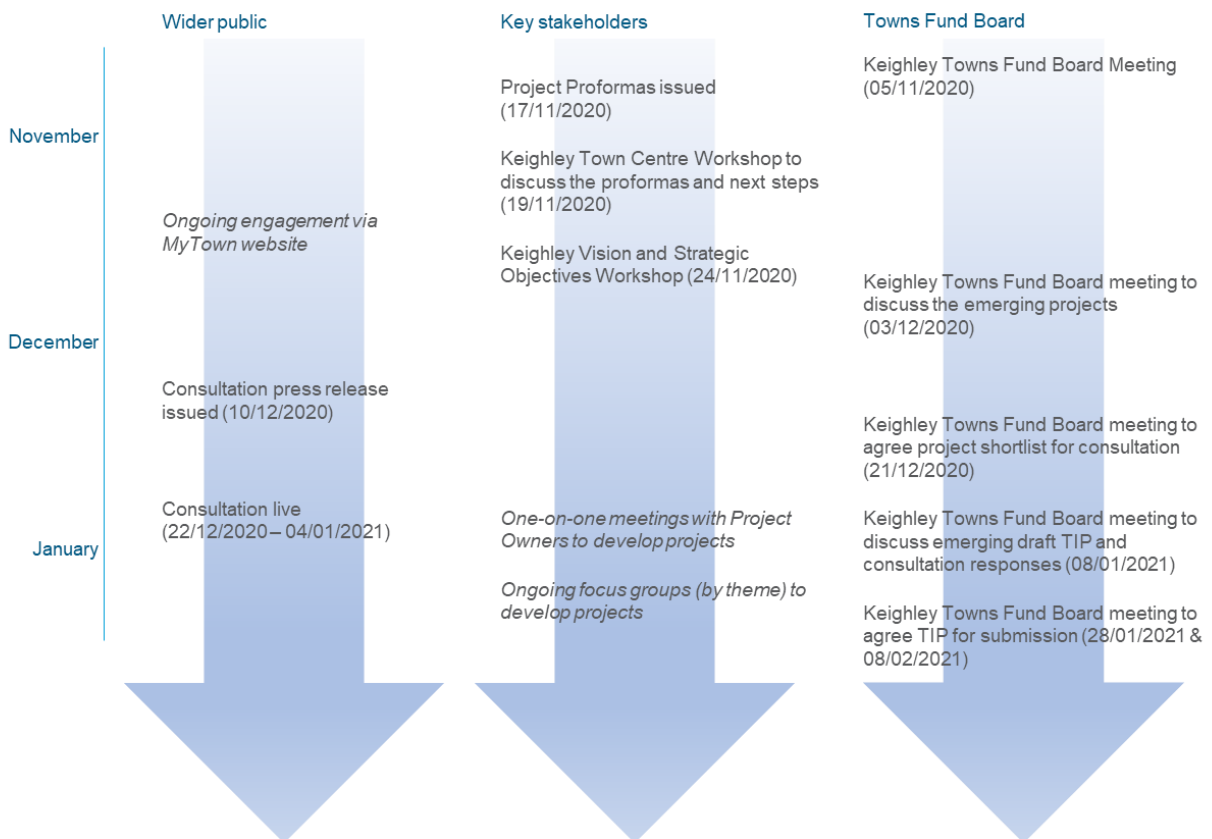
The **Keighley Town Deal Board**, with members from a broad range of sectors, was established in September 2020. The Board chair is local businessman Ian Hayfield, who is Director of Hayfield Robinson Limited.

### Developing the vision, objectives, projects and the TIP

In parallel with the methodology outlined in Chapter 2, an intensive period of engagement between November 2020 and January 2021 was carried out in order to develop the TIP as described below:

- Feedback from MyTown websites, a series of online workshops with key stakeholders and meetings with Keighley Town Deal Board were used to develop the TIP vision and objectives;
- A long list of 50 project ideas were generated by inviting stakeholders and businesses to complete a proforma with information about potential projects;
- The MCAF project sifting process was refined during Town Deal Board meetings;
- An online consultation with stakeholders and wider public; and
- Focus groups with stakeholders with specific expertise or interest were established for each theme (as listed in Table 2-3), to further develop the projects that were selected through the sifting process.

All engagement was carried out online, including online workshops with the Town Deal Board and key stakeholders (summarised in Figure 3-3) and via the Keighley Towns Fund and MyTown websites (typical comments are presented below).



**Figure 3-3 - Engagement to inform development of vision, objectives, projects and the TIP**

*'We need an entertainment/arts venue. The increased pride, respect and footfall will bring the quality traders back'*

*'Make the town more attractive to retailers and shoppers'*

*'Invest in the Cougars'*

*'Keighley should have a public sector hub under one roof'*

*'Traffic control measures to make it more pedestrian friendly'*

*'Open up North – South connectivity'*

*'Create a boulevard from the train station to Cavendish Street'*

*'Take possession of the derelict buildings'*

*'Renovate buildings e.g. North Street, Cavendish Street'*

*'Use the brownfield sites'*

*'We desperately need a central hub for health and wellbeing in Keighley'*

*'Skills development, cultural and family friendly offer is really needed'*

*'Improving toilet facilities is important for locals and visitors'*

*'Restoring and repurposing old buildings would be good'*

*'Enhance / create green spaces everywhere!'*

*'The Keighley and Worth Valley Railway is the biggest tourist attraction in Keighley and should see some investment '*

*'Concentrate on the town centre first, need to draw customers back into the town to give some confidence to traders and start-ups'*

### Keighley's challenges and opportunities workshop

A workshop with CMBDC officers on 19 November 2020 was organised to discuss Keighley's challenges and opportunities and taking into account the evidence needed to support SWOT (Appendix A). The discussion was organised into five different themes, and comments made during the workshop have fed into the development of the TIP projects. Some of the key comments are set out in below in Table 3-1:

**Table 3-1 - Comments from Challenges and Opportunities Workshop**

	Comments from Challenges and Opportunities Workshop
<b>Transport and connectivity (including digital)</b>	<p><i>'The station is terrific asset for town and is well used, but road infrastructure near the station is a problem'</i></p> <p><i>'Pedestrian routes to the centre aren't great from the train station/college, and pedestrian movement is generally an issue.'</i></p> <p><i>'Broadband is poor in some locations'</i></p>
<b>Urban Regeneration / Planning / Land Use</b>	<p><i>'The former college site is important for the Towns Fund'</i></p> <p><i>'There are several long-term vacant buildings such as Marks &amp; Spencer, Sunwin House and the Beales building. These are not really suitable for retail.'</i></p> <p><i>'The night time economy is very limited and needs expanding'</i></p>

	Comments from Challenges and Opportunities Workshop
	<i>'There is no true heart to the town anymore; the Airedale centre and bus station contribute to this as they turn inwards'</i>
<b>Arts, culture and heritage</b>	<i>'There are several attractions in and around town such as Cliffe Castle and Park, Howarth etc. but people visiting these don't end up in town centre. Need to harness the spin-off of these attractions.'</i> <i>'Keighley is well catered for formal sport, and it's well used, such as the Marley stadium complex with 3G and indoor sports centre, cricket etc., and the university academy with running track which is available to the public.'</i>
<b>Employment and skills</b>	<i>'There are good links between education and employers, with apprentices going into engineering and manufacturing.'</i> <i>'The Business Development Zone has a number of vacant sites with potential for employment.'</i> <i>'Dalton Lane would benefit most from assistance to retain and attract businesses'</i>
<b>Health and wellbeing</b>	<i>'Since Covid-19, there is some anecdotal evidence of a growth in health careers.'</i> <i>'Poor digital access is connected to poverty.'</i> <i>'Keighley is performing worse than the regional average on health and education.'</i>

### Keighley's TIP Vision and Strategic Objectives Workshop

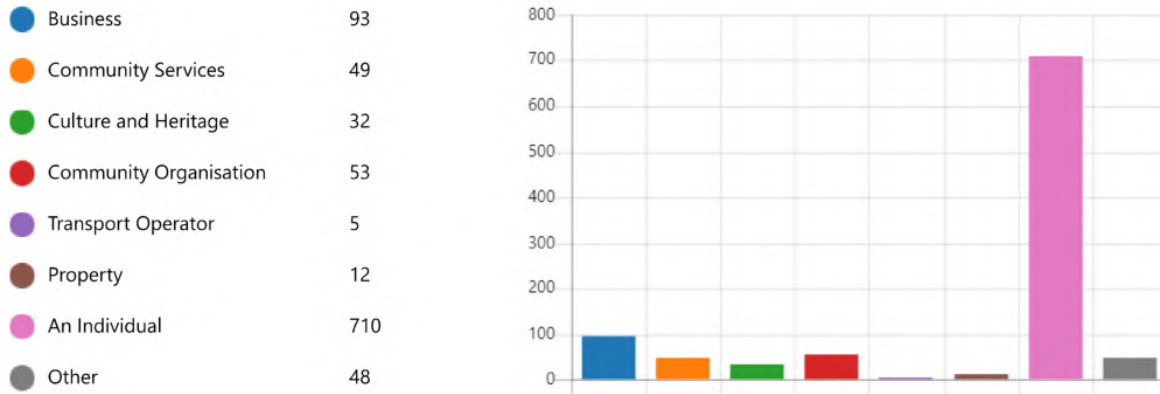
On 24 November 2020, a Town Centre Vision and Strategic Objectives Workshop was held with stakeholders including local businesses, politicians, Keighley College, Airedale shopping centre, Keighley Association for Women and Children's Centre (KAWACC), the NHS and the Environment Agency. Key Comments received from the participants are provided below in Table 3-2:

**Table 3-2 - Comments from TIP Vision and Strategic Objectives Workshop**

	Comments from TIP Vision and Strategic Objectives Workshop
<b>Transport and connectivity (including digital)</b>	<i>'The station is major hub and we should build around it, including housing and opportunities for start-ups, culture and arts.'</i> <i>'The station arrival is limited, there is a lack of wayfinding/drawing people into town.'</i>
<b>Urban Regeneration / Planning / Land Use</b>	<i>'The shopping centre dominates and is unattractive'</i> <i>'Retail spaces are changing, retailers want smaller more flexible spaces'</i> <i>'A physical creative hub will make big difference to footfall and day/nightlife'</i> <i>'Mixed use including residential and investment into the <u>night time</u> economy will be crucial for the future of Keighley'</i> <i>'There is a lack of things for young people to do in the town centre, no sporting facilities.'</i>
<b>Arts, culture and heritage</b>	<i>'Need to have a hub for culture, leisure and other uses that bring people from outlying areas back into town.'</i> <i>'The studio in <u>Sunwin House</u> has waiting list.'</i> <i>'Keighley Cougars are looking at developing a new community hub.'</i>
<b>Employment and skills</b>	<i>'There is a digital divide with access to technologies and good broadband.'</i> <i>'There is a skills gap – people with low English, maths, digital skills, confidence, or people who lack level 3 skills (A-level plus) to make them employable to industry. It's hard for them to find employment.'</i>
<b>Enterprise</b>	<i>'There is entrepreneurship in <u>Keighley</u> but it does need nurturing.'</i> <i>'Ideally we need to maximise options – keeping the town alive with a good range of opportunities but also maximising the footfall coming into the town to use the station and other facilities.'</i>

### Online public consultation

The online public consultation was very successful, receiving over 1,000 responses over the two-week period between December 2020 and January 2021. Figure 3-4 shows a breakdown of responses received from different sectors.



**Figure 3-4 - Response to consultation question 'what sector of the Keighley community do you belong to?'**

Key priorities that emerged from public consultation were the need to improve the town centre (both the retail offer and the public realm), reopening the public toilets, new community spaces and services, improving the market, traffic management and urban regeneration.

The themes viewed as most important were town centre and infrastructure with manufacturing, community, health and recreation, skills and supporting enterprise also popular. The comments and ideas received during the consultation have informed the TIP development work and are presented in Appendix F, including the questions asked in the consultation questionnaire. A summary of these comments is presented below:

*'Encourage more manufacturing in textiles and engineering'*

*'I support the health and wellbeing centre which will help regenerate the town centre in an economic sense as well as improving access to health and community services'*

*'The community social enterprise project will give opportunity to BAME women who are underrepresented in employment in Keighley to gain confidence to be work ready and be equipped for the future'*

*'Keighley should...capitalise on its unique offer, linking with our Victorian heritage'*

*'Sports facilities including access for all to use within walking distance of town centre'*

*'Keighley Cougars is the best project. Would add real pride back to the town and give a community base'*

*'We desperately need a central hub for health and wellbeing in Keighley'*

*'Skills development, cultural and family friendly offer is really needed'*

*'Improving toilet facilities is important for locals and visitors'*

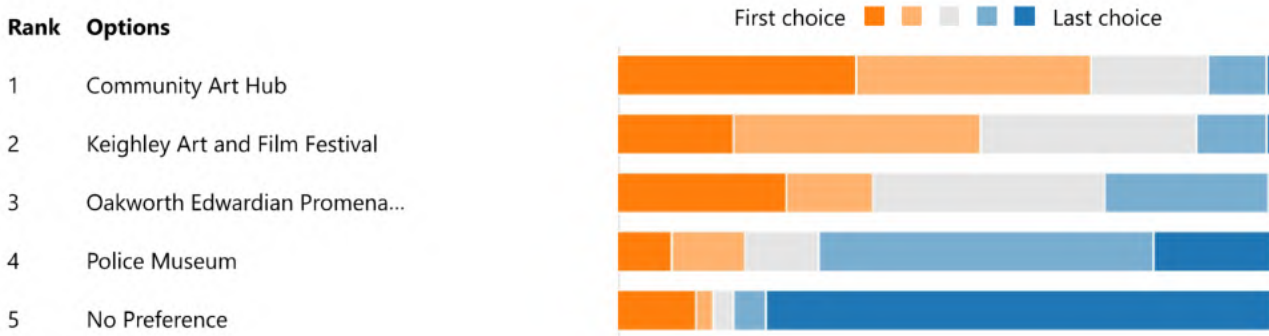
*'Restoring and repurposing old buildings would be good'*

*'Concentrate on the town centre first ... need to draw customers back into the town to give some confidence to traders and start-ups'*

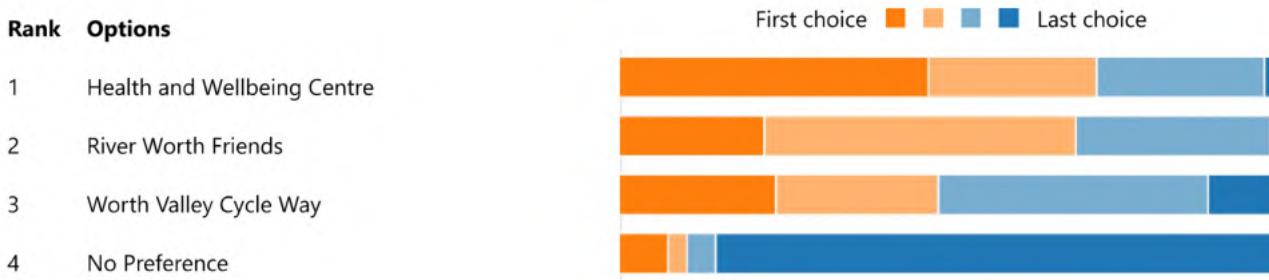
Respondents were also given the option to rank potential projects in order of preference. For the potential Skills projects, the **Keighley Skills Hub** emerged as the favoured option, closely followed by **Manufacturing Engineering Future Technology Hub**, as shown below:



Of the potential Culture and Heritage projects, a **Community Art Hub** attracted the most support:

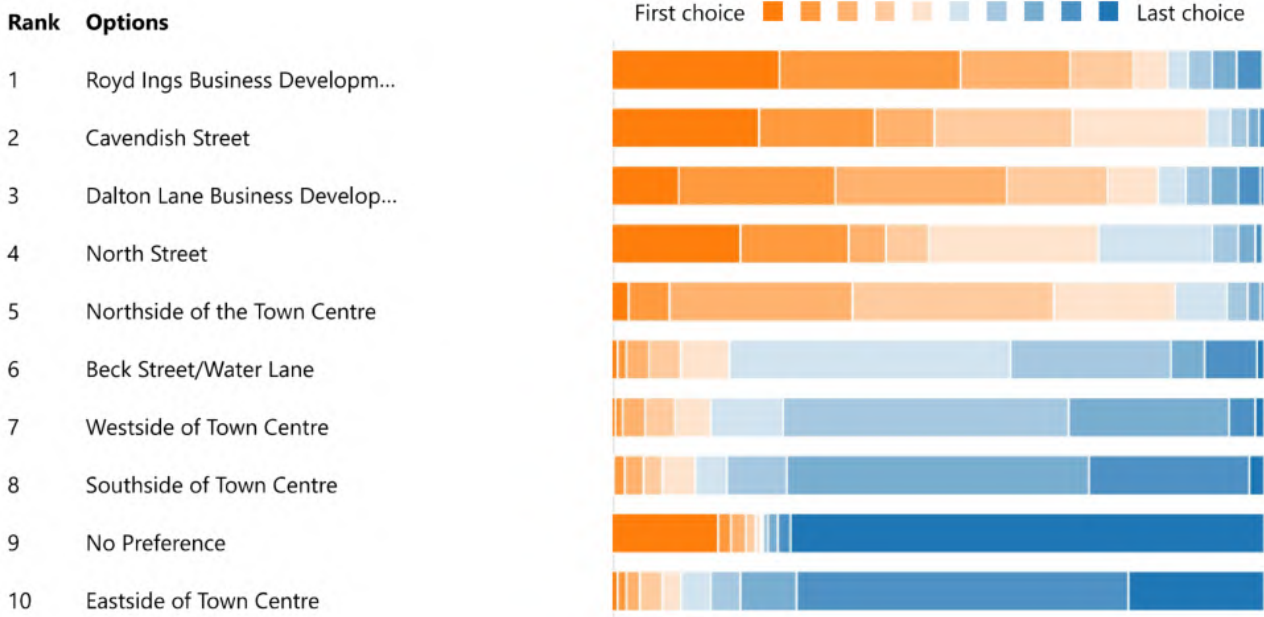


There was also significant support for a **Health and Wellbeing Centre**:



The **Royd Ings BDZ and North Street** received the most support as locations for potential commercial and residential projects:





### Feedback from Focus Groups

Once the projects were shortlisted following the guidelines (Section 2.3.1), the focus groups were established with stakeholders with interest of expertise related to each theme. These focus groups provided valuable information to support project sifting and then led the development of the selected projects as shown in the table below.

**Table 3-3 - Comments from Focus Groups**

	Comments from Focus Groups
Town Centre Improvements projects	<p><i>'The ability to open the town centre in the evening to attract bars and restaurants into town is important'</i></p> <p><i>'Nobody has the appetite to meet the issues [dilapidated properties in town centre] and it's imperative issue that this be addressed'</i></p> <p><i>'Real time bus info is important'</i></p> <p><i>'Interested in the active travel projects because getting from the train station to the town centre is a big obstacle for people that have never been to Keighley before'</i></p>
Health and Wellbeing projects	<p><i>"A really good idea – one thing that this pandemic has taught us is the health of people should come first"</i></p> <p><i>'Strong opportunity for community cohesion and people from all communities using it'</i></p> <p><i>'Very much needed [Health Centre] and not a new idea'</i></p> <p><i>'Make Keighley a healthier town'</i></p> <p><i>'There's a definite need for a combined health and wellbeing centre'</i></p>
Community Grant Scheme project	<p><i>'It's about raising aspirations and opening up facilities for the community'</i></p> <p><i>'We have to help [community groups] be successful'</i></p>
Capital Assistance to Business project	<p>Stakeholder engagement with colleagues at WYCA and Invest in Bradford indicates this intervention would be a very direct way of boosting existing businesses and the local economy.</p>

Across all the forms of consultation and engagement undertaken, a clear set of overarching needs for Keighley emerged. These overarching needs have informed project development and are summarised below:

- Increasing the attractiveness of the town centre and footfall, harnessing the benefits of other attractions such as the Keighley and Worth Valley Railway and Howarth.
- Bringing mixed use development into the town centre and boosting the night time economy.
- Repurposing derelict/vacant buildings, including Marks and Spencer and Sunwin House, for new uses.
- Enabling development on vacant sites within the Business Development Zone, including Dalton Lane, to provide modern facilities for employment growth, particularly for manufacturing.
- Improving connectivity within the town centre including pedestrian routes/wayfinding and the station arrival.
- Providing a dedicated hub for arts and culture in the town centre.
- Improving skills by offering facilities for both basic training and specialist skills, especially for manufacturing.
- Developing a hub central hub for health and wellbeing, to improve people's health and support community cohesion

### Proposed communication plan moving forward

A detailed communications plan will be developed including two approaches, with and without face-to-face engagement which will be initiated and adjusted as necessary depending on pandemic restrictions. More detail can be found in Appendix D.

The approach will build on all the engagement completed so far and use existing channels of communication wherever possible, taking full advantage of the strong networks in the town. In addition to an overarching approach, action plans will be developed for each project, designed to be proportionate and cost-effective.

The following tasks will be carried out in the first month following approval of the TIP:

- Publicise success of TIP submission with information about the projects to be delivered and a call for people to get involved.
- Agree communication and engagement lead, support team and protocol
- Finalise overarching communications plan for first 12 months of delivery phase and action plan for each project
- Hold initial project workshops open to everyone and appoint project delivery teams.

A variety of activities will take place during the delivery of the projects:

- Workshop events for stakeholders
- Public events such as interactive drop-in sessions
- Setting up project teams for each project with representatives of the different stakeholder groups and communities based on the focus groups that contributed to the TIP development
- Regular updates on the local Towns Fund and national My Town web pages
- Good news stories about the individual projects in print, websites, social media
- Regular update newsletters to be distributed for the wider community
- Outreach through local area teams, the voluntary and community sector, schools, etc.

## 3.2. Stakeholder support

The letters demonstrating support for the selected projects (included in Appendix E) have been received from:

- Chair of Leeds City Region Enterprise Partnership and Chair of WYCA
- RDJ Keiton Investments Ltd
- Worth Valley Developments Ltd
- Homes England

- Airedale NHS Foundation Trust
- Bradford District Care NHS Foundation Trust
- NHS Bradford District and Craven Clinical Commissioning Group
- Primary Care Estates NHS England & Improvement
- Modality Airedale, Wharfedale and Craven Partnership of GP practices
- Keighley BID
- Landscape, Design and Conservation Team Leader at CBMDC
- Keighley Creative
- Keighley Association for Women and Children's Centre
- Altaf Holdings Ltd
- Modern Equipment & Foundry Engineering Ltd
- Hanover Properties
- Firloch Ltd

### 3.3. Private sector commitment

The success of selected projects requires the leveraging of private sector investment to enable transformational and sustainable change. All of the property related projects (both private / public partnerships or publicly led) contained in this TIP have been progressed on the basis that there is an agreement from the lead organisation or partner to work together with CBMDC. The Development Investment project (Project A) has the potential to raise £18m additional private sector funding for Keighley. The letters of support are included in Appendix E.

The Council's Economy & Development Service (E&D) has extensive experience in delivering a range of regeneration led activities taking projects from conception and masterplanning through to detailed design, planning permission and delivery. This experience has been developed with particular emphasis on collaborating with the private development sector to utilise its specific skills, resources and investment capabilities in order to achieve shared objectives.

The E&D's experience includes:

- Securing investment funding from Central Government and other Public Sector Partners such as the Combined Authority, HCA (now Homes England), Heritage England etc., to deliver major schemes (see Figure 3-5 for examples);
- Partnering with private sector landowners and developers in order to combine their land assets, skills, experience and funding resources to deliver new regeneration and development opportunities (see Figure 3-6).

**Case Study: One City Park**

A new £30m development to deliver 50,000 sq. ft new Grade 'A' office accommodation in Bradford City Centre that has secured £7.5m funding under the Getting Building Fund programme. The project is programmed to be completed and operational by early 2023.

**Case Study: New Darley Street Market'**

Part of the WYCA GBF programme to develop a new Community Market designed to trigger the Council's 'City Village' regeneration scheme, a project to revitalise a declining area of the City Centre that used to be its beating commercial shopping heart. The 10 year City Village project plans to create a vibrant, healthy, safe and sustainable location to neighbourhood with 1,000 new homes where people will choose to live, work and play and where new and growing businesses will want to invest.

**Case Study: Baildon Business Park**

The allocated employment site was owned by the Council, but despite previous efforts by private companies to develop the site no comprehensive development came to fruition. In the mid-2000s the Council therefore made the decision to secure planning permission and take forward some initial site works to provide a new access to the site. The land was then sold to a private developer who worked with local companies to deliver 150,000 sq. ft of new industrial accommodation ranging from 1,000 to 30,000 sq. ft.

Construction of the first 25,000 sq. ft unit began during 2010. Despite the deep recession the site was fully developed and all units were sold within 5 years. 6 years later the development is home to about 20 companies across many sectors including health, dental and aerospace component manufacturing.

**Case Study: M62 Enterprise Zone Programme**

The Council are currently working with private site owners, developers, end users and West Yorkshire Combined Authority to develop a number of sites allocated under the M62 Enterprise Zone programme.

The programme was launched in 2015 and Bradford Council was successful in bidding for funding to bring forward development across three sites. Since then £17m of funding has been allocated to two of the sites and work continues to secure funding for the third, this is expected to be in the region of £8m. Once redevelopment of sites is completed an additional 650,000 sq. ft of modern industrial accommodation will be added to Bradford's stock representing a total investment of almost £80m by developers and local companies.

**Figure 3-5 - 'Securing investment funding' case studies**

**Case Study: Canal Road Urban Village Ltd**

CRUVL is an asset based formal joint venture company established by the Council with private sector partners Urbo Regeneration Ltd., with the aim of regenerating the Centre Section of the Shipley-Bradford Canal Road Corridor, which is a strategic priority area for both the Council and Combined Authority. The JV Partnership has produced a Masterplan and secured Outline planning permission for the area, known as New Bolton Woods (NBW) that will establish a new sustainable neighbourhood of up to 1,800 new homes and focussed on a new local centre providing a range of retail, business and amenity uses to serve the new community. CRUVL has, with the assistance of WYCA grant assistance of some £3.6m, already delivered early phases of development providing 200 new homes plus an Aldi food store and Costa Coffee drive-through facility and is currently working on bringing forward further phases of residential development.

**Figure 3-6 - 'Partnering with private land owners' case study**

E&D also have experience collaborating with private landowners and developers to facilitate the delivery of new residential, industrial and commercial developments involving properties and sites in private ownership that achieve the private parties' aspirations whilst also meeting the strategic objectives of CBMDC and its partners. Whereas CBMDC does not directly engage in the development elements of such projects it does take an active role in enabling their successful and viable delivery through input of other measures such as:

- use of its Compulsory Purchase Order powers if necessary, for site assembly purposes
- co-funding pre-development site investigation, feasibility, design and master-planning work
- securing third-party public sector funding to assist the delivery of the schemes and 'passing-through' these funds to the developer to enable delivery of the project on a viable and timely basis.

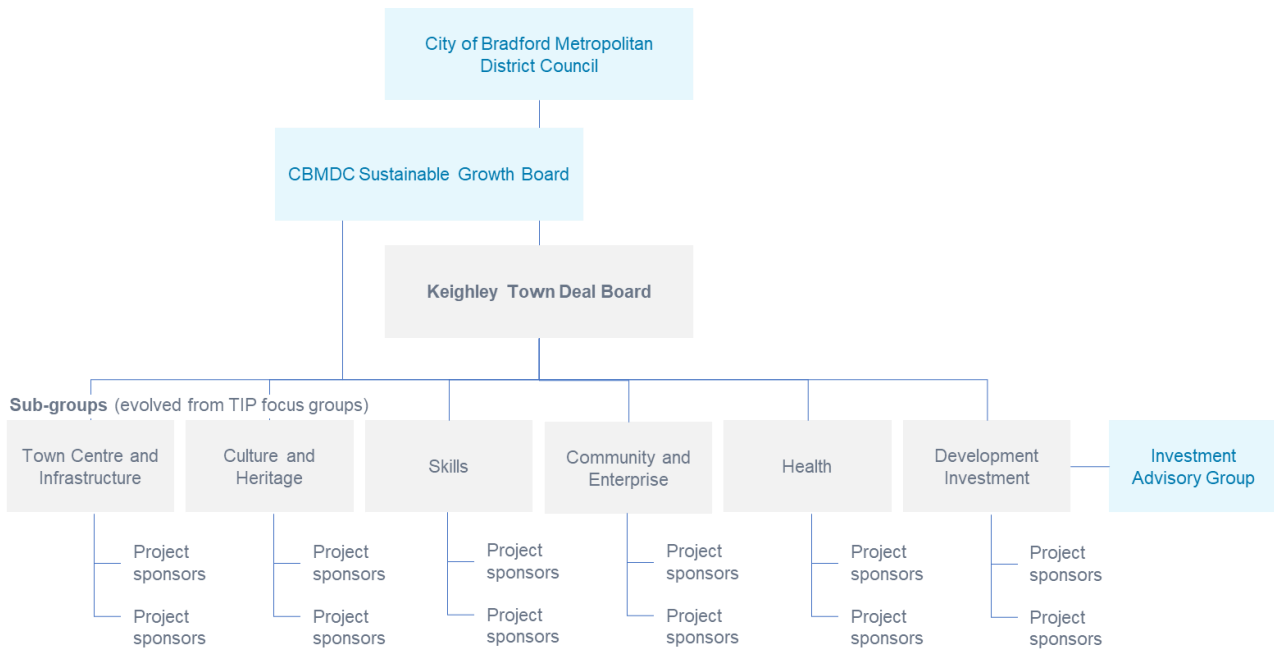
The E&D service will utilise a range of similar innovative methods of collaborative and partnership to deliver projects emerging through this TIP.

### 3.4. Governance arrangements

CBMDC is the accountable body for the delivery of Keighley's TIP. Its role post TIP submission will be to:

- Oversee the Heads of Terms Agreement with the government and the Board
- Ensure continued good governance and transparency in decision making
- Manage, monitor and evaluate the programme
- Be responsible for the financial management for the overall programme
- Periodic reporting to government as required.

CBMDC will follow the Towns Fund guidance published by MHCLG in respect of the governance, management and administration of the Town Deal Programme. Figure 3-7 shows the governance arrangements for the delivery of interventions selected in this TIP. Jason Longhurst (interim Strategic Director of Place) has been designated as the Senior Responsible Officer.



**Figure 3-7 - Ongoing project delivery structure**

The Keighley Town Deal Board that was established to guide development of the TIP will meet regularly and continue its oversight throughout programme delivery<sup>61</sup>. The Keighley Town Deal Board will act in a fiduciary capacity, in other words, in accordance with a duty to act in good faith, with care and with confidence and trust in relation to its advice on implementation of the TIP. It will seek, on a consensus basis, to make recommendations to the Council. The Theme-based groups will act as investment advisors/partners and assist the Town Deal Board in executing the strategy for their designated theme.

The Town Deal Board will establish sub-groups to progress the projects through business case and delivery stage, supported by the Council’s Sustainable Growth Board. The Sustainable Growth Board is responsible for internal and external projects and programmes and is attended by the Council’s Corporate Management Team.

The Development Investment Fund will have a dedicated programme board (a Development Investment Board) and project management resource. The Development Investment Board is expected to be under the oversight of Sustainable Growth Board, which is officer led and the activities of the Development Investment Board will focus on predominantly residential, commercial and industrial activity connected to the Town Deal. Investment activity will be subject to oversight by the existing member led Investment Advisory Group which is chaired by the leader of the council and comprises cross party membership. The remit will include to undertake detailed evaluation of investment proposals, identify investment opportunities aligned with the objectives and strategy, make recommendations for investments and undertake due diligence on any purchases. This process will be refined during the business case development stage.

The Development Investment Board and Project Management will be led by the Council as accountable body and lead organisation with the LEP, WYCA and Homes England providing complementary advisory support as necessary as well as co-opted membership and expertise as appropriate.

The Development Investment Board will regularly review programme and project risks and identify appropriate mitigation measures. Under an agreed scheme of delegation the Development Investment Board and Project Office will manage the Development Investment Fund and individual projects and make recommendations and seek key decisions from the Sustainable Growth Board.

<sup>61</sup> Arrangements for the Boards’ activities during preparation of the TIPs – until early 2021, were described in the Terms of Reference posted on Bradford Council’s dedicated webpages:

<https://www.bradford.gov.uk/regeneration/towns-fund/keighley-town-fund/> and <https://bradford.moderngov.co.uk/documents/s32480/Doc%20CW.pdf>

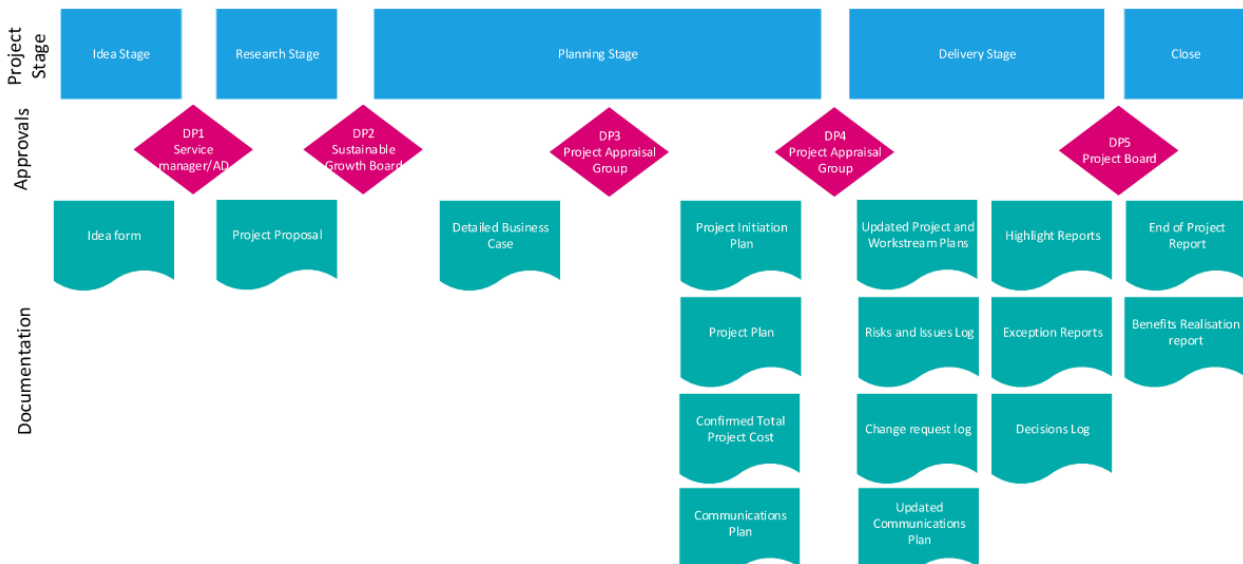
the Council will provide enhanced Governance arrangements through the use of its existing Investment Advisory Group (which is chaired by the leader and includes cross party members) to oversee the development and implementation of a strategy for generating income from investments in assets (both property and financial).

This next phase of the TIP work will not be purely operational as the Town Fund has a greater vision than the duration of the programme and the Board will be expected to maintain a strategic outlook connecting with further funding streams to build on the work/delivery of the TIP.

There will however be a greater focus on delivery and the sub-groups are expected to change to reflect those disciplines with both interested partners and professionals joining the Board or being co-opted to the working groups. It is expected that the overall Board will maintain oversight of its working groups and will provide feedback on progress to both the Accountable Body and Government in keeping with government requirements – further detail for which is expected in 2021.

### Project Management Approach

CBMDC is currently reviewing governance arrangements for project and programme management. The emerging structure is reflected in Figure 3-8.



**Figure 3-8 - Emerging project management structure**

The project sub-groups, under the oversight of the Town Deal Board will be responsible for the successful delivery of the projects. They will ensure that:

- The resources required are committed to the project;
- outputs are delivered to the appropriate time, cost and quality criteria;
- benefits are accurately identified, measured and achieved; and
- appropriate management of risks and issues.

## 3.5. Delivery plan

### Business Case development and appraisal approach

CBMDC will remain accountable for developing proportionate business cases, covering all elements of HM Treasury’s 5-case model, in line with the Green Book and best practice guidance issued within the Towns Deal Guidance. These business cases will be delivered within 12 months of agreeing the Heads of Terms and a forward plan with expected timescales for each business case and will go through our established Assurance Process (as discussed above). Each business case will be supported by a Monitoring & Evaluation Plan and a Communication Plan.

## Delivery programme and funding profile

The high-level delivery programme for all projects is outlined in Table 3-1.

**Table 3-4 - High level delivery plan**

Theme	Project name	Planning consent granted	Start on-site	Practical completion	Operational start
Development investment	Project A: Development Investment Fund	2021/22	2022/23	2025/26	2025/26
Town Centre and Infrastructure	Project B: Public realm and transport infrastructure improvements	Mar 2021	Apr 2021	2023/24	2023/24
Skills	Project C: Keighley skills hub	Mar 2021	Apr 2021	Q3 2021/22	Q3 2021/22
	Project D: Manufacturing engineering future technology hub	Apr 2021	Apr 2021	Q2 2022/23	Q2 2022/23
Community and Enterprise	Project E: Capital assistance to business growth	Q1 2021/22	Q1 2021/22	Varies depending on individual projects	
	Project F: Community Grant Scheme	Q1 2021/22	Q1 2021/22	Varies depending on individual projects	
Culture and heritage	Project G: Keighley Creative Community Art Hub	Q1 2021/22	Q1 2021/22	Q2-Q3 2022/23	Q2-Q3 2022/23
	Project H: Women employment project	Q1-Q2 2021/22	Q1-Q2 2021/22	As early as Q2 2022/23	As early as Q2 2022/23
	Project I: Keighley Art and Film Festival	N/A	N/A	N/A	Q2 2021/22, annually recurring festival
Health	Project J: Keighley Health and Wellbeing Centre	Oct 2022	Q3-Q4 2022/23	Q3-Q4 2022/23	2023 anticipated

The deliverability status of each project is summarised below in the deliverability checklist (Table 3-2).

**Table 3-5 - Deliverability checklist**

	Project A - Development Investment Fund	Project B - Town centre improvements	Project C – Skills Hub	Project D – Manufacturing Engineering Future Technology Hub	Project E – Capital Assistance to Business Growth	Project F – Community Grant Scheme	Project G – Creative Community Arts Hub	Project H – Women Employment Project	Project I – Arts & Film Festival	Project J – Health & Wellbeing hub
Land ownership secured	N/A	N/A	N/A	Three potential site opportunities	N/A	✓	N/A	✓ KAWACC	N/A	Preferred site identified
Property secured	N/A	N/A	Premises under consideration	Premises under consideration	N/A	✓	Premises under consideration	✓ KAWACC	N/A	Premises under consideration
Capital costs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
External funding committed	✓ See letters of support, discussions ongoing with other potential private sector partners			Local businesses to be approached	✓ WYCA funding	Some organisations have external funding		✓ Well Bradford KAWACC		✓ Centre: Largely funded by the NHS Foundation; Hub
Delivery partners committed	✓ Owners and tenants of commercial properties on priority streets in the town centre	✓ CBMDC	✓ Keighley College	✓ Keighley College / ICE Board	✓ CBMDC	✓ Various organisations	✓ Keighley Creative	✓ KAWACC	✓ KAFF	✓ AGH Solutions, subsidiary of Airedale NHS Foundation Trust



	Project A - Development Investment Fund	Project B - Town centre improvements	Project C – Skills Hub	Project D – Manufacturing Engineering Future Technology Hub	Project E – Capital Assistance to Business Growth	Project F – Community Grant Scheme	Project G – Creative Community Arts Hub	Project H – Women Employment Project	Project I – Arts & Film Festival	Project J – Heath & Wellbeing hub
Operational partners committed	✓ CBMDC and Invest in Bradford for town centre sites	✓ CBMDC to start tendering stage	✓ Keighley College	✓ Keighley College	✓ CMBDC	✓ Various organisations	✓ Keighley Creative	✓ KAWACC with local colleges, manufacturers and suppliers	✓ Various organisations	✓ Airedale NHS Foundation Trust
Operational funding identified	✓ Organisations using premises	N/A	'in-kind' contributions from Keighley College	Industry to be approached	WYCA's funding	N/A, renovation/redesign projects	✓	✓	✓	To be explored
Outputs agreed with operational partners	To be explored, to be designed/pending planning permission	Low St Public Realm: technical design yet to start Bus info: yes; Active travel: concept design	✓	✓	✓	✓	✓ 30,000 sqft space in Keighley town centre, up to 50 studios/creative industry units, 8,000 training opportunities per year	✓ Social enterprise textile academy with traineeships and learning opportunities for BAME women	✓ Cultural and art destinations on an annual festival programme	✓
Shovel ready?	✓	✓	✓	✓	✓				✓	

\*'Shovel-ready' refers to project proposals that are already well-developed and could be implemented quickly, e.g. where a business case has already been developed or planning permissions have been secured<sup>62</sup>.

<sup>62</sup> MHCLG Towns Fund guidance (June 2020).

## Funding profile

The funding profile for projects (grouped into themes to be managed by sub-groups) is shown in table 3-3.

**Table 3-6 - Funding profile**

Theme	2021/22	2022/23	2023/24	Total ask
Development Investment	£5.00m	£5.00m	£5.00m	£15.00m
Town Centre and Infrastructure	£0.80m	£1.0m	£0.7m	£2.50m
Skills	£0.85m	£2.76m	£0.30m	£3.91m
Community and Enterprise	£2.30m	£2.30m	£2.30m	£6.90m
Culture and Heritage	£0.87m	£1.75m	£0.38m	£3.00m
Health	£0.80m	£2.30m	£0.30m	£3.40m
<b>Total</b>	<b>£10.62m</b>	<b>£15.11m</b>	<b>£8.98m</b>	<b>£34.71m</b>

## Programme risks

Programme risks are outlined in Table 3-4, key risks are identified and will be reviewed as part of the Business Case work for each project. Risks will be managed by the CBMDC Sustainable Growth Board.

**Table 3-7 – Risk identification**

Risk identification					Evaluation	
Risk event	Risk cause	Impact/ consequence	Existing mitigations	Risk Rating	Adequacy of existing mitigations	Actions
Funding	Match funding not secured	The bid would need to be removed	When identified, match funding is usually secured or low risk because of strong existing links between partners (Projects H&I). Project A will by nature require significant match funding, and preliminary acceptance through letters of support suggests this will be taken forward. Project J will need to identify additional sources of funding, with early discussions in place with the NHS trust.	MEDIUM	Adequate	Monitor
Political	Statutory Approval (Planning and Highways)	Programme would be delayed pending appeals	Several identified sites have been targeted for redevelopment for a long time (e.g. brownfield sites identified in Project A, heritage properties in the town centre, old college site for Project J). Planning officials have been involved in site discussions for both Projects A and J.	MEDIUM	Robust	Monitor
Management	Management capability	Programme delayed	Most project owners have experience delivering capital investment projects suggesting limited risk. This includes CBMDC, Keighley College, AGS Solution (NHS property development arm-length). There is higher risk related to small community projects, that will be assessed through grant delivery	MEDIUM	Robust	Monitor
	Lack of communication	Programme delayed or stopped	Regular meetings and reporting structure set out	LOW	Adequate	Monitor
	Staffing capacity	Programme would be delayed	Management resources are not an issue for several projects, where existing staff is being redeployed (Projects G, C, D, E, F, and I). But this is a point that needs to be monitored for other projects.	MEDIUM	Adequate	Monitor

Risk identification					Evaluation	
Risk event	Risk cause	Impact/ consequence	Existing mitigations	Risk Rating	Adequacy of existing mitigations	Actions
Cost escalation and overrun	Poor initial cost estimates and inflationary cost increases	Programme could not proceed or would need to find additional financial resources	Costings have been reviewed and assessed by F+G consulting. Further refinement will be needed during the business case phase.	MEDIUM	Robust	Monitor
Market risk	Insufficient demand from developers and occupiers	Development Investment programme delayed or stopped	Clear shortage and demand have been identified by our analysis and stakeholder engagement for industrial space in Keighley. Some of the sites identified are strategically located but in need for costly land remediation. Letters of support have been secured from developers.	LOW	Robust	Monitor
Land acquisition	Delay in completion of acquisition, or failure to acquire	Programme would be delayed or stopped	Several projects need to acquire unit or site, which brings a risk that must be monitored. In all cases, several sites have been identified and at least early conversations have been started. However, all the projects that need to acquire a new site have identified several options and alternative sites (Projects C, D, G and J)	MEDIUM	Adequate	Monitor
	Cost increases	Delay in programme, some elements would need to be removed	For some projects, there is a scalability element that means part of the project can be dropped without compromising the entire project. This however needs to be monitored.	MEDIUM	Robust	Monitor
Unanticipated site issues	Poor ground conditions, contamination, pollution	Delay and cost increases	Early survey work, appropriate risk allowances	MEDIUM	Adequate	Minor

# Appendices

<b>Appendix A</b>	<b>SWOT Analysis</b>
<b>Appendix B</b>	<b>Detailed context analysis</b>
<b>Appendix C</b>	<b>Project prioritisation approach</b>
<b>Appendix D</b>	<b>Communication and engagement plan</b>
<b>Appendix E</b>	<b>Letters of support</b>
<b>Appendix F</b>	<b>Summary of consultation responses</b>
<b>Appendix G</b>	<b>Investment Advisory Group Terms of Reference</b>