



Shipley

Town Investment Plan

City of Bradford Metropolitan District Council

February 2021

Contents

Chapter	Page
Executive summary	6
Context Analysis	8
1. Context analysis	9
1.1. Introduction to Shipley	9
1.2. Shipley Town Deal boundary	11
1.3. Shipley's assets and strengths	11
1.4. Challenges and needs	18
1.5. Impact of COVID-19 pandemic	28
Strategy	30
2. Strategy	31
2.1. Town vision	31
2.2. Strategic Plan	32
2.3. Project prioritisation	36
2.4. Clean growth commitment	42
2.5. Theory of Change	43
Engagement and Delivery	52
3. Engagement and delivery	53
3.1. Local engagement and collaboration	53
3.2. Stakeholder support	56
3.3. Private sector commitment	57
3.4. Governance arrangements	58
3.5. Delivery Plan	60
Appendix A – SWOT analysis	66
Appendix B – Detailed context analysis	66
Appendix C – Project prioritisation	66
Appendix D – Communications and Engagement Plan	66
Appendix E – Letters of support	66
Appendix F – Summary of consultation responses	66
Appendix G – Investment Advisory Group Terms of Reference	66
Tables	
Table 2-1 - Implications if no funding is secured	35
Table 2-2 - Definition of sifting criteria	38
Table 2-3 - Preferred projects	39
Table 2-4 - Project alignment with strategic objectives	41
Table 3-1 - Project delivery programme	61
Table 3-2 - Deliverability checklist	62

Table 3-3 - Funding profile	63
Table 3-4 - Risk register	63

Figures

Figure 1-1 - Shipley's regional context	9
Figure 1-2 - Saltaire	10
Figure 1-3 – Shipley Town Deal Boundary and key local features	11
Figure 1-4 - Shipley clock tower	13
Figure 1-5 - Shipley Canal Road Corridor Area Action Plan site allocations	14
Figure 1-6 - Roberts Park Saltaire	16
Figure 1-7 - Walking and cycle routes along the canal	17
Figure 1-8 - Shipley Clock Tower	20
Figure 1-9 - COVID-19 vulnerability score	21
Figure 1-10 - Pupils achieving 5 or more GCSE passes	22
Figure 1-11 - Comparison of skills attainment levels	23
Figure 1-12 - Distribution of physical activity	24
Figure 1-13 - Average net annual income	25
Figure 1-14 - Population distribution by deprivation index	25
Figure 1-15 - Geographical distribution of deprivation	26
Figure 1-16 - Shipley Market Square	28
Figure 2-1 - Project prioritisation process	37
Figure 2-2 - Indicative location of selected projects	41
Figure 2-3 - Logic Map showing Theory of Change for all projects	44
Figure 2-4 – Indicative locations of development investment fund projects	45
Figure 2-5 - Logic map for development investment projects	46
Figure 2-6 - Indicative locations of town centre and infrastructure improvement projects	47
Figure 2-7 - Logic map for town centre and infrastructure improvement projects	47
Figure 2-8 - Indicative locations of skills projects	48
Figure 2-9 - Logic Map for skills projects	48
Figure 2-10 - Indicative location of supporting enterprise project	49
Figure 2-11 - Logic Map for supporting enterprise projects	49
Figure 2-12 - Indicative locations of community, health and recreation projects	50
Figure 2-13 - Logic map for community, health and recreation projects	51
Figure 3-1 – Summary of engagement approach	53
Figure 3-2 - Timeline of initial engagement (2020)	54
Figure 3-3 - Engagement to inform development of vision, objectives, projects and the TIP submission (2020 to 2021)	55
Figure 3-4 - Response to consultation question 'what sector of the Shipley community do you belong to?'	56
Figure 3-5 - 'Securing investment funding' case studies	57
Figure 3-6 - 'Partnering with private land owners' case study	57
Figure 3-7 - Ongoing project delivery structure	59
Figure 3-8 - Emerging project management structure	60

① Regional/Local context



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).



ShIPLEY's economy has been growing; in the three years between 2015 and 2018, the town's economy grew by 13% to be worth £626 million.



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

② ShIPLEY Vision Statement

To build on the economic success of ShIPLEY as an IT, digital and manufacturing hub. To use the unique cultural offer of Saltire World Heritage Site as an inspiration, transforming it into a well-connected, sustainable, creative and innovative location, supporting tourism, jobs, skills, training and educational opportunities for all.

ShIPLEY town centre will be a diverse, attractive, active heart of activity, showcasing the town's strong sense of community and building on its distinctiveness as a place.

Wider health, well-being and leisure infrastructure improvements will support an excellent quality of life, making it an outstanding place to live, study, work, play, shop, visit and invest.



③ Objectives



S01
To strengthen and diversify the local economy by supporting the continued growth of creative, advanced manufacturing, IT and digital sectors and SMEs, and providing a range of new opportunities for clean, green growth



S02
To bolster ShIPLEY town centre core, increasing footfall, diversifying the offer and creating a heart for activity



S03
To improve the provision of sustainable infrastructure to improve connectivity within ShIPLEY, increase active travel, address modal shift and support Net Zero objectives. ShIPLEY Station will be a focus for improving connections to and from both the town centre and key employment areas.



S04
To support the delivery of digital infrastructure to improve standards and coverage as well as to support digital inclusion by improving access to training, skills and technology.



S05
To deliver a quality housing offer to suit all needs.



S06
To support the health and well-being of ShIPLEY by improving access and linkages to a range of clean, green spaces, and providing focussed service and activity delivery



S07
To support the continued growth of ShIPLEY and Saltire as a unique creative, leisure and cultural destination, growing tourism and access: maximizing the distinctiveness of ShIPLEY's setting and the exceptional offer of Saltire as a UNESCO World Heritage Site.



S08
To improve access to skills and training, increasing employability and addressing skills shortages to support continued sustainable growth in key sectors, such as advanced manufacturing, IT, digital and creative industries, providing facilities in accessible and key locations to increase activity and support wider objectives.

④ Golden Thread

This Town Investment Plan (TIP) aims to unlock regeneration and growth opportunities, overcoming the economic challenges presented by the COVID-19 pandemic and enabling the economic 'heartbeats' of Shipley and Saltaire to beat strongly in unison for years to come, by:



Creating opportunity for growth in key economic sectors (manufacturing and digital);



Reinvesting in Shipley's existing assets to support business, residential and retail uses;



Creating better connectivity both between Saltaire and Shipley - increasing both the number of visitors and footfall to the area;



Improving local skills which are currently a constraint on economic growth;



Improving health and social welfare in deprived areas of the town, particularly in the east including Windhill and Wrose; and



Developing Saltaire position as one of the foremost visitor attractions in West Yorkshire; improving connectivity and supporting the 15min neighbourhood principle

⑤ Projects

Theme	Project name	Value*
Development investment	A. Development Investment Fund	£8.0m
Town centre and infrastructure	B. Regeneration of Market Square and Public Realm	£6.04m
Skills	C. Community, Art and Future Technology Centre	£5.48m
Supporting enterprise	D. Capital assistance to business growth	£2.0m
	E. Shipley Library Enterprise Hub	£0.08m
Community, health and recreation	F. Health and wellbeing hub	£3.09m
	G. Wrose Quarry Wetlands	£0.07m
	H. Shipley Sustainable Community Hub	£2.6m
TOTAL		£27.36m

*Towns Fund Ask

Executive summary

Sir Titus Salt opened **Salts Mill** in 1853. This was the engine around which his Model Village was constructed to support the workers with housing, sanitation, shops, a hospital, school, library, park and church. This Victorian Model Village was and remains a paragon of architecture and placemaking, typifying the ideal of a planned community: an ecosystem where the mill-workers and their families could work, shop, learn and enjoy themselves within a short walk from where they live (now known as the **15-minute neighbourhood principle**).

Saltaire was designated as a UNESCO World Heritage Site in 2001 and is now one of Shipley's main attractions and economic generators, drawing around **250,000 visitors per year** from across the region and beyond. The Mill was bought by entrepreneur Jonathan Silver in 1987 the year after cloth production ceased and he transformed it into a vibrant and dynamic hub that celebrates both **culture and commerce** in Yorkshire against the backdrop of Sir Titus Salt's magnum opus. The Mill now provides a backdrop for the Tour de Yorkshire, the credits for the BBC's Look North programme, hosts the largest collection of David Hockney's work outside London, and Saltaire is now home to a **growing professional community**. It celebrates heritage, not as a museum, but as a living, dynamic place.

Shipley was remodelled as an exemplar market town in the post-war era, the clearing of the slums and the building of new estates and retail to help create a society fit for soldiers and their families who had sacrificed so much. The demolition of old mills, shops and houses paved the way for Brutalist shopping centres. Over the years that design has now become a hindrance to renewal and the **town needs another inspirational regeneration programme** to match the ambition of the 1950s.

Despite their proximity and shared history, the benefits of the success of Saltaire have not been felt in Shipley town centre in recent years. The uneven economic condition of the town reflects areas of disadvantage that have led to **health, skills and income inequalities** that will be further exacerbated by the **COVID-19 pandemic**.

Despite this, there are many latent opportunities that could be realised with targeted investment to help Saltaire to grow in a sustainable manner and to help Shipley reach its potential. This will enable Shipley to benefit from Saltaire's success, profile and valuable skilled population, and importantly enable the area to take advantage of its central position within West Yorkshire and the Leeds City region. Its population has been growing in recent years. It has **significant regeneration potential** due to its strategic location relative to Leeds and Bradford, and as the entry to the Aire Valley. Major recent projects like the **Baildon Business Park (completed 2019)** and the **Advanced Digital Institute (2008)** indicate the appetite for high level skilled manufacturing and development at an advanced level. This continues, despite the impact of the recession following the financial crash of 2008 and the current pandemic.

This Town Investment Plan (TIP) aims to unlock regeneration and growth opportunities, overcoming the economic challenges presented by the COVID-19 pandemic and enabling the economic 'heartbeats' of Shipley and Saltaire to beat strongly in unison for years to come, by:

- *Creating opportunity for growth in key economic sectors (manufacturing and digital);*
- *Reinvesting in Shipley's existing assets to support business, residential and retail uses;*
- *Developing Saltaire's position as one of the foremost visitor attractions in West Yorkshire;*
- *Increasing footfall in Shipley town centre, improving connectivity and supporting the 15 minute-neighbourhood principle;*
- *Improving local skills which are currently a constraint on economic growth; and*
- *Improving health and social welfare in deprived areas of the town, particularly in the east including Windhill and Wrose.*

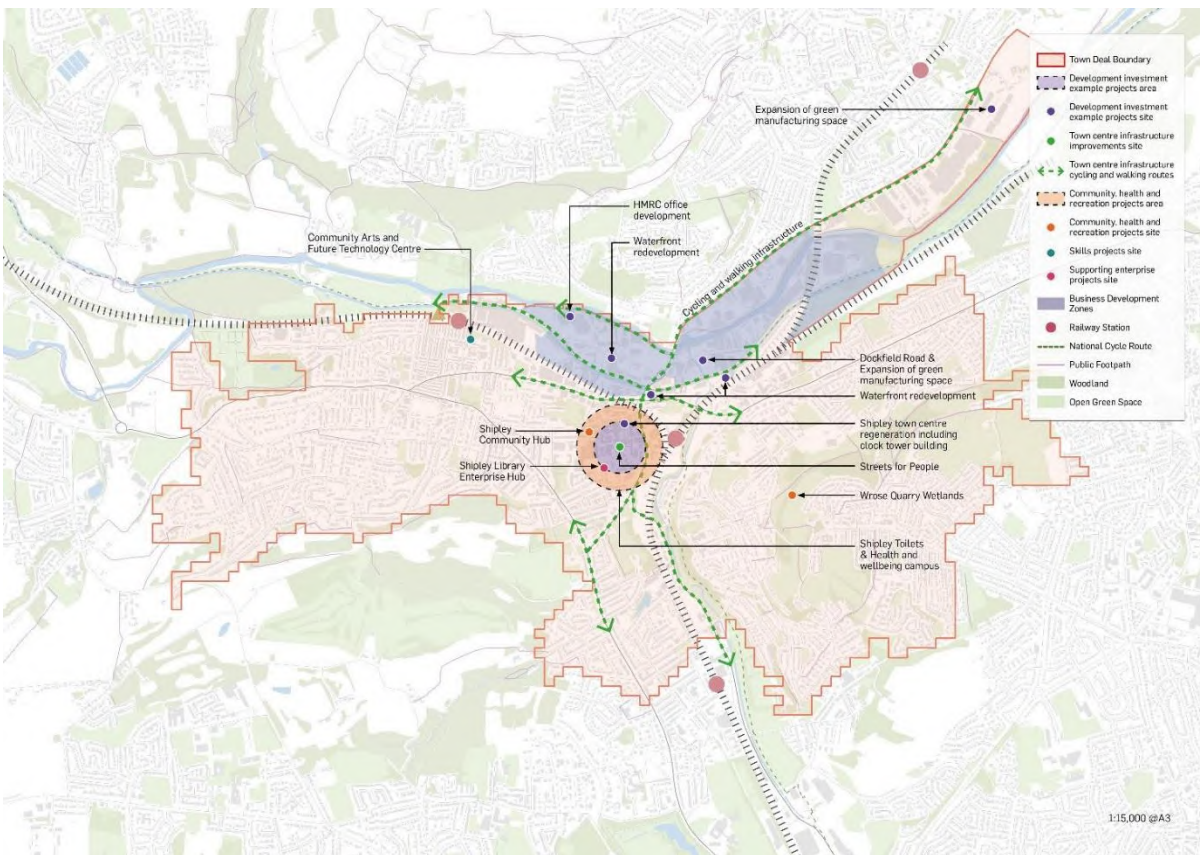
This TIP will deliver a thriving, self-sufficient town that is also driven by national **Carbon Net Zero objectives** - not so different to the vision Titus Salt had for Saltaire.

This TIP has been developed through a comprehensive analysis of the current economic, social and environmental situation within Shipley and Saltaire based on initial engagement with local stakeholders, businesses and the public. Based on this local evidence, the **ShIPLEY TOWN DEAL BOARD** drew up a shared Vision for the town and a list of strategic objectives. A further **programme of stakeholder and public engagement** has underpinned the development of this 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**.

The total funding ask to deliver these selected projects is **£27.36m**. Funding these projects will deliver around **500 new jobs, 120 new homes, 380 existing learner places being protected and at least 850 new learner places created**. The success of these projects will unlock the leveraging of **£91m additional private sector investment**. 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 Bradford Council throughout the business case process to implementation.

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

- **Development investment projects (Project A: £8m ask)**, including investment to remediate sites and provide critical site infrastructure to enable commercial and residential schemes, with emphasis on opportunities within the Business Development Zone and Shipley Town Centre (particularly between Saltaire and Shipley town centre);
- **Town Centre and infrastructure projects (Project B: £6.04m ask)**, including transforming Shipley Market Square into a high-quality public space, reinstating public toilets and providing accessible walking and cycling facilities on new routes linking the town centre to the periphery and Canal Road Corridor;
- **Skills projects (Project C: £5.48m ask)**, including creating ‘past meets present’ facilities that provide a Future Technology Centre alongside a Heritage Hub and new Community Arts Centre;
- **Supporting enterprise (Projects D & E: £2.08m ask)**, developing and upgrading the exhibition space in Shipley Library to create a Business and Intellectual Property Centre offering a space to showcase local entrepreneurs, craftspeople and small businesses to include point of sale opportunities alongside support, mentoring and training opportunities, networking events and workspace facilities; and
- **Community, health and recreation projects (Projects F, G & H: £5.76m ask)**, including creating a vibrant community-led hub with a wide range of integrated support services, delivered by a skilled workforce and a team of volunteers who are trained in engaging, assessing, motivating and giving people the tools to improve their health and wellbeing; and separately the regeneration of the heritage site at Wrose Hill as Wrose Quarry Wetlands, including adding accessible footpaths, improving biodiversity by creating new wetland features, tree planting and adding new recreational features.



Project locations within the Shipley Town Deal boundary

Context Analysis

1. Context analysis

Context analysis is a crucial part of the process to ensure that the projects are justified according to robust evidence-based analysis and input from stakeholders. The key conclusions are discussed in the following sections:

- Introduction to Shipley
- Geographical boundary of Town Deal
- Assets and strengths
- Challenges and needs

1.1. Introduction to Shipley

Shipley is a market-town in the heart of the Bradford District, renowned for its strategic location, surroundings of outstanding natural beauty and rich industrial heritage (Figure 1-1). It has a population of 15,700 people (2019)¹. The Town Centre is known as Shipley, but the wider Shipley constituency stretches beyond the boundaries of the Town Deal area along the Aire Valley to Bingley and beyond into both urban and rural areas. It is well-connected by road and rail to Bradford (9 minutes by rail), Leeds (14 – 17 minutes by rail) and other regional urban centres and is a gateway to more rural areas to the north, including the Aire Valley.

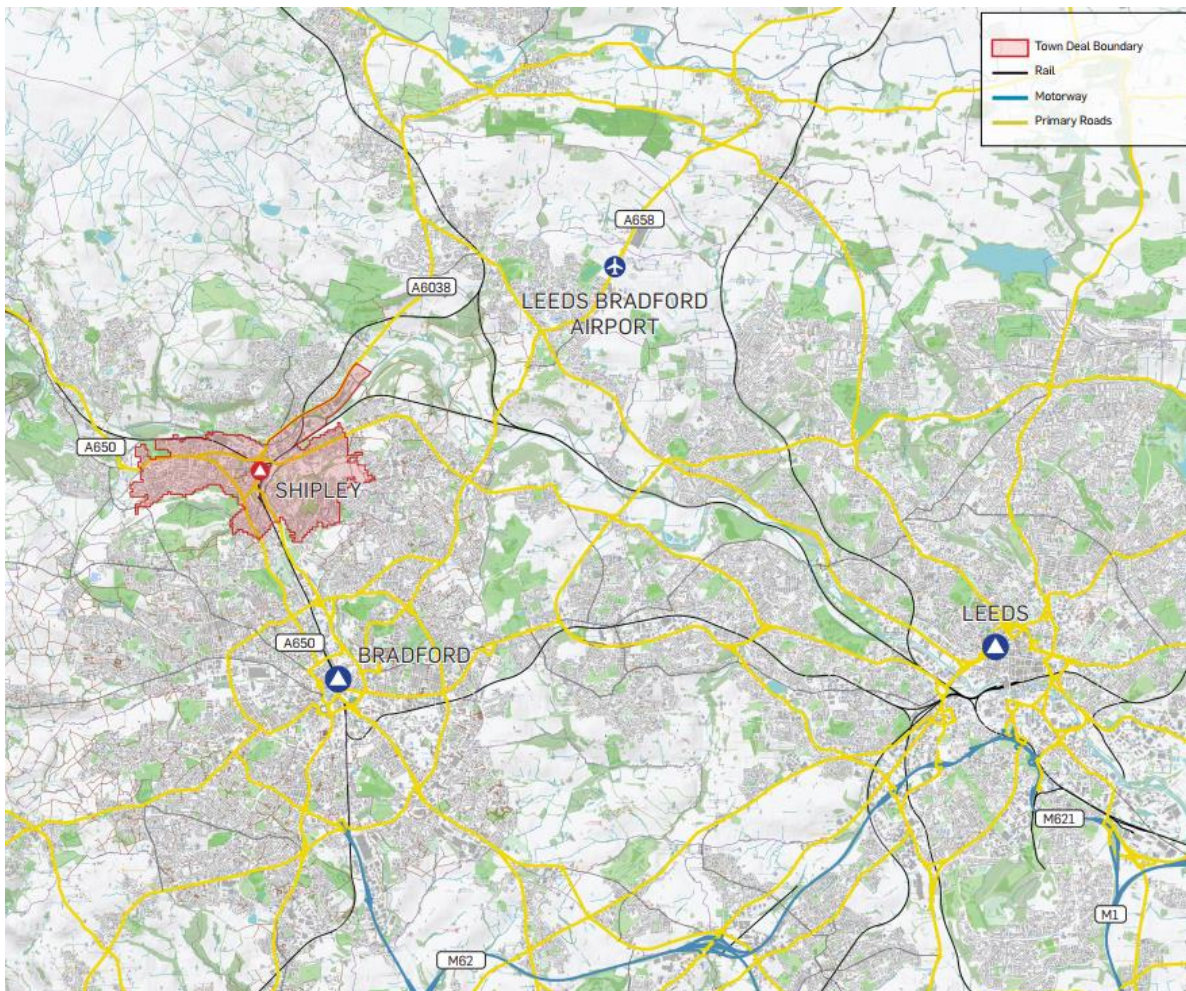


Figure 1-1 - Shipley's regional context

¹ [shIPLEY.pdf \(bradford.gov.uk\)](https://www.bradford.gov.uk/shIPLEY.pdf)

Saltaire (Figure 1-2), home to Salts Mill and Sir Titus Salt's Victorian Model Village, sits just to the north of Shipton, straddling the River Aire and the Leeds and Liverpool Canal. Built in 1851, and an imposing symbol of the important role Shipton played in the industrialisation of its region and the nation, Saltaire is now one of Shipton's main attractions. Since being reimagined by Jonathan Silver in the 1980's, Salts Mill has become a bustling and vibrant space with restaurants, cafes, events, exhibitions and workspaces for over 1,000 jobs². Its designation as a UNESCO World Heritage Site in 2001 revived interest in the area and renewed the opportunity for growth.



Figure 1-2 - Saltaire³

Shipton is a unique town with a strong local identity and sense of place. However, visitors (including those to Saltaire) often pass-through and do not stop to spend time in the town centre. The town is built around the Market Square, marked by the 1960s Clock Tower that overlooks the long-standing open-air market. Behind the Clock Tower, Baildon Moor peeks out as a reminder of the proximity of open green spaces and breath-taking scenery.

Shipton is home to some world class businesses and new inward investors such as Produmax which is at the forefront of modern manufacturing and apprentice training. It anchors the economic corridor highlighted in the Airedale Masterplan of 2007. The Masterplan responded to the opportunities evident in this "Creative and Connected Corridor". Major projects like the Baildon Business Park (completed 2019) and the Advanced Digital Institute (ADI) 2008 based in Saltaire, which were both fostered in Shipton by the Masterplan indicate the need for high level skilled manufacturing and development at an advanced level. This continues despite the impact of the recession following the financial crash of 2008 and the current pandemic.

Today, Shipton is an area that is seeing continuing real change for its residents and workers. It is also true that the Town has areas of deprivation and this plan must have at its heart an expectation of an inclusive local economy for the benefit of the Town and its people. Whatever the strengths of the place, investment is more likely where local populations can succeed in climbing the economic ladder.

As well as symbolising the importance of textiles in Britain's economic history, Saltaire is important as an exemplar Victorian Model Village, where high-quality housing, integrated community amenities and high-quality public realm are developed around an existing employment hub. In the post-COVID era, where people have re-discovered the joys of staying local, Shipton is well placed to benefit from this philosophy to create a flourishing 15-minute neighbourhood where residents can live, work and play supporting Net Zero objectives. In order to achieve this, investment is needed to unlock regeneration and growth opportunities through:

² [Salts Mill](#)

³ [\(20+\) Shipton Photographs & Memories | Facebook](#)

- Reinvesting in Shipley’s existing assets to support business, residential and retail uses;
- Developing Saltaire’s position as one of the foremost visitor attractions in West Yorkshire;
- Increasing footfall in Shipley town centre;
- Creating opportunity for growth in key economic sectors (manufacturing and digital);
- Improving local skills which are currently a constraint on economic growth; and
- Improving health and social welfare in deprived areas of the town, particularly in the east including Windhill and Wrose.

1.2. Shipley Town Deal boundary

The Shipley Town Deal boundary includes the Business Development Zones (BDZ) straddling the River Aire to the north of the town centre and the UNESCO World Heritage Site at Saltaire to the west of the town centre. The intervention area agreed with MHCLG is outlined in Figure 1-3.

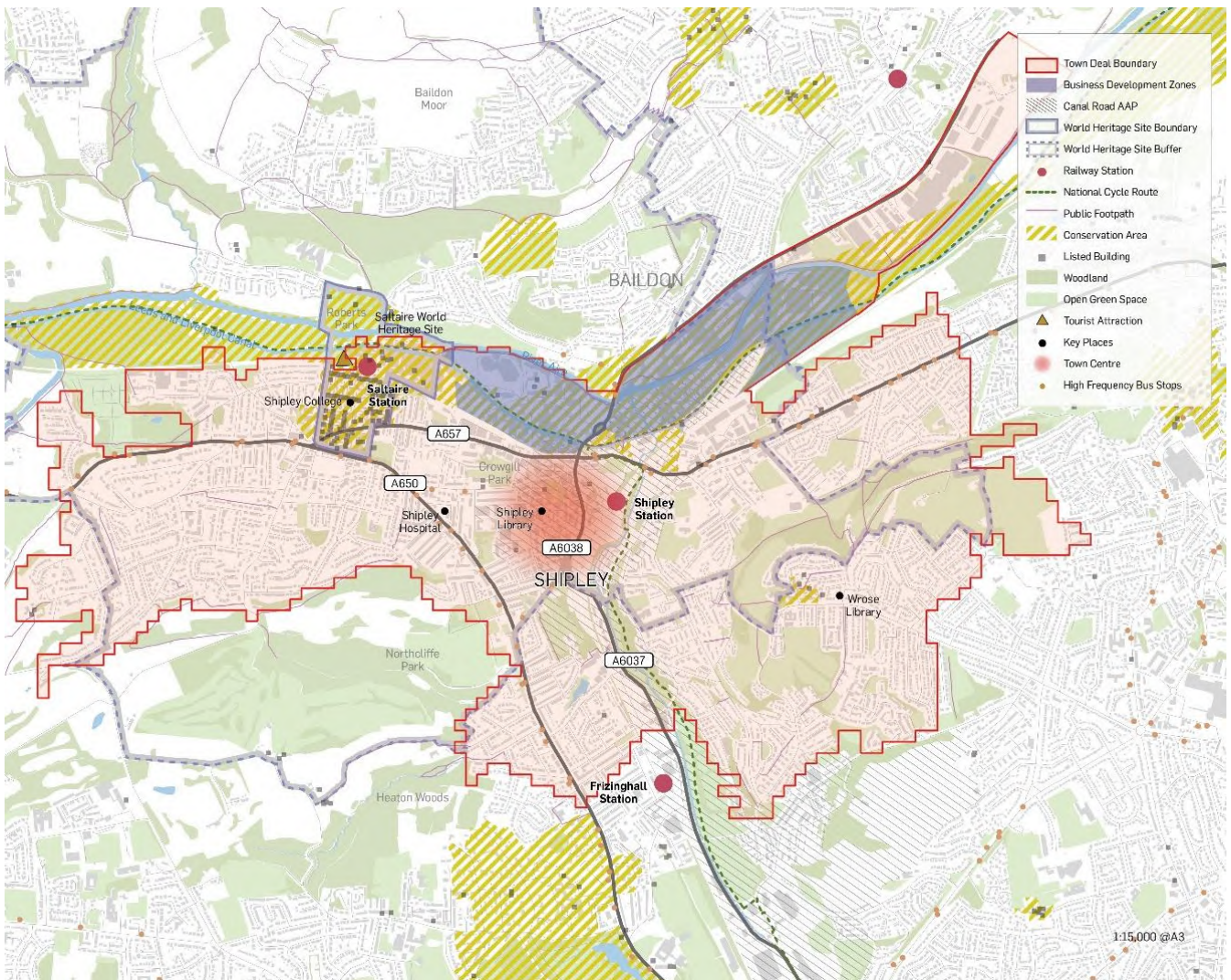


Figure 1-3 – Shipley Town Deal Boundary and key local features

1.3. Shipley’s assets and strengths

At the outset of the project, the Town Deal Board identified key strengths and opportunities for Shipley (included in the SWOT analysis in Appendix A). This instigated a detailed evidence gathering process which

resulted in the conclusions outlined below. This section sets out the key assets and strengths of Shipley, under five overarching themes:

- Development investment
- Town centre and infrastructure
- Skills and employment
- Supporting enterprise
- Community, health and recreation

The detailed context analysis underpinning this section can be found in Appendix B.

1.3.1. Development investment

A growing economy and digital sector

Shipley's economy has been growing; in the three years between 2015 and 2018, the town's economy grew by 13% to be worth £626 million. Over the same period, employment increased by 7% to 13,600 jobs⁴. The following three sectors have experienced particularly strong growth:

- **Manufacturing**, increasing by 20% to 1,500 jobs, around 11% of total employment;
- **Information and communications**, increasing by 71%; and
- **Digital and creative**, which grew by 40% to 700 workers.

Growth in digital industries has been focussed in the Saltaire-Shipley corridor⁵, supported by City of Bradford Metropolitan District Council (CBMDC) delivering high-quality offices and workspace, rather than traditional industrial units.

Bradford's dynamic business ecosystem

In 2017, Bradford district was identified as the best place in the country to start a new business by the Barclays Bank SME Growth Factor Index⁶, which looks at 12 factors essential to business growth (see Appendix 2). This favourable ecosystem for growth provides important infrastructure and social infrastructure which supports Shipley's growth.

Saltaire World Heritage site provides a strong brand for the Shipley area attracting visitors and businesses. Overall, Shipley and Saltaire together have the potential to be synergistic economic heartbeats, and to build on their current assets to draw in further investment to become more less reliant of a commuter town.

Housing market

Shipley sits within the Bingley and Shipley housing market sub-area, in which house prices have been increasing (see Appendix B). A modern housing development has recently been delivered at Victoria Mills; however further housing developments are needed especially those that are situated in/around the town centre which include a range of affordable housing. The average house price in Shipley has risen 2.22% in the last three months (since September 2020) and 4.37% over the past 12 months.

The Shipley area has a growing economy principally driven by Saltaire whose location, heritage assets and existing growth initiatives around the digital and manufacturing sectors provide a good foundation for attracting investment that could be further built upon.

⁴ Bradford Towns Fund Shipley Socio Economic and Covid Impact Study (Kada, 2020)

⁵ Bradford Towns Fund Shipley Socio Economic and Covid Impact Study (Kada, 2020)

⁶ Bradford District Economic Strategy 2018

1.3.2. Town centre and infrastructure

Regeneration potential and allocated sites

Developer feedback⁷ has highlighted that Bradford district, as a whole, is at a disadvantage in terms of competition for new investment due to a lack of suitable allocated sites, resulting from delays in the Local Plan preparation process. Although there is a shortage of sites for certain types of uses (see Section 1.5.1), Shipley is in the advantageous position of having the Shipley and Canal Road Corridor AAP, which includes sites allocated for a range of uses (Figure 1-5), providing exciting opportunities for development.

These include **Site STC1 – Shipley Indoor Market Hall and Clock Tower** (Figure 1-4), allocated for retail use, residential and supporting town centre business/commercial uses, and the adjacent **Market Square (Site STC2)**, a major development opportunity that would support the viability and primary retail function of the town centre, and support the revitalisation of the Market Square public realm. East of the centre is the largest of these is **SE1 – Shipley East** (8.1 hectares) which is allocated for residential-led mixed use, with supporting retail and business uses.



Figure 1-4 - Shipley clock tower⁸

⁷ A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District 2020 – 2030 (BMBC, 2020)

⁸ [\(20+\) Shipley Photographs & Memories | Facebook](#)

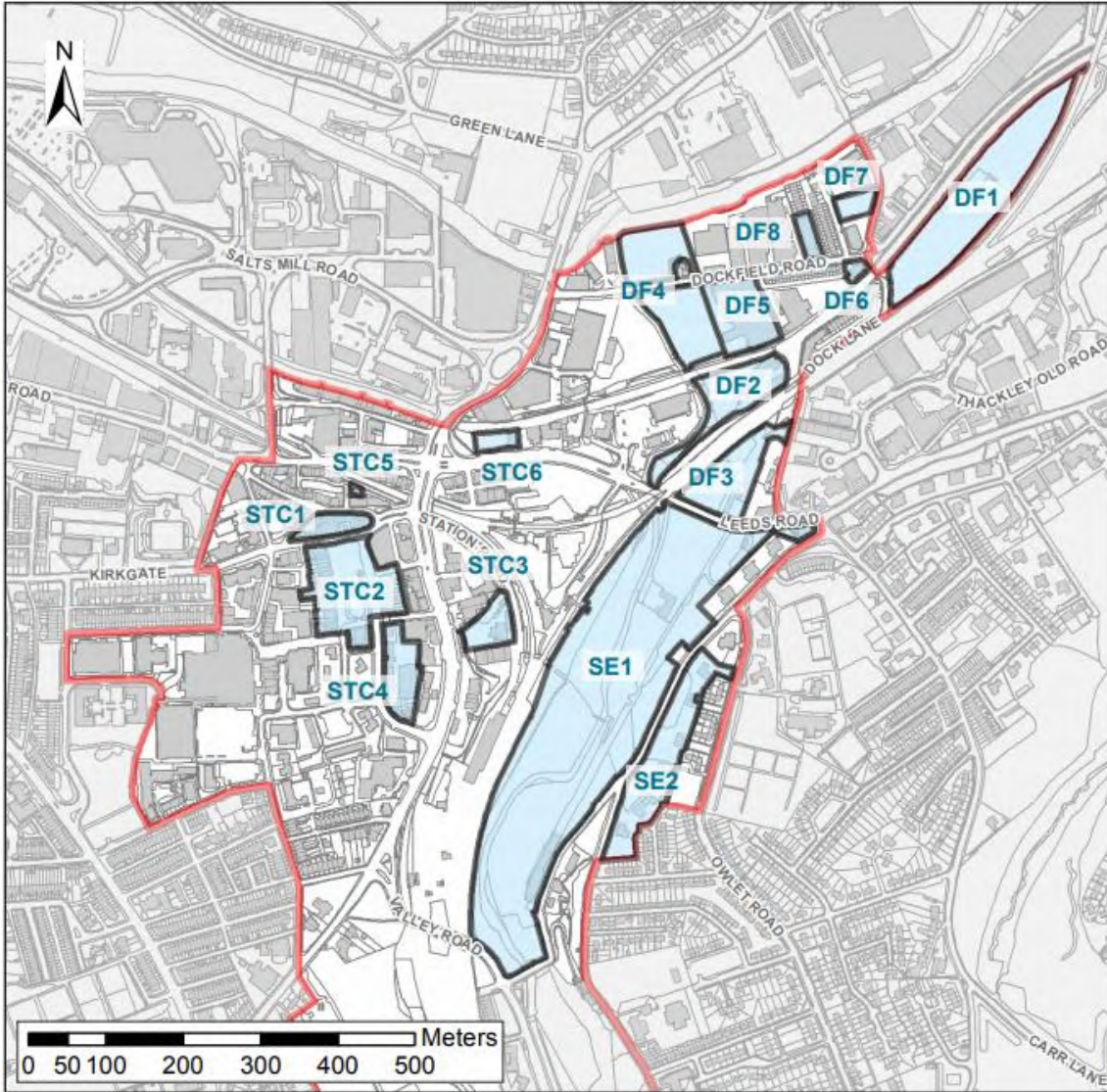


Figure 1-5 - Shipley Canal Road Corridor Area Action Plan site allocations⁹

Infrastructure for sustainable travel

The Canal Road Corridor is a key route for walking and cycling transport between Shipley town centre and Bradford city centre, it takes approximately 1 hour to walk and 30 minutes to cycle between the two centres. The ongoing Bradford-Shipley Route Improvement scheme comprises urban environment improvements and walking and cycling provisions. There are also good opportunities to develop infrastructure to support travel via sustainable modes in the district. The West Yorkshire Combined Authority currently investigating a package of schemes to relieve congestion and associated air quality issues.

'The cycle tow path on the canal is very popular, development in this area would bring in more tourists and benefit local people'

Online Consultation (December 2020)

⁹ Shipley and Canal Road Corridor Area Action Plan, 2017

ShIPLEY is in a strong position compared to other towns in the district competing for investment because it has substantial, landmark sites in the town centre allocated for development, including the Clock Tower and Market Square. Once regenerated, these sites would transform the town centre, increasing footfall and attracting further investment.

1.3.3. Skills

Existing employment assets and initiatives

ShIPLEY benefits from having two key employment locations within walking distance from the town centre, and there is a significant opportunity to transform these for a variety of enterprises in manufacturing, computing, creative industries, retail and leisure:

- **ShIPLEY Business Development Zone (BDZ):** The ShIPLEY BDZ is located north of ShIPLEY town centre. The western side is allocated as mixed-use and the eastern side is allocated for employment uses. The area benefits from some heritage buildings, giving it a historic character, which is attractive to certain types of businesses. A large part of the BDZ in ShIPLEY has been used by HMRC, but the site is becoming vacant and needs redevelopment.
- **ShIPLEY and Canal Road Corridor Area:** runs between ShIPLEY and Bradford and is a focus for urban regeneration and as a potential location for employment growth, in particular retail, leisure and manufacturing¹⁰. It runs along the valley bottom benefitting from major road, rail, cycle routes and widespread employment uses. It is providing a new settlement – New Bolton Woods – on ShIPLEY's doorstep.

Across Bradford District, several initiatives have been implemented to support skills development and employment generation. These are explained further in Appendix B but include **The Industrial Centre of Excellence (ICE):** an education-industry partnership which equips young people with competencies, credentials and experience necessary to gain work, involving more than 300 businesses and 3,000 students¹¹. This is delivered over multiple sites.

There is opportunity in ShIPLEY for significant investment in the near future and if this investment is harnessed effectively it could facilitate improving local skill levels in addition to existing initiatives which will improve inequalities and unlock economic growth.

1.3.4. Community, health and recreation

Health

Bradford benefits from a **Digital Health Enterprise Zone (DHEZ)**, which is working to develop digital health innovations to improve the lives of people living with long-term conditions. The DHEZ is a regional hub for digital health innovations.

Airedale Hospital, which serves ShIPLEY, is one of six hospitals in Bradford and has a strong track record of innovation including telehealth.

A unique cultural offer

ShIPLEY has a rich and distinctive cultural offer attractive to residents, businesses and visitors alike. The jewel in the crown is the **Saltaire World Heritage Site**, of international, national and local importance as one of only two UNESCO World Heritage Sites in Yorkshire. The well-preserved model industrial village dating from the mid-19th century includes Saltaire United Reform church, now a Grade I listed building, and Salts Mill (Grade II*) which has been repurposed with art galleries and dining outlets.

The setting of ShIPLEY is also positively benefitted by the **Leeds and Liverpool Canal** and River Aire which run through it, connecting Saltaire to the town centre and providing wider opportunities for leisure and recreation. ShIPLEY has several parks and green spaces including **ShIPLEY Central Park**, **Northcliffe Park** and **Crowgill**

¹⁰ Bradford Towns Fund ShIPLEY Socio Economic and Covid Impact Study (Kada, 2020)

¹¹ Bradford District Economic Strategy 2018

Park within the town centre, **Wrose Hill** to the east and **Roberts Park** (Figure 1-6) in Saltaire (one of only seven parks and green spaces in the district to be awarded Green Flag status).



Figure 1-6 - Roberts Park Saltaire¹²

Wider notable tourist attractions include the South Pennines, the history of the former Bronte family in Haworth (9 miles away), Keighley & Worth Valley Railway, East Riddlesden Hall and Cliffe Castle (in nearby Keighley).

ShIPLEY has valuable recreational and cultural assets that can be capitalised upon including the Saltaire World Heritage Site, good quality parks and green spaces along with proximity to other world class attractions in the wider region.

1.3.5. Supporting enterprise

Good digital connectivity

Bradford district generally has good broadband coverage, which is one reason why the district was named as one of the “Best Places for Business in the UK” in 2020 by Barclays.¹³ In ShIPLEY, 98% of premises are connected to superfast broadband (greater than 30 Mbps), and 77% have access to ultrafast broadband (greater than 100 Mbps).

¹² [\(20+\) ShIPLEY Photographs & Memories | Facebook](#)

¹³ [Bradford hailed as one of the best places to do business | Bradford Council](#)

Potential for digital growth

ShIPLEY benefits from existing facilities that support the growing digital sector and artistic and creative community such as **Baldon Business Park** and **ShIPLEY College's Creative and Digital provision**.

The **CBMDC Employment Needs Assessment** highlights the ShIPLEY Corridor as having potential to be a growth hub for digital industries. Although Bradford is the main office location in the district, ShIPLEY-Saltaire also plays an important role with a number of larger premises occupied by companies such as InCommunities, and with serviced office space provided by Regus. Demand for office locations remains strong in this industry, despite the COVID-19 downturn.

Strategic location and strong local and regional connectivity

ShIPLEY is in a key strategic location, with excellent road and rail links through the Airedale corridor to Bradford, Leeds and Leeds Bradford International Airport as well as other key areas in West Yorkshire. The town is a gateway between the city, Airedale and the South Pennines beyond.

With two rail stations within the town boundary, one located centrally next to the town centre and one at Saltaire, ShIPLEY is uniquely positioned to offer quality rail commuter services to Bradford and Leeds, the Airedale line from Leeds to Skipton and access to the national network including to London and Glasgow. Six bus routes serve ShIPLEY, two of which run at a high frequency and connect ShIPLEY to Bradford, as well as the rest of the Airedale corridor.

The Canal Road Corridor is a key transport route between ShIPLEY town centre and Bradford city centre. There have been significant improvements to connectivity and accessibility by road, rail, bus, walking and cycling along the corridor (**Core Strategy, 2017**), however there is still scope for further improvements to support delivery of the corridor objectives.



Figure 1-7 - Walking and cycle routes along the canal¹⁴

¹⁴ [\(20+\) ShIPLEY Photographs & Memories | Facebook](#)

ShIPLEY also benefits from high-quality pedestrian and cycling routes via the Leeds-Liverpool Canal and the National Cycle Route 66/696 which connects ShIPLEY to Bradford, Leeds (along the towpath of the Leeds & Liverpool Canal) and through Saltaire to Keighley, also alongside the Canal.

ShIPLEY has all the ingredients to provide a fertile environment for SMEs and larger businesses, particularly through the provision of good connectivity by sustainable modes.

1.3.6. Summary of ShIPLEY's key assets and strengths

ShIPLEY's key assets and strengths are summarised below.

Development investment

- ShIPLEY's economy is growing it grew 13% between 2015 and 2018 and employment increased by 7%. Key growth areas were manufacturing (20%), IT (71%) and digital (40%).
- House prices are rising and have increased 4.37% over the past 12 months.

Town centre and infrastructure

- ShIPLEY has significant regeneration potential due to its strategic location, and benefits from allocated development sites in the ShIPLEY and Canal Road Corridor Area Action Plan.

Skills

- The town has two key employment locations walking distance from the town centre, ShIPLEY BDZ and the Canal Road Corridor Area, and a number of established skills initiatives.

Community, health and recreation

- Bradford is home to the Digital Health Enterprise Zone which is a regional hub for digital health innovations.
- ShIPLEY has a rich and distinctive cultural offer including the Saltaire World Heritage Site.

Supporting enterprise

- 98% of premises are connected to superfast broadband.
- Demand for office locations remains strong, despite the COVID-19 downturn.
- The town is in a key strategic location, with excellent road and rail links, as well as some existing high-quality pedestrian and cycle routes.

These assets provide strong building blocks upon which ShIPLEY can grow:

- The opportunity to reinvest in existing buildings rather than developing new sites means that ShIPLEY can pursue sustainable growth, without having to trade-off economic and carbon net zero objectives;
- The presence of a number of available sites for development in the town centre and BDZs provides the opportunity for substantial reinvestment in the economy;
- The manufacturing and digital sectors are already growing and will help to build momentum; and
- Improving facilities and opportunities within walking distance of the most deprived areas will help to achieve an equitable distribution of benefits.

1.4. Challenges and needs

This section sets out ShIPLEY's challenges and needs. The detailed context analysis underpinning this section can be found in Appendix B and the initial analysis of threats (SWOT analysis) in Appendix A.

1.4.1. Development investment

Stalled sites and lack of suitable development sites

Commercial and industrial property markets have been reported to be reasonably resilient in the face of the Covid-19 pandemic; there were no industrial units advertised in Shipley as at November 2020¹⁵. The shortage of employment space in West Yorkshire is leading to a high demand for space in Shipley, particularly in the BDZ. This was echoed by stakeholders at the Shipley Vision and Strategic Objectives workshop (23/11/20) who identified that there is a lack of suitable larger business spaces, especially for manufacturing, but also for offices. A lack of housing land has added pressure to the supply of employment land.

The workshop with CBMDC officers (18/11/20) identified two key development sites within the BDZ which are not coming forward because each have significant constraints. The former gas work site at Dockfield Road has significant contamination, and the HMRC site near Saltaire requires demolition, has a challenging configuration and is at risk of flooding. The Baildon Business park, suggested within the Airedale Masterplan, is an 8 Hectare site in the neighbouring town of Baildon that was completed and filled by 2019. It houses some of the leading companies within the District, based on a concept of high-end technical businesses being co-located. It has provided 150,000 square feet of new accommodation demonstrating that there is high demand for accommodation and new space will be quickly filled.

“HMRC and the gas works site have huge potential, but no one will take them on because there’s too much risk, we can’t have these big buildings left empty”

Workshop 18/11/2020

The housing market and affordability

Housing land availability is constrained by technical issues and the Green Belt. There is not enough housing available in general, and an undersupply of affordable housing. Within the Bradford district, a shortage of affordable housing across all income levels is a major issue in both urban and rural areas. In Airedale, this is largely due to high house prices. 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 Bingley and Shipley, this equates to an imbalance of 183 dwellings per year. (SHMA).

Shipley is unable to benefit from the high demand for space because the development of key sites has stalled. Investment to unlock these sites would stimulate a chain of benefits for residents (in terms of more affordable housing) and businesses (in terms of new floorspace areas).

1.4.2. Town centre and infrastructure

Unattractive town centre core and lack of ‘fit for purpose’ retail space

Much of the building stock in the town centre is now not fit for purpose, having been built in the 1960s. Some retail units are not fit for modern retailing, having too much storage space which makes units unattractive to tenants¹⁶.

In addition, stakeholders noted that the Market Square is a key regeneration opportunity, as it is currently dated and does not provide an attractive focal point for the town centre. Although opinions on the Clock Tower differ, it does not currently contribute positively to the townscape. The **Shipley and Canal Road Corridor AAP** identifies the need for a landmark building in the town centre to act as a strong focal point for future activity and regeneration. This could involve the retention of the existing Market Hall and Clock Tower, or redevelopment of this site. Providing uses for these sites would increase footfall in the town centre, making it more vibrant and helping to attract more shops and businesses to locate there.

“Sort out the eye sore buildings in the centre of town.”
Online Consultation
(December 2020)

“We need more choices of shops’
‘Create a better outdoor market’
MyTown

¹⁵ Bradford Towns Fund Shipley Socio Economic and Covid Impact Study (Kada, 2020)

¹⁶ Stakeholders at the Shipley Vision and Strategic Objectives workshop (23/11/20)

Poor town centre connectivity and lack of sustainable travel choices

The Shi­pley Town Centre workshop with CBMDC officers (18/11/20) identified that there is a need to improve local connectivity into and out of, as well as within, the town centre, particularly by cycle and on foot. Poor connectivity is compounded by the currently unattractive and illegible walking routes from the railway station to the town centre. Bus routes into the town centre provide inclusive access, but the location of the bus stands creates severance by dissecting the market square and making it difficult to cross the road safely. The majority of the town centre, including the market square, is contained within three major roads with few pedestrian crossing points which successfully sever it from the poles of attraction surrounding the town centre.

The issue of severance demonstrates a need to improve the intra-connectivity of the town and strengthen active travel links between Shi­pley town centre, the railway station, Saltaire and the Leeds & Liverpool canal.

There is a clear need to make the town centre and Saltaire more attractive to residents, particularly through ensuring walking/cycling routes are delivered between the town and other locations such as Saltaire, the Victoria Mills apartments and the proposed new residential properties such as the Inland Revenue site.

This will encourage a mode shift whereby walking and cycling will replace short distance car usage contributing to the reduction in carbon emissions, improve air quality and pedestrian safety whilst also supporting the Regional Climate Coalition Action Plan.

“We want people coming on foot and by bike to make the town centre a more attractive environment”
 Focus groups 2021

“If we want to support the 15-minute principle we need to improve walking routes. The canal path is great, but we need good routes linking the town centres and other places you’d want to go”
 Workshop 18/11/2020

“We need joined up walks and better pedestrian safety”
 MyTown



Figure 1-8 - Shi­pley Clock Tower¹⁷

¹⁷ Andrew Stopford (Flickr)

COVID-19 impact on Town Centre

Stakeholders noted that retail in the town centre was struggling generally, and this was amplified by COVID-19. As at November 2020, there were 19 commercial properties advertised in Shipley, with 56% (10) being retail units¹⁸.

Figure 1-9 reports COVID-19 vulnerability indicators¹⁹ for Bradford. In addition, within Shipley, 21.4% of jobs are recognised to be at a 'medium risk' of being lost – equivalent to 2,900 jobs.

“Support more businesses to open shops in the town centre - encourage a mix of independent and national chains”

Online Consultation (December 2020)

“Turn the dated 1960s town centre into a more modern, green and lively space. This would attract younger, more affluent families to the area and business investment would follow”

Online Consultation (December 2020)

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 1-9 - COVID-19 vulnerability score²⁰

¹⁸ Bradford Towns Fund Shipley Socio Economic and Covid Impact Study (Kada, 2020)

¹⁹ Bradford Towns Fund Shipley Socio Economic and Covid Impact Study (Kada, 2020)

²⁰ Bradford Towns Fund Keighley Socio Economic and COVID Impact Study (Kada, 2020)

Regeneration within the town centre combined with improved active travel facilities would support and contribute to the levelling-up agenda, mitigate the impacts of COVID-19 and deliver on net zero targets. This will help to attract private and institutional investors who are also seeking clear social and environmental returns, whilst also benefitting Shipley, its residents and businesses as a whole.

1.4.3. Skills

Low skills, missing skills and the future of work

Shipley has relatively better educational attainment at Key Stage 4 (GCSE) than the rest of Bradford district, however there are significant disparities across the town, as shown in Figure 1-10.

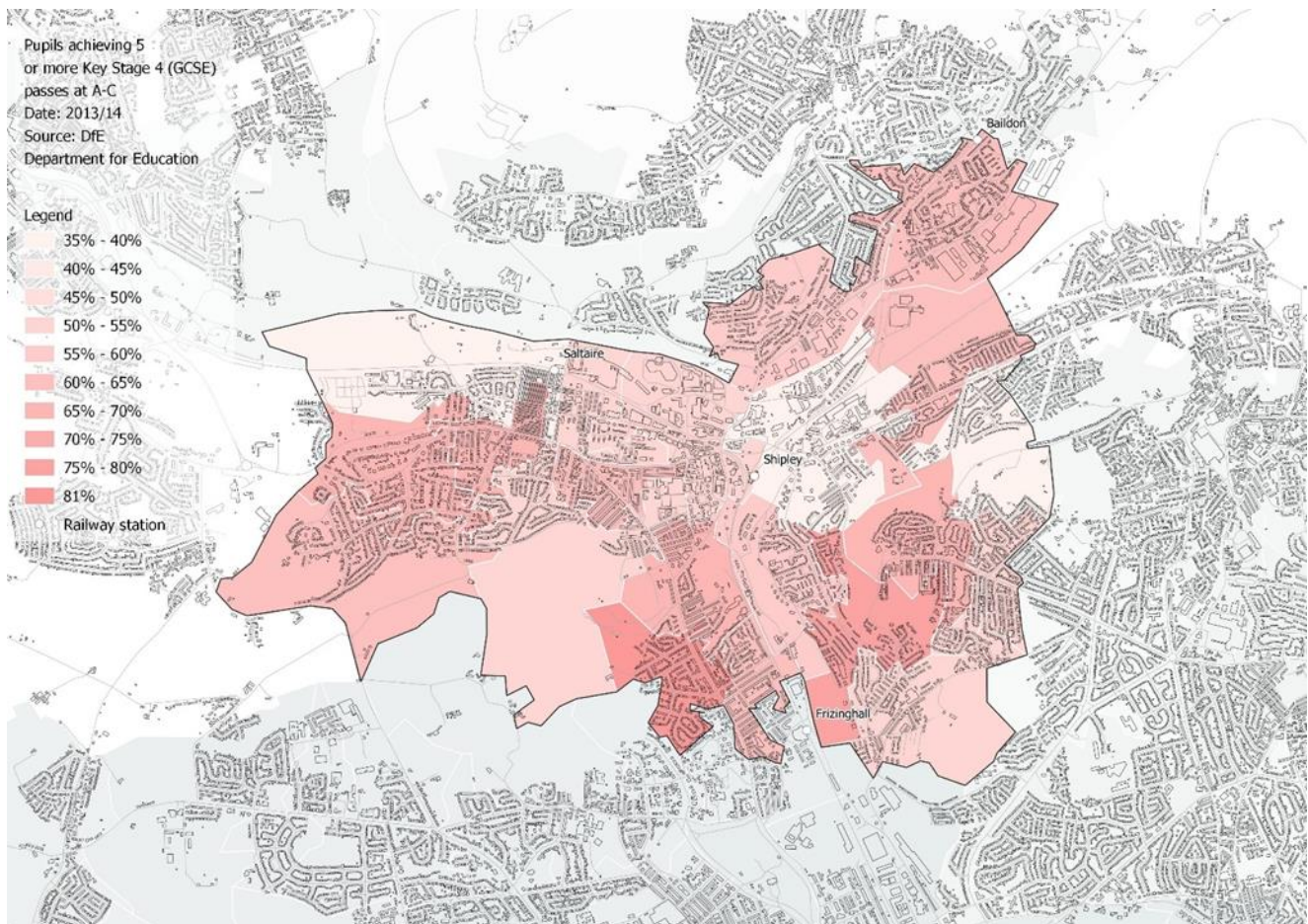


Figure 1-10 - Pupils achieving 5 or more GCSE passes

Within the constituency of Shipley, the proportion of Pupils Achieving AAB on their A-Levels is 10%, which is significantly lower than the proportion of attainment for the region of Yorkshire and the Humber as well as England with 17% and 14%, respectively. However, according to Ofsted, the percentage of primary school that are 'good' or 'outstanding' is 84%, higher than that of the region and only slightly lower than that of England which are 81% and 88%, respectively. Furthermore, the percentage of 'good' or 'outstanding' secondary

"Develop skills to improve employment and economic prospects."

Online consultation 2020

"If we could only do one thing in Shipley it should be something in the skills area, we will need to help the young people who have been badly affected by COVID (unable to get a first job)"

Online consultation 2020

schools is 90%, significantly higher than that of the region and England. A gap therefore appears following the completion of primary and secondary education. This shows a need for improving the educational facilities for A-Level attainment to improve the quality of results at that level.

Bradford has a lower level of workers with university or equivalent level education than Leeds City Region and England, as shown in **Figure 1-11**.

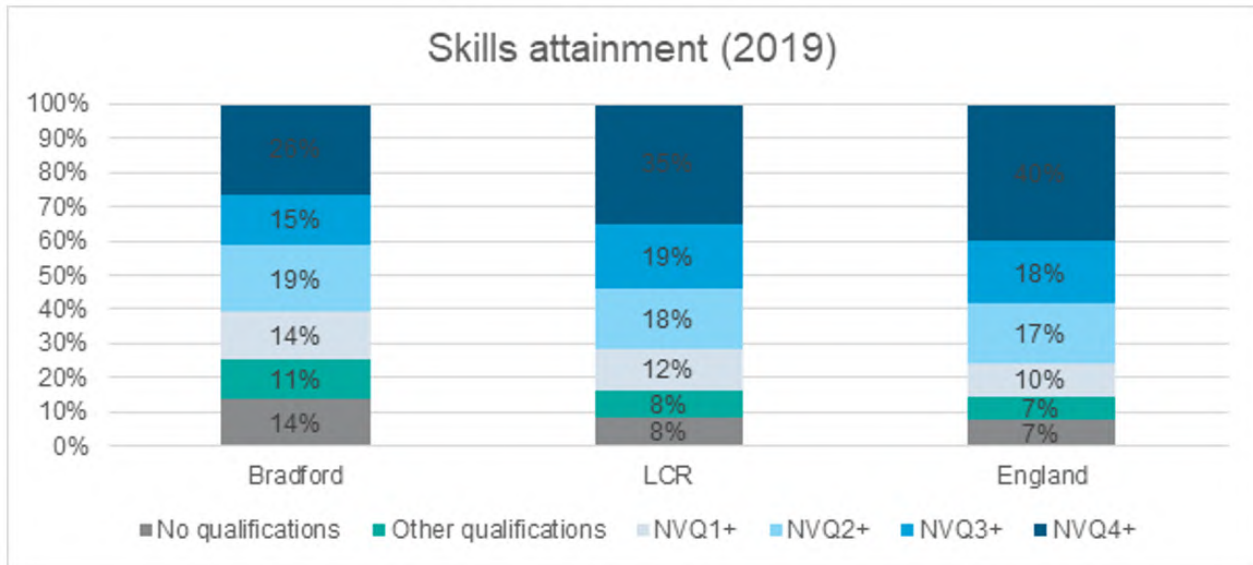


Figure 1-11 - Comparison of skills attainment levels²¹

The skills shortage has implications for both employment and productivity, with employers reporting skill shortages and vacancies that are hard to fill.

Demographic trends highlighted above reflect that many young people leave Shipton to study elsewhere but do not necessarily come back. The town has difficulties attracting those aged 25 to 49, who have declined by 5.1% in the last 8 years, and more needs to be done to improve the workforce’s skills. Stakeholders noted that this includes a need to further focus and strengthen education alongside training.

Matching training offering with skill requirements within the area would not only contribute to local economic growth and retention of young people living and working in the area but would also contribute to air quality improvement through a reduction in people commuting into the local area resulting in an improvement in air quality and also contributing to alleviation of some of the traffic congestion issues.

Particular emphasis should be given to inclusiveness when designing employment policies in Shipton. Determining factors that seem to represent or indicate barriers to employment, such as gender, ethnicity, age, or location, must be accounted for. Skills projects should consider the growth and investment in manufacturing and digital sectors so that jobs can be provided within the town.

There are skills shortages within Shipton, particularly in certain demographic groups. If these shortages can be overcome jobs could be provided by local employers who are actively seeking particular skills within the town. This would in turn, make Shipton more attractive to investment.

²¹ Nomis, Annual population survey

1.4.4. Community, health and recreation

Health inequality and deprivation

Bradford district's health profile is relatively poor, and Shipley has significant challenges to face. Although child obesity was lower in Shipley in 2018 than both the Bradford district and England average, physical activity levels (at least 150 minutes per week) were significantly lower in Shipley than Bradford and West Yorkshire. Figure 1-12 shows that those that were the more active tended to live in the central part of Shipley, which also includes some of the most deprived areas of the town.

'To tackle deprivation within Shipley we can't forget to make services easily accessible to those who need it most'

Focus groups 2021

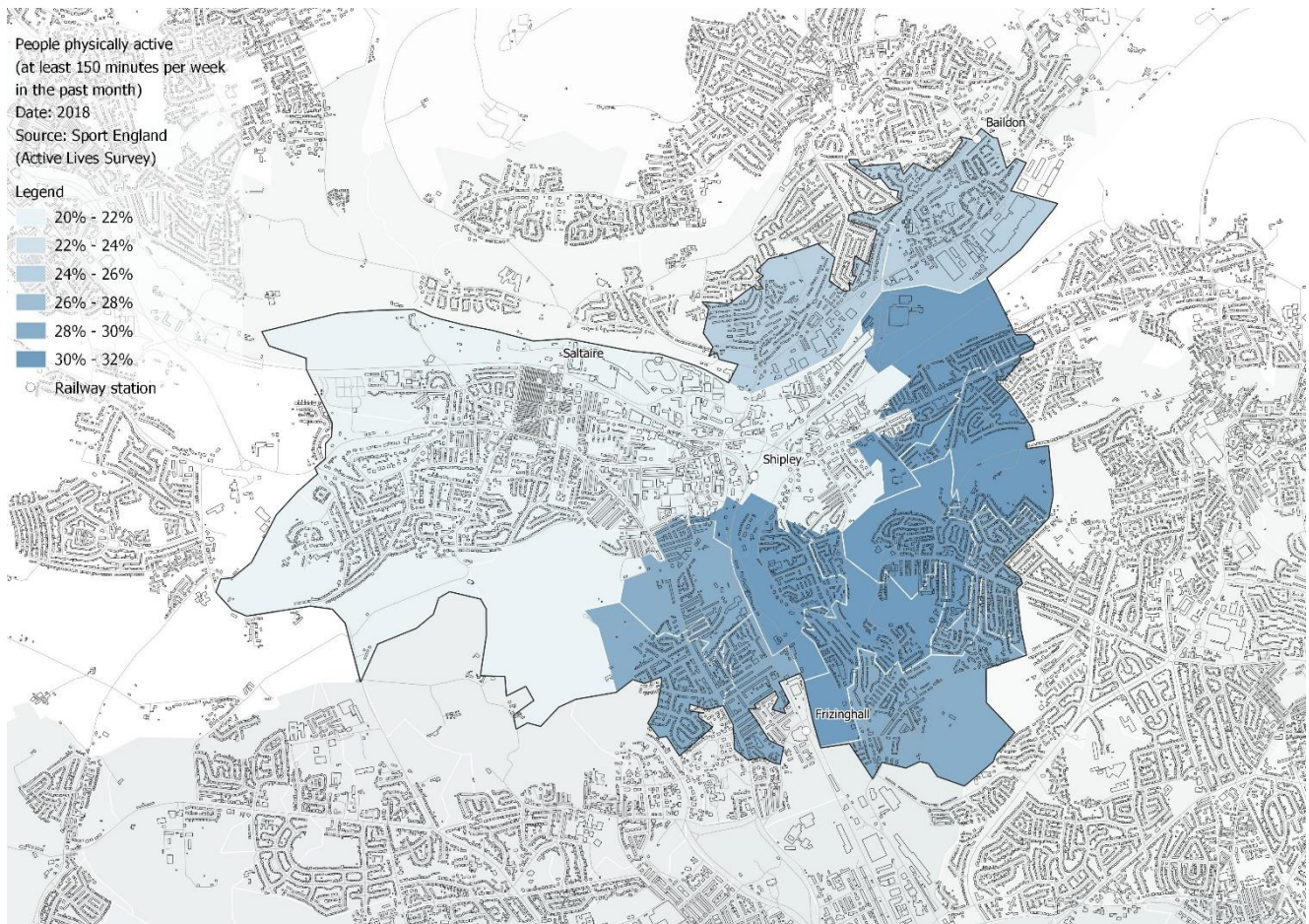


Figure 1-12 - Distribution of physical activity

In terms of net household income, in 2018 Shipley was faring better than the Bradford and West Yorkshire averages, but lower than the England average. Household income was lower around the town centre than in areas such as Saltaire and Baildon (Figure 1-13). Given the strength of the housing market as explained in Section 1.2.3, there is a need to provide housing for young people and first-time buyers, to attract and retain graduates.

"Support the re-opening of closed community centres to revive and restore community development at a grassroots level. Create job opportunities and centres for skills and education. The Coronavirus pandemic has had devastating effects on people's health and wellbeing, so a focus on that is vital for post Covid-19 recovery"

Online consultation 2020

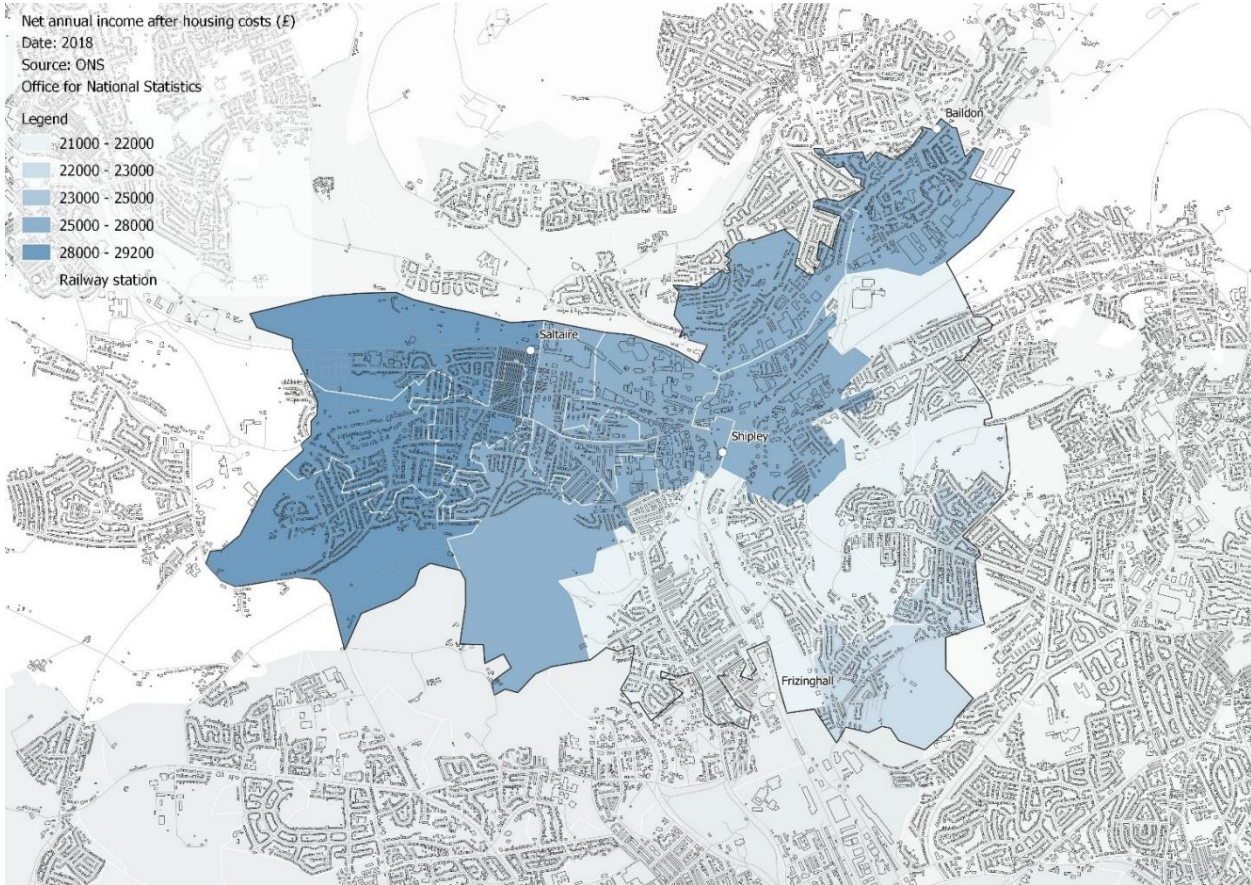


Figure 1-13 - Average net annual income

This distribution of wealth is also reflected in measures of deprivation. Bradford district is the 21st most deprived local authority (out of 317) according to the 2019's index of multiple deprivation, although Shipley fares better overall (see Figure 1-14).

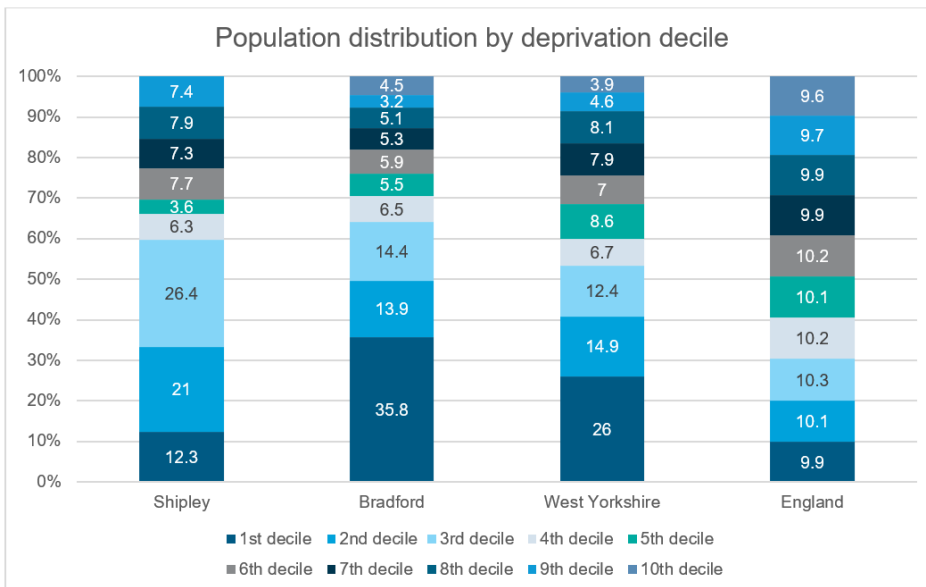


Figure 1-14 - Population distribution by deprivation index²²

²² ONS (2019), Index of Multiple Deprivation

In line with household income, there is a clear pattern of deprivation localised around Shipley town centre, while areas in the West and North of the town have very low levels of deprivation (Figure 1-15).

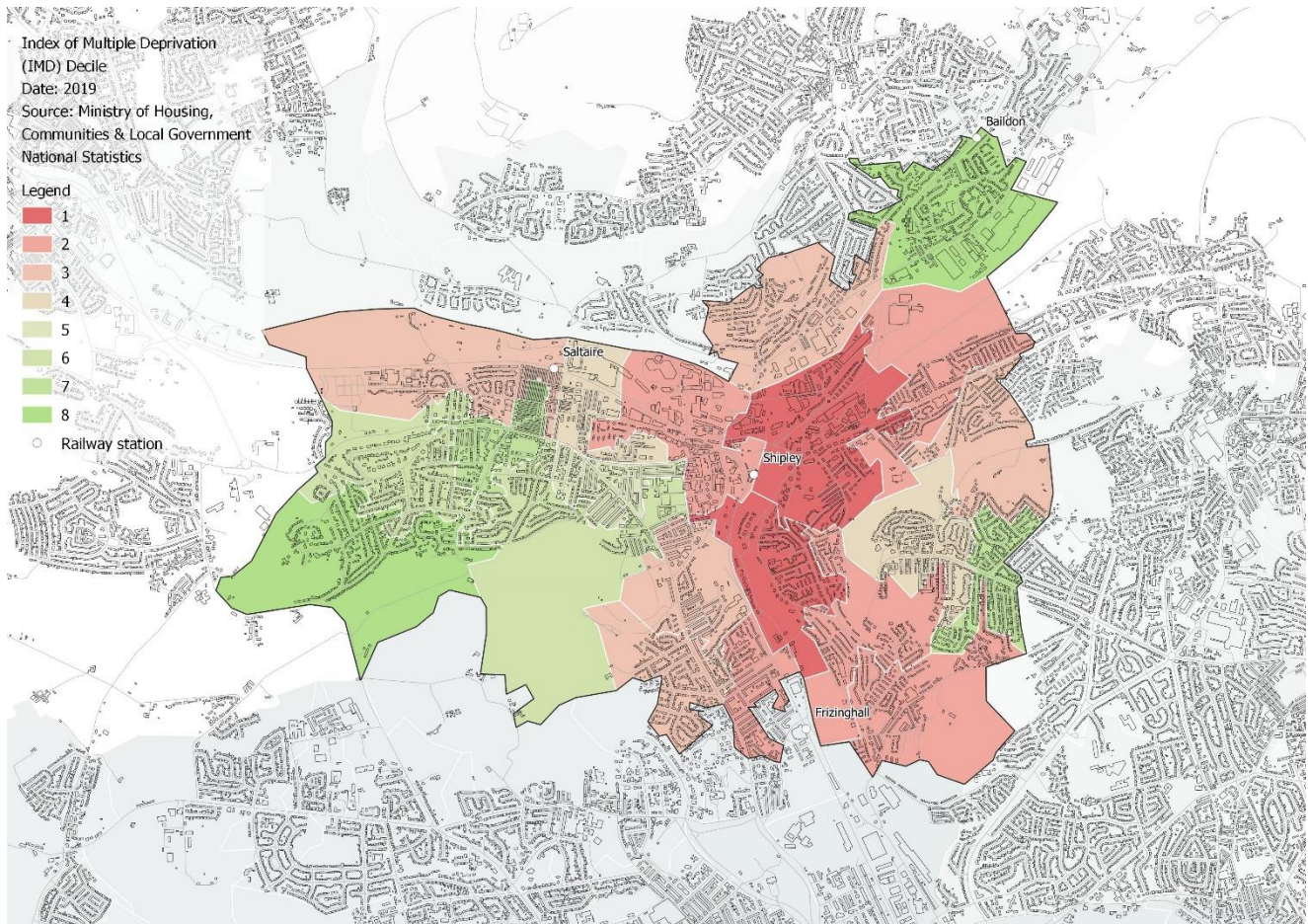


Figure 1-15 - Geographical distribution of deprivation

Investment from the Towns Fund could help to reduce inequalities within Shipley and increase salaries to match the national average. Supporting and investing in community initiatives and facilities that will enhance people's wellbeing and create a vibrant community.

1.4.5. Supporting enterprise

The capacity of the transport network

Shipley's strategic location on the road network has created congestion and air quality issues for the town and Bradford has a fairly high level of congestion compared to the national average.

Rail patronage in the district has increased significantly over the years and is expected to continue to be the dominant public transport mode in those corridors where it already exists (**Core Strategy, 2017**). However, the rail network is now at capacity in peak times across the Airedale region (**Core Strategy, 2017**). Additionally, the redevelopment of the Bradford Forster Square station in the city are expected to be catalysts for economic growth in the region²³.

²³ Bradford Towns Fund Shipley Socio Economic and Covid Impact Study (Kada, 2020)

Addressing these issues has become a major issue for the town and the District, and the need to improve public transport capacity and active travel networks to mitigate the existing problems on the road network will become increasingly urgent.

Investment in sustainable modes is needed to support maintain the connectivity needed to underpin business growth whilst also improving the health of the community and supporting Net Zero carbon

1.4.6. Summary of Shipley's key challenges and needs

Shipley's key challenges and needs are summarised below, the implications of these are discussed in Chapter 2.

Development investment

- There is a lack of good quality industrial sites and premises that is holding back economic growth, including two large sites in the BDZ (HMRC offices and Dockfield Road) which have stalled due to site constraints.
- There is a shortage of affordable housing (net imbalance of 183 dwellings per year in Shipley).

Town centre and infrastructure

- Town centre building stock is not fit for purpose, retail units in particular are unattractive to tenants.
- The Clock Tower and Market Square require redevelopment to create an attractive focal point.
- A lack of active travel facilities and coherent routes for pedestrians and cyclists through the town have created a disjointed town centre that is dominated by motorised transport with little space for active modes
- Covid-19 has had a negative impact on the town centre, with 10 retail units being advertised as at November 2020.
- Better connections are needed between Shipley and Saltaire by sustainable modes to encourage visitors to Saltaire to use Shipley town centre.

Skills

- Shipley has difficulty attracting and retaining graduates and other working age professionals (the 16-24 age group declined by 10.5% between 2011 and 2019 and 25-49 declined by 5.1%).
- There is a skills shortage: 14% of residents in Bradford have no qualifications compared to 8% in Leeds and 7% in England, and 26% of Bradford residents have NVQ4+, compared to 35% in Leeds City Region and 40% in England.

Community, health and recreation

- Life expectancy in Bradford is 2 years and 1.6 years under the England average for males and females respectively, and physical activity levels are lower in Shipley than Bradford.
- Deprivation is localised around Shipley town centre, while areas in the West and North of the town have very low levels of deprivation.
- There is a lack of green space in Shipley, particularly in the centre.

Supporting enterprise

- There is a need to improve digital connectivity to support the growth of the digital sector.

These challenges raise the following considerations:

- A key priority is to provide suitable land and premises that will provide the opportunity for economic growth in Shipley's strongest economic sectors;
- Skills support should be focussed around these sectors to create a strong employment ecosystem within the town;

- Investment is needed in measures that will increase town centre footfall, creating a thriving vibrant focal point for the town that will stimulate further investment and support the development of the town centre as a 15-minute neighbourhood;
- ShIPLEY's existing building stock represent a wealth of unrealised potential. Supporting the viability of these buildings would enable investment that would stimulate green growth;
- Interventions that benefit the disadvantaged areas of ShIPLEY in the town centre and to the east should be prioritised; and
- Saltaire's success can be better harnessed to promote growth in the town centre.



Figure 1-16 - ShIPLEY Market Square²⁴

1.5. Impact of COVID-19 pandemic

ShIPLEY's economy has been significantly affected by the impacts of Covid-19. The impact in ShIPLEY has been felt in a number of ways (explained in further detail in Appendix B):

- ShIPLEY is at 'medium risk' for jobs being lost or in vulnerable sectors (21.4% of jobs).
- The claimant count unemployment from February (before Covid-19) to September 2020 increased in ShIPLEY town from 4.4% (840) to 7.8% (1,470). The claimant count in ShIPLEY BDZ rose from 5.9% to 9.0% – higher than the rest of ShIPLEY town.
- Unemployment is significantly higher in young people, with claimants aged 16 to 24 up 113% in total.
- In 2020, there was an increase in the insolvencies of businesses providing activities in construction and manufacturing, as well as professional, scientific, and technical activities.

²⁴ Tim Green (Flickr)

There is, of course, great uncertainty over the future because nobody can predict the path of recovery from the economic impact of Covid-19, and especially whether towns such as Shipley will be well-placed in the new economy that emerges over the coming years.

The behaviour change resulting from the pandemic could also present an opportunity for accelerating growth in Shipley. As a small town, Shipley is well placed to benefit from the trends of working from home and shopping local.

Residents who had commuted to Leeds or Bradford or travelled there to shop may now prefer to work, rest and play in their local area in much the same way as the residents of Saltaire in Titus Salt's era.

In order to capitalise on this opportunity, investment is needed in (a)- active mode facilities to improve access to the town centre and (b)- measures that will stimulate investment, to improve the offer and create a vibrant, bustling town centre.

Strategy

2. Strategy

The context analysis provided an evidence-base to inform the development of the strategy. The outcomes of this process are outlined below in the following sections:

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

2.1. Town vision

Chapter 1 demonstrates that Shipley has a strength in its growing economy and has the potential to build on advance manufacturing, digital, IT and creative sector successes, as well grow its tourism offer around the Saltaire World Heritage site, a unique attraction in its own right. To enable this connectivity, skills and infrastructure challenges need to be addressed, with the future health and wellbeing of the community at the heart of proposals. In order to create sustainable growth, in line with Net Zero objectives and the 15-minute neighbourhood principles inspired by Saltaire, the key ingredients must include increasing town centre footfall, rejuvenating existing building stock and improving health and social welfare in disadvantaged neighbourhoods.

The Shipley 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 for the town. 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 reflects the ambition to ensure the economic 'heartbeats' of Shipley and Saltaire beat in unison again and for Shipley to consolidate its role within Bradford, West Yorkshire and the wider region as a thriving and vibrant town: a great place to live, work and visit. The Vision seeks:

"To build on the economic success of Shipley as an IT, digital and manufacturing hub. To use the unique cultural offer of Saltaire World Heritage Site as an inspiration, transforming it into a well-connected, sustainable, creative and innovative location, supporting tourism, jobs, skills, training and educational opportunities for all.

Shipley town centre will be a diverse, attractive, active heart of activity, showcasing the town's strong sense of community and building on its distinctiveness as a place.

Wider health, well-being and leisure infrastructure improvements will support an excellent quality of life, making it an outstanding place to live, study, work, play, shop, visit and invest."

To enable the delivery of the Vision, eight strategic objectives were developed by the Town Deal Board to guide decision-making. These focus on the key areas of development around supporting continued growth and increasing footfall, employment and skills opportunities, supporting sustainable town centre development by reinvesting in existing building stock, addressing connectivity, maximising the potential opportunity of Saltaire as a UNESCO world heritage site and supporting the health and well-being of Shipley's population.

SO1 - To strengthen and diversify the local economy by supporting the continued growth of creative, advanced manufacturing, IT and digital sectors and SMEs, and providing a range of new opportunities for clean, green growth

SO2 - To bolster Shipton town centre core, increasing footfall, diversifying the offer and creating a heart for activity

SO3 - To improve the provision of sustainable infrastructure to improve connectivity within Shipton, increase active travel, address modal shift and support Net Zero objectives. Shipton Station will be a focus for improving connections to and from both the town centre and key employment areas.

SO4 - To support the delivery of digital infrastructure to improve standards and coverage as well as to support digital inclusion by improving access to training, skills and technology.

SO5 - To deliver a quality housing offer to suit all needs

SO6 - To support the health and well-being of Shipton by improving access and linkages to a range of clean, green spaces, and providing focussed service and activity delivery

SO7 - To support the continued growth of Shipton and Saltaire as a unique creative, leisure and cultural destination, growing tourism and access: maximizing the distinctiveness of Shipton's setting and the exceptional offer of Saltaire as a UNESCO World Heritage Site.

SO8 - To improve access to skills and training, increasing employability and addressing skills shortages to support continued sustainable growth in key sectors, such as advanced manufacturing, IT, digital and creative industries, providing facilities in accessible and key locations to increase activity and support wider objectives.

2.2. Strategic Plan

In order to deliver the Vision and Objectives (Section 2.1), the overall strategy is to make the area more resilient by getting Saltaire and Shipton working together in a complementary manner. This TIP will achieve the overall strategy through:

- **Development investment** – investing sustainably in existing building stock within the town to create new opportunities for economic growth and new housing that is affordable and continuing to build Shipton as an engine of industrial and employment growth.
- **Town centre and infrastructure** - regenerating existing buildings to increase footfall and improve the activity levels in Shipton town centre, including transforming the Market Square and providing quality walking and cycling routes. People will be enticed to visit Shipton, as well as Saltaire.
- **Skills** - improving the technical and educational skills of residents across all ages and demographic groups.
- **Community, health & recreation** - Increasing the focus on health & well-being and environmental improvements, particularly for more vulnerable residents.
- **Supporting enterprise** - creating better physical and digital connectivity between Saltaire & Shipton and providing facilities and training for SMEs.

In turn, these improvements will provide a boost to private sector confidence and investment leading to a virtuous cycle of growth.

2.2.1. Alignment with existing strategies and plans

This TIP has focussed on prioritising interventions that complement and are integrated with regeneration and growth investment which is currently planned by the public and private sectors. The interventions seek to support the outcomes of existing plans and economic strategies to which the Council and its partners are fully committed. This maximises the potential to achieve good value for money and enables the alignment of the Fund's objectives with the wider strategic and economic objectives for Shipton.

Shipton's regional context

Shipton plays a key role in the growing regional economy:

- West Yorkshire is the UK's largest economic area outside London and biggest contributor to the Northern Powerhouse economy²⁵
- Leeds City Region LEP records that it has the highest number of manufacturing jobs in the UK²⁶
- Shipley's economy has been growing; in the three years between 2015 and 2018, the town's economy grew by 13% to be worth £626 million
- Shipley is designated as a Spatial Priority Area (SPA) in West Yorkshire and is one of three priority employment areas within Bradford.

Development investment theme

A key spatial priority of the **Core Strategy (2017)**, part of **CBMDC's Local Plan** is to transform economic, environmental and social conditions. Shipley is planned to be an attractive, cohesive, inclusive and safe place where people want to live, work, invest, and spend time.

Bradford Growth Assessment (2013) identified a limited supply (40ha) of strategic land for development in and around Shipley, the lowest amount of any of Bradford sub- areas, and stakeholders confirmed there is a lack of suitable space particularly for larger businesses. This stresses the importance of repurposing existing town centre sites and properties to increase footfall and bring forward new housing and employment, community, cultural and other uses.

The diverse range of heritage properties is identified in **Bradford Economic Strategy (2018-2030)** as an asset for commercial and economic growth, but infrastructure capacity and connectivity are identified as a brake on growth and are affecting business location decisions, property values and the ability to attract new jobs and higher skilled residents.

Drawing on the town's growing economy and strong manufacturing and digital sectors, as explained in Section 1.3.1, a key investment target is Shipley and Lower Baildon 'To provide infrastructure to support site assembly, manage flood risk, and improve access to Bradford City Centre, Shipley town centre as part of regeneration initiatives on the Shipley and Canal Road Corridor including development of a Shipley Eastern Relief Road'. **(Policy BD2)**.

Due to its strategic location, the **Shipley and Canal Road Corridor**, which includes the town centre, has significant regeneration potential. The Vision for a multi-functional green corridor between Shipley and Bradford city centre is set out in **Area Action Plan (2017)**. The Strategy is to support sustainable economic growth, promote a range of high-quality economic development opportunities within the Corridor; and enhance residents' health and education outcomes through development which encourages healthy lifestyles.

As explained in Section 1.3.1 and in the **Strategic Housing Market Assessment 2019**, the housing market is strong in Shipley. However, housing land availability is constrained by technical issues and the Green Belt. There is not enough housing available in general, and an undersupply of affordable housing. The strategic approach is to provide new housing in sustainable locations, including Eco Settlement and the town centre, where there is potential for the population to grow and where there is good and sustainable access to jobs and services via bus routes and the town's two railway stations (Shipley and Saltaire).

Town centre and infrastructure theme

The strategy for Shipley town centre is to maintain and strengthen its identity as a vibrant focal point, with opportunities to shop, spend time in high quality public spaces, and enjoy leisure activities through the day and into the evening. People should be enticed to visit Shipley as well as Saltaire. The town's excellent accessibility by public transport should be complemented by new walking and cycling routes, including along the Canal Road Corridor, as supported by **Core Strategy Policy BD1**.

Investment decisions should also achieve a wide range of housing and employment offer - supporting a mix of retail, leisure and office uses - to meet the needs of communities and modern employers, **(Core Strategy Policy SC4)**. The town centre has several key redevelopment sites, as explained in Section 1.3.2, which provide an exciting opportunity to bring about positive change in the town centre, resolving the issues of unattractive retail spaces and the lack of quality public realm areas.

A key aim of **Shipley Town Centre AAP** is to strengthen the role of Canal Road as a strategic transport route by improving Shipley (and Frizinghall) stations and creating cycle and pedestrian routes connecting Shipley and Bradford via the Canal Road Gateway and Linear Park. The ongoing Bradford-Shipley Route Improvement

²⁵ WYCA

²⁶ LEP Local Industrial Priorities (2019)

scheme also comprises urban environment improvements and walking and cycling provisions. There are also good opportunities to develop infrastructure to support travel via sustainable modes in the district, with the West Yorkshire Combined Authority currently investigating a package of schemes to relieve congestion and associated air quality issues (**ShIPLEY Towns Funds Socio Economic and COVID-19 Study for Bradford Council, KADA**).

Skills theme

Bradford Council's adopted economic strategy **Bradford Economic Strategy (2018-2030)** sets out the key priorities around skills, employment and connectivity. The ambition for Bradford, including ShIPLEY is: "*to be the UK 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 key objectives are to:

- Raise productivity per worker from £18,600 to £26,600 to match the UK average
- Increase GVA by £4 billion
- Support 48,000 residents to raise their skills level to NVQ3 and above

The Strategy identifies the young and growing and diverse population with a strong culture of entrepreneurship as a key asset. It supports significant investment in education and skills training, especially for young people. To fully support these ambitions for growth, ShIPLEY needs to attract and retain skilled and enterprising people, supporting the already strong record of business start-up rates. There is already some investment in skills programmes (**Bradford Covenant**), business linkages programmes (**Bradford Pathways**) and support for apprenticeships and skills training. In addition, the economic strategy seeks to support existing businesses and industries, in particular high-value industries that are already present in the district, such as food manufacturing, engineering, chemicals, digital technologies, energy and utilities.

ShIPLEY benefits from a Business Development Zone (BDZ) located to the north of the town centre, which is partially allocated for mixed uses and partially for employment uses. It was set up as a response to the shortage of developable employment land. The purpose of the BDZ is to increase SME business growth, job creation and skills/training. The strategy for the area is set out in **ShIPLEY BDZ Area Framework** - 'The ShIPLEY BDZ should position itself as a walkable, transit orientated, mixed use quarter that is attractive to entrepreneurs and creatives that are seeking an urban life / work style.'²⁷

The West Yorkshire Combined Authority (**WYCA**) **Strategic Economic Framework** identifies the need for skills initiatives to be inclusive as part of their objective to *enable as many people as possible to contribute to, and benefit from, economic growth in our communities and towns*²⁸.

Community, health & recreation theme

ShIPLEY has some significant challenges to address in terms of health inequalities and deprivation, and one of the strategic themes of the **ShIPLEY and Canal Road AAP** is '*promoting healthy, strong and inclusive communities living in and alongside the corridor*'. The strategic aim is to increase the focus on health & well-being alongside environmental improvements. The local cycling strategy for Bradford District, '**Setting the Wheels in Motion, 2012-2020**' sets out the approach to cycling development. It is closely aligned with the **Bradford District Public Health, Physical Activity and Sport** and **Bradford Low Emissions Strategies** to help to ensure that a successful economic future is also one where the health of the local population and environments are assured.

Saltire is identified in the **Economic Strategy** as an area for young, urban professionals, with potential to grow the local economy. Key quality of life factors - the importance of arts, culture and leisure - and well as providing the right premises and access to a range of housing, including affordable housing are identified as important to attracting and retaining school leavers, graduates and private investment by businesses.

Although ShIPLEY has a distinctive cultural offer, including the Saltire World Heritage Site, the Canal and several quality open spaces, there is a current lack of community infrastructure along the ShIPLEY and Canal Road Corridor as highlighted in the AAP.

Supporting enterprise theme

Harnessing ShIPLEY and Saltire's strategic location and excellent connectivity is a key element of the strategy for supporting enterprise, however there is a need to improve the capacity of the transport network.

²⁷ Bradford District Business Development Zones (2019)

²⁸ [Enabling Inclusive Growth - Combined Authority | Unlocking potential, accelerating growth \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk/enabling-inclusive-growth)

The **Bradford Economic Strategy (2018-2030)** highlights four key opportunities to be unlocked, one of which is improving digital connectivity to strengthen global trading links and access new markets. Digital industries are central to the future economic success, and Shipley is uniquely positioned to take advantage of this supported by several partners such as the **Digital Health Enterprise Zone (DHEZ)**, the **Advanced Digital Institute (ADI)**, and **Shipley College's Creative and Digital Facility**.

The TIP must aim to unlock regeneration and growth opportunities, overcoming economic challenges presented by the COVID-19 pandemic and enabling the economic 'heartbeats' of Shipley and Saltaire to beat strongly in unison for years to come, by:

- Reinvesting in Shipley's existing assets to support business, residential and retail uses;
- Developing Saltaire's position as one of the foremost visitor attractions in West Yorkshire;
- Increasing footfall in Shipley town centre;
- Creating opportunity for growth in key economic sectors (manufacturing and digital);
- Improving local skills which are currently a constraint on economic growth; and
- Improving health and social welfare in deprived areas of the town

2.2.2. Implications for the TIP

It is critically important that projects are aligned with evidenced local issues and needs as set out in Chapter 1 but are also relevant to the regional and local strategies set out in Section 2.2.1. Table 2-1 demonstrates how the issues described in Chapter 1 are expected to worsen if no funding is secured from the Towns Fund.

Table 2-1 - Implications if no funding is secured

Theme	Projects are needed that deliver:	Do nothing scenario (if no funding secured):
Development investment	<ul style="list-style-type: none"> • High quality, accessible and affordable housing • Improved spaces in the town centre • Remediation of abandoned and dilapidated sites and buildings • Increased employment opportunities • Improved perception of place • Increased town centre footfall 	<ul style="list-style-type: none"> • Continued lack of industrial and office space which will have a negative impact on the local economy including employment. • Shortage in affordable housing which will negatively impact attracting and retain young working people and those in lower skilled/lower income occupations • 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
Town centre and infrastructure	<ul style="list-style-type: none"> • Improved active mode facilities • Improved public spaces in the town centre • Increased footfall • Improved perception of place 	<ul style="list-style-type: none"> • Negative impact on the health and wellbeing of residents in Shipley • Negative impact on Carbon Reduction targets/objectives
Skills	<ul style="list-style-type: none"> • Increase in breadth of local skills • Address skills inequalities within the town 	<ul style="list-style-type: none"> • 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
Supporting enterprise	<ul style="list-style-type: none"> • Increased business counts 	<ul style="list-style-type: none"> • Negative impact on unemployment due to no new job creation

Theme	Projects are needed that deliver:	Do nothing scenario (if no funding secured):
	<ul style="list-style-type: none"> Increased productivity of SMEs in key sectors Increased employment opportunities 	<ul style="list-style-type: none"> 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 Unable to attract and retain working age people Stifle innovation through lack of co-working space Few opportunities for learning and new skill development Job creation opportunities generated through additional service requirements emerging through increased businesses located in Shipley would not materialise
Community, health and recreation	<ul style="list-style-type: none"> Improved access to health and wellbeing services Increase in beneficiaries of community support services Increased classes, activities and events as well as meeting spaces Improved access to green space and recreation facilities 	<ul style="list-style-type: none"> Inequalities in health and wellbeing worsen Minimal town-centre footfall Reduction in the number of potential new learner opportunities which would contribute to upskilling in the area Depleting sense of community and belonging in Shipley Reduction in the number of potential new learning opportunities which would lead to employment

The following key elements coming out of the above analysis have been used to guide project determination and design. Whilst issues and needs have been assessed and discussed on a thematic basis, the **ShIPLEY Town Deal Board** agreed to focus on the following key elements through this TIP:

- The need to increase the attractiveness and offer of Shipley town centre in order to increase footfall, by improving intra-connectivity and providing fit for purpose spaces for a range of uses by regeneration of existing building stock. The town centre is where most issues are concentrated, where the population tends to be more deprived and retail offer has been suffering from lower footfall and property voids. The town centre is likely to be the part of town that suffers most from the economic downturn associated with lockdown;
- Harnessing and building on Shipley's growing economy to support further growth, particularly in manufacturing and digital sectors, focusing on the BDZ;
- Developing key economic sectors by creating conditions for growth i.e. creating suitable land and property opportunities, supporting SMEs with capital assistance to investment in their businesses, and skills development programmes to reduce the skills gap; and
- Addressing inequalities in health, wellbeing through access to community and cultural facilities.

2.3. Project prioritisation

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

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. The process is described in more detail in the following sub-sections.

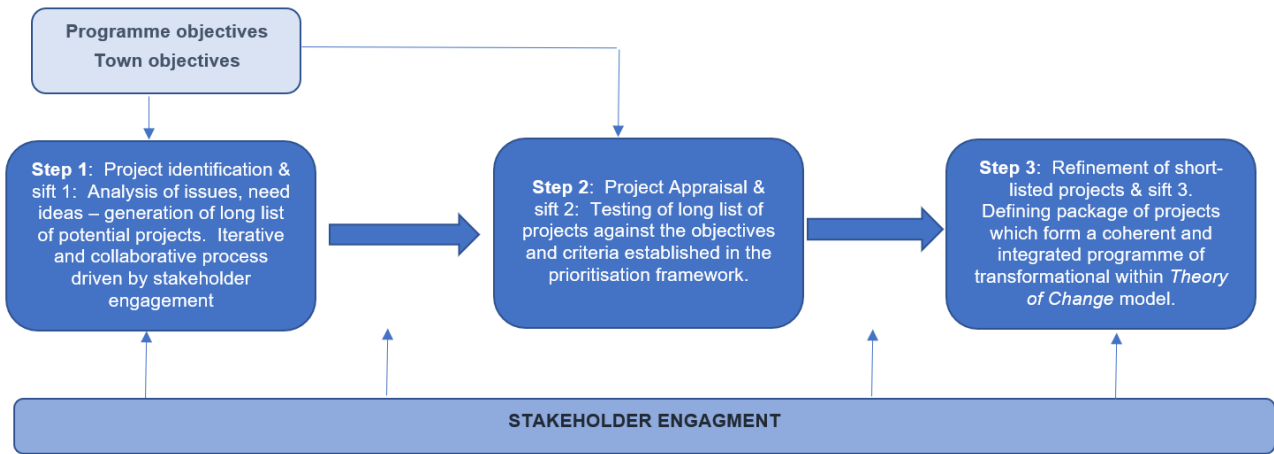


Figure 2-1 - Project prioritisation process

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

41 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 2-2 summarises criteria and what they mean.

Table 2-2 - Definition of sifting criteria

	Definition	Criteria and scoring mechanism
Town Specific Criteria (33%)	Evaluates projects' contribution to the Town's objectives <ul style="list-style-type: none"> <i>Does the project contribute to the Town's objectives?</i> 	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"> <i>Is the project financially and technically achievable and manageable locally?</i> 	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"> <i>Will the project make a significant difference to the beneficiaries?</i> <i>Will the intervention affect many beneficiaries?</i> <i>Will the intervention benefit the most vulnerable parts of the population?</i> 	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 for the town.

2.3.2. Preferred projects

Projects emerging as high priority from the sifting process are summarised in Table 2-3. The total funding ask from the Towns Fund is £27.36 million, the projects will generate a total of £52 million third party funding.

Table 2-3 - Preferred projects

Theme	Project Name	Towns Fund ask	Match funding	Project description
Development investment	A. Development Investment Fund	£8m	£48m	<p>The Development Investment Fund will bring forward brownfield sites for new housing and industrial development through the Council co-investing in remediation or infrastructure on key sites where development is being stalled through a range of things including: abnormal costs and common challenges around site contamination; demolition and clearance; requirements for flood defence; difficulties in access improvements; utilities are adversely affecting developments' viability; or there is an inability to access the funding needed to advance the project. These effects are known as market failure.</p> <p>The fund is designed to support developers to deliver new homes, industrial floorspace and regenerate existing town centre property, so creating a platform for the economic growth that Shipley needs. CBMDC will manage the Fund (with support from WYCA and Homes England as necessary) and will work in partnership with developers to support interventions in key projects which could include acquiring land, undertaking site remediation and infrastructure works; all of which will create serviced land that then can be further developed into built assets either as a continuation of a joint partnership or by the developer themselves once they have repaid the fund for the investment it has received. As such, the fund will be designed to operate in a state aid compliant manner. The outcome will be to provide either new industrial floorspace to create space for the growth of SMEs supporting growth in its key industrial, manufacturing and digital sectors in the BDZ area or commercial & residential property developments in/around the town centre. In addition, the fund will be designed so that it can use or reinvest the returned receipts/income to support other projects in the Shipley Towns Fund area in the future (i.e. it will be a fund that revolves 2-3 times).</p>
Town centre and infrastructure	B. Town centre and infrastructure improvements	£6.04m	£5m	Including transforming Shipley Market Square into a high-quality public space, reinstating public toilets and providing accessible walking and cycling facilities on new routes linking the town centre to the periphery and Canal Road Corridor;
Skills	C. Community, Art and Future Technology Centre	£5.48m	£18m	Creating 'past meets present' facilities that provide a Future Technology Centre alongside a Heritage Hub and new Community Arts Centre
Supporting enterprise	D. Capital assistance to business growth	£2m	£4m to £20m	The project will provide grants from £5k to £180k to existing businesses, which would be available with either a 10 to 50% intervention rate dependent on the size of the business. This funding will meet existing business needs that are not eligible for assistance under WYCA's

Theme	Project Name	Towns Fund ask	Match funding	Project description
				<p>existing grant aid programme which is aimed at new businesses through Bradford Council's IIP department which has a remit to support business to become more productive but without an expectation of job creation, helping businesses to be more productive to modernise, be competitive and to protect themselves against the impacts of COVID-19.</p> <p>In line with the Towns Fund objectives. the intervention objectives would be delivered as follows:</p> <ul style="list-style-type: none"> - Skills – investment in new premises, equipment, technology will provide new opportunities for employees and apprentices to build capacity and expand their skills base. - Digital connectivity potential – investment in technology and equipment, facilitating businesses to evolve and modernise as they grow; - Urban regeneration – encourage and assist businesses to move to premises that are better suited to their needs; - Address COVID-19 impacts – supporting businesses to adapt to new processes; - Net zero – modernised plant and equipment may improve efficiency, reduce costs and energy consumption.
	E. Shipley Library Enterprise Hub	£0.08m		To develop and upgrade the exhibition space in Shipley Library to create and Business and IP Centre offering a space to showcase local entrepreneurs, craftspeople, makers and small businesses to include point of sale opportunities, offer support, mentoring and training opportunities, networking events and workspace facilities.
Community, health and recreation	F. Health and wellbeing hub	£3.09m		A new community owned, community led Campus with a wide range of integrated support services, delivered by a skilled workforce and a team of volunteers who are trained in engaging, assessing, motivating and giving people the tools to improve their health and wellbeing.
	G. Wrose Quarry Wetlands	£0.07		Regenerating the heritage site at Wrose Hill as Wrose Quarry Wetlands, including adding accessible footpaths, improving biodiversity by creating new wetland features, tree planting and adding new recreational features
	H. Shipley Sustainable Community Hub	£2.6m		A modern and sustainable Community Hub in a refurbished building in the centre of Shipley providing over 100 arts classes per year, events, gigs and exhibition and targeting vulnerable groups such as refugees and the elderly
		£27.36m	£91m	

Figure 2-2 gives an indicative location for the selected projects, not all projects are shown on the map as their exact location is still to be determined.

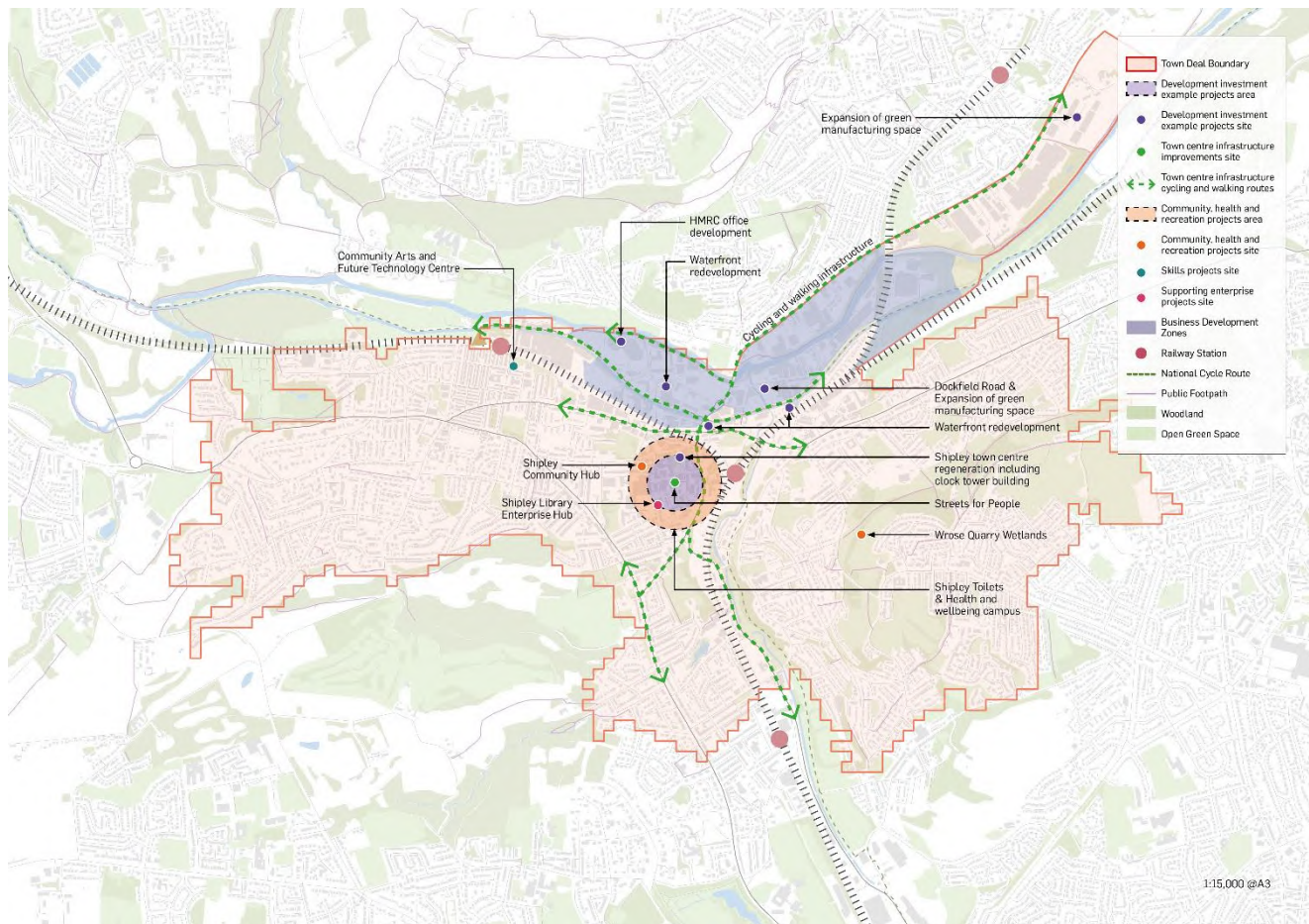


Figure 2-2 - Indicative location of selected projects

Table 2-4 demonstrates the alignment of the emerging preferred projects with ShIPLEY's strategic objectives.

Table 2-4 - Project alignment with strategic objectives

ShIPLEY's strategic objectives	Project reference (see Table 2-3)							
	A	B	C	D	E	F	G	H
SO1: To strengthen and diversify the local economy, supporting the continued growth of creative, advanced manufacturing, IT and digital sectors and SMEs, and providing a range of new opportunities for clean, green growth	✓	✓		✓	✓			
SO2: To bolster ShIPLEY town centre core, increasing footfall, diversifying the offer and creating a heart for activity	✓	✓			✓	✓		✓
SO3: To improve the provision of sustainable infrastructure to improve connectivity within ShIPLEY, increase active travel, address modal shift and support Net Zero. ShIPLEY Station will be a focus for improving connections to and from both the town centre and key employment areas.	✓	✓					✓	
SO4: To support the delivery of digital infrastructure to improve standards and coverage as well as to support digital inclusion by improving access to training, skills and technology,					✓			

ShIPLEY's strategic objectives	Project reference (see Table 2-3)							
	A	B	C	D	E	F	G	H
SO5: To deliver a quality housing offer to suit all needs.	✓							
SO6: To support the health and well-being of ShIPLEY by improving access and linkages to a range of clean, green spaces, and providing focussed service and activity delivery		✓				✓	✓	✓
SO7: To support the continued growth of ShIPLEY and Saltaire as a unique creative, leisure and cultural destination, growing tourism and access, maximising the distinctiveness of ShIPLEY's setting and the exceptional offer of Saltaire as a UNESCO World Heritage Site.	✓	✓	✓				✓	✓
SO8: To improve access to skills and training, increasing employability and addressing skills shortages to support continued sustainable growth in key sectors, such as advanced			✓		✓			

These projects will deliver ShIPLEY's vision, whilst supporting the wider 'levelling-up' and Net Zero agendas. They will help to unlock regeneration and growth opportunities, overcoming economic challenges presented by the COVID-19 pandemic by:

- Reinvesting in ShIPLEY's existing assets to support business, residential and retail uses;
- Developing Saltaire's position as one of the foremost visitor attractions in West Yorkshire;
- Increasing footfall in ShIPLEY town centre;
- Creating opportunity for growth in key economic sectors (manufacturing and digital);
- Improving local skills which are currently a constraint on economic growth; and
- Improving health and social welfare in deprived areas of the town, particularly in the east including Windhill and Wrose.

2.4. Clean growth commitment

As outlined in the MHCLG's Towns Fund Prospectus, any Investment from this fund should be aligned with the government's clean growth objectives where possible, while also ensuring that projects deliver good value for money and, as a minimum, must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.

The proposed shortlisted projects being put forward not only demonstrate compliance with the above but also support the aims, objectives and commitments made by CBMDC and the climate coalition it has with the Leeds City Region. In January 2019 the Council declared a Climate Emergency and joined the Leeds City Region Climate Coalition aiming for environmental resilience and a net zero carbon City Region by 2038 at the latest with significant progress by 2030.

The CBMDC Sustainable Development Action Plan 2020-21, the first such plan to be prepared by the Council, has been developed focussing on three areas of activity - leading by example, leading with others, and making the case for change - and is founded on the following guiding principles:

- Ensuring a strong, healthy and fair society
- Living within environmental limits.
- Achieving a sustainable economy
- Using sound science responsibly

Taking the above into account, we have outlined below how the proposed projects will support the Climate Coalition and Bradford City Council's objectives and bring about more efficient practices and behaviours (refer to Table 2-2).

Development Investment Fund (Project A) - Investment to remediate sites and provide critical infrastructure to enable commercial and residential schemes. Shipley has a valuable opportunity to invest in existing sites, whilst improving their carbon credentials rather than expanding and building anew. This offers the greatest opportunity for economic growth and job creation whilst also supporting Clean Growth objectives. Investment will focus on sustainability-focussed industries such as through the Green Manufacturing Space.

Town centre and infrastructure improvements (Projects B) - These projects will make the town centre and Saltaire more pleasant and encourage a mode shift whereby walking and cycling will replace car use, increasing town centre footfall and improving pedestrian safety whilst also supporting the Action Plan elements of cutting carbon, improving air quality and improving health and wellbeing for residents.

Skills (Project C) - Creating a multipurpose skills hub will support the Action Plan goal of Clean growth, better health and connected communities.

Supporting Enterprise (Projects D & E) - Creating Business and IP Centres offering spaces and facilities to showcase local entrepreneurs, craftspeople, makers and small businesses fully supporting the use of innovative technologies and supporting enterprise within the community and ultimately contribute to clean economic growth as outlined in the Action Plan.

Community Health & Recreation (Projects F, G & H) - Supporting and investing in the community for the residents' wellbeing, building on their leisure facilities, skills and arts offering, and the Health & Wellbeing centre creating a vibrant community owned, community led hub delivered by a skilled workforce and a team of volunteers. The District has a strong and committed network of voluntary and community sector organisations around 1,500 strong with an estimated 100,000 active citizens. The "People Can" campaign, as detailed in the Action Plan, is connecting increasing numbers of people to volunteering opportunities and the projects listed above would complement to this.

2.5. Theory of Change

Logic mapping has been used to outline the theory of change process for the projects. This process is used to demonstrate how the projects can help to address the issues outlined in Chapter 1 by illustrating the relationship between input, output, outcome and impact of each project. The overall logic map for Shipley is shown in Figure 2-3. This demonstrates that although projects contribute individually to Shipley's objectives and wider policy objectives, the full potential of their impact is unlocked when they are combined. For example, regenerating town centre sites, improving active mode links to the BDZ and Saltaire and increasing employment and housing density in the town centre will reinforce one another in increasing town centre footfall, attracting further investment and boosting economic growth.

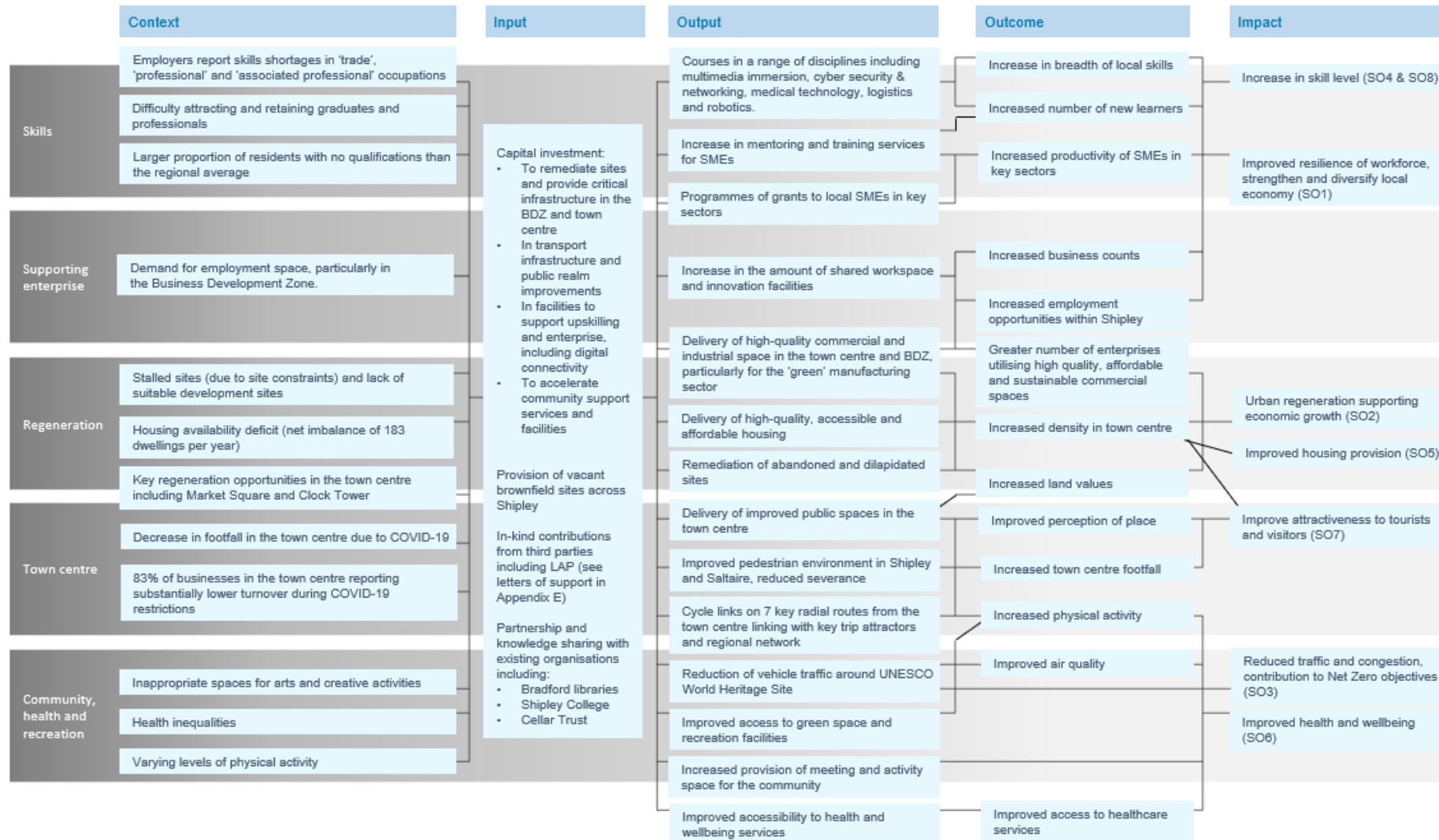


Figure 2-3 - Logic Map showing Theory of Change for all projects

Further detail about each project and their alignment with the broader Theory of Change is discussed below.

Development investment (Project A)

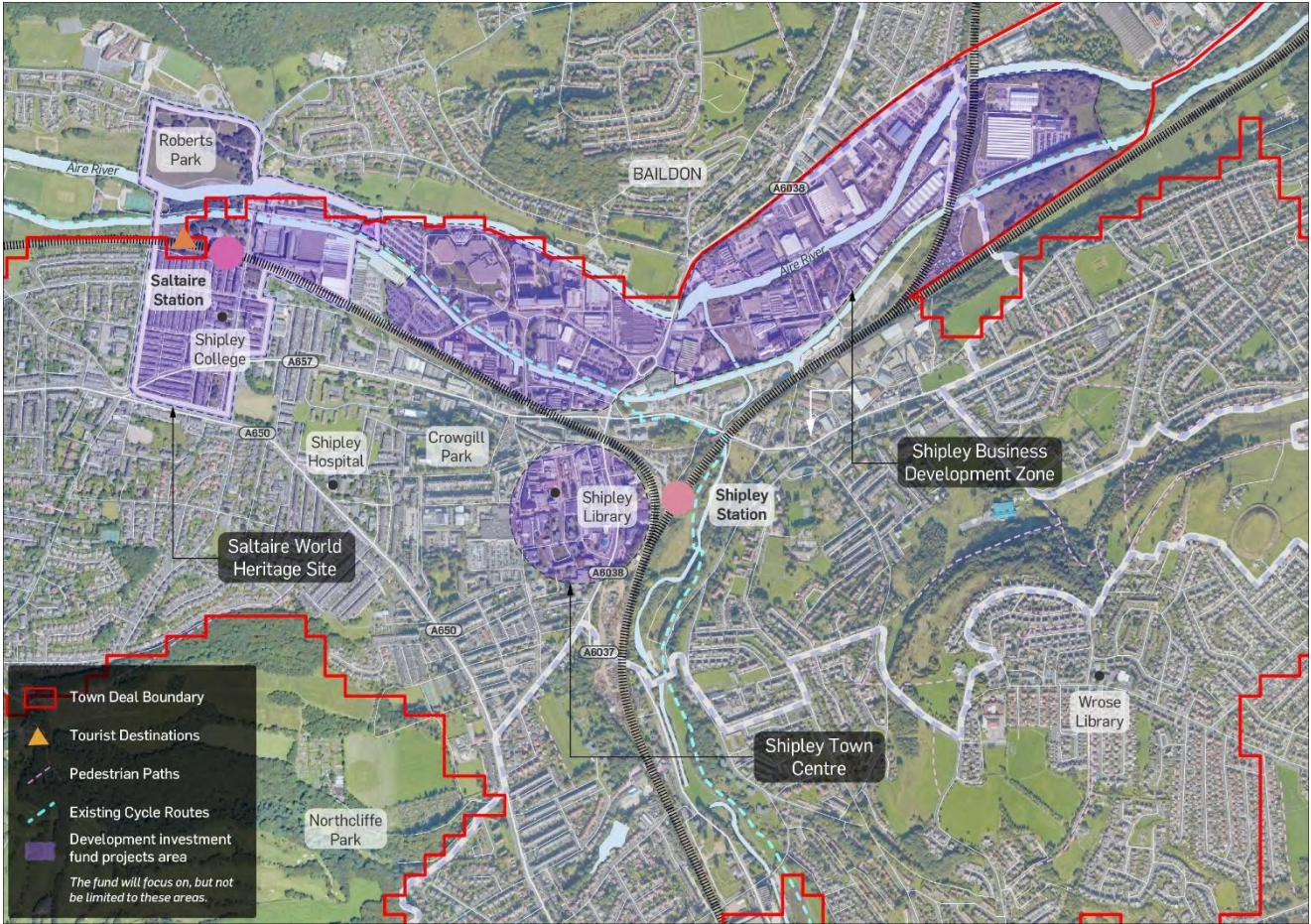


Figure 2-4 – Indicative locations of development investment fund projects

By improving the supply of quality sites and premises the development investment project will create opportunities for economic growth in advanced manufacturing and other key industries. 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.

As noted in the **ShipleY Property Market Assessment (2020)**, the overarching aim of the BDZ programme is to increase SME business growth, job creation and skills / training opportunities in ShipleY. This will be achieved by promoting a step change in the quality and performance of the ShipleY BDZ to make it a more attractive and efficient location for businesses to operate and invest in.

The Towns Fund should be used as an opportunity to address the development and investment priorities identified within the **'Bradford Business Development Zones report' (November 2019)**. These include:

Intervention Areas:

- SB 1.1 Former HMRC Building

Infill Development Sites:

- SD 2.1 Land on Dockfield Road
- Site SD 2.2 Land within Carnaud Metalbox site
- Site SD 2.3 Former Cardinal Works
- Site SD 2.4 Ashley House

'Money is desperately needed in Market Square'
On-line Consultation December 2020

Transport & Environment:

- ST 2.1 Victoria Street pedestrian link
- ST 2.2 Canal towpath enhancements
- ST 2.3 Bus stop enhancements
- SE 1.1 Victoria Street upgrade
- SE 1.2 Salts Mill Road upgrade
- SE 1.3 Dockfield Road upgrade

The project will significantly contribute to achieve Shipley’s objectives, in particular bolstering Shipley town centre core by increasing footfall (SO2), deliver a quality housing offer (SO5), and strengthening and diversifying the local economy (SO1). It is a key element of the overall theory of change as it delivers land remediation and large building remediation, that can be turned into key assets in Shipley.

The Logic Map for the development investment fund is shown in Figure 2-5 which demonstrates how these projects align with the broader Theory of Change for the town.

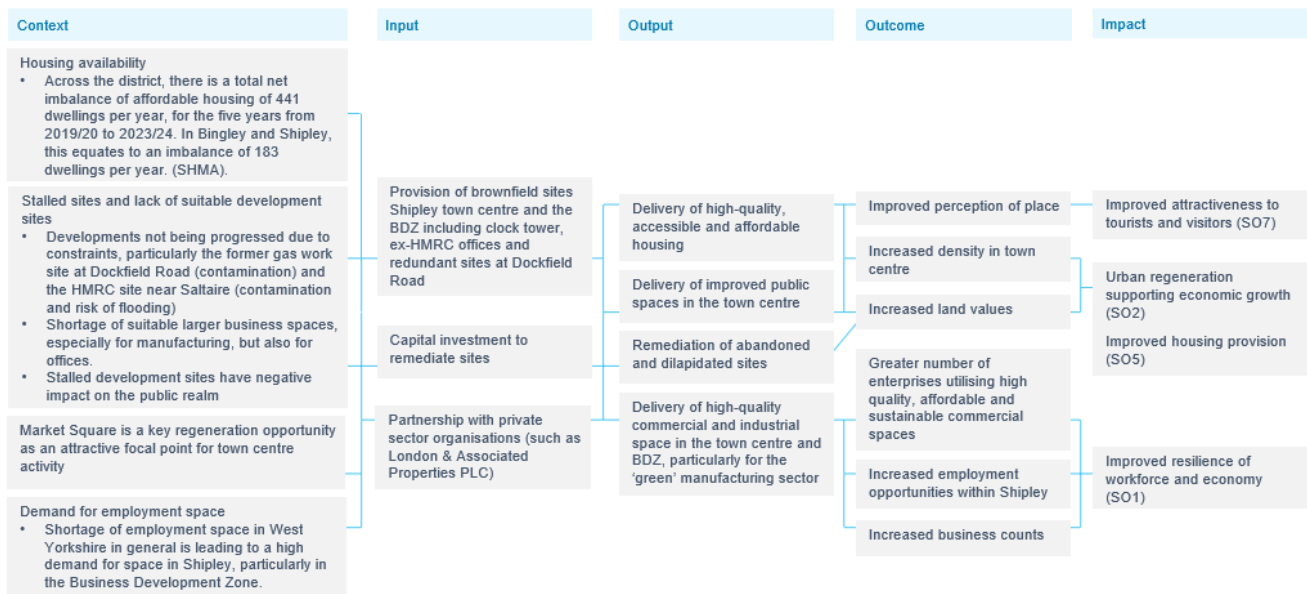


Figure 2-5 - Logic map for development investment projects

Town centre and infrastructure improvements (Project B)

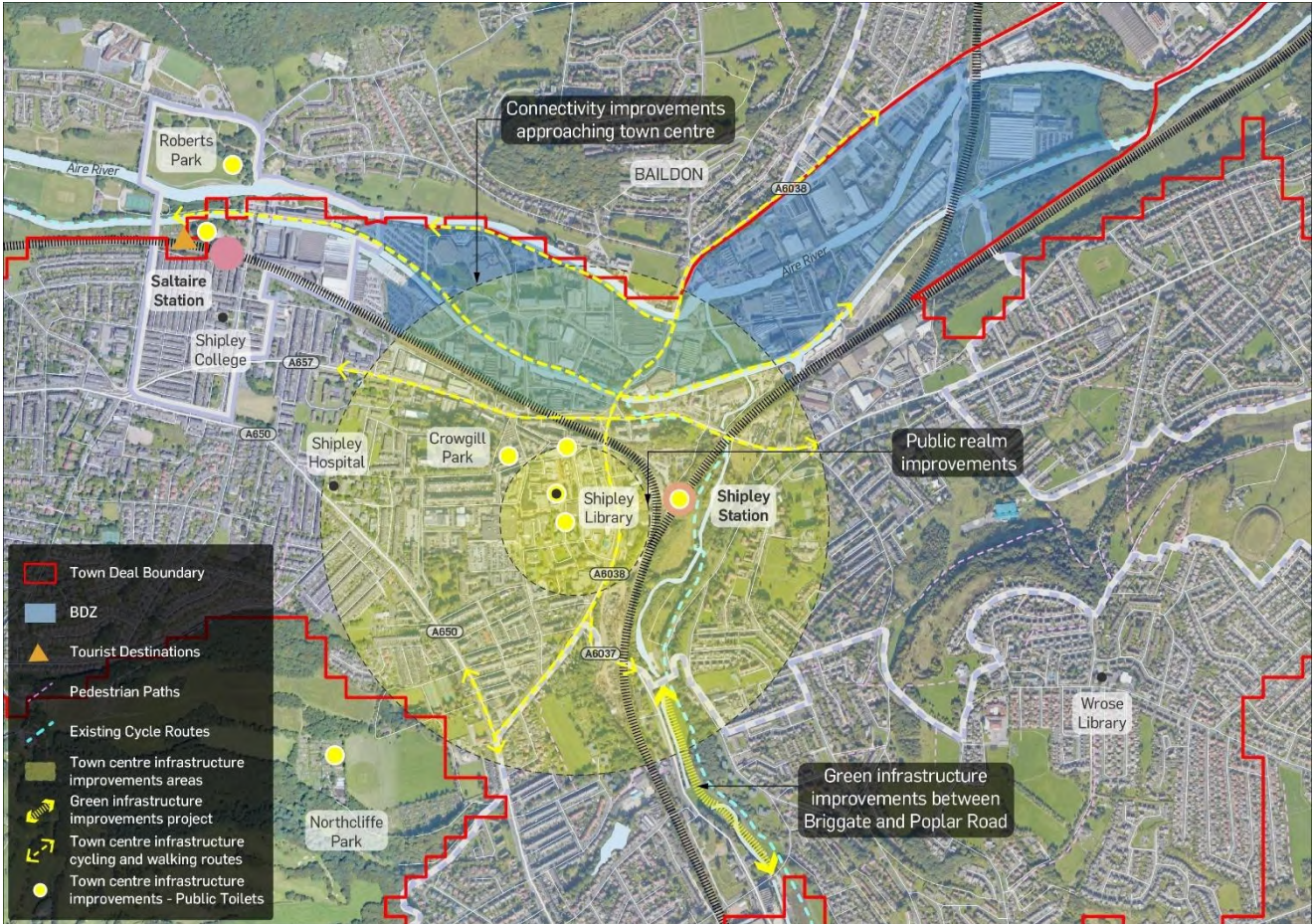


Figure 2-6 - Indicative locations of town centre and infrastructure improvement projects

This project will increase footfall, bolstering ShIPLEY town centre core (SO2) and improving the provision of sustainable infrastructure (SO3). As many projects funded in this TIP are in the town centre, those infrastructure improvements will be key enabler to support the success of other projects (Library Enterprise Hub, Health, wellbeing and community campus, Community Hub).

'The Town Council is very supportive that the active travel schemes are being taken forward'
Focus groups 2021

The Logic Map for the town centre and infrastructure improvement projects is shown in Figure 2-7.

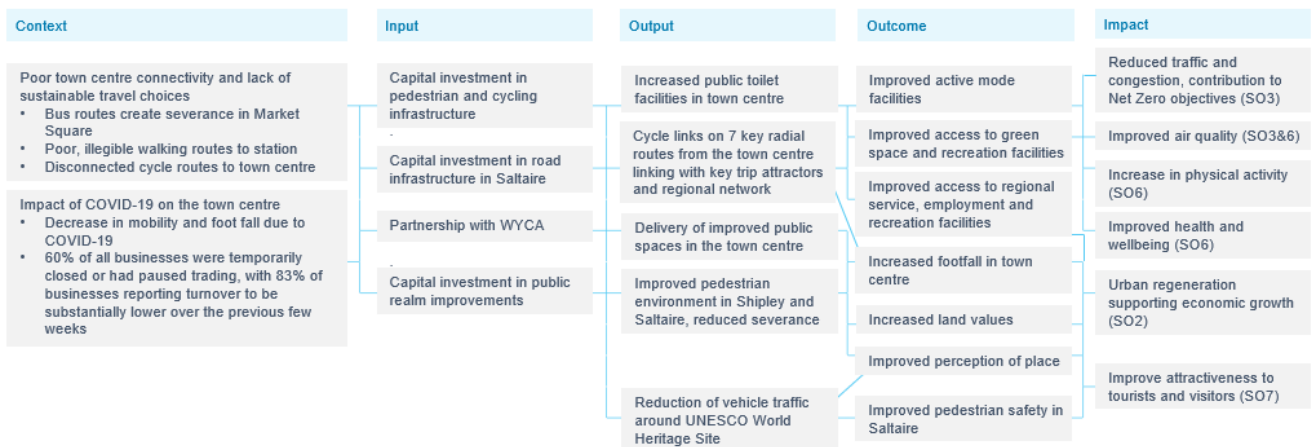


Figure 2-7 - Logic map for town centre and infrastructure improvement projects

Skills (Project C)



Figure 2-8 - Indicative locations of skills projects

Skills development is a key part of ShipleY’s TIP strategy, as per SO8. The project will contribute to the overall TIP success as it directly connects with enterprise support projects (E, F and G) and the health and wellbeing hub (G). Project C also includes a Heritage Hub, which contributes to support Saltaire’s growth as a creative, leisure and cultural destination (SO7).

The Logic Map for skills projects is shown in Figure 2-9.

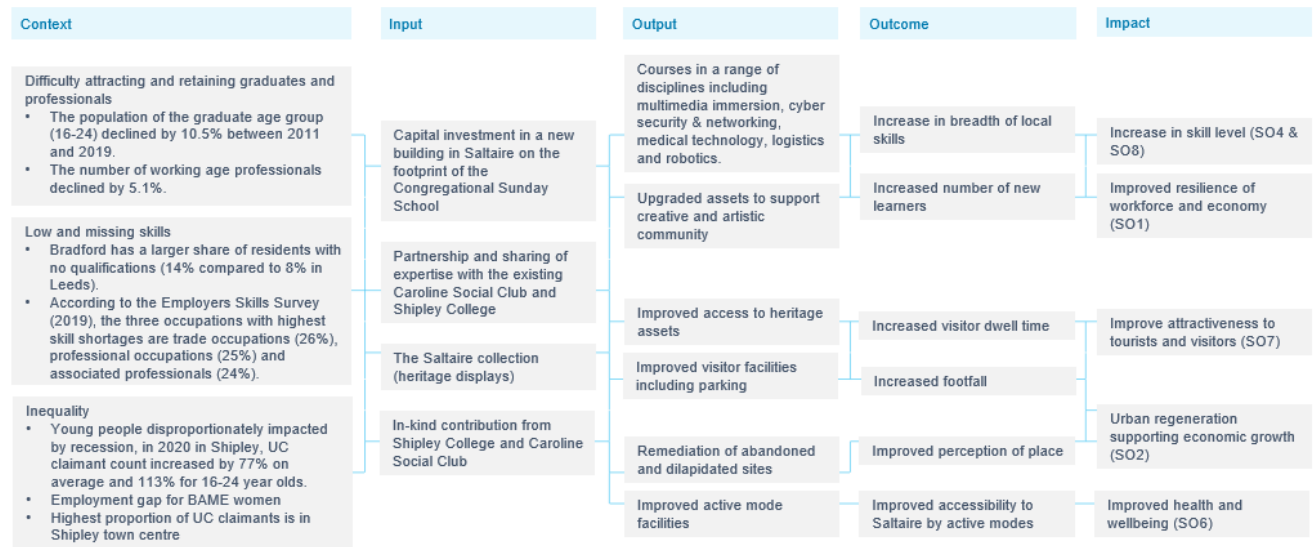


Figure 2-9 - Logic Map for skills projects

Supporting enterprise (Projects D & E)



Figure 2-10 - Indicative location of supporting enterprise project

These projects will help achieve several of Shipley’s objectives, including strengthening and diversify the local economy (SO1) and improve access to skills and training and increase employability (SO8). 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.

The Logic Map for supporting enterprise projects is shown in Figure 2-11.

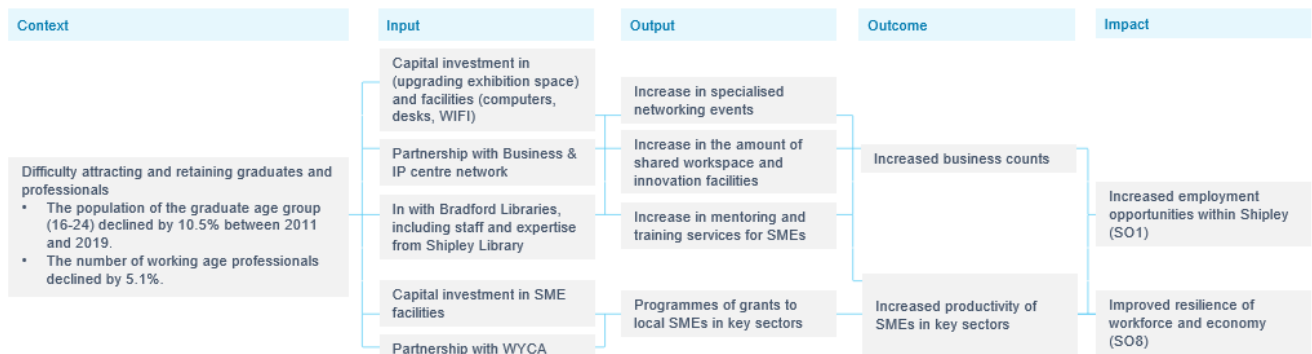


Figure 2-11 - Logic Map for supporting enterprise projects

Community, health and recreation (Projects F, G & H)

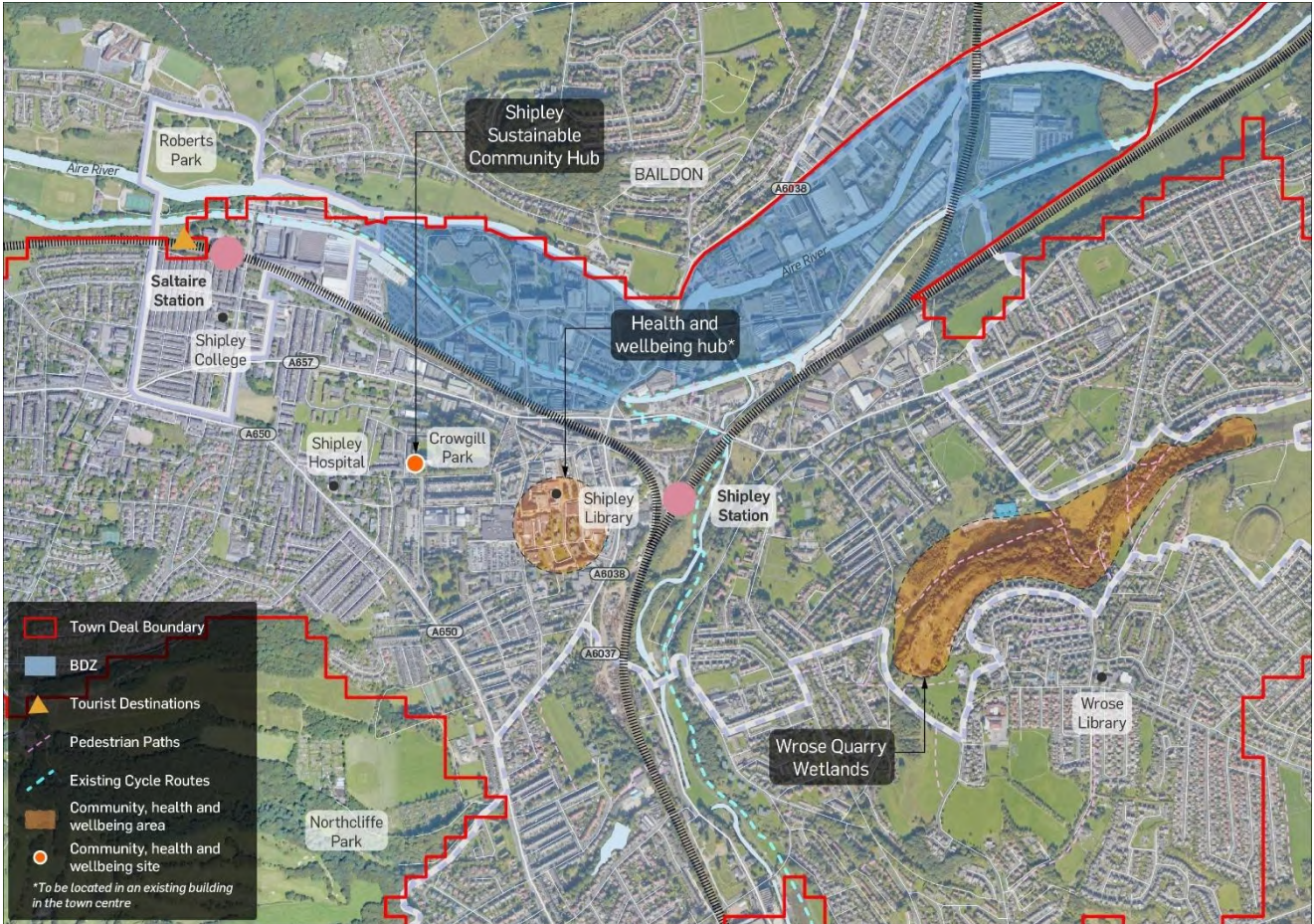


Figure 2-12 - Indicative locations of community, health and recreation projects

These projects contribute to achieve Shipley’s objectives including supporting the health and well-being of Shipley by improving access to green spaces, focussed service and activity delivery (SO6), and improving access to skills and training (SO8). There was a clear need identified for such projects, and these will contribute to support other interventions – in particular relating to skills and health.

The Logic Map for community, health and recreation projects is shown in Figure 2-13.

‘The health and wellbeing campus would be brilliant’
Online Consultation (December 2020)

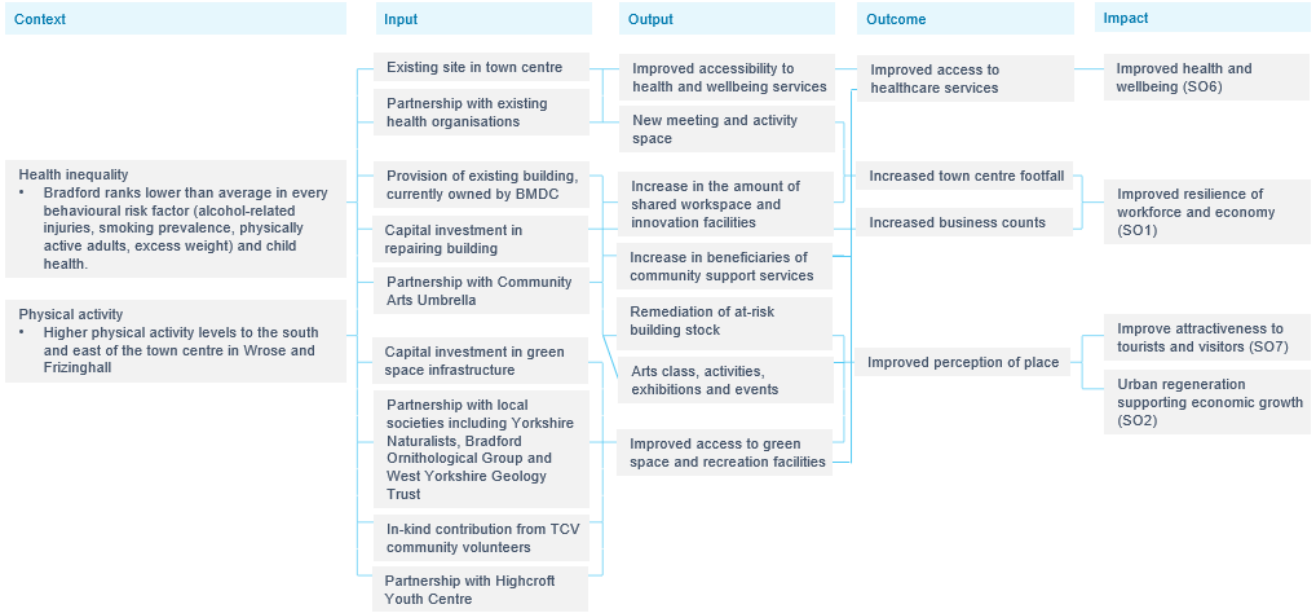


Figure 2-13 - Logic map for community, health and recreation projects

Engagement and Delivery

3. Engagement and delivery

This chapter demonstrates buy-in from stakeholders and steps for delivery of this TIP 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

Community and engagement have been of central importance throughout the development of the TIP and 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, this is discussed in more detail 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 the effective use of a variety of medium (including print and online media, online meetings, emails and phone calls) we have collected a range and depth of views that have fed into the strategy.

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 Bradford Council and Shipley Town Council came together at introductory meetings in February, to start work on the development of the Shipley Town Investment Plan. Subsequent meetings were delayed due to lockdown, however engagement was continued via email and using the Shipley 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.

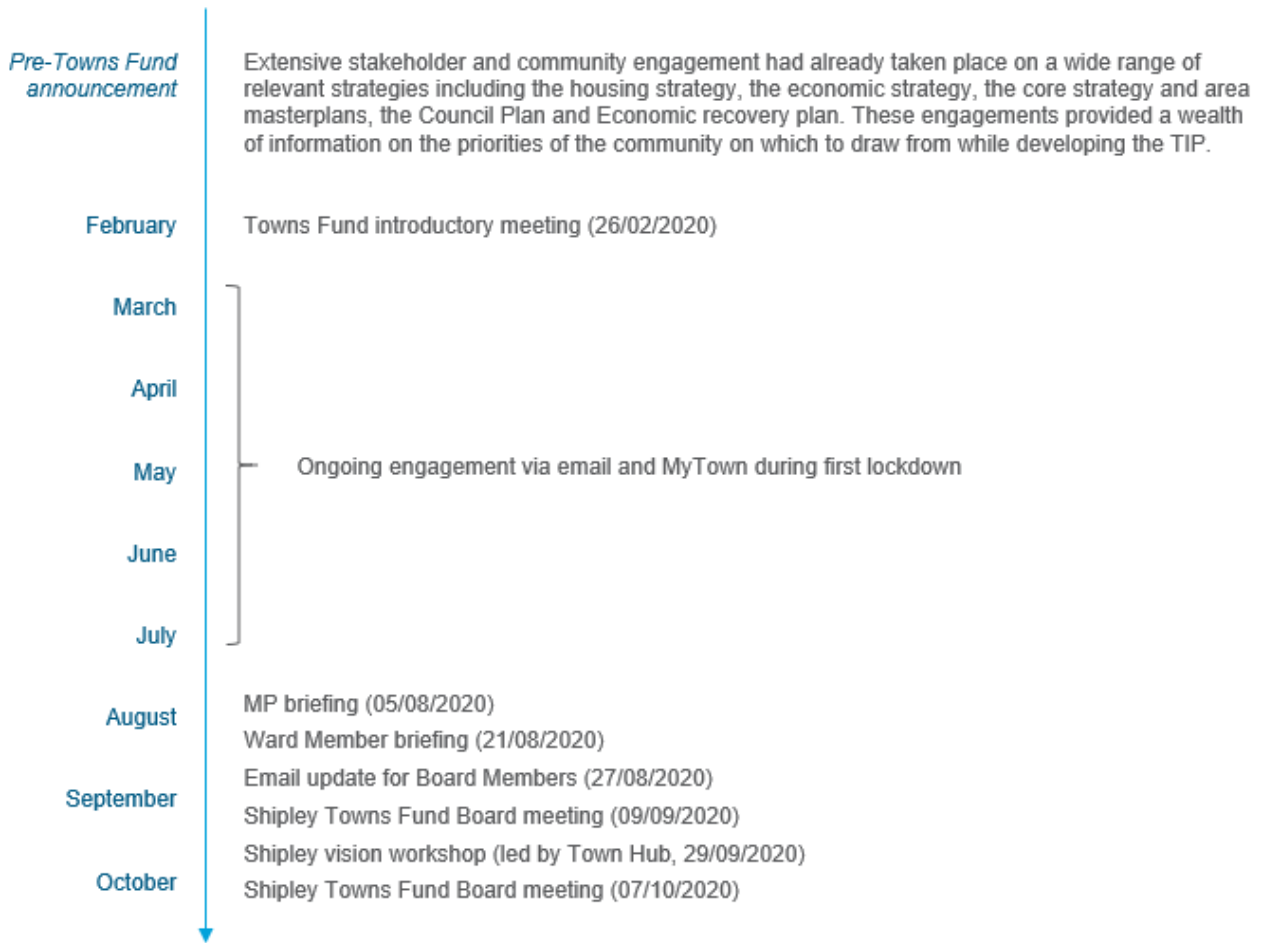


Figure 3-2 - Timeline of initial engagement (2020)

The aim of initial engagement activities was to establish the need for investment, gather provisional information on local priorities and to raise awareness to encourage engagement with the process.

The **Shipley Town Deal Board**, with members from a broad range of sectors, was established in September 2020. The Board chair is local businessman Adam Clerkin, who is Head of Operations at CarnaudMetalbox Engineering.

Developing the vision, objectives, projects and the TIP submission

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

1. Feedback from MyTown websites and a series of online workshops with key stakeholders were used to develop the agreed vision and objectives;
2. A long list of almost 50 project ideas were generated by inviting groups to complete a proforma with information about potential projects;
3. The MCAF project sifting process was refined during Town Board meetings; and
4. Focus groups with stakeholders with specific expertise or interest were established for each theme (as listed in table 2-3) and meetings were carried out throughout January to further develop the projects that were selected through the sifting process.

All engagement was carried out online, including online workshops with the town board and key stakeholders (summarised in Figure 3-3) and via the Shipley Towns Fund and MyTown websites.

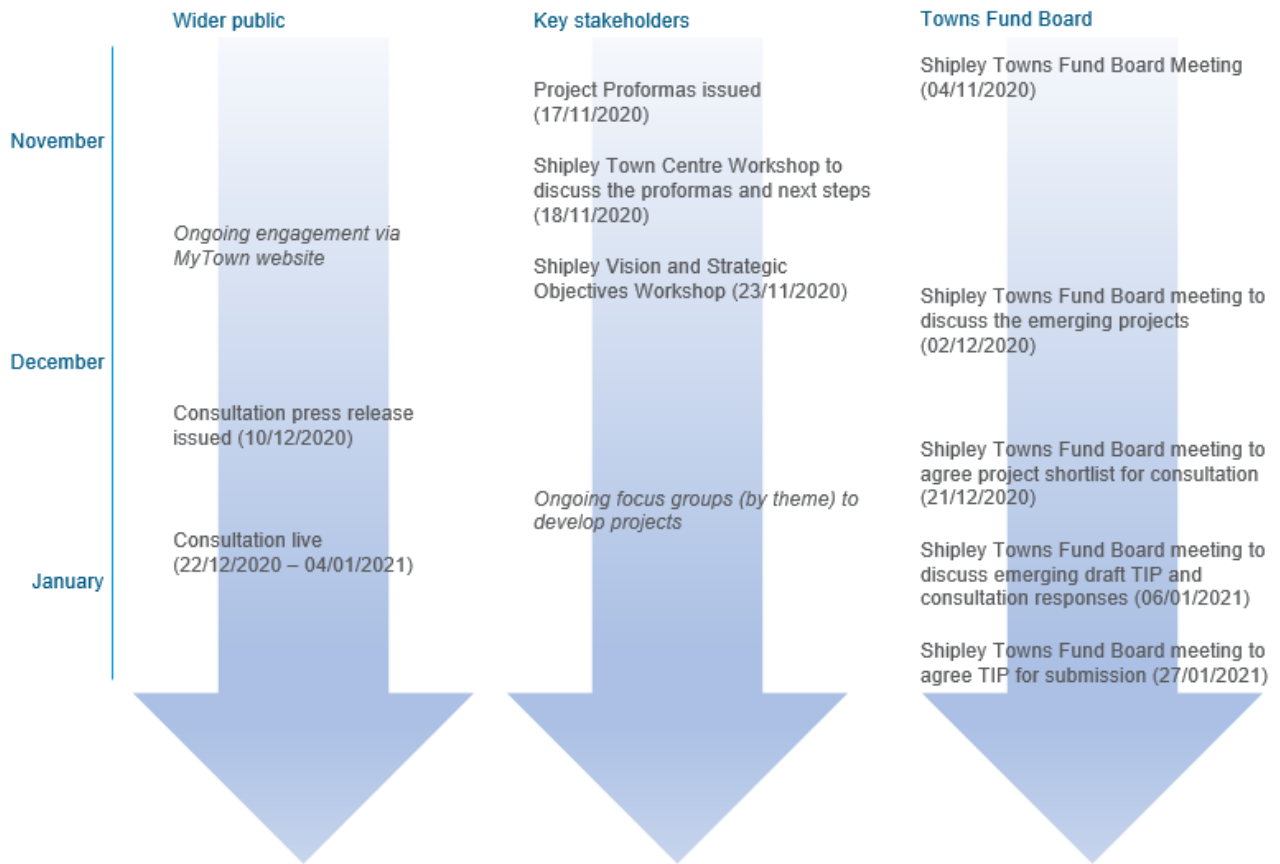


Figure 3-3 - Engagement to inform development of vision, objectives, projects and the TIP submission (2020 to 2021)

A public consultation was carried out in December to get feedback on the emerging project list. This received over 500 responses over the two-week period (see Figure 3-4 and Appendix F for more detail on responses).

Business	44
Community Services	33
Culture and Heritage	7
Community Organisation	35
Transport Operator	1
Property	8
An Individual	348
Other	35

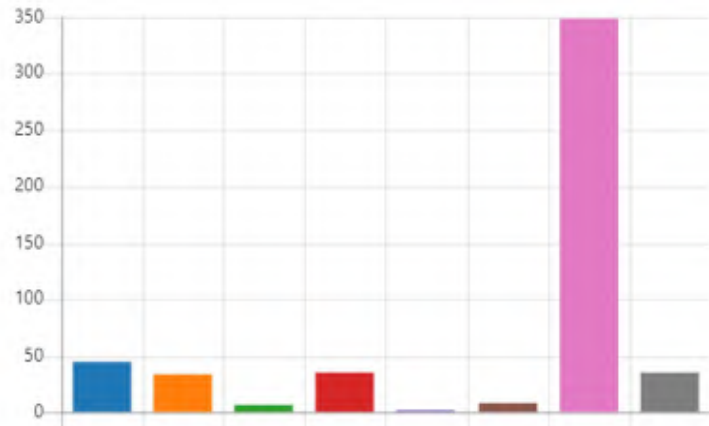


Figure 3-4 - Response to consultation question 'what sector of the Shipley community do you belong to?'

Key priorities that emerged 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 theme viewed as most important was town centre and infrastructure with community, health and recreation, skills and supporting Enterprise also popular.

Proposed communication plan moving forward

After approval of the Shipley TIP, 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.

A variety of activities will be included to reach and engage everyone interested in helping to develop and deliver the agreed projects, including:

- 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
- Regular Updates from Shipley Town Council
- 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 printed/distributed for the wider community
- Outreach through local area teams, the voluntary and community sector, schools, etc.

3.2. Stakeholder support

Letters demonstrating support for the TIP (included in Appendix E) have been received from:

- Keeping Well at Home
- Santander
- Affinity Care
- Bradford Care Alliance
- London & Associated Properties PLC
- Cellar Trust

- Bradford District Care NHS Foundation Trust
- CBMDC Department of Place
- West Yorkshire Combined Authority.

3.3. Private sector commitment

The success of proposed 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 the TIP have been progressed on the basis that there is an agreement from the lead organisation or partner to work together with CBMDC to progress the projects through the business case process to implementation as evidenced by letters of support (included in Appendix E), following the associated assurance process outlined in the next section.

The Council's Economy & Development Service (E&D) has extensive experience in delivering a range of regeneration led activities taking them from the stages of project conception, feasibility and masterplanning through to securing funding, detailed design, securing 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 achieve shared objectives.

Their 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: 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 Shingley-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 the Council and its Public Sector partners. Whereas the Council 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 similar innovative methods of collaborative working and funding to deliver projects emerging through the Towns Fund programme

3.4. Governance arrangements

Bradford Council is the accountable body for delivery of Shipley's Town Investment Plan. The council's role post TIP submission will be:

- 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 Investment Programme;
- Be responsible for the financial management for the overall Programme; -
- Periodic reporting to government as required;

The Council will follow the Towns Fund guidance published by MHCLG in respect of the governance, management and administration of the Town Deal Programme. Jason Longhurst (interim Strategic Director of Place) has been designated as the Senior Responsible Officer.

The **Shipley Town Deal Board** that was established to guide development of the TIP will meet regularly and continue its oversight throughout programme delivery²⁹. The **Shipley 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 (see Figure 3-7). The Sustainable Growth Board is responsible for internal and external projects and programmes and is attended by the Council's Corporate Management Team.

²⁹ 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/shipley-town-fund/> and
<https://bradford.moderngov.co.uk/documents/s32480/Doc%20CW.pdf>



Figure 3-7 - Ongoing project delivery structure

In addition, for the Development Investment projects, 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 – see Appendix G) to oversee the development and implementation of a strategy for generating income from investments in assets (both property and financial). The Investment Advisory Group will be supported by the E&D management team that will be expanded both in terms of expertise and personnel led by the S151 Officer whose role is 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.

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.

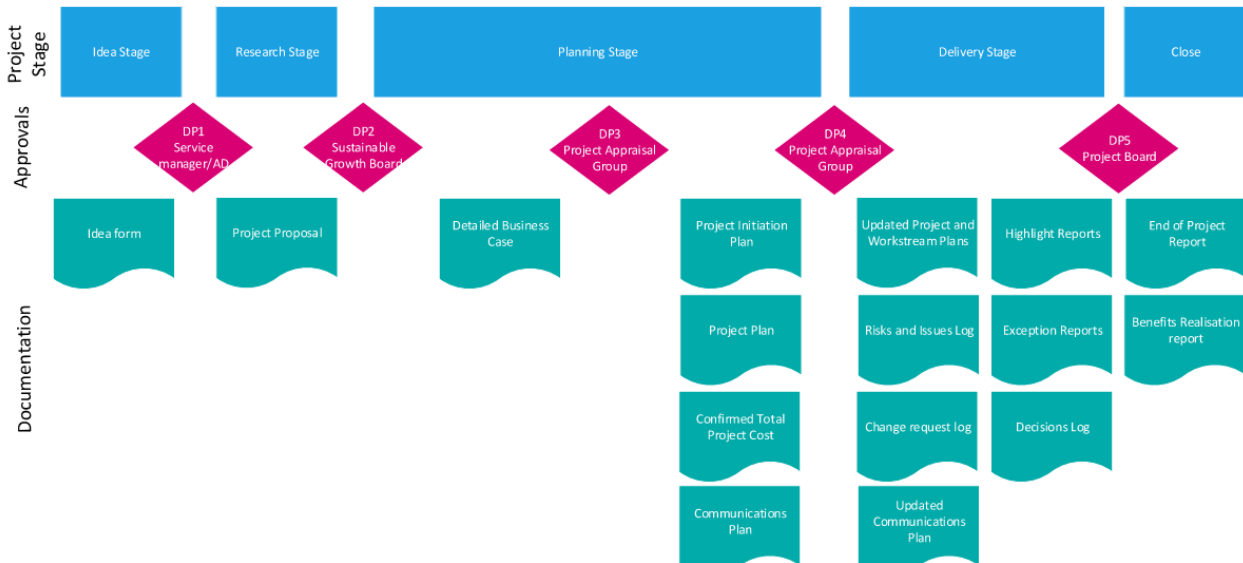


Figure 3-8 - Emerging project management structure

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 below). Each business case will be supported by a Monitoring & Evaluation Plan and Communication Plan.

Delivery programme

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

Table 3-1 - Project delivery programme

Theme	Project	Start on-site	Practical completion	Operational start
Development Investment	Project A: Development Investment Fund	2021/22	2024/25	2024/25
Town Centre and Infrastructure	Project B: Town centre and infrastructure improvements	2020/21	2023/24	2023/24
Skills	Project C: Community, Art and Future Technology Centre	Q1 2022/23	Q2 2022/23	Q2 2022/23
Supporting Enterprise	Project D: Capital assistance to business growth	Dependent on projects proposed		
	Project E: Shipley Library Enterprise Hub	'shovel ready' subject to funding	Sep 2021	Sep 2021
Community, Health and Recreation	Project F: Health and wellbeing hub	April 2023	Sept 2024	Q2 2024/25
	Project G: Wrose Quarry Wetlands	'shovel ready' subject to funding	Sep 2021	Q3 2021/22
	Project H: Shipley Sustainable Community Hub	Mar 2022	Mar 2024	Apr 2024

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

Table 3-2 - Deliverability checklist

	Project A - Development Investment Fund	Project B - Town centre improvement	Project C - Community Arts and Future Technology Centre	Project D - Capital Assistance to Business Growth	Project E - Shipley Library Enterprise Hub	Project F - Health and Well Being Campus	Project G - Wrose Quarry Wetlands	Project H - Sustainable Community Hub
Land ownership secured	See Letters of Support that set out support provided by private sector including funding. Discussions will be ongoing with potential private sector partners	✓		N/a	✓		✓	✓
Property secured		✓		N/a	✓		✓	✓
Capital costs identified		✓	✓	✓	✓	✓	✓	✓
External funding committed		Funding from WYCA and CBMDC		Assistance will only be made available for co-funding investments		Potential for external funding from NHS partners	Possible Yorkshire Water funding bid	
Delivery partners committed		✓ CBMDC	✓ Shipley College & Caroline St. Community Club	✓ CBMDC	✓ Bradford Libraries	✓ Cellar Trust and HALE Project	✓ CBMDC	✓ Hive and Kirkgate
Operational partners committed		✓ CBMDC	✓ Shipley College and Caroline Street Community Club	✓ CBMDC	✓ Bradford Libraries, BIPC network	✓ Cellar Trust and HALE Project	✓ The Conservation Volunteers	✓ Hive and Kirkgate
Operational funding identified		✓ CBMDC	✓ Shipley College and Caroline Street Community Club	SME's will be responsible for operational funding	To be agreed	Income generation activities will be established to contribute to operational costs	Potential match funding from Wrose Parish Council	✓
Outputs agreed with operational partners		✓	✓	✓	✓	✓	✓	✓
Shovel ready?			✓				✓	

Funding profile

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

Table 3-3 - Funding profile

	2021/22	2022/23	2023/24	Total ask
Development Investment	£1.50m	£2.00m	£4.50m	£8m
Town Centre and Infrastructure	£1.20m	£1.99m	£2.85m	£6.04m
Skills	£0.20m	£3.90m	£1.38m	£5.48m
Supporting Enterprise	£0.68m	£0.60m	£0.80m	£2.08m
Community, Health and Recreation	£0.50m	£3.76m	£1.50m	£5.76m
Total	£4.08m	£12.25m	£11.03m	£27.36m

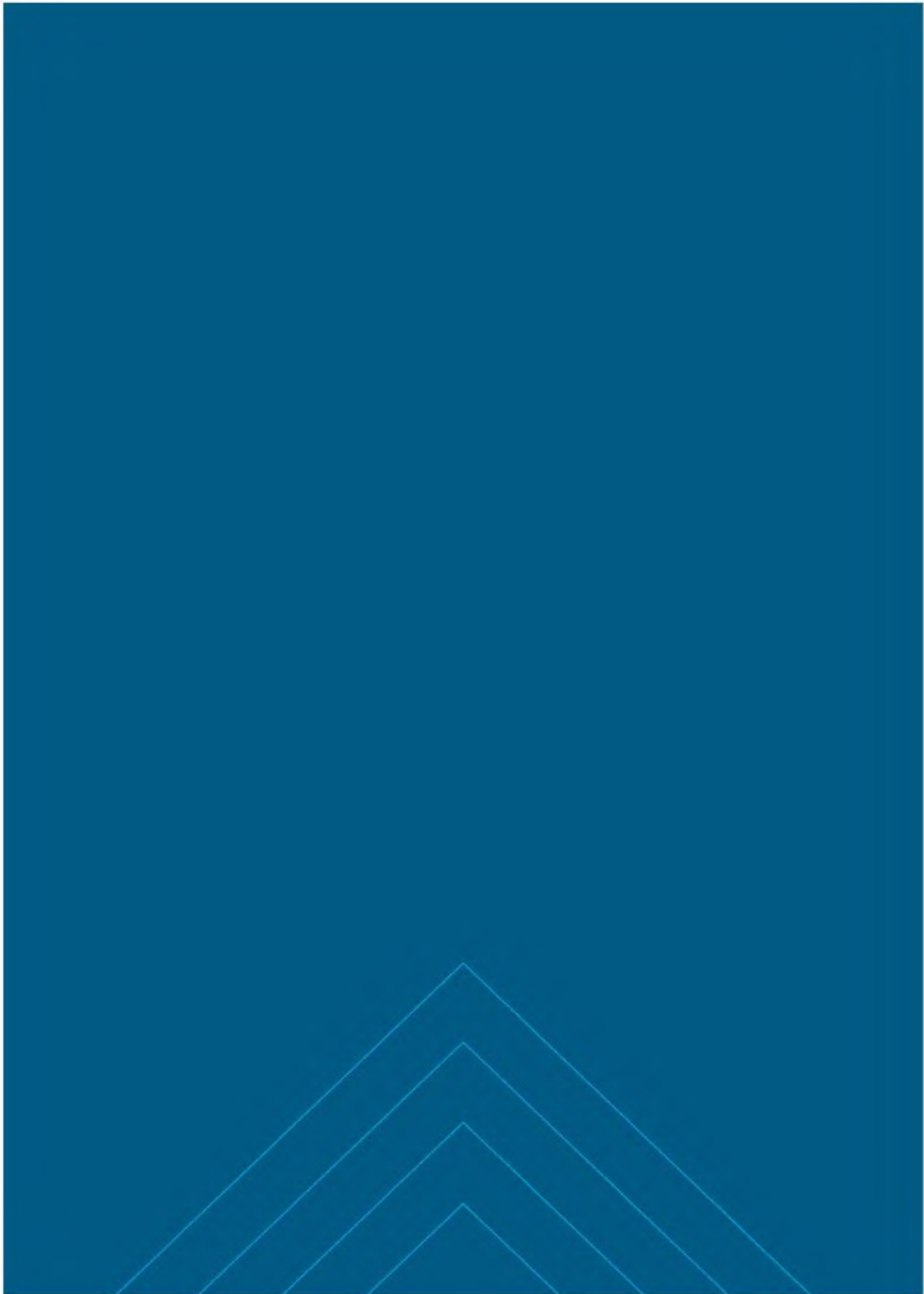
Programme risks

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.

Table 3-4 - Risk register

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	Match funding has been identified for several projects with various levels of risk. The largest level of match funding is for the Town Centre Infrastructure improvements, where almost all the money has already been secured (with the rest having a high chance of being secured). The Development Investment project will by nature require significant match funding, and preliminary acceptance through letters of support suggests this will be taken forward. The Health and Wellbeing Campus will need to identify additional sources of funding, possibly through 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. Future Tech Hub in Saltaire, site identified for the Health and Wellbeing Campus). Planning officials have been involved in site discussions regarding the Investment Development Programme.	MEDIUM	Robust	Monitor
Management	Management capability	Programme delayed	All project owners have experience delivering capital investment projects suggesting limited risk. The only exception is the Health and Wellbeing Hub, but work is ongoing to develop a partnership structure	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	Project management resources need to be identified and recruited for some 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 <u>has</u> been identified for industrial and residential space in Shipley. Some of the sites identified are strategically located but in need for costly land remediation (flood risk). 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	Most sites are either secured or have been identified for development, with support from Council. For the Future Tech Hub, approval from community centre is required to demolish existing building, but the project could still be developed on the rest of the site, and discussions are underway.	MEDIUM	Adequate	Monitor
	Cost increases	Delay in programme, some elements would need to be removed	For most projects, there is a scalability element that means part of the project can be dropped without compromising the entire project (e.g. Future Tech Hub has discussed above, Sustainable Community Hub)	LOW	Robust	Monitor
Unanticipated site issues	Poor ground conditions, contamination, pollution	Delay and cost increases	Early survey work, appropriate risk allowances	MEDIUM	Adequate	Minor



Appendices

Appendix A – SWOT analysis

Appendix B – Detailed context analysis

Appendix C – Project prioritisation

Appendix D – Communications and Engagement Plan

Appendix E – Letters of support

Appendix F – Summary of consultation responses

Appendix G – Investment Advisory Group Terms of Reference