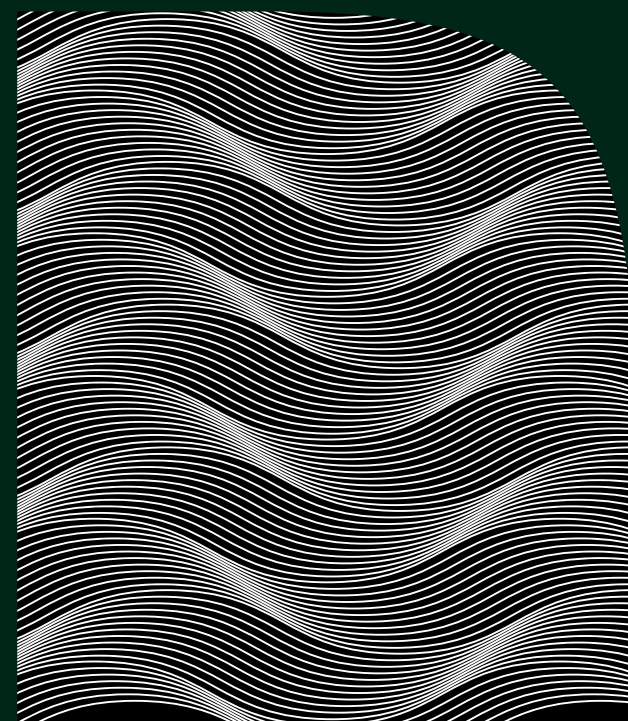
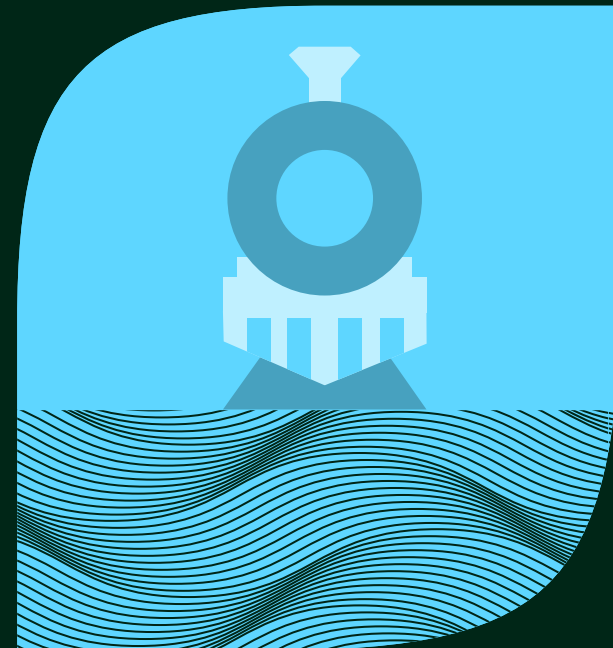


Keighley

REGENERATION PLAN

October 2025



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Foreword

This is an exciting time for Keighley.

Last year, we published the Keighley Development Framework as a guide for the strategic regeneration of the town, and since 2020 we have been progressing various schemes under Local Regeneration Plan initiative – Town Deal and Levelling Up Fund – responding to key identified opportunities. The Pride in Places Programme builds on this success, and it represents a real opportunity to further deliver against our Development Framework ambition.

This Regeneration Plan sets the 10-year Vision for Keighley, as a productive, proud town with a real sense of destination. The Plan sets out how we will

invest strategically over the coming decade, listening to our businesses and our communities and actioning their priorities.

The town-wide conversation will continue and our dedicated Neighbourhood Board will oversee the delivery of the Pride in Places Programme, bringing its excellent experience and credentials to the fore. Through overseeing Local Regeneration Plan initiatives over the past 5 years, the Board it is excellently positioned and ready to carry forward our next phase priorities.



Councillor
Alex Ross-Shaw

Regeneration, Planning and Transport Portfolio Holder
City of Bradford Metropolitan District Council



Tim Rogers

CEO Future Transformations Limited and
Chair of Keighley Neighbourhood Board

Regeneration Plan Purpose



This Regeneration Plan is intended to help guide the strategic regeneration of Keighley over the next 10 years. It builds on significant engagement and strategy development completed since the formation of the Neighbourhood Board, to confirm the vision and priority areas moving forward.

As shown on the graphic opposite, Keighley has been subject to various strategies, visioning statements and place-shaping plans over the past 5 years, and this Regeneration Plan builds on each of the relevant plans produced at town, district and regional.

All vested organisations, including the Neighbourhood Board, have been progressing these plans and in recent years Keighley has witnessed significant regeneration, including successfully securing investment for Local Regeneration Fund initiatives

(£33.6m Towns Fund, 2021 and £19.8m Levelling Up Fund, 2024) and various other investments in the town – in development, underway or completed.

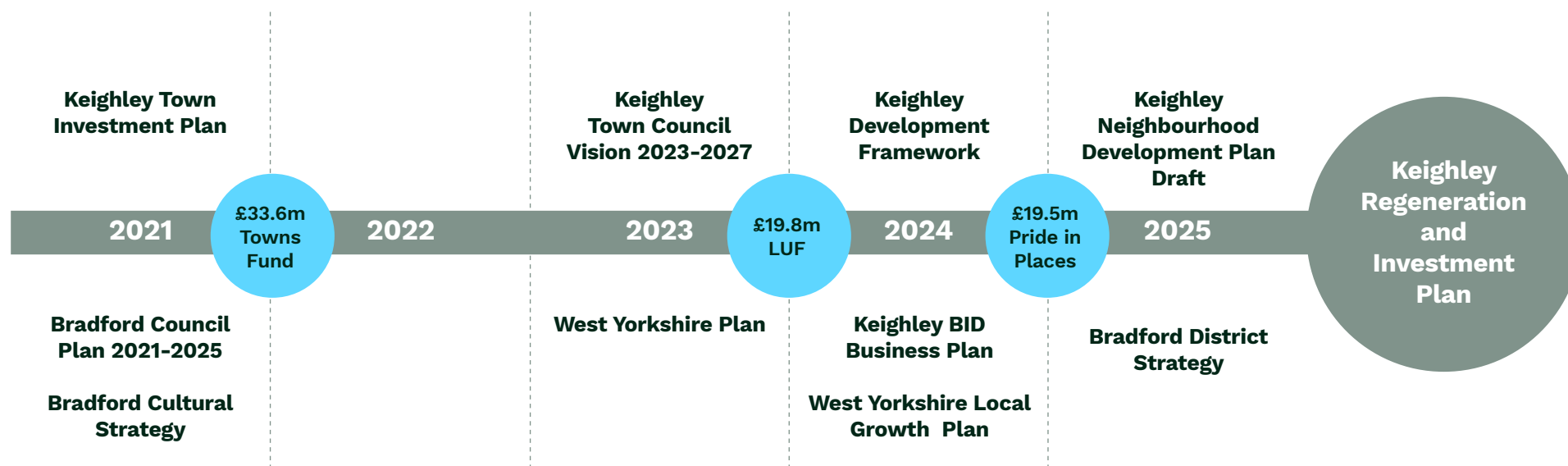
This Regeneration Plan is intended to guide the Neighbourhood Board and its partners over investment decision-making for the next 10 years. It highlights the overriding challenges and opportunities facing the town, and sets out the vision, intended outcomes and intervention areas in which the Neighbourhood Board intend to invest in over the longer-term.

It is backed by extensive engagement with town communities and businesses, with engagement to date designed to understand intervention area priorities.

The Plan also sets out and confirms the future strategy for selecting and commissioning projects, as well as setting out the future strategy for ongoing engagement. This will guide the Board in its future project selection processes and procedures.

The Regeneration Plan has inevitably developed to articulate the vision at a single point in time, and over the next 10 years, we envisage the Plan to evolve, reflecting inevitably changing economic conditions and policy direction.

As such, and in line with Government demands under the Pride in Places initiative, we have developed a supporting 4-year Investment Plan which sets out the first phase priorities – the Investment Plan is intended to be a live document that can be reviewed and updated periodically as we progress our plans.



Executive Summary

Keighley Neighbourhood Board is proud to present our 10-year Regeneration Plan for Keighley. This is an exciting time for our town, as we progress the delivery of our Local Regeneration Fund (formerly the Town Deal and Levelling Up Fund programmes) and move towards Pride in Place delivery.



Our Regeneration Plan – summarised below – builds on our recently published Development Framework and the identified priorities of our communities, understood through extensive engagement to date.



1. Local Context



As the second largest settlement in the district of Bradford, Keighley is a town with striking variety and distinctiveness.

Located between Bradford, Leeds, Ilkley and Skipton, Keighley sits in the Aire Valley, at the confluence of the rivers Worth and Aire with the Leeds-Liverpool Canal running to the North. Surrounded by moorland and countryside, Keighley is home to many buildings of Victorian grandeur built from local millstone grit, which gives the town a real distinctive look.

With magnificent views across the town afforded by many steep sided valley and moorland viewpoints, the town proudly benefits from having a strong rural and urban offer and this provides for a real sense of place.



In the late 18th Century, Keighley embraced the industrial revolution, developing from a small market town into an important West Yorkshire hub, driven by textile industry and latterly the machinery trade success.

Rapid population growth, the advent of the Leeds and Bradford Extension Railway station, the iconic Keighley and Worth Valley Railway and the construction of the Leeds and Liverpool Canal further fuelled the towns expansion. After its borough incorporation in 1882, the town council improved infrastructure, and although the textile and machinery industries experienced contraction, Keighley's engineering expertise remained vital during both World Wars, and beyond.

With a town population of 51,000, Keighley today celebrates rich diversity among communities. The town itself is home to very high proportion of younger residents, and it has a very diverse population with many rich cultures.

There is also a strong business community present, owing to its global reputation in advanced manufacturing– Keighley has been designated as a Spatial Priority Area by West Yorkshire Combined Authority (WYCA) due to its regionally significant production cluster. Keighley also has a large town centre that serves a wide catchment for retail, leisure, commerce and administrative and civic functions.



1.1

Story so far

The Town Investment Plan (TIP, 2021) stressed the importance of Keighley as a strategic town with significant potential as an economic and cultural anchor for West Yorkshire. Strategic objectives included the need to build and support the key sectors of manufacturing, engineering and technology through the facilitation of economic growth and working with start-ups, SME's and established larger businesses to increase opportunities for employment, training and upskilling.

In Keighley, the Neighbourhood Board brought together the private, public and voluntary community sectors to provide strategic leadership and oversight of the Towns Fund. The success of the partnership, including co-designing of projects as part of the business case development phase, enabled funding to be targeted at strategic regeneration projects to facilitate longer term economic and productivity growth.

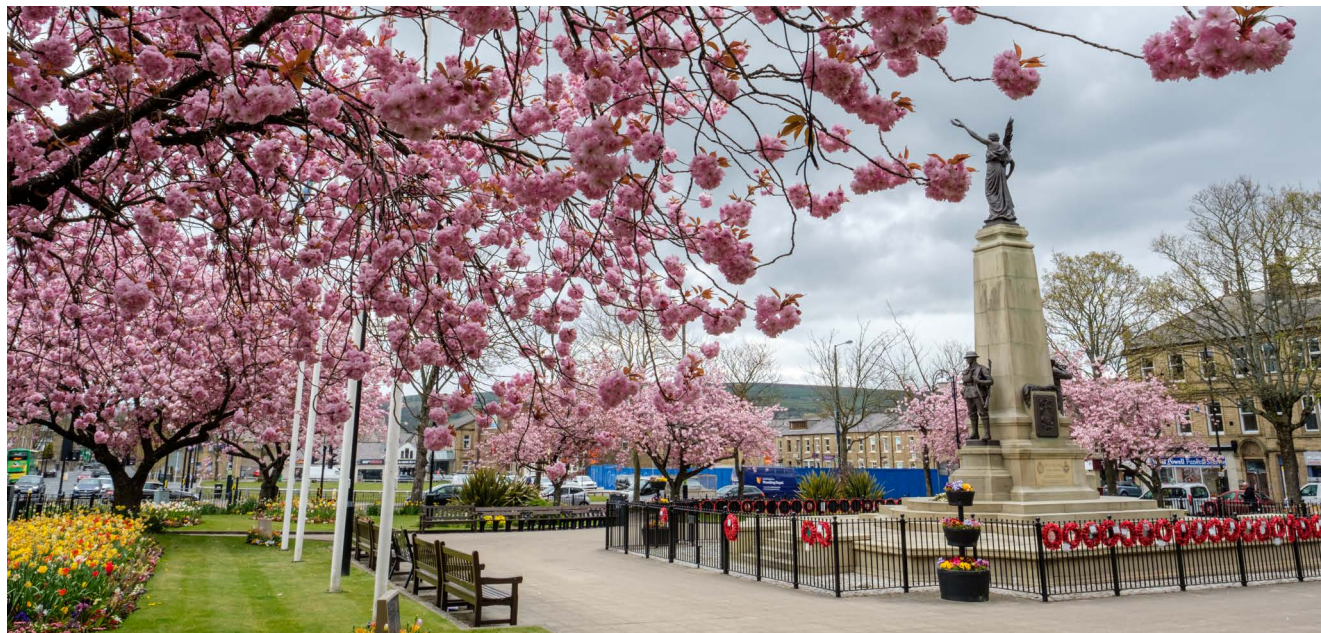
Beyond the Town Deal, Keighley is also benefitting from various wider investments, including revenue schemes being promoted by **West Yorkshire Combined Authority**. Schemes available in Keighley include skills programmes (Adult Skills Fund, Skills Bootcamp, Step into Construction etc.), employability programmes (Employment West Yorkshire, Healthier Working Lives) and business support programmes (Growth Hub, Growth Managers). The Combined

Authority also provides capital funding for schemes and has and is investing in the transport network locally, including through support towards the delivery of the A650 Hard Ings Road improvements in Keighley, and utilising Department for Transport funding for the roll out of the Zero Emission Bus Regional Area (ZEBRA) network, including 15 battery electric ZEBs and charging infrastructure in the Keighley depot.

In Autumn 2024, it was also announced that Keighley was also successful in its **Levelling Up Fund Round 3 bid**, with the aim of investing in cultural and

heritage assets designed to increase footfall into the town centre, alongside projects that aim to enhance Keighley's engineering, manufacturing and economic capabilities – These projects are currently being further developed by the Neighbourhood Board.

A summary of Towns Fund projects underway or completed is provided below, with more detail on selected key projects provided in section 4.



▀ Town Hall Square



Keighley Towns Fund Projects				
Project Name	Scheme Value	Summary	Status	Progress
Development Investment Fund	£14m	Development of industrial units	Complete	Providence Park industrial unit completed.
Town Centre & Infrastructure	£2.39m	Investment in the public realm	Complete	Low Street Phase 2, Ingrow Lane, Thwaites Brow, Long Lee all completed. Real time bus information sites completed.
Keighley Skills Hub	£0.91m	Bespoke learning space for residents	In progress	Renovation of the Sunwin House building due to be completed in Spring 2026.
Manufacturing, Engineering & Future Tech Hub	£3m	Training and education facility	Complete	Located in Providence Park and opened in Autumn 2025 for students.
Capital Assistance to Business Growth	£2m	Grant programme for businesses	Complete	Grant fully utilised with over 100 jobs to be created and over £9m of private investment.
Community Grant Scheme	£4.9m	Grant scheme for local organisations	Ongoing	Many projects completed with funding passported to community organisations.
Creative Arts Hub	£2.6m	Creation of a cultural arts destination	In progress	Due to open in Spring 2026 once refurbishment has been completed.
Women's Employment Programme	£160,000	Refurb of a local community organisation	In progress	Extension of the KAWACC facility will provide training and support to local people.
Keighley Art & Film Festival	£240,000	Range of events in Keighley	Ongoing	Many events delivered throughout Keighley, including the popular Sculpture Trail.
Community Health & Wellbeing Centre	£3.4m	New health facility in the heart of Keighley	In progress	Site identified to deliver a health and wellbeing centre.

2.

Spatial Targeting

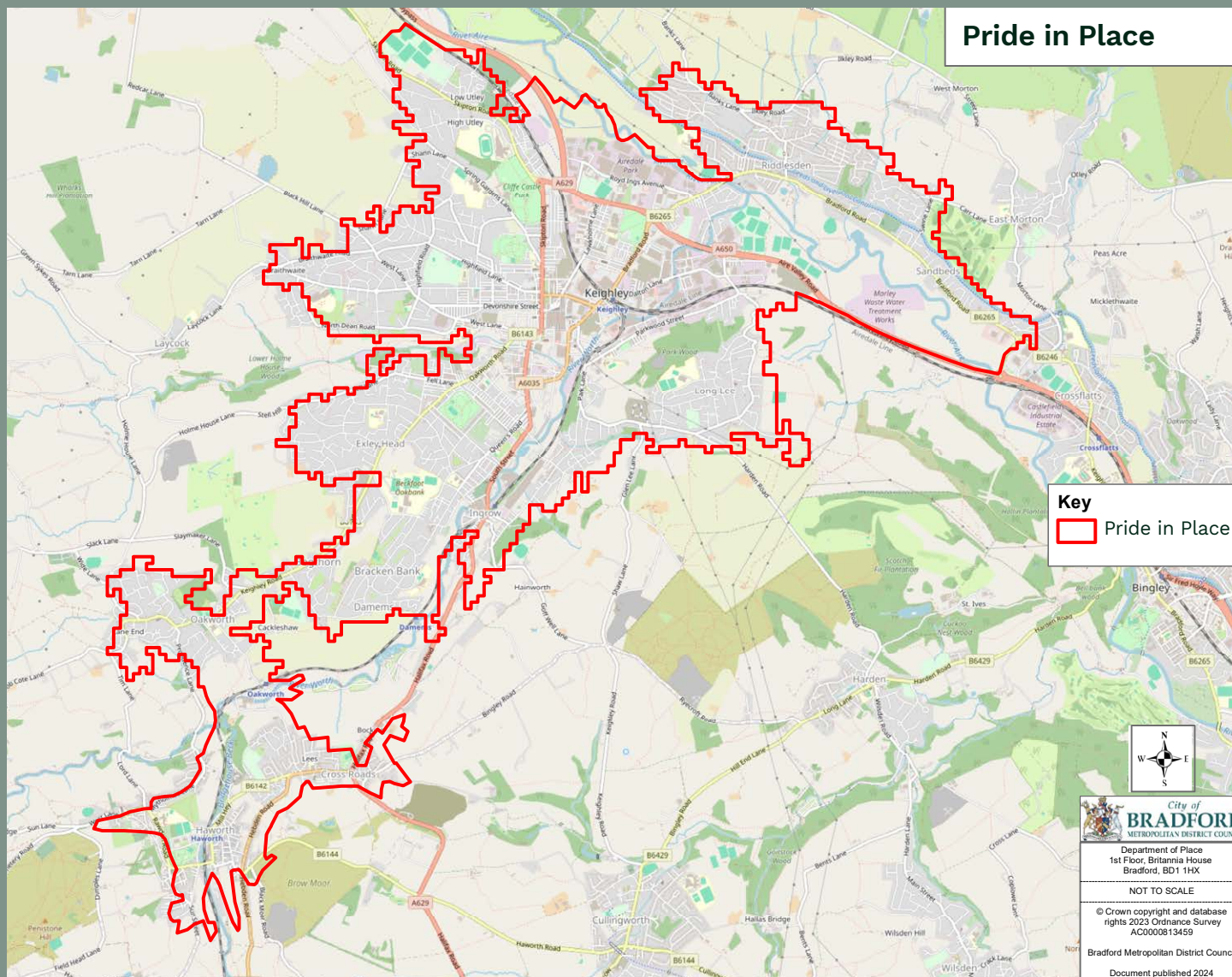


Figure 3.1 – Town Boundary Map

2.1 Pride in Places Boundary Map

The Pride in Places town boundary and wider context map is shown in the graphics below. The agreed town boundary area covers all of Keighley, including the important town core, and it also encompasses the villages of Haworth and Oakworth to the south.

All Pride in Places funding will be invested within the red line boundary as shown on the town boundary plan, with the intention being to focus much of the investment in Keighley Town Centre.

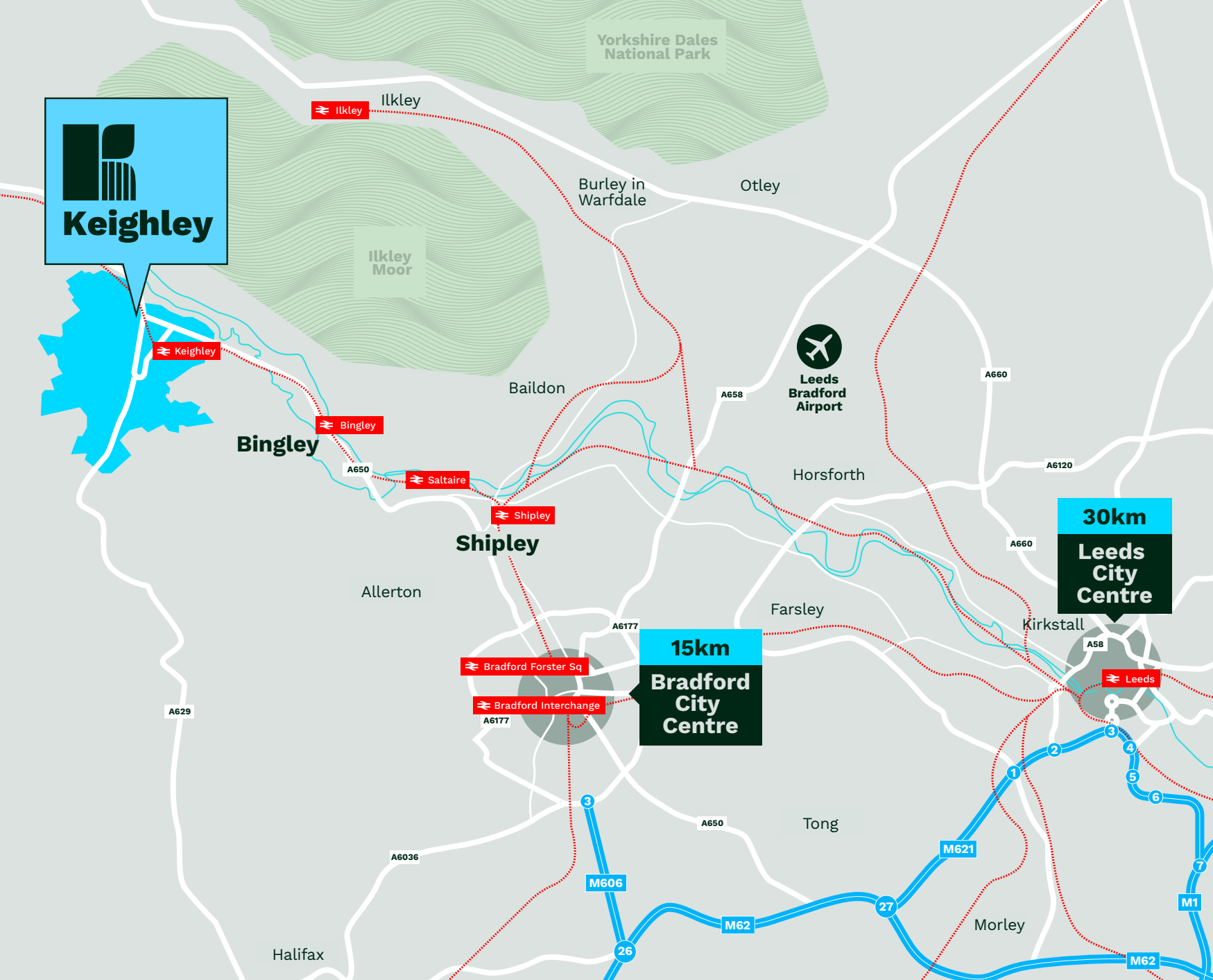


Figure 3.2 – Town Context Map



2.2 Focus of Interventions

Our vision seeks town-wide improved performance, and spatial targeting will in part be driven by project sifting and selection going forward.

At this stage, there is a recognition to ensure Keighley Town Centre is regenerated and revitalised. As the key driver of our economy, and the very heart of our

town, we will support interventions that seek to increase footfall, dwell times and spending at the core, alongside those that ensure our town centre is safe and secure. We also know that a town centre should function as more than a centre for trading and service delivery, and we see significant opportunity for extending the role of the town centre to better bring communities together.

Beyond spatial considerations, the thematic focus of our intended interventions is deliberately broad, as we know the importance of adopting a cross-policy response to addressing town challenges, and this extends to regeneration initiatives.

As such, our seven selected intervention areas are as follows:



Intervention Area 1: Regeneration, high streets and heritage

There are various town centre regeneration opportunities that can build on the success of initiatives already completed or underway, including for

- (a) delivering new formal events space to attract new visitors from elsewhere;
- (b) improving the important but dated market hall; and,
- (c) better celebrating the character and heritage of the town core; and
- (d) strengthening the evening economy.



Intervention Area 2: Work, productivity and skills

We are part-addressing skills changes through the Town Deal and LUF programmes, but there are a range of possible opportunities for extending skills provision and jobs capacity locally, including by

- (a) building on the success of the long-standing manufacturing and engineering cluster and of the expansion of creative industries;
- (b) bringing derelict mill buildings back into use; and
- (c) extending business grant schemes to ensure all businesses can excel locally. There are also opportunities to
- (d) extend cultural infrastructure (creative workspaces, galleries, studios, performance and exhibition venues) with economic outcomes and to
- (e) improve the visitor economy offer, including by complementing and capitalising on the success of the wider Bronte Country offer.



Intervention Area 3: Community Cohesion

We want communities to be engaged in and take ownership of our Pride in Places programme, creative participation, community co-creation, and intercultural artistic collaboration and we anticipate potential for the creation of volunteering opportunities. We will also seek measures that bring together communities like never before, including by extending our leisure offer; creating formal events space; and developing a more compelling events programme/s, building on the creativity of anchor initiatives such as Keighley Art and Film Festival (KAFF) and Bradford 2025. There is also opportunity to bolster our already strong sports offer – we view arts and culture not merely as outcomes of regeneration, but as active tools of transformation.



Intervention Area 4: Health and wellbeing

We will continue to deliver the Wellbeing Hub as a part of our Town Deal programme, and over the coming years Keighley has also been shortlisted for a new £1bn Hospital development. There may be further spillover opportunities arising from the delivery of these major new assets, and we will seek to further explore how best to maximise outcomes and impacts arising from health sector development locally. There is also opportunity for nurturing community run health activities, particularly by building on the success of our community sports offer.

2. Spatial Targeting



Intervention Area 5: Transport

We have invested heavily in public realm in and around the town centre, and there are further identified opportunities for better connecting the town centre to our excellent parks provision and cultural assets. We know that many towns and cities across England are progressing Active Travel interventions, but opportunities for successful active travel measures in Keighley are highly limited, owing to the topography of the town and its many steep streets. We will nevertheless consider measures to negate car-based travel where possible, including by encouraging jobs to be filled by residents.



Intervention Area 6: Safety and security

We also know the importance of early prevention measures in helping to address some of the persistent challenges facing communities, including the adverse effects of high levels of crime, particularly for burglary, criminal damage and arson, theft, public disorder, shoplifting and violence and sexual violence. We will seek to design out crime where possible in all interventions we support, and we also see a significant need to improve safety for women and girls and tackle worryingly high levels of recorded domestic abuse.



Intervention Area 7: Education and opportunity

Keighley's education landscape includes Keighley College, offering technical qualifications and adult learning, and various primary and secondary schools. The education sector offers opportunities for both academic and vocational development for learners of all ages, but there remains great levels of disparities in the attainment of individuals. For a town with a notably young population, there should be more opportunities to bolster the educational and skills offer and projects in development or recently delivered include Keighley Skills Hub and the Manufacturing, Engineering and Future Tech Hub. Looking forward, there is strategic partnership potential between Keighley College, local employers, and the Neighbourhood Board in particular, and a range of potential opportunities for not only extended the educational offer, but also for ensuring opportunities are more inclusive and available for all.

3.

Vision for the Future

Our 10 year vision extends previous town visions whilst seeking to build on the success of our regeneration journey to date in delivering targeted strategic interventions to address persistent town challenges and capitalise on known opportunities. We will continue to invest strategically to deliver impactful interventions, and guided by our vision, we seek for Keighley to be a place where residents are proud to call home and where businesses thrive and excel.

To this end, we have selected the following intervention areas as being critical to achieving the vision:



**Regeneration,
high streets
and heritage**



**Work,
Productivity
and Skills**



**Community
Cohesion**



**Health and
Wellbeing**



Transport



**Safety and
Security**



**Education and
Opportunity**

Plan for Neighbourhoods investment will be invested in these areas, alongside other leveraged investment, to ensure strategic co-ordinated investment delivers real change for communities.



3.1 Vision Statement

Keighley is a proud and creative West Yorkshire making town and an important urban gateway to Bronte Country and the Yorkshire Dales.

Over the next 10 years we will continue our regeneration journey:

- ☑ Celebrating our rich heritage, culture and natural environment;
- ☑ Delivering a vibrant and welcoming town centre; and,
- ☑ Ensuring residents and businesses are proud to call Keighley home.

Our focus will be on impactful interventions, supporting:

Destination Keighley

- ▶ **Renewed Assets**
Amplifying our excellent built architectural heritage
- ▶ **Stronger Connections**
Better promoting our cultural, heritage, sports and nature offer
- ▶ **Vibrant town core**
Where our town heart is attractive, welcoming, fun and productive

Productive Keighley

- ▶ **Business vitality**
Ensuring new and existing businesses have support to thrive
- ▶ **Enterprising people** Where inspired residents succeed, particularly our younger talent pipeline

Keighley Proud

- ▶ **Safer communities**
Ensuring residents feel safe and are safe, particularly for women and girls
- ▶ **Community heart**
Where our communities help shape, develop and deliver against the ambition, taking ownership, pride and sharing success in initiatives

Our success will be judged by how residents and businesses feel about our town and the lasting legacy we create for future generations.



3.2 What Success Looks Like

Our ambition is unashamedly bold and over the next 10 years we will seek a transformation of town-wide performance to create a lasting legacy in which future generations can be proud.

We will gauge our success against the following Critical Success Factors (CSFs):

Destination Keighley

- ▶ **CSF 1: Renewed Assets**
Assets are regenerated to ensure they are fit-for-purpose, sustainable and celebrated
- ▶ **CSF2: Stronger Connections**
Keighley better promotes the cultural, heritage, sporting and nature offer, including better links to Bronte country success
- ▶ **CSF3: Vibrant Town Core**
Keighley town centre is a vibrant hub with a compelling offer that attracts people from wide catchments.

Productive Keighley

- ▶ **CSF4: Business Vitality**
Stronger, more profitable and more resilient businesses
- ▶ **CSF5: Enterprising People**
Residents are inspired to excel, and Keighley is better equipped to nurture our younger talent pipeline

Keighley Proud

- ▶ **CSF6: Safer Communities**
residents feel safer and are safer
- ▶ **CSF7: Community Heart**
our communities feel more emboldened and are more invested in shaping the future of our town



3.3 Guiding Objectives

In light of the above, we have set the following objectives to help guide our ethos and approach going forward:

- 1 Community at the heart** – Focus on the community as the catalyst for delivery of the Regeneration Plan
- 2 Cultural-led regeneration** – utilise the rich heritage and character of Keighley to strengthen its position and make the most of its heritage, cultural, sporting and nature assets
- 3 Diversified town centre** – Broaden the uses to encourage greater trips and dwell times to encourage revitalisation, including the formation of an events offer and an evening economy.
- 4 Promoting innovation** – Enhance skills, expertise and innovation through harnessing the existing network of manufacturing, engineering and technology businesses.
- 5 Well-connected place** – Address the barriers to connectivity and promoting greater uses of public transport, including better connecting people to our excellent countryside surrounds.
- 6 Safe and inclusive** – Creating a safe and inclusive town, particularly for women and girls, including improvements to public spaces and tackling persistent crime, including domestic violence and abuse.
- 7 Harnessing opportunities** – including building on the success of the production sector, radically extending the health sector offer and encouraging new town centre leisure opportunities.
- 8 Maximise regeneration underway** – including by building on the success of the Town Deal, Levelling Up Fund and wider investment project and programmes to ensure complementary regeneration with maximised social and economic outcomes.

4.

Strategic Case for Change



4.1 Economic Need

In 2022, Keighley was home to around 51,000 residents, and the town had since 2015 witnessed modest population growth when compared to wider averages at the district, regional and national levels.

Keighley had a slightly higher share of younger residents when compared to West Yorkshire and National levels (22% vs c.18-20%) and unlike comparators, Keighley has not witnessed the same levels of aging population as elsewhere – since 2015, those aged over 65 in the town grew by 5%, compared to between 9 and 11% across the comparator areas.

Since 2015, Keighley has also witnessed above average levels of growth among working-age residents and analysis of labour market performance highlights that the town has in recent years witnessed high levels of residents in employment, although unemployment rates in the town remained reasonably high.

For those in employment, Keighley had a slightly higher share of residents in director/managerial-level occupations when compared against the district, region and nation, although trend analysis shows that in recent years, the occupational structure of the town appears to have shifted towards more people being employed in more elementary occupations.

Whilst residents with an RQF2 level qualification or higher (GCSE equivalent) has improved within the town, the proportion of residents with higher level RQF4+ qualifications (degree equivalent) has remained static between the years, albeit at slightly higher levels than the wider comparators. The town nevertheless has persistent education and skills challenges, with high levels of disparities in achievement.

Analysis of workplace-based data shows that Keighley also saw some losses in businesses among its 1,725 businesses over the years, as opposed to significant business growth experience elsewhere since 2015 – This has impacted on the number of FTE jobs present within the town, which has also seen similar losses in recent years.

Consequently, GVA growth has lagged behind growth experienced at the regional and national levels, although the town has nevertheless increased its GVA contribution by around 36% since 2015 and today the town contributes around £975m to the economy annually.

On balance, Keighley can be described as a town with a reasonably buoyant labour market performance, but it is also a town with more limited job opportunities locally. This is often typical of towns which have high levels of in and out commuting (such as Keighley), where, around 57% of resident's out-commute daily, and just 43% of the town's residents living and working in Keighley. Around half of all FTE jobs in the town are also filled by people living outside of the town.



Key Indicator Summary and Direction of Travel (2015+)						
	Keighley	West Yorkshire	England	Direction of Travel Since 2015		
				Town Change	Vs WYCA	Vs England
Demography and Skills						
Resident population (total, 2022)	51,086	2,376,124	57,144,395	↗	↘	↘
Population growth (2015-2022)	+2.38%	+3.99%	+4.26%			
Working age population (16-64)	31,656	1,503,541	35,932,530	↗	↗	↗
% working age population	61.97%	63.28%	62.88%			
Working age residents in employment	70,200	1,048,900	26,655,300	↗	↗	↗
as a % of working-age population (YE Dec 24)	79.4%	71.5%	75.6%			
Working-age residents in unemployment (YE Dec 24)	2,100	32,100	1,113,000	↗	↘	↗
as a % of working-age population (YE Dec 24)	4.8%	3.0%	4.0%			
Residents in higher order occupations (SOC 1-3, 2024)	56.5%	50.2%	53.5%	↘	↘	↘
Residents in lower order occupations (SOC 6-9, 2024)	30.3%	32.2%	28.5%	↗	↗	↘
Residents qualified to NVQL2+(16-64, 2024)	86.5%	85.1%	86.5%	↗	↘	↗
Residents with a higher-level NVQ4+ qualification (16-64, 2024)	47.2%	40.5%	46.8%	PAR	↘	↘
Business and Economic Performance						
Businesses (total, 2024)	1,725	93,155	2,735,615	↘	↘	↘
Businesses per 1,000 working-age residents (2022)	57	63	77	↘	↘	↘
Total GVA (2023)	£974.88m	£73.618bn	£2.113tn	↗	↘	↘
GVA Growth (2015-2023)	35.6%	46.0%	43.6%			
GVA per FTE	£58,022	£64,976	£74,814			
Jobs (total, 2023)	16,800	1,133,000	28,248,000	↘	↘	↘
Jobs density - FTE jobs per 100 working-age residents	53.1	75.4	78.6			
Jobs growth (2015-2023)	-3.2%	7.2%	8.9%			

Long Standing Town Challenges and Opportunities

Despite some improved performance, persistent economic and socio-economic challenges remain and town partners in Keighley continue to respond proactively to opportunities to address the key challenges as and when they arise.

The overriding town challenges and opportunities are shown in the table below, with each challenge and opportunity further discussed below.

Keighley Town – Overriding Challenges and Opportunities

Town Challenges

Acute Deprivation and Health Challenges
Slow Growth Low Value Economy
Town Centre Vibrancy
Tackling Crime, including Domestic Violence
Low Community Pride and Social Trust

Town Opportunities

Transformation Underway
Cultural, Heritage and Environmental Assets
Improved Town Sports, Recreation and Leisure offer
Quality Jobs Growth
Ensuring and Retaining Young Talent
Sectoral Strengths in Production, Engineering and Retail

Town Challenge 1: Acute Deprivation and Health Challenges

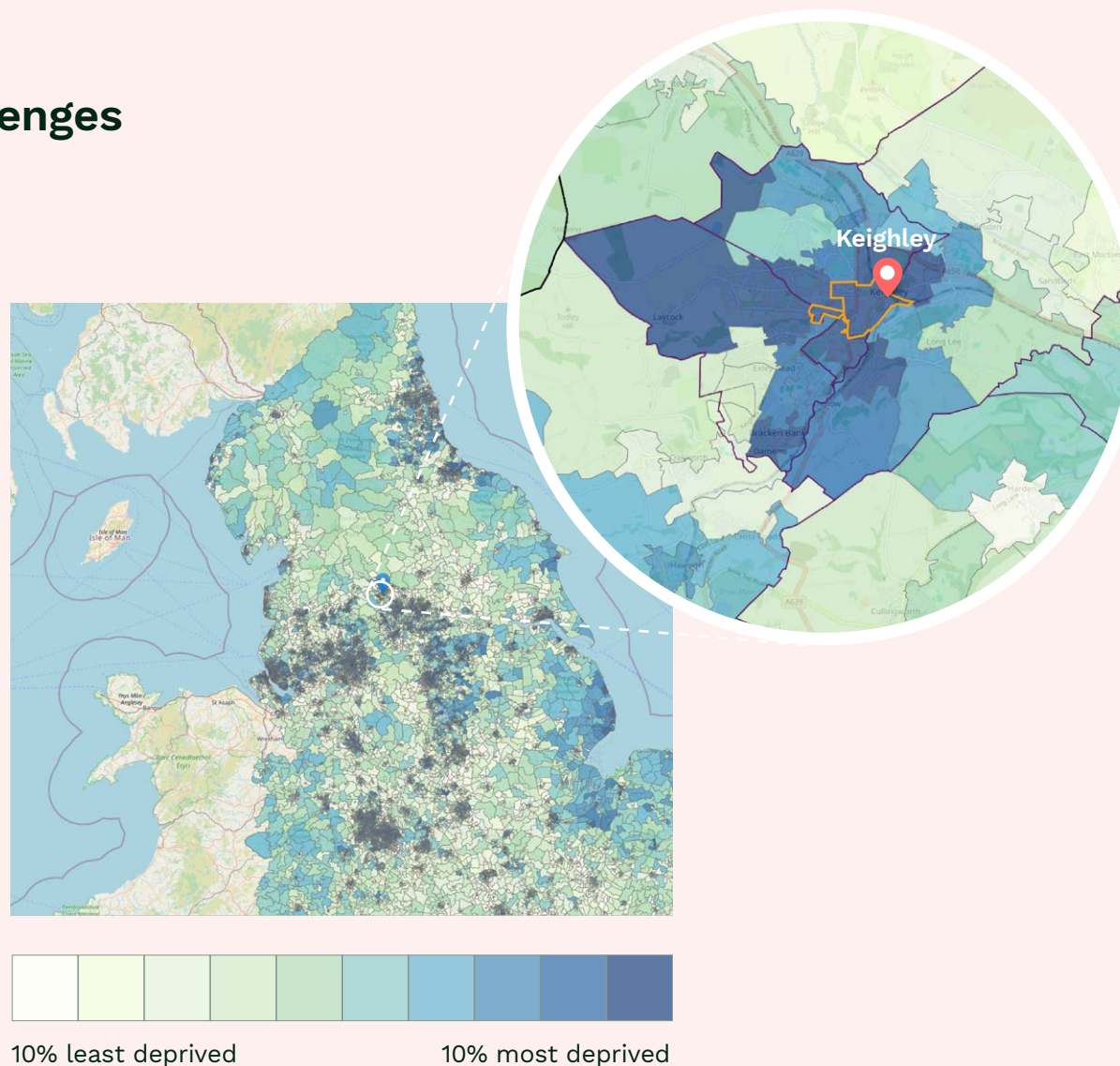
Keighley has for decades suffered from acute levels of deprivation, in part stemming from the long-standing ongoing legacy effects of post-industrial decline.

Analysis of deprivation data (IMD 2019) highlights significant areas of deprivation in the town (and the wider district), with:

- ▶ 60% of Lower Layer Super Output Areas (LSOAs) in Keighley being among the top 20% most deprived in England in terms of Health deprivation and education, skills and training deprivation' and
- ▶ Similarly high proportions of LSOAs (c.50%-55%) being among England 20% most deprived in terms of living environment, crime employment and income deprivation.

As shown on the graphic opposite, where the darker colour indicate higher levels of deprivation, the levels of deprivation in Keighley are concentrated around the town core, and to the south and east of the town centre.

This ultimately has a profound impact on communities, and a holistic cross-policy approach is required to tackling legacy deprivation challenges.





Town Challenge 2: Slow Growth Low Value Economy, Lagging wider averages

Since 2015 Keighley has witnessed worrying declines in the number of businesses operating in the town and the number of FTE jobs they support, and today jobs density in Keighley are very low – 53 FTE jobs per 100 working age residents vs 75 across West Yorkshire and 79 nationally.

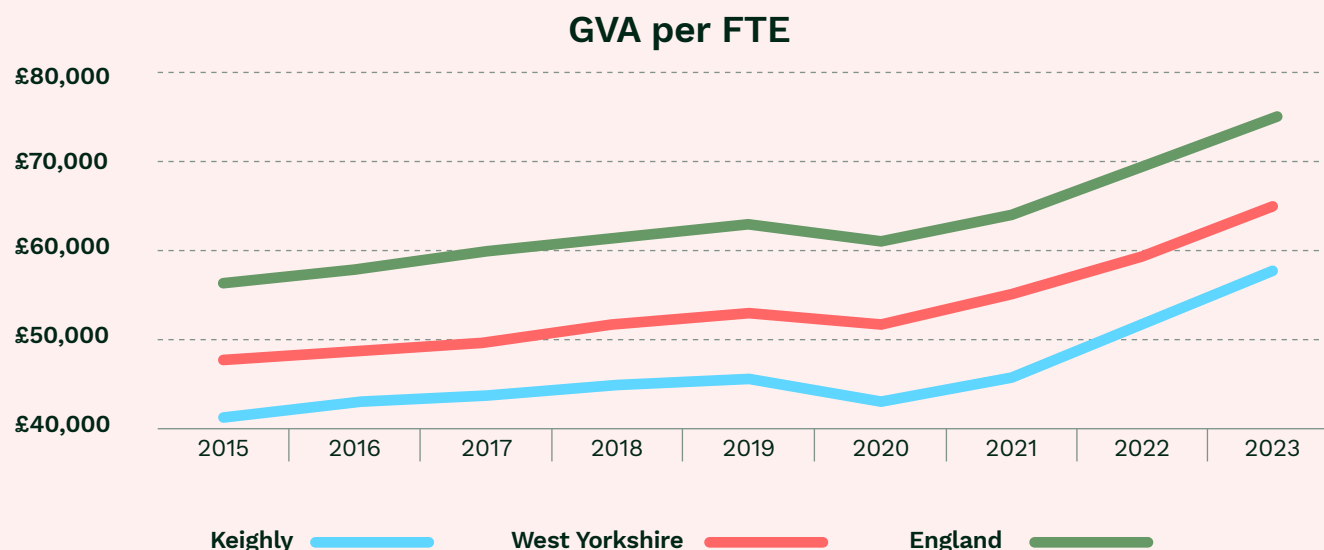
Whilst businesses have promisingly become more productive, with GVA growth of c.+36% since 2015, GVA growth has nevertheless lagged wider average growth levels experienced over the same years (+46% across West Yorkshire and +44% nationally).

Suppressed GVA growth is largely the product of business and job losses in the town, but GVA per FTE job in Keighley nevertheless remains

significantly lower than wider regional and national averages – £58,000 per FTE vs £65,000 regionally and £74,800 nationally in 2023.

The performance gap has therefore widened significantly, and Keighley can be described as having a reasonably ‘slow growth’ economy.

This presents a clear need for targeted interventions that address the performance gap, bringing higher value business activities and higher value FTE jobs to the town, and ongoing efforts to secure new investments that bring business vitality and success is therefore required.



Town Challenge 3: Town Centre Resilience

Keighley has a large town centre and it has proportionately more outlets present than the national average (3.1 per 1000 residents vs 2.5 nationally). This reflects a town centre that has a reasonably wide market catchment (shown on the graphic opposite), drawing c. 90% of trips from residents of West Yorkshire and North Yorkshire.

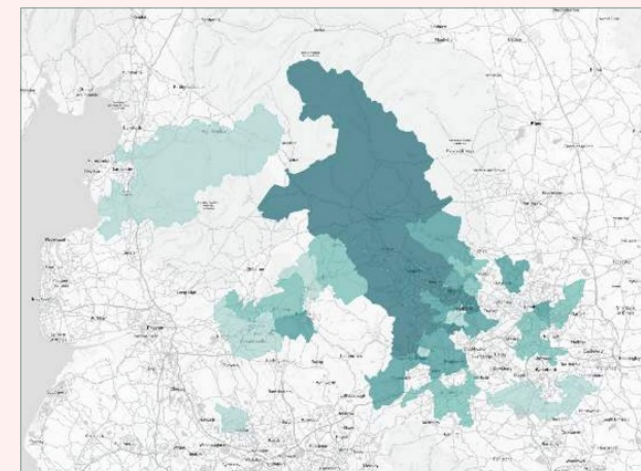
The town centre is home to a collection of important heritage buildings and the commercial heart of the town. However, accessibility issues, poorly maintained buildings and a lack of night-time economy have fettered its appeal to locals and visitors alike.

The town centre nevertheless attracted 11.7m trips between Q2 2024 and Q2 2025, up from 11.1m trips over the previous year. This suggests some recent positive signs of improved performance, but Keighley Town Centre nevertheless continues to have significant low levels of footfall - in June 2025, recorded footfall in Keighley was around three-quarters the national average.

Ongoing monitoring data by Keighley BID shows that although retail spending is comparably buoyant in Keighley Town Centre when compared against wider regional and national averages, spending on clothing and eateries is significantly lower than equivalent regional and national averages.

At 13.4%, town centre retail and leisure vacancy rates in Keighley are however significantly higher than the national average (10.4%, data for June 2025).

Suppressed footfall and low spending ultimately creates a need for town centre intervention, to bring renewed vibrancy and resilience. In the context of well-documented ongoing town centre retail performance declines nationally (stemming from changing consumer habits towards online and edge-of-centre retail shopping), we must ensure the town centre has a compelling and diversified offer.





Town Challenge 4: Addressing Crime, including Domestic Violence

In 2022, Keighley had 151 recorded crimes per 1,000 residents, compared to the national average of 77. At almost twice the national levels, the prevalence of recorded crime locally is a real concern, not least given that recorded crimes make up only proportion of actual crime.

We have a particular concern around the safety of women and girls both in public and private spaces. Domestic violence and abuse is a significant concern in Keighley, that not only impacts on the health and well-being of individuals, but also places enormous pressures on service delivery across a range of services.

We must seek to address the town's high crime rates, through a mix of preventative measures, and West Yorkshire Policy and the Community Safety Partnership continue to work tirelessly on tackling the big issues. A holistic approach is however required to tackle the deep-rooted issues in Keighley and all partner organisations have a role in this.

Underlying evidence for 2024 shows worrying high levels of:



On these indices, Keighley recorded levels that are well above the national average.

Town Challenge 5: Community Pride and Social Trust

We aspire for our communities to have pride in their town, but net social trust levels are known to be low. Net social trust is defined as the estimated proportion of people who say they generally trust others minus the proportion of people who say that you cannot be too careful when dealing with people. According to Onward (2023), Keighley has a social trust score of -8%, which is lower than the England average of -3%.

Keighley itself has rich diversity, with around a third of residents being from non-white ethnic backgrounds, but with limited spaces and events programmes to bring communities together, too often communities are disparate.

We must therefore create new spaces and make better use of underused space to provide new reasons for interacting among our communities.

We must also bring renewed civic pride among residents, through the delivery of regeneration initiatives designed to bring renewed vibrancy and vitality. We ultimately aim to bring residents and communities along our regeneration journey, again to bring renewed pride in our town and a sense of ownership in what we deliver.



▀ Cavendish Street

Town Opportunity 1: Transformation Underway

Through the advent of £53.4m of Local Regeneration Fund initiatives, Keighley is making great strides towards targeted town-wide regeneration. Spearheaded by the Neighbourhood Board, we are now beginning to bear the fruits of £53.4m of strategic investments delivered, in delivery or planned over the past 4-5 years, including:

- ➊ the development of industrial units at Providence Park
- ➋ the creation of Keighley Skills Hub, Creative Arts Hub, Manufacturing, Engineering & Future Tech Hub, and the Community Health & Wellbeing Centre (to be delivered)
- ➌ the provision of Capital Assistance to Business Growth and a Community Grant Scheme
- ➍ the delivery of Women's Employment Programme and supporting Keighley Art & Film Festival
- ➎ the delivery of various public realm schemes



➤ Keighley Creative

We view this as the start of the journey, and rapid learning through the Towns Fund and LUF processes has meant that the Neighbourhood Board now has the maturity to target the next phase of regeneration, working to the principals set out in the Development Framework (2024).

Through the delivery of complementary interventions, the Board is seeking to maximise the impact of strategic regeneration initiatives, including by investing Pride in Place's funding into big hitting projects which will bring a step change in performance.

Town Opportunity 2: Cultural, Heritage and Environmental Assets

The town of Keighley benefits enormously from its iconic Victorian and Edwardian built architecture set in the Aire Valley between the River Aire and Keighley Moors in the South Pennines.

Keighley was extensively remodelled in the 1960s, losing many historic buildings, but the town nevertheless retains Victorian buildings and heritage assets including iconic buildings, including, Cavendish Street/Commercial Quarter, Keighley Train Station, England's first Carnegie Library, various parks, East Riddlesden Hall, Cliffe Castle Museum and many former mill buildings.

The local millstone grit gives many of the buildings a real distinctive look, and with magnificent views across the town afforded by steep sided valley viewpoints, the town proudly benefits from a real sense of place.

Keighley is also located at the gateway to 'Brontë Country', with the nearby village of Haworth, the former home of the sisters, attracting around 1 million visitors a year. The Keighley & Worth Valley Railway, a unique 5-mile steam and diesel powered heritage railway, also departs from Keighley.

We see substantial opportunities to better celebrate some of our most treasured built assets, including tasteful restoration of existing buildings to bring renewed life and bringing some derelict commercial buildings back into use. We also see complementary opportunities to better connect the Keighley and Brontë Country offers, and for improved connections between the town centre and the town's parks.



East Riddlesden Hall



Cavendish Street



Haworth Main Street

Town Opportunity 3: Improved Town Sports, Recreation and Leisure Offer

Whilst Keighley has some great cultural assets, much of the more day-to-day leisure offer is limited to park recreation and Keighley Picture House.

There is also a very limited evening economy offer in the town centre, which lacks discernible formal event space and an equally limited formal supporting events programme/s. There is however an opportunity to further develop and sustain a varied programme of events, including arts and creative events and activities already developed via the Town investment Plan.

Keighley boasts a proud sporting heritage, and there are various long-standing sporting assets and teams across the town. Sporting assets include Keighley Cougars rugby league club and Keighley Central FC playing at Cougar Park, Keighley RUFC rugby union team, Steeton FC playing at Marley Stadium and Keighley Cricket Club, among others - There is opportunity to build on this success, in part to bring communities better together and to help prevent crime.

Above all, we want Keighley to be a fun town where residents and visitors can interact and enjoy a rounded sports, recreation and leisure offer.



Cliffe Castle museum and Park



Keighley Cricket Club



The Picture House Cinema

Town Opportunity 4: Good Jobs Growth

Jobs density in Keighley is very low – for every 100 working-age residents there are 53 FTE jobs in the town, compared to 75 regionally and 79 nationally.

We see significant potential to encourage greater levels of self-containment, in part by better matching residents to job opportunities, but also by extending and diversifying the overall jobs offer in the town by encouraging new businesses to form.

We aspire to attracting higher value activities, in part to address the productivity challenge outlined above, but also to bring a higher-waged economy to help tackle economic deprivation in the town.

In short, there simply aren't enough jobs in the town and there are real deficits in the quality and diversity of jobs available locally to residents.

We must extend and diversify the job offer and known opportunities to help with this include

- (a) confirming the ambition for a new hospital;
- (b) opportunities for derelict mill conversions; and,
- (c) building on the success of the town's production and
- (d) growing the creative sectors as an economic driver, as well as being foundational to community renewal, identity, and belonging – we must seize these opportunities.



▼ Dalton Mill

Town Opportunity 5: Ensuring and Retaining Young Talent

Keighley is home to a young population, with the median average age of residents being 36, as opposed to 40 nationally .

The town retains a very strong younger and working-age demographic (86% aged below 65 vs 81% nationally) and this means that the town benefits from a strong pipeline of talented individuals into the labour force.

There is however a current significant disconnect between the FTE jobs available in Keighley, and positions filled by residents. This has led to significant in and out commuting daily, where 41% of the town's working-age residents work outside of the town, and 50% of FTE jobs in the town being filled by in-commuters. Whilst this may in part be the product of a reasonably tightly drawn town boundary, the result of this is that only 1 in 3 of the towns working age-residents work in Keighley, and we see significant opportunity to encourage more people living and working in the town.



Keighley College

Better matching skills and job opportunities is key to this and Keighley's education landscape includes Keighley College, offering technical qualifications like T Levels and adult learning, and secondary schools such as University Academy Keighley and Carlton Keighley, which emphasize collaboration and student enthusiasm. Our education sector focuses on providing programmes aligned with local employment needs and offers opportunities for both academic and vocational development for learners of all ages.

There are however ongoing disparities in educational attainment across the town, and looking forward we want to ensure our providers offer excellent platforms for individuals to excel.



Keighley College

Town Opportunity 6: Sectoral Strengths

As a 'making town' Keighley retains a strong production sector, with around 30% of FTE jobs in the town being in dominant manufacturing and construction sectors, compared to 14% across West Yorkshire and 12% nationally .

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

Retaining a strong production base is immensely important for the town, and Keighley is home to various key employers including large manufacturers such as Kone, Gesipa and Tecconex, the engineering firm Airedale Springs, brewers Timothy Taylor's and the historically significant Carrs Billington Agriculture.

Owing to its rich textiles and manufacturing history, parts of Keighley town centre remain industrial in nature, with two business development zones located to the north and east of the town centre – Royd Ings and Worth Village. These are made up of a combination of converted mill buildings and more modern purpose built units.

Wholesale and Retail activities in the town is also comparably strong, with 21% of FTEs engaged in the sector, compared to 14% across West Yorkshire and England respectively. Conversely, Keighley had a comparably small professional service sector.

There is particular opportunity to build on our reputation in manufacturing excellence and emerging growth sectors, such as a growing creative industries sector, will help to ensure you can really 'make it in Keighley'. We must play to these strengths and promote our town as a place for creative and innovative business excellence.



4.2 Alignment of priorities

Our Plan ultimately reflects the priorities of residents, businesses and community groups identified through consultation to date (see Section 6). The strategic alignment between the objectives set and local priorities is highlighted below, where mapping has identified whether each objective directly contributes to local priorities, or has a more complementary contribution. This table also shows strategic alignment with the national Pride in Places priorities for

- (a) Stronger Communities
(b) Thriving Places and
(c) Taking Back Control.

Keighley Pride in Places Objectives – Strategic Alignment with Local Priorities							
Local Priorities	National PiP Objectives / Keighley PfN Critical Success Factors						
	Stronger Communities		Thriving Places			Taking Back Control	
	CSF1: Renewed Assets	CSF2 Stronger Connections	CSF3 Vibrant Town Core	CSF4: Business Vitality	CSF5: Enterprising People	CSF6: Safer Communities	CSF7: Community Heart
✓ ✓ = Direct contribution ✓ = Complementary contribution							
Community Decision Making							✓ ✓
Safety and Accessibility			✓ ✓	✓	✓ ✓	✓ ✓	
Local Business Support	✓ ✓			✓ ✓	✓ ✓		
Heritage assets	✓ ✓	✓ ✓	✓ ✓				
Health and Wellbeing Facilities/Programmes	✓ ✓				✓		
Cultural and Recreational Spaces/Activities	✓	✓ ✓	✓ ✓		✓		✓ ✓
Community Events and Spaces	✓	✓ ✓	✓ ✓	✓			✓ ✓
Cultural Inclusion		✓ ✓	✓				✓ ✓
Vibrant Town Centre	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓	✓ ✓	
Green spaces/environmental sustainability	✓ ✓	✓ ✓			✓		✓ ✓
Transport Improvements	✓ ✓					✓ ✓	
Support Services	✓						✓



4.3

Longer Term Outcomes

Over the next 10 years, we will use all pertinent powers available to ensure the successful transformation of Keighley, and by 2034 we will seek the following intended outcomes:

- ▶ **Outcome 1:** A thriving town centre with a much-improved offer
- ▶ **Outcome 2:** Communities celebrate and engage in our rich town culture and heritage,
- ▶ **Outcome 3:** Residents have a more accessible sports, leisure and recreation experience
- ▶ **Outcome 4:** Young people have access to improved opportunities to excel
- ▶ **Outcome 5:** Businesses are more profitable and more resilient
- ▶ **Outcome 6:** Keighley generates more home grown businesses
- ▶ **Outcome 7:** There are more higher quality FTE job opportunities locally for residents
- ▶ **Outcome 8:** Residents feel safer and are safer
- ▶ **Outcome 9:** Communities are engaged in regeneration success

The Keighley Neighbourhood Board already has significant influence locally, including good representation and tie in among local businesses and local community groups, as well as good interface with all statutory authorities and agencies locally (local planning, highways, policing etc.).

The Neighbourhood Board will use its influence, alongside other policy levers listed in the Policy Toolkit where necessary, to deliver each project.

Potentially relevant Policy Levers listed in the Policy Toolkit include:

- 1** Powers in the Anti-social Behaviour, Crime and Policing Act 2014, including Public Spaces Protection Orders (PSPOs), Civil injunctions, Community Protection Notice (CPNs), Criminal Behaviour Orders (CBOs) and the Anti-Social Behaviour Case Review and Community Remedies.
- 2** Powers in the Environmental Protection Act 1990, including Fixed Penalty Notices (FPNs)
- 3** Anti-Social Behaviour Action Plan, including options for establishing Hotspot Policing and Immediate Justice
- 4** Regeneration Powers, including Keighley Business Improvement District (BID) and enacting Permitted development rights (PDRs) and Compulsory Purchase powers to help improve the performance of the town.
- 5** Heritage preservation imperatives, including relevant Design guidance and design codes and Local Listed Building Consent Orders
- 6** Community imperatives, including Assets of Community Value Scheme (ACV) and Community Asset Transfer (General Disposal of Consent)
- 7** Transport and connectivity imperatives including street design and road improvements, powers to make changes to road layouts and footways, and various best practice design guidance.

The use of such powers and levers will wholly depend on prioritised Pride in Places project demands, and through its ongoing commitment to make Keighley a great place to live, the Neighbourhood Board will discuss and agree on appropriate measures as required.

5.

Alignment with other Programmes and Investments

Keighley Plans and Strategies



Our Regeneration Plan is wholly aligned with pre-existing regeneration initiatives in Keighley, delivered or underway. The Plan itself seeks to complement and build on early successes, as outlined in the sections below.

5.1 Keighley Development Framework

The Keighley Development Framework (June 2024) sets out the overriding framework for investment in Keighley. With the strapline ‘You can make it in Keighley’, it seeks to celebrate and promote Keighley as a place to ‘make, create and innovate’.

The Framework seeks to support and attract businesses, notably those in high growth advanced manufacturing, engineering and technology sectors. The Framework also makes a strong case for investment in the town centre, with a new health/leisure offer and food and drink offer, and for the creation of Keighley as a destination hub, building on key heritage assets and improved public spaces.

There is a strong alignment between this Regeneration Plan and the Keighley Development Framework as outlined below.

Alignment between PfN Intervention Areas and the Keighley Development Framework	
Keighley Development Framework	PfN Priorities
Cultural-led Regeneration	Destination Keighley – Renewed Assets and Stronger Connections
A diversified town centre	Destination Keighley – Vibrant Town Core
A well connected place	Destination Keighley – Stronger Connections
A green and healthy environment	Destination Keighley – Stronger Connections
Promoting Innovation & Skills	Productive Keighley – Business Vitality and Enterprising People
A safe and inclusive town	Keighley Proud – Safer Communities
Community at its heart	Keighley Proud – Community Heart



5.2

Keighley Town Investment Plan

As noted in section 1, our Regeneration Plan builds on the £33.6m Towns Fund being invested in key projects, including for new public realm, new business investment and investment in skills and innovation capacity. The Town Investment Plan (TIP) envisaged a ‘golden thread’ of activity to help Keighley ‘achieve its potential’ – and our Plan for Neighbourhoods clearly aligns with and extends the golden thread in ways outlined below.

Alignment between PiP Intervention Areas and the Town Investment Plan	
Town Investment Plan	Pride in Places Priorities
Unlocking opportunities for regeneration in the BID and Business Development Zones (BDZs) by the re-purposing of Keighley’s existing assets, without the need to build new ones.	Destination Keighley – Vibrant Town Core
Increasing overall attractiveness and connectivity of the town centre, for residents, visitors and businesses, resulting in increased footfall	Destination Keighley – Vibrant Town Core
Retaining and upskilling its young, diverse and enterprising population so that it can enable economic transformation, contribute to Keighley’s leading industries and help reduce income inequalities within the town	Productive Keighley – Business Vitality and Enterprising People
Providing the space and skilled workers necessary for businesses to grow and expand in the BDZs as well as in/around town where residential will need to become more of a feature	Productive Keighley – Business Vitality and Enterprising People
Enhancing connectivity and improving wellbeing by reintegrating retail and development areas through the provision of sustainable transport	Destination Keighley – Stronger Connections
Utilising Keighley’s rich heritage in the arts and sport to encourage tourism and create a cultural destination	Destination Keighley – Vibrant Town Centre and Stronger Connections
Supporting Keighley’s communities so that these can be more cohesive and contribute to the economic transformation of the town by improving health & wellbeing and cultural outcomes	Keighley Proud - Community Heart

5.3 Keighley Levelling Up Fund

The Levelling Up Fund programme nationally was designed to invest in infrastructure that improves peoples lives, including regeneration of town centres and high streets, upgrading transport and investment in cultural and heritage assets.

In Autumn 2024, approval was received that Keighley was successful in its £19.8m bid to Government, with the aim of investing in cultural and heritage assets that will increase footfall into the town centre, alongside projects that aim to enhance Keighley's production capacity and skills support.

The £19.8m Levelling Up Fund Round 3 projects are now being further developed.

5. Alignment with other Programmes and Investments

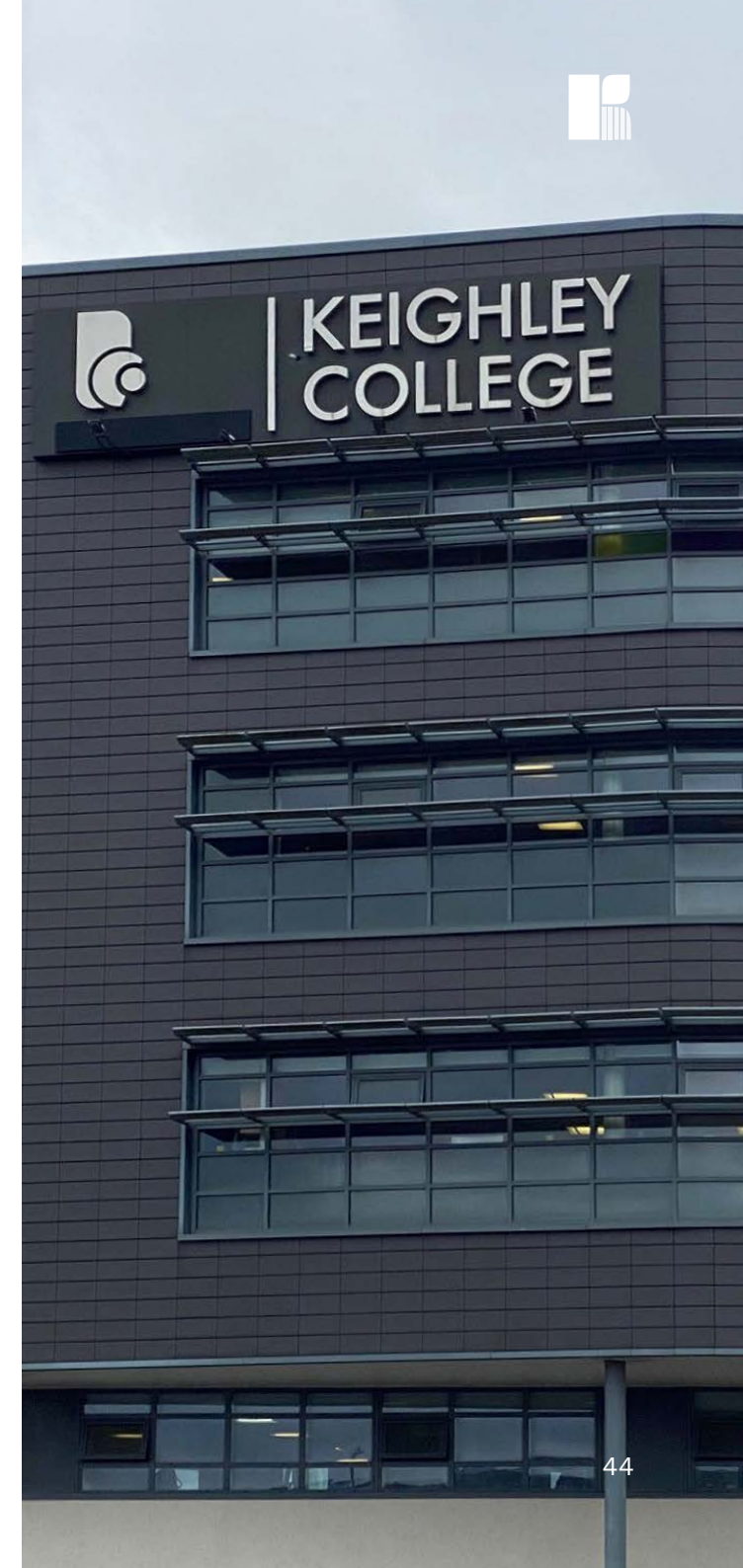
5.4 District Strategies

The Council Plan¹ is currently being refreshed, but the existing Plan sets the following priorities:

- ▶ Better skills, more great jobs and a growing economy
- ▶ Decent Homes
- ▶ Good start, great schools
- ▶ Better Health, Better Lives
- ▶ Safe, Strong and Active Communities
- ▶ A sustainable District
(a District that can continue to do well)
- ▶ A well-run Council.

Our Regeneration Plan strongly resonates with Council-wide priorities, as follows:

- ▶ **Destination Keighley** – our Plan places emphasis on a stronger, more resilient and more successful town core , supporting great jobs, a growing economy and a sustainable district. It also emphasises Stronger Connections, supporting strong and active communities, leading better healthier lives.
- ▶ **Productive Keighley** – our Plan supports Business Vitality and Enterprising People directly supports Council Plan priorities for more great jobs, a growing economy, better skills and a great start with great schools.
- ▶ **Keighley Proud** – our Plan puts Community Heart centre stage, supporting strong and active communities, and Safer Communities has a direct link to the Council-wide aspiration for the same.





Bradford District Strategy (2025-2035)

The Bradford District Strategy (2025-2035) sets the vision for the district to ‘be recognised as a national leader in culture, innovation, and sustainability — a place where everyone can live smart, healthy, and happy lives, thrive together, and take pride in vibrant, connected communities.’

It sets the core priorities for:

- ▶ **Growth and Regeneration:** Growing the economy is the key to success in all our activities – creating more and high-quality jobs which will result in more prosperity for everyone because it will mean that individuals, businesses and other organisations have money to invest in the district. It also means that we can make improvements to the things that help us live healthier happier lives such as reducing loneliness and improving mental health. Improving the number and range of jobs will be achieved by increasing productivity, improving infrastructure, promoting the district as a place to invest, and making sure we have the right skills.
- ▶ **Safe and Strong Communities:** Making sure that the places and the communities where people live and work are safe, welcoming and supportive so everyone feels they belong and are valued. This will be achieved by continuing to be welcoming, living harmoniously together and reducing crime and the fear of crime.
- ▶ **Healthy and Happy Residents:** Partners will work together to ensure health and care services are close to local communities and joined up with other services that help people stay healthy for as long as possible. Reducing the number of people who become ill from preventable diseases and who need specialist care is essential to this vision. This includes having a good environment to live in. If people are unwell, they will be supported to stay at home as long as possible with a positive and can-do attitude and appropriate care.
- ▶ **A Great Place to Grow Up:** Supporting children and young people to grow up to be happy and successful adults means having effective support for families, good schools; things for young people to do and safe places to go. Local high-quality jobs for those starting work will reduce the number of children and families living in poverty which will contribute to reducing inequality and help achieve the ambition for growth.

Clearly the Regeneration Plan vision aligns very well with the District-wide Strategy, including in each of its four key principals.

Culture Strategy – Culture is Our Plan 2021-2031

Bradford’s Cultural Strategy sets a bold vision in which Bradford District would offer a new definition of art, culture and heritage that reimagined the District as a place “that is knowingly different and radically alternative”. It was to be “a place to realise new ideas, where creativity is celebrated in every home and on every street corner and where we will prove the positive impact of culture in everyone’s lives”.

Within the 10-year Plan was the ambition (realised) to become the UK City of Culture 2025 which has given a very considerable boost to all the priorities and actions set out in the Plan. Our Plan for Neighbourhoods seeks to maximise Keighley’s contribution to the wider cultural agenda through:

- ▶ **New event platforms** – spaces for communities to come together backed by new cultural event programmes (Destination Keighley)
- ▶ **Stronger town core** – ensuring the heart of our town is attractive, welcoming and vibrant
- ▶ **Community heart** – ensuring communities can take ownership of and pride in initiatives.

The Pride in Places Programme recognises that there is a need for safe and vibrant physical spaces for people to connect, along with new culture event programmes, so that Keighley is a place where people want to meet.



5.5

Other Local, Regional Policies & Strategies

The Pride in Places Programme aligns with all other relevant local and regional plans and strategies, including:

Town Council Keighley Vision 2027 Building a Brighter Future Together (2023)

The Town Council set out a Vision for the town under four themes:

- ▶ Community
- ▶ Supporting the Town Centre
- ▶ Community Safety
- ▶ Assets and the Environment

The Regeneration Plan is strongly aligned to the four themes: Keighley Proud reflects the Community and Community Safety Themes; Destination Keighley and Productive Keighley reflect the Supporting Town Centre and Assets and the Environment themes.

Keighley Business Improvement District Business Plan 2024-2028 (2024)

The Plan sets out the priorities for the business community in the town centre. It sets out aspirations for a 'Promoted and More Vibrant Keighley', a 'Safer and Greener Keighley' and a 'Supported Keighley Business Community'. Our Pride in Places makes provision for supporting Business Vitality (Productive Keighley) and for a safer and greener Keighley (Keighley Proud and Destination Keighley).

Keighley Neighbourhood Development Plan (NDP) 2025-2038 (July 2025, Draft)

NDPs help to guide the planning process – planning applications must be in accordance with the NDP – and the NDP sits alongside the core City of Bradford Core Strategy Development Document (BCSDPD).

The NDP Vision includes the Protection and enhancement of the built and natural environment and support a vibrant town centre and local service areas by promoting a mix of commercial, retail, and community uses while improving public spaces and accessibility.

It sets the aspiration to safeguard community facilities and public spaces to ensure and encourage sustainable economic growth by supporting local businesses, tourism, and employment opportunities. The NDP seeks to improve transport and connectivity through enhancements to walking, cycling, and public transport infrastructure, alongside measures to improve road safety and reduce congestion – Although in draft form, it is clear our Regeneration Plan is clearly aligned with each element of the Keighley NDP Vision.

West Yorkshire Plan 2040 (2023) – sets the regional vision for 'A brighter West Yorkshire – a place that works for all. An engine room of ideas and creativity, where anyone can make a home'. The Plan includes for five missions, four of which align very well with our Regeneration Plan ambitions, including:

- ▶ **Mission 1: A prosperous West Yorkshire**
An inclusive economy with well paid jobs
- ▶ **Mission 2: A happy West Yorkshire**
Great places and healthy communities
- ▶ **Mission 4: A sustainable West Yorkshire**
Making lives greener
- ▶ **Mission 5: A safe West Yorkshire**
A region where everyone can flourish

The West Yorkshire Local Growth Plan (2024)

The Plan which 'brings together every mission of the West Yorkshire Plan' to create good growth and set the direction over the next 10 years. It seeks to address key barriers to growth (investment, skills and connectivity) within a framework driven by the principles of inclusion, health, wellbeing and sustainability.

The emerging West Yorkshire Local Transport Plan (LTP)

which builds on the current (2017) LTP and aims to enhance transportation across the region, focusing on sustainability, integration, and public engagement. The draft LTP sets the vision for the Weaver Network - a leading transport network for West Yorkshire - benefitting people, places and the planet by embedding sustainable transport choices to enable the economy to grow.

There is a strong read across from this Regeneration Plan and West Yorkshire priorities, including

- ▶ **Unlocking growth in priority sectors (Priority 1)**
Our Regeneration Plan recognises that sectoral strengths represents an opportunity for Keighley (Productive Keighley)
- ▶ **Enabling all businesses to succeed (Priority 2)**
Our Business Vitality goal is to ensure all business have the support they need to thrive
- ▶ **An integrated transport network (Priority 4)**
A connected Keighley that supports active travel and connections to/from the town centre is a priority for our Plan (Destination Keighley)
- ▶ **Supporting Thriving Places (Priority 5)**
The whole Keighley Pride in Places sits squarely behind this West Yorkshire priority for investment.



5.6

Contribution to National Objectives

Our vision and objectives are also wholly aligned to national policy ambitions, including strong alignment to various national Missions - Strong Foundations; Kickstarting Economic Growth; Safer Streets; Break Down Barriers to Opportunity etc.

Repurposing ‘forgotten towns’ has been a growing national policy objective, particularly as a mechanism for elevating the performance of ‘left behind’ northern towns.

Covid-19, the energy crises, the cost of living crisis and environmental agendas confirmed the need for increased town resilience and looking forward, we see significant growing emphasis on localism agendas, ensuring our urban cores are self-serving and sustainable.

We are confident that our Regeneration Plan and prioritised four-year Investment Plan projects will fit well with national policy drives over the coming years, and we can confirm that as we continue to shape our targeted strategic projects for the remaining years of the Plan (Yr’s 5-10), and these will be collectively developed in line with current policies nationally and locally.

The delivery of the Pride in Places Programme will ultimately take place concurrently with other initiatives underway in Keighley, including all pre-existing nationally prescribed education, health, security and welfare arrangements. The delivery of the Plan will wholly complement, reinforce and support the delivery of these national policy objectives locally, not least by elevating the performance of the town through placeshaping effects with improved wider societal outcomes expected.



Low Street

6.

Match funding and Leveraged Investment



6.1 Investment Opportunities

Our Neighbourhood Board is committed to securing all funding needed to deliver a package of agreed project interventions over the next 10 years, and significant efforts will be made to seek wider leveraged investment where possible in all investments.

We view our Pride in Places investment as being a natural follow-on from our Town Deal investments, and intrinsically linked to our forthcoming Levelling Up Fund programme.

Looking forward, the Neighbourhood Board will continue to consider all co-funding options to support the delivery of the Pride in Places programme, with the intention being to maximise leverage where possible from public, private, third party and philanthropic sources.

This includes exploring opportunities from the West Yorkshire devolution framework and the opportunity to work alongside the West Yorkshire Combined Authority, where much of the other funding is flowing, including the agreed £1.8bn Devolution Deal (£38m annually over 30 years) and £2bn from the West Yorkshire Transport Settlement.





6.2 Existing Schemes

There are various schemes that have progressed or are progressing in Keighley, including Local Regeneration Plan initiatives - i.e. the Towns Fund and Levelling Up Fund programmes.

Our Regeneration Plan builds on and extends the transformation underway, and targeted investments elsewhere have helped inform our thinking around future priorities for the next 10 years. For example, we have invested heavily in supporting our production sector, and for ensuring we have much improved capacity for upskilling. We have also invested in strategic public realm improvements to improve the look and feel of our town centre, although further work is needed ensure town centre success.

The table below summarises the most transformative Town Deal schemes delivered or in delivery.

Providence Park (Development Investment Fund)

Providence Park is now a key Keighley Town Centre asset, following £14m investment in the redevelopment of the former Universal Mills site on the corner of Dalton Lane. Construction began in April 2023 and the scheme completed in January 2025.

The project received over £6.56m of funding through the Towns Fund, with the rest delivered through private funds. Owned by Keighley Developer Peter Rock, the new site houses 23 industrial units ranging from 150 sqm to 828 sqm.



Town Centre & Infrastructure (Low Street Improvements)

We invested to transform the look, feel and function of Low Street, in the heart of the town centre, supporting new public realm.

Phase 1 was completed in 2020 at a cost of £400k using West Yorkshire Combined Authority Local Transport Plan, Keighley BID and Bradford Council's highways capital funding.

Phase 2 utilised further Towns Fund investment to complete Low Street's refurbishment, which included using a palette of natural paving, planters, street lighting and robust street furniture.

Strategically located between the Airedale Shopping Centre and the market, the works included for new stone paving, new seating and lighting with planters, alongside new signage installed on Market Street to narrow the carriageway and pedestrianise the area.

The works have made a positive difference to the appearance and paths, including the approach to the centre.



Town Centre & Infrastructure – Public realm (Keighley Transport Study, Active Travel, Real Time Bus Information)

As well as the Low Street Phase 2 project above, the £2.39m invested in Town Centre & Infrastructure public realm included Ingrow Lane, Thwaites Brow and Long Lee, which have all been completed.

In addition, real time bus information has been installed in various stops to extend RTI infrastructure on the bus network.



Community Grants Scheme

£4.9m of Town Funds has been invested in a new Community Grants scheme for local organisations.

One of these was the £155,000 of investment to enable Woodville Activity Centre to transform a 1.2-hectare horticultural site, with funding used to create growing areas and polytunnels.

Funding was also used to bring redundant buildings back into use to create an new Enterprise Hub to support the green economy.

Managed by Yorgreen CIC, the space is now home to an inclusive, sustainable centre that supports communities, with a number of wellbeing and volunteering opportunities also created.

Other Community Grants Schemes include Aire Rivers Trust, Scott Street, Haworth Toilets, the Sangat Centre, the Old School Room, Central Hall and the Good Shepherd Centre.



Capital Assistance to Business Growth

The Towns Fund allocated £2m for capital grants for business growth. The grant was designed to help new business start-ups, small, medium and large business based in or looking to locate into the Keighley Towns Fund designated area. Grants were available to businesses looking to undertake investment projects that would assist with their growth and productivity.

Known for its well-established manufacturing sector, the Capital Assistance to Business Growth Programme has fully distributed £2m of towns fund investment, catalysing business growth through unlocking over £9m of private sector funding and creating over 100 jobs for local people.

Pavé Haworth, a popular bistro in Haworth, utilised the funding to support its expansion by taking on and renovating the empty building next door. Funding was used for building work and equipment, with an additional three jobs created as a result.



7.

Community and Stakeholder Engagement



7.1

Consultation that has informed our Plan

We have undertaken considerable community and stakeholder engagement activity in recent years, to inform the current plan and thinking.

Summary of Consultation Responses

There has been widespread consultation since 2020, which include extensive consultation with specific groups within Keighley, including young people, South Asian women, businesses, social enterprises and community organisations. The table summarises the consultation responses, which include:

- ▶ **227** business views;
- ▶ **77** views from young people;
- ▶ **101** community groups, organisations, services and CICs; and
- ▶ **750+** views from individuals of the general public.

Group Consulted	Consultation undertaken	Responses
Businesses	BID Strategy 2024-2028	100 responses shaped final BID proposal
	Town Board Consultation (2024) by Keighley Creative	6 detailed responses via: Focused questions on Town Centre, community spaces and specific project ideas.
	Bespoke Survey (September 2025)	11 detailed responses, including project proposals
	Town Investment Plan (2021)	110+ businesses
Community Groups, Organisations and Services	CICs via Town Board Consultation (2024) by Keighley Creative	5 social enterprise owners Themes as above
	Town Investment Plan (2021)	53 community organisations 43 community services
Keighley College	Town Board Consultation (2024) by Keighley Creative	15 students and tutors (16-50) via workshop session Themes as above
Culture & Heritage	Town Investment Plan (2021)	32 responses
South Asian Women	Highfield Community Association via Town Board Consultation (2024) by Keighley Creative	23 South Asian women Themes as above
Young People	Online survey via Keighley College	70 responses. Specific project ideas sought
	Sue Belcher Centre session - Town Board Consultation (2024) by Keighley Creative	7 detailed views from young people aged 11-16. Themes as above
General public	Keighley Neighbourhood Development Plan (2025)	37 responses (older demographic – drop-in sessions)
	Keighley Development Framework (2023)	6 week public consultation period
	Town Investment Plan (2021)	710 individual responses
Stakeholders	Bradford Council officers workshop	Selected officers
	Keighley Creative via Town Board consultation	7 Trustees Themes as above



Business Consultations (September 2025)

In August 2025 we designed a business survey to test priorities with Keighley's business community, which builds on earlier business consultation and the BID town centre strategy. Deployed by Keighley BID, the survey was issued to around 185 businesses. The survey was issued via email and the BID team also printed postcards which were given to businesses with a QR code they could scan to access the survey. The survey was open for 3 weeks and the BID made considerable efforts to achieve a strong response. The results are provided below but given a small response rate can only be considered as indicative.

The survey asked businesses to indicate their view of Keighley as a place to run a business and as a place to live. The top table below shows the results:

When the positive and very positive responses are combined we can see that **47% of respondents felt positively about the town as a place to run a business and 42% as a place to live**. Combining the negative and very negative responses leads to 27% viewing the town negatively as a place to run a business, and 7% as a place to live.

The survey provided the eight Investment Themes and asked businesses to indicate which they would like to see investment in Keighley. 15 of the 16 survey respondents answered this question and their responses are summarised below.

As shown above, **the top two Themes for investment from the perspective of business respondents are Regeneration, high streets and heritage' identified by 87% of respondents followed by 'Safety and security' which was identified by 67% of respondents**. The next two priorities were 'Business support, productivity and skills' (47%) and 'Education and opportunity' (40%).

What are your feelings towards Keighley?					
	Very positive	Positive	Neutral	Negative	Very negative
...as a place to run a business	1	6	4	4	
...as a place to live	2	4	7	1	

Theme	Number of respondents that selected this Theme	% of respondents that selected this Theme
Regeneration, high streets and heritage	13	87%
Safety and security	10	67%
Business support, productivity and skills	7	47%
Education and opportunity	6	40%
Housing	4	27%
Health and well-being	4	27%
Community cohesion	2	13%
Transport	1	7%



The survey then asked respondents to spread £100 across the project themes provided by Government within each of the eight Investment Themes. For example, in relation to 'Regeneration, high streets and heritage' respondents were provided with the following six project themes and asked how they would allocate £100 across them:

- ▶ Improve the town centres and high street
- ▶ Create and improve green spaces
- ▶ Support energy efficiency for local businesses and community groups
- ▶ Improve community facilities
- ▶ Support arts, cultural, heritage and creative activities
- ▶ Fund digital infrastructure for community facilities

There were forty-two project themes across the eight Investment Themes. All 16 business respondents answered this question and between them they allocated £4,750 across all forty-two project themes. **The fact that each project theme received a financial allocation perhaps indicates the wide range of interventions that businesses would like to see in Keighley.** The following five project themes received the greatest level of proposed investment from business respondents:

Project theme	Number of businesses that would invest in this project theme	Percentage of businesses (11) that would invest in this project theme	Total money allocated	Percentage of total money (£3,180)
Improve the town centres and high street	13	81%	£690	15%
Target crime in specific locations, in particular town centres	10	63%	£280	6%
Tackle anti-social behaviour, crime and minimise reoffending	10	63%	£230	5%
Develop and expand support for businesses	7	44%	£210	4%
Create and improve green spaces	11	69%	£200	4%
Support arts, cultural, heritage and creative activities	10	63%	£200	4%

The largest priority for business respondents is therefore to improve the town centres and high street with 15% of the total project theme investment allocated. The next two priorities are to target crime in specific locations, in particular town centres and tackle anti-social behaviour, crime and minimise reoffending.

Finally, the survey provided an opportunity for respondents to provide comments on how they would like to the investment made in Keighley. Their comments included:

'I think the heart of Keighley needs the investment. Derelict buildings and boarded up shops instantly degrade the value of a town. if the town centre was thriving then people would come here, want to live here and spend money here.'

'This needs to be town-centre focused. Let's try give people a reason to come into the town.'



Young People Consultation (July 2025)

In July 2025 Keighley College designed and issued a short online survey to their students. The survey received 70 responses. Firstly, young people were asked to indicate which of the following six Investment Themes was the most important to them: transport; education and opportunity; safety and security; regeneration, high streets and heritage; housing; and, health and well-being. The responses are shown in the table.

As indicated above, **education and opportunity to jobs was the largest priority for young people** and selected by over a third of respondents. **Transport and health and well-being were identified as the second and third most important Themes** selected by 19% and 14% of all young people respectively.

The survey then asked ‘if you had £2 million to spend on just one idea to improve Keighley, what would it be?’ Analysis of the open text responses to this question reveals 16 project ideas and **the five most frequently identified projects were:**

- ▶ More retail (identified by 12 young people);
- ▶ More leisure opportunities (identified by 11 young people);
- ▶ More jobs opportunities including apprenticeships (identified by 9 young people);
- ▶ More and better education opportunities (identified by 7 young people); and,
- ▶ Cleaner streets (identified by 6 young people).

Theme	Number of respondents that selected this Theme	% of respondents that selected this Theme
Education and opportunity	25	36%
Transport	13	19%
Health and well-being	10	14%
Safety and security	8	11%
Housing	7	10%
Regeneration, high streets and heritage	6	9%

All project suggestions identified by at least 2 young people are shown in the word cloud below with the largest words representing the projects identified by the greatest number of young people.

If you had £2 million to spend on just one idea to improve Keighley, what would it be?





“I think the heart of Keighley needs the investment. Derelict buildings and boarded up shops instantly degrade the value of a town. if the town centre was thriving then people would come here, want to live here and spend money here.”

“This needs to be town-centre focused. Let’s try give people a reason to come into the town.”

Comments made by young people in relation to more retail included:

“More food options and rebuild town centre with new shops’ and ‘new town centre with good shops’ and ‘more shops.”

Comments made by young people in relation to more leisure opportunities included:

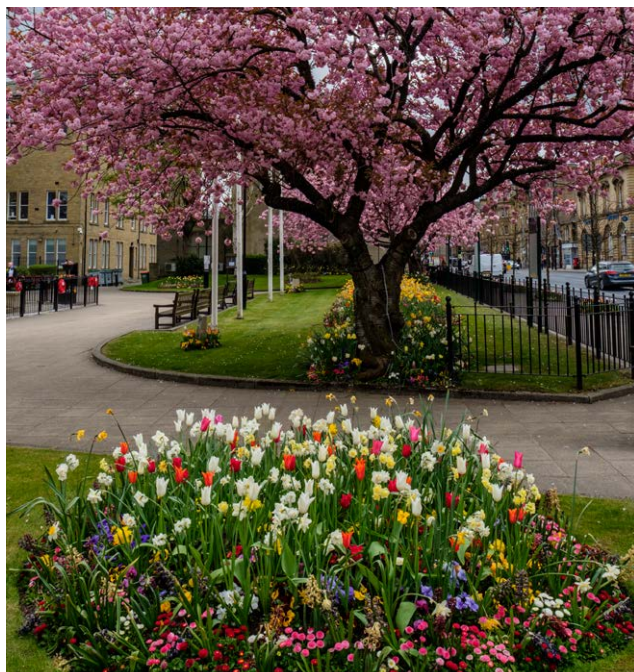
“A state-of-the-art leisure centre’ and ‘sport facilities’ and ‘an activity centre with laser tag and go karting.”

Comments made by young people in relation to more job opportunities including apprenticeships included:

“I would give everyone access to work as I know how hard it can be to find a simple job these days’ and ‘make sure all students get an apprenticeship.”

Keighley Neighbourhood Development Plan (2025)

There has been community consultation in support of the Neighbourhood Development Plan, with inputs from a large number of different geographic communities within Keighley. Strong themes have been the need to preserve and maximise **heritage** assets, as well as a **greener** town with a **strong Town Centre** which strongly resonate with the regeneration, High Streets and heritage theme, the desire for safer and easier **active travel** and **addressing anti-social behaviour and crime**. The consultee cohort was an older demographic and responses reflected some of their specific concerns, however many of the themes identified are reflective of the wider community.



7. Community and Stakeholder Engagement

Stakeholder workshop (January 2025)

In early 2025 Keighley Creative ran a workshop with Officers from Bradford Council to explore the key issues and challenges facing the town. The workshop identified priorities for on each of the strategic objectives identified in Keighley's Development Framework, and this is summarised in the table below.

Strategic Objective	Priorities
Cultural-led regeneration	Linking cultural assets and promoting existing assets more effectively
Diversified town centre	Transforming the town centre as a catalyst for wider change and as a central hub for regeneration
Innovation and skills	Supporting existing businesses and positioning the town centre as a place residents and visitors want to spend time in
Well-connected places	Supporting active travel and public transport
Safe and inclusive town	Re-designing the built environment to encourage natural surveillance and activity after 5pm
Green and healthy environment	Greening of the town centre and introducing vibrancy and colour in the public realm and a central event space
Community at its heart	Supporting social inclusion and tackling deprivation through bringing together capital projects and revenue funding for sustainable outcomes

Town Board Consultation (2024)

In 2024 local charity Keighley Creative engaged the community asking the five following questions:

- ▶ What would brighten up the town centre and make it more attractive to visitors as well as local people?
- ▶ What sort of things would you like to see happening in the town during weekdays or at weekends? Particularly cultural activities or events.
- ▶ What would encourage you to come to the town centre at night more often?
- ▶ What indoor and or outdoor community spaces in Keighley would you like to see improved and how? Specific areas and project ideas.
- ▶ What BIG thing or idea for Keighley could Keighley's Long Term Plan help with?

Consultation was undertaken across key groups, including Keighley BID, Keighley College, young people via One in a Million at the Sue Belcher Centre, Highfield Community Association (south Asian women) and Keighley CICs, as well as KC themselves.

There was strong feedback related to the regeneration, High Streets and heritage, with those consulted seeking a strong Town Centre with an improved food and drink offer, an improved feel, including pedestrianisation with more animation (e.g. public art) and a greener centre. There was also strong feedback about the need to address safety and security issues, notably tackling anti-social behaviour and the creation

of safe spaces for events. This had close links to cohesion, with more cultural events wanted and support for strong communities.

In addition, there was feedback that improved local opportunities were required (aligned to work, productivity and skills), transport improvements (linked to safer walking and cycling) and a greener and safer place, linked to health and well-being.



▶ Town Hall Square



Keighley Development Framework (2023)

Community consultation was undertaken in late 2023 in support of the Development Framework. Key outcomes from the consultation were:

- ▶ The desire for culture-led regeneration and a diversified Town Centre, with increased vibrancy, day/night economy, food and beverage offer and improved leisure (regeneration, High Streets and heritage);
- ▶ The promotion of innovation and skills linked to the strong engineering and manufacturing history of the town (work, productivity and skills)
- ▶ That the community should be at the heart of all future investment and regeneration proposals (strong links to cohesion)
- ▶ The need for a green and healthy environment, linked to active/ safe travel and healthy lifestyles (health and wellbeing)
- ▶ A well-connected town, with active travel routes and good public transport provision (transport)
- ▶ A safe and inclusive town, particularly in the Town Centre (safety and security)

Although it did not feature strongly in the consultation feedback, the Framework also makes provision for new housing (1,300 new homes).

Town Investment Plan (2021)

In addition, there was extensive community engagement and stakeholder consultation undertaken in February 2021 in support of the Town Investment Plan. Themes from this consultation included the need for a strong Town Centre, addressing derelict buildings and vacant sites and addressing connectivity north/south and pedestrian-friendly routes, reflecting long-term aspirations to revitalise the Town Centre and to address transport issues. There was also feedback for interventions to address skills issues and health and well-being, some of which have been addressed in project activities over the last 5 years.

Summary

Extensive consultation work over the last 5 years has helped to identify and shape regeneration priorities for Keighley. Evidence from the main consultation exercises is summarised below. Please note that the table does not include the results of any secondary data analysis that did not include direct consultation.

Two ticks indicate that the Theme was identified as a strong priority, and one tick that it was identified as important but not a priority for investment. As shown in the table there is particularly strong support for the following Themes: supporting regeneration, high streets and heritage; cohesion; health and well-being; transport; and, safety and security.

	Business survey (2025)	Young people survey (2025)	Development Plan (2025)	Community consultation (2024)	Development Framework (2023)	Investment Plan (2021)
Regeneration, High Streets and Heritage	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓
Housing						
Work, Productivity and Skills	✓			✓	✓ ✓	✓
Community cohesion			✓	✓ ✓	✓ ✓	✓
Health and Wellbeing		✓ ✓	✓	✓	✓ ✓	✓
Transport		✓ ✓	✓ ✓	✓	✓ ✓	✓ ✓
Safety and Security	✓ ✓		✓ ✓	✓ ✓	✓ ✓	✓
Education and Opportunity	✓	✓ ✓				



7.2

Engaging the community and stakeholders in delivery

Our Neighbourhood Board is firmly committed to ensuring local community and key stakeholders are involved in the on-going development and delivery of our Regeneration Plan over the next 10 years. Our approach consists of the following strands:

- ▶ Ensuring the Board continues to represent our community effectively;
- ▶ Delivering an annual public sentiment survey with a public engagement meeting;
- ▶ Delivering an annual stakeholder engagement workshop;
- ▶ Adopting a community-led approach to project design and delivery;
- ▶ Ensuring an open and transparent approach to decision-making; and,
- ▶ Refreshing our Regeneration Plan.



▶ Airedale Shopping Centre



Strand 1 - Ensuring the Board continues to represent our community effectively:

The Town Board was formed in 2021 to drive forward the strategic regeneration of Keighley. The Board was established to develop the Town Investment Plan (TIP) and drive forward the subsequent Town Deal projects, but it has since evolved to also spearhead the delivery

of the Levelling Up Fund (LUF) investment, and now the Pride in Places Programme. The Board has matured significantly and has gained significant learning from Town Deal and LUF programme delivery.

The membership of the board, as shown in the table below, comprises a range of public, private and third sector organisations, each of whom have an interest in the town and are committed to strategic regeneration.

Name	Organisation	Sector	Role
Tim Rogers	Future Transformations CIC	Private	Chair
Charlotte Meek	The Stitch Society	Private	Vice Chair
Cllr Alex Ross-Shaw	Bradford Council	Public	Portfolio Holder – Regeneration, Planning & Transport
Robbie Moore MP	Keighley Constituency MP	Public	Board Member
Liz Barker	Worth Valley Magazine	Private	Board Member
Georgina Webster	Keighley Creative	Third Party	Board Member
David Warren	Luminate Education Group	Third Party	Board Member
Kevin O'Hare	Keighley College	Third Party	Board Member
Cllr Abdul Shohid	Keighley Town Council	Public	Board Member
Rukun Ahmed	Computer Gentle	Private	Board Member
Catherine Birks	Resident	Private	Board Member
Fazeela Hanif	Highfield Community Association	Third Party	Board Member
John Barker	West Yorkshire Police	Public	Board Member
David Pearson	Keighley & Worth Valley Railway	Private	Board Member
Helen Robertshaw	Keighley BID	Third Party	Board Member

Board members will continue to work closely with local businesses, civil society, and communities to ensure future interventions are aligned to local priorities and that buy-in to plans is achieved.

The Board is committed to pro-actively engaging communities where possible in the towns regeneration journey, including early engagement to help develop plans and strategies, more detailed engagement during project development phases and ultimately ongoing dialogue with stakeholders and community groups on future priorities. This is embedded in the Boards Terms of Reference, where a key role and responsibility of each Board member is to **'ensure communities' voices are involved in shaping design and decision making at each phase of development.'**

Whilst the Board work closely with, and are supported by, Bradford Council, it is a distinct and independent body. We will develop a Service Level Agreement with the Council setting out services that we commission including secretariat support. It is likely that we will commission the Council to assist in the delivery of any major capital projects over the next decade, and we will develop clear contracts for such work setting out quality expectations and milestones to enable us to monitor progress; identify delivery risks and suitable mitigating measures; and, support robust and effective contract management.

Strand 2

Delivering an annual public sentiment survey and public engagement meeting:

We are committed to understanding sentiment from residents and businesses on Keighley's strengths and weaknesses and our progress in delivering this Regeneration Plan. The extensive consultation provides us with a baseline from which we will measure progress against. For example, we have feedback from businesses in the centre of Keighley on how they view the town as a place to run a business and a place to live.



We will issue an online survey in summer every year and advertise it on our website; in local newspapers; in local community hubs; and in flyers distributed throughout the town. We will incentivise survey completion by offering vouchers that can be spent in Keighley to 5 individuals that complete the survey, picked at random each year. The survey will be short and clear and will seek to gather consistent data on sentiment towards the town, and views on progress in delivering this Regeneration Plan. We will seek to understand:

- ☒ How do residents and businesses perceive the quality of the town centre?
- ☒ How do residents and businesses perceive safety in the town centre and wider town?
- ☒ What are residents and businesses top 3 priorities for action?
- ☒ How do residents and businesses perceive progress on the Regeneration Plan?
- ☒ How do residents and businesses want to be kept informed about our progress?

Once the survey is closed we will analyse responses and organise a public meeting. We will present key themes from the survey and facilitate discussion. We will provide information about the Board's work and highlight key actions undertaken in the past six months and planned actions for the following six months.

Strand 3

Delivering an annual stakeholder engagement workshop:

We will identify key stakeholders to invite to a special Board meeting once a year. In this meeting we will seek their feedback on our work over the previous year and engage them in the development of our priorities for the year ahead. We will bring in an independent, external facilitator to run this session and will actively encourage constructive criticism and feedback. We will continue to ask key stakeholders how they want to be kept informed of key developments throughout the year and will seek open communication by encouraging stakeholders to contact the Chair and Vice-Chair with any comments or questions they have at any stage.



Strand 4

Adopting a community-led approach to project design and delivery:

As outlined in Sections 7 and 8 we will adopt two main routes to project delivery:

- ▶ **Commissioning projects:** for major specific projects identified through consultation where there is only one organisation that is well-placed to deliver, we will adopt a commissioning approach. In these instances we will develop a specification and designs for the project informed by consultation with residents, businesses and visitors. For example, if we sought to develop of a new Market for Keighley including leisure opportunities and flexible events space we would commission Bradford Council to develop detailed designs which would be subject to extensive consultation with the residents, businesses and community organisations. Following detailed designs and securing of permissions the Council would seek a contractor to construct the Market. We would ensure that residents, businesses and community organisations are kept fully up-to-date throughout the construction phase and involved in plans for the launch
- ▶ **Seeking projects:** for project ideas that multiple organisations could deliver we will issue a Call for Projects. For example, our extensive consultation highlights the need to focus on regenerating the town centre and high street and we are keen to seek innovative ideas for how to improve the centre designed and delivered in partnership between businesses, community organisations, public organisations and residents. In this route we will develop a detailed brief outlining the outcomes that we seek along with any critical eligibility criteria. We will detail the process we will use to decide which project ideas to invest in and we will seek projects that demonstrate an effective approach to addressing the identified challenges and opportunities, along with strong local support.

Strand 5

Ensuring an open and transparent approach to decision-making:

We firmly believe that demonstrating that our decisions are focussed on delivering our shared vision for Keighley will play a key role in maintaining buy-in. We will follow the processes for assurance and governance set out in Sections 7 and 8 and will publicise the investment decisions we make on our website. Through the annual public meeting and annual stakeholder engagement workshop we will seek feedback on our decisions and the process by which we make decisions.



Strand 6

Refreshing our Regeneration Plan:

The final strand in our approach to ensuring the local community and key stakeholders are involved in the on-going development and delivery of this Plan is to refresh it at the end of our four-year Investment Plan cycles. We are confident that the priorities we have identified for Keighley reflect long-standing challenges and opportunities and as such we believe that we have an effective 10 year strategy. However, events like the COVID-19 pandemic demonstrate how long-term behaviours and conditions can change rapidly. We will review and refresh this Regeneration Plan in Years 4 and 8 of our delivery period ensuring that we:

- ▶ Reflect the presence of, and implications from any major events or trends that have occurred;
- ▶ Reflect progress in delivering our projects and major projects supported by partners along with any resulting implications; and,
- ▶ Reflect results from our annual public surveys and meetings and stakeholder workshops.

We will undertake additional engagement where it is clear that there may have been major shifts in public attitudes, behaviours or conditions.

8.

Governance



8.1

Roles & Responsibilities

The Board has developed this Regeneration Plan on behalf of Keighley's residents and businesses. The development of the Regeneration Plan has been informed by extensive consultation with residents, businesses and stakeholders. The Board has identified the Themes which are most important for the town's progress over the coming decade. As outlined in Government guidance on the Pride In Place programme

'Neighbourhood Boards should put local people at the centre of defining their town's future, with responsibility for developing their Regeneration Plan – in partnership with the local authority – to deliver the strategic objectives of the programme.'

Board members serve a range of public, private and third sector organisations, each of whom have an interest in the town and are committed to strategic regeneration. The Board's membership also reflects guidance issued by Government and includes the local Member for Parliament (MP); local Councillors; and, a senior representative from the Police. **The Chair of the Board, holds a prominent role in the community and acts as a champion for Keighley.** He provides leadership for the Board, ensuring it remains community-led and embedded within the local area. The Chair has the full support of our local MP.

Bradford Council is the accountable body and is responsible for managing the programme delivery and assurance process. Approval is required from the Director of Corporate Resources and Section 151 Officer for release of funds in line with Government guidance of Managing Public Money. Bradford Council acts as secretariat to the Board which reflects the partnership between the Board and Local Authority. The secretariat for the Board is responsible for operation of the Board ensuring that it follows the associated governance and transparency requirements.

The Board meets quarterly and the membership and governance arrangements (including minutes of meetings and decision logs) are publicly available on Bradford Council's website. The published information includes board papers; draft minutes of meetings following the meeting within 10 working days; and, final minutes, once approved by the board within 10 working days. All conflicts of interest reported, are included within the published minutes. **Each Board member has signed up to a code of conduct based on the Seven Principles of Public Life** as follows:

Selflessness	Holders of public office should act solely in terms of the public interest.
Integrity	Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
Objectivity	Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
Accountability	Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
Openness	Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
Honesty	Holders of public office should be truthful.
Leadership	Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.



The Board has clear **Terms of Reference** and key extracts are provided below:

Purpose

The Pride in Places Programme has at its core a partnership between the Neighbourhood Board and local government, supported by the UK Government. This partnership will drive growth by improving the physical and social infrastructure in the Keighley community and deliver tangible improvements to the everyday lives of this community.

Board Member responsibilities include...

- ☒ Upholding the Seven Principles of Public Life.
- ☒ Promoting the Town outside of the Board, its potential and investment opportunities with wider stakeholders, locally, regionally and nationally.
- ☒ Ensuring communities' voices are involved in shaping design and decision making at each phase of development.
- ☒ Ensuring diversity in its engagement with local communities and businesses.
- ☒ Ensuring risks are regularly reviewed with appropriate mitigation measures in place
- ☒ Taking collective responsibility for the implementation of the Vision and Pride in Places Programme.
- ☒ Developing a strong partnership approach between the Board and other key stakeholders to support the Pride in Places Regeneration and Investment Plans.
- ☒ Coordinating partner and stakeholder activities to ensure delivery of the Pride in Places Programme
- ☒ Working with Bradford Council as the accountable body by providing oversight of the Pride in Places projects.
- ☒ Ensuring the perspective of the local authority and board members are taken into account, creating a 'safe space' based on trust, expertise and insight.
- ☒ Articulation of assumptions between Board members and local authority personnel during project implementation.

Accountable Body requirements include...

- ☒ Upholding the Seven Principles of Public Life.
- ☒ Ensuring that decisions are made by the board in accordance with good governance principles.
- ☒ Ensuring transparency requirements are met.
- ☒ Undertaking any required Environmental Impact Assessments or Public Sector Equalities Duties.
- ☒ Signing any necessary documentation (Lead Council's Director of Corporate Resources / S151 Officer with the Chair co-signing where specified).
- ☒ Monitoring and evaluating the delivery of individual Pride in Places projects.
- ☒ Submitting regular monitoring reports to MHCLG.
- ☒ Receiving and accounting for the Pride in Places funding allocation.

Quorum

Any six members of the Neighbourhood Board including the Chair (or Deputy Chair) and the CBMDC Board Representative (or their nominated substitute) shall constitute a quorum for the meeting of the Neighbourhood Board.

Declarations of Interest

Each member of the Neighbourhood Board is required to declare any personal, prejudicial or disclosable pecuniary interest (direct or indirect) in any agenda items. Where an interest is prejudicial or is otherwise a disclosable pecuniary interest the member shall take no part in the discussion or decision making about that item. All such declarations must be included in the minutes of the meeting.



A description of the specific role and responsibility of each organisation and individual follows.

The **Ministry of Housing, Communities and Local Government** (MHCLG) developed the concept and guidance for Pride in Places and are providing funding for the delivery of the programme.

The **Neighbourhood Board** has developed this Regeneration Plan on behalf of Keighley's residents and businesses, informed by extensive consultation with residents, businesses and stakeholders. The Board will work closely with Bradford Council to ensure robust and effective appraisal, contracting, monitoring and evaluation processes are established and maintained. The Board will maintain close engagement of residents, businesses and stakeholders throughout the 10 year delivery period.

Bradford Council is the accountable body and will play an important role in ensuring that the programme fully reflects the Nolan Principles and the standards of regularity, propriety, value for money and feasibility outlined in Managing Public Money. There are several teams and individuals that will play an important role in the programme:

- ▶ **S151 Officer:** the Section 151 Officer will review and sign off all financial decisions and reports issued to MHCLG.
- ▶ **Procurement team:** the Council's procurement team will advise the Board on the routes available to commission third party organisations and procure services in a manner compliant with the 2023 Procurement Act.
- ▶ **Legal team:** the Council's legal team will issue contracts to successful grant applicants and procured organisations.
- ▶ **Regeneration and Economy** the Regeneration and Economy Team has considerable experience of designing and delivering large capital projects, including Bradford's multi-million development Darley Street Market.

The **local community** are integral to the Pride in Places programme. Residents, businesses and stakeholders have informed this Plan and will kept engaged throughout the delivery process. The community will be provided with regular formal opportunities to hold the Board and Council to account, and will be encouraged to provide ad-hoc feedback to the Board throughout the process.

Together the Neighbourhood Board and Bradford Council will ensure that:

- ▶ the appropriate capacity and capability is in place throughout the programme period to ensure that funds are distributed effectively in the local area.
- ▶ residents, businesses, and grassroots organisations are actively involved in programme design and decision-making to ensure delivery reflects the priorities of local people and helps build capacity within the community.
- ▶ monitoring and evaluation is undertaken according to the Monitoring and Evaluation Strategy which MHCLG will publish in due course.



8.2

Identifying Projects

This Regeneration Plan confirms that the Keighley Pride in Place programme will focus on the following Investment Themes over the coming decade:

Investment Theme	Indicative intervention areas
Regeneration, high streets and heritage:	✓ Funding for improvements to town centres, neighbourhoods, and high streets. ✓ Funding for new community and neighbourhood infrastructure projects. ✓ Enhanced support for arts, cultural, heritage and creative activities.
Work, productivity and skills:	✓ Developing and expanding existing local business support and networks. ✓ Funding to support the development, improvement, and promotion of the visitor economy.
Cohesion:	✓ Investment in capacity building and infrastructure support for local civil society.
Health and well-being :	✓ Funding for local sport and activity facilities, events, teams and leagues.
Transport:	✓ Support for active travel enhancements. ✓ Funding to improve rail connectivity and access
Safety and security:	✓ Design of the built environment to 'design out' crime and encourage positive behaviour. ✓ Interventions to tackle anti-social behaviour, crime and minimise reoffending. ✓ Improved town centre management.
Education and opportunity:	✓ Support for growing the local social economy, including community businesses, cooperatives and social enterprises. ✓ Support for community-based learning and development.

The Investment Plan sets out the Board's priorities for the first four years of delivery and confirms a **focus on the following four Investment Themes in the first four years of delivery:**

- ▶ **Regeneration, high streets and heritage;**
- ▶ **Work, productivity and skills;**
- ▶ **Safety and security; and,**
- ▶ **Transport.**

The Board will work with Bradford Council to develop each of these four Investment Themes, identified for early action. This will draw on the socio-economic analysis contained in this Plan; and will summarise feedback and project ideas generated through community consultation, thereby helping ensure that the community directly feeds into programme's focus.



Project ideas will be discussed by the Board and will be tested against **critical success factors (CSF)** including:

CSF1 – Strategic fit: to what extent do project ideas address the specific issues identified in each prospectus, and the Pride in Places Programme objectives?

CSF2 – Deliverability: to what extent can the project ideas be delivered within the first four years, or do they need to progress now for delivery to be achievable over the full 10 year delivery period?

CSF3 – Partnership: to what extent is the project idea being delivered in a collaborative manner with support from the public, private and voluntary and community sector?

CSF4 – Impact: the Board is committed to delivery projects which will have a long-term positive legacy. Projects that demonstrate the ability to be transformative will be prioritised.

Timescales		Milestones	Involves		
			Board	Council	Community
Year 0	Oct to Dec 2025	Investment Plan and Regeneration Plan submitted	✓	✓	✓
	Jan to Mar 2026	Development of four Investment Theme priorities	✓	✓	✓
Year 1	Apr to Jun 2026	Development of Call for Projects	✓	✓	
	Jul to Sep 2026	Launch of Call for Projects Begin development of concepts and scope for project ideas identified for commissioning route	✓	✓	✓
	Oct to Dec 2026	Appraisal of submitted applications Contracting with successful applicants	✓	✓	✓
	Jan to Mar 2027	Procure Feasibility Studies for commissioned projects			
Year 2	Apr to Jun 2027	Delivery of projects supported through Call begins with on-going monitoring and progress reporting	✓	✓	✓
	Jul to Sep 2027	Procure initial designs & costs for commissioned projects			
	Oct to Dec 2027				
	Jan to Mar 2028	Develop full specification for commissioned projects	✓	✓	✓
Year 3	Apr to Jun 2028	Share designs with the community and seek feedback	✓	✓	✓
	Jul to Sep 2028	Procure contractors to deliver commissioned projects	✓	✓	
	Oct to Dec 2028				
	Jan to Mar 2029	Initial work begins on commissioned projects	✓	✓	✓
Year 4	Apr to Jun 2029				
	Jul to Sep 2029	Review and evaluation of first delivery period begins	✓	✓	✓
	Oct to Dec 2029				
	Jan to Mar 2030				



8.3 Appraising Projects

Overview of preferred funding routes

The Board is aware that they can support a single activity (such as refurbishing a building) or a programme of activities (such as a programme of youth activities or a programme of small grants to organisations). Board members also understand that competition for projects is the default approach for selecting recipients of public grants and often helps achieve the best value for money.

The Board has expressed a preference for utilising the two following funding routes:

Route 1 - Commissioning

The Board and Bradford Council will commission activity where a project concept identified by the local community either doesn't have a lead organisation, or there is only one organisation capable of designing and delivering the scheme. In this route the Board and the Council will seek to co-design schemes with key relevant local stakeholders which may include Keighley College and Keighley Town Council. For any major regeneration projects developed and delivered through this route the Board and Bradford Council will seek to maximise local benefits through securing Social Value from contractors, along with specific actions including embedding employability pathways through apprenticeships and work placements.

In some cases the Board will issue a grant through this route and in other cases they will procure service provision. Any grants issued through this route will follow an independent appraisal of the proposed goods, works or services.

Route 2 - Call for Projects

The Board and Council will issue a Call for Projects where a project concept identified by the local community could be delivered through a range of activities by a range of organisations. In this funding route a grant will be issued to successful applicants following a robust application and independent appraisal process.

The processes that will be used within each of these main funding routes are closely informed by the Cabinet Office's Grants Functional Standard and HM Treasury's Managing Public Money guidance. In relation to the Grants Functional Standard where a grant funding contract is issued we will adhere closely to the following principles:

- ▶ grants objectives are aligned to the local community's priorities and the overall objectives of this Plan and the Government's ambitions for the Pride in Places Programme.
- ▶ a proportionate and appropriate approach is adopted in relation to governance, management frameworks and controls.
- ▶ grants are made in the best interest of the public, the public purse, and operate in line with 'Managing Public Money.'
- ▶ funding is administered with optimum efficiency, economy, effectiveness and prudence, to maximise value for public money.
- ▶ responsibilities and accountabilities are defined, mutually consistent, and traceable across all levels of management.
- ▶ public service codes of conduct and ethics are consistently upheld.

In relation to the **Managing Public Money** guidance the Board will ensure adherence to the following principles at each stage: honesty, impartiality, openness, accountability, accuracy, fairness, integrity, transparency, objectivity and reliability. These principles will be followed in spirit, as well as to the letter of the law, in the public interest, to high ethical standards and achieving value for money.



Route 1

Commissioning route

Where a project concept identified through consultation with the local community either doesn't have a lead organisation, or there is only one organisation capable of designing and delivering the scheme, a commissioning approach will be adopted. An outline of the key steps involved is outlined below.

Stages	Key tasks
1 Develop the concept ↓	The Board will develop the concept identified by the local community undertaking initial development work in partnership with by Bradford Council. This will involve understanding the likely scale and size of the project; identifying likely milestones; a high level cost estimate; and testing deliverability.
2 Test the feasibility ↓	If the project concept appears viable and therefore warrants further advanced testing, the Board and Council will commission appropriate Feasibility Studies. For capital projects this will likely include understanding ownership of sites; assessing market feasibility and impact; testing deliverability and operational feasibility. Following the results of Feasibility Studies the Board will determine whether to proceed with progressing the project concept.
3 Develop an outline specification ↓	An outline specification will be developed for capital and revenue projects. The specification will set out the key requirements that need to be factored into the project's design. For example, on capital projects this will include details of the size and nature of the space required, and obligations to achieve design standards which may include BREEAM. The Board will work in partnership with the Council to develop the specification.
4 Commission initial design and costs ↓	The specification will be taken to market and appropriate designers and cost consultants procured. This will enable capital projects to progress to a sufficiently advanced RIBA stage to support planning applications where appropriate. For revenue projects the Board and Council may seek specialist support in developing a project design that reflects good practice elsewhere in the country reflecting the needs and desires of proposed service users.
5 Develop a full specification ↓	The Board and Council will review the initial designs and costs and determine whether to proceed to a full design. Bradford Council will develop the full specification and for significant projects will engage with the local community to test the overall design and key elements of the project. The development of a full specification will enable a procurement exercise to be completed.
6 Commission the project including contracting ↓	Bradford Council will deliver a procurement exercise on behalf of the Board. For capital projects this will culminate in a successful supplier being awarded a contract for goods, services or works in an appropriate format. For revenue projects the successful supplier will be awarded a grant contract or a service contract. Bradford Council's legal and procurement teams will provide advice throughout the procurement and contracting stage.
7 Monitor project delivery ↓	The Board and Bradford Council will monitor delivery and for both capital and revenue projects the selected supplier will be required to provide regular progress and monitoring reports. For complex capital projects the Board and Council may retain independent Quantity Surveyors to check and verify progress reports and requests for staged payments.
8 Evaluate project delivery	The Board and Council is committed to understand what worked well in project design and delivery, and the economic, environmental and social impacts that commissioned projects have achieved.

The Board is deeply committed to utilising local suppliers where possible. Bradford Council's procurement team and Section 151 Officer to complete procurement exercises that reflect the 2023 Act, but that enable local suppliers to engage.

At the end of each of the 8 stages above the Board and Council will determine whether to proceed using a basket of tests including:

- ▶ Feasibility: does the project still appear feasible and deliverable within the available timescales?
- ▶ Value for money: does the project continue to represent good value for money for the taxpayer?
- ▶ Local priorities: does the project continue to reflect local community priorities?

In relation to contracting Bradford Council will identify the most appropriate approach. In all cases the contract will ensure that relevant obligations are passed on to funding recipients to manage delivery risks and ensure compliance.

In relation to monitoring the Board will work with Bradford Council as the accountable body to agree and implement a clear monitoring process, with a mechanism to recover funding where beneficiaries do not comply with fund parameters, UK law or any local requirements. The process will include a clear mechanism for change control, detailing how changes to projects will be managed.

In relation to payments the contract will include milestones against which payments will be made. In the commissioning route it is expected that the vast majority of payments will be made in arrears, following evidence that milestones have been achieved.





Route 2

Call for Projects route

Where a project concept identified through consultation with the local community could be delivered through a range of activities by a range of organisations, a Call for Projects route will be adopted. An outline of the key steps involved is outlined below.

Stages	Key tasks
1 Develop the concept ↓	The Board will develop the concept identified by the local community undertaking initial development work supported by Bradford Council. This work will inform the Call for Projects and may include gathering the latest data to quantify the challenge or opportunity for which projects are sought.
2 Develop and issue the Call ↓	The Board and Bradford Council will develop the Call for Projects including the brief, the application form and appraisal form and timeline. The application and appraisal process will reflect the 5 Case model set out in the HM Treasury Green Book, but the approach adopted will be proportionate. The Call will be issued with promotion on the websites of the Neighbourhood Board and the Council, along with promotion through channels including social media.
3 Appraise applications ↓	Following the submission of applications, an independent appraisal will be completed either by Officers from Bradford Council, or from appraisers commissioned by the Board and Council. The appraisal will reflect the Green Book approach and will include technical due diligence covering financial health of applicants and will test compliance with Subsidy Control. The appraisals will be presented to a Board meeting for discussions and decisions. Board members will be required to identify any connections which could present a conflict of interest and will not engage in decision-making on any projects where there is a conflict, or the potential for a conflict of interest.
4 Contract with successful projects ↓	The Council will contract with successful applicants on behalf of the Board. The contract will confirm the funding awarded and the expected outputs and outcomes. The contract will set out the applicant's obligations including the submission of regular progress and monitoring reports.
5 Monitor project delivery ↓	The Board and Council will monitor delivery and for both capital and revenue projects the selected supplier will be required to provide regular progress and monitoring reports.
6 Evaluate project delivery	The Board is committed to understand what worked well in project design and delivery, and the economic, environmental and social impacts that commissioned projects have achieved.

As detailed above, the Board and Bradford Council will determine the level of information required for any project or programme selection processes, accounting for the need to progress the programme at pace while balancing propriety,

regularity, value for money and deliverability. The application form will include a question related to on-going maintenance of any capital assets developed or enhanced beyond the lifetime of the Plan for Neighbourhoods programme.



The appraisal process is likely to involve two key stages:

- ▶ **Gateway Review** – pass or fail based on strategic fit and eligibility; and,
- ▶ **Full appraisal** – scored appraisal against each of the Green Book's 5 cases.

This process will ensure that appraisal resource is utilised only on those projects will demonstrate a strong strategic fit to the Call for Projects brief (and hence this Regeneration Plan) and meet the eligibility criteria. The Gateway Review will establish:

- ▶ Whether the project is capital or revenue;
- ▶ Where the project is located;
- ▶ The strength of alignment with the Regeneration Plan's vision and strategy; and,
- ▶ Whether the project appears deliverable.

The Full Appraisal will include tests against:

- ▶ **HMT Green Book Criteria:** evaluate proposals against each of the 5 Cases.
- ▶ **Plan for Neighbourhood Objectives:** evaluation of proposals based on the three objectives of Thriving Places; Stronger Communities; and Taking Back Control.
- ▶ **Subsidy Control:** assess whether each project has a clear compliant route.

In relation to contracting Bradford Council will ensure that relevant obligations are passed on to funding recipients to manage delivery risks and ensure compliance. Grant Funding Agreements will be signed off via a Decision Notice by the Director of Corporate Resources (Section 151 Officer) in consultation with the Director of Legal & Governance.

In relation to **monitoring** the Board will work with Bradford Council as the accountable body to agree and implement a clear monitoring process, with a mechanism to recover funding where beneficiaries do not comply with fund parameters.

In relation to evaluation the Board will work with Bradford Council to develop an Evaluation Strategy that reflects Government guidance, and will ask organisations awarded funding to evaluate their schemes. Identified lessons both positive and negative will be shared with the Board to enable an evolution of the approach to project development, appraisal and delivery. Performance data from schemes (spend, outputs and outcomes) will be shared with the Board with a commitment to shared learning.

In relation to payments the default position will be that grant will be released in arrears following evidence that milestones have been achieved. However, there may be instances where a payment up-front will be made where a community organisation can demonstrate that this is required to support effective cash flow.

Decision-making

The Board and Bradford Council will work in partnership on the Pride in Place programme. The Council, as secretariat to the Board will prepare all Decision Papers. The Council Officers working on the programme will take a pro-active approach to securing support from the following key individuals:

- ▶ Portfolio Holder for Regeneration, Planning and Transport;
- ▶ Director of Corporate Resources (Section 151 Officer);
- ▶ Director of Growth; and,
- ▶ Director of Legal & Governance.

These key post holders will review decision papers before they are issued to the Board, to ensure that the Council fully understands the implications of decisions that the Board are being asked to make. Once approved the Decision Papers will be issued to the Board. The Papers will clearly set out:

- ☑ Recommendations for the Board to consider;
- ☑ The financial implication of recommendations; and,
- ☑ Learning from any previous similar projects that may inform the decision.

The Council, in its role as secretariat, will also provide an update at each Board meeting on the progress of approved projects with recommendations on any mitigating actions that may need to be taken to ensure projects remain on track.

Transparency

The Board is fully committed to transparency and will adopt a publication scheme routinely providing information about projects supported through the commissioning and the Call for Projects route. We will also publish regular information about our plans, performance and use of public resources. The published information will be in sufficient detail, and be sufficiently regular, to enable users and other stakeholders to hold the Board and the Council to account.

8. Governance

Fraud

The Board and Bradford Council will ensure that fraud is a key consideration in all spend activity and that the following processes are deployed:

- ▶ undertake Fraud Risk Assessments (FRA) at an appropriate level to each individual project dependent on risk.
- ▶ ensure that Plan for Neighbourhoods spend is undertaken in accordance with effective authority fraud prevention policy and procedure, and via engagement with colleagues specialising in this area.
- ▶ ensure that relevant evidence and data to prevent fraud is gathered as part of due diligence undertaken ahead of releasing funds.
- ▶ implement reporting and monitoring requirements that will identify irregularities or issues in use of funds which can be investigated further.
- ▶ store and file all work undertaken on FRA in the event of any issues or audit requirements.

We understand that MHCLG may request to see work related to fraud risk assessment where it has concerns about how funds are being administered.

