



Keighley

**Four Year
Investment Plan**

November 2025



Contents

Executive Summary 3

Interventions..... 10

Payment Profile & Spend Forecast 11

Projects 12

Capacity Funding 13

Management Costs 14

Milestones..... 15

Fund Management 17

Available Resources & Skills 20

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.

Town Challenges	Town Vision	Critical Success Factors	Intervention Areas	Intended Outcomes
➤ Acute Deprivation and Health Challenges ➤ Slow Growth Low Value Economy ➤ Town Centre Resilience ➤ Tackling Crime, including Domestic Violence ➤ Low Community Pride and Social Trust	Over the next 10 years we will continue our regeneration journey: ✓ Celebrating our rich heritage, culture and natural environs; ✓ Delivering a vibrant and welcoming town centre ✓ Ensuring residents and businesses are proud to call Keighley home Our vision is for: <u>Destination Keighley</u> ➤ Renewed Assets ➤ Stronger Connections ➤ Vibrant town core <u>Productive Keighley</u> ➤ Business vitality ➤ Enterprising people <u>Keighley Proud</u> ➤ Safer communities ➤ Community heart	<u>Destination Keighley</u> ➤ Assets are regenerated to be fit-for-purpose, sustainable and celebrated ➤ Keighley better promotes our cultural, heritage, sporting and nature offer ➤ Keighley town centre is a vibrant hub with a compelling offer, attracting people from wide catchments. <u>Productive Keighley</u> ➤ Stronger, more profitable and more resilient businesses ➤ Residents are inspired to succeed, and Keighley is better equipped to nurture our younger talent pipeline <u>Keighley Proud</u> ➤ Residents feel safer and are safer ➤ our communities feel more emboldened and are more invested in shaping the future of our town	Regeneration, high streets and heritage Work, Productivity and Skills Cohesion Health and Wellbeing Transport Safety and Security Education and Opportunity	➤ A thriving town centre with a much-improved offer ➤ Communities celebrate and engage in rich town culture and heritage. ➤ Residents have a more accessible sports, leisure and recreation experience ➤ Young people have access to improved opportunities to excel ➤ Businesses are more profitable and resilient ➤ Keighley generates more home-grown businesses ➤ More higher quality FTE job opportunities locally for residents ➤ Residents feel safer and are safer ➤ Communities are engaged in regeneration success
Town Opportunities ➤ Transformation Underway ➤ Cultural, Heritage and Environmental Assets ➤ Improved Town Sports, Recreation and Leisure Offer ➤ Good Jobs Growth ➤ Ensuring and Retaining Young Talent ➤ Sectoral Strengths in Production, Engineering and Retail				

Challenges – Key Priorities

Objective 1: Thriving Places

Challenges

Over the first four years we will prioritise investment in (1) Regeneration, high streets and heritage; (2) Transport (3) Work, productivity and skills; and, (4) Safety and security intervention areas.

Most of our identified town challenges as outlined in the Regeneration Plan cut across the Thriving Places ambition, either by making a 'direct' contribution towards Thriving Places ambitions as confirmed in the Pride in Place Strategy, or by making a more 'complementary' contribution towards ensuring Keighley thrives.

The following challenges we are seeking to directly address in relation to Thriving Places include:

- 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. 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 also 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.
- Slow Growth Low Value Economy** - 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 densities 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.

We also consider that tackling some of the following challenges (also outlined in the Regeneration Plan) will also make a complementary contribution towards ensure Keighley thrives:

- Acute Deprivation and Health Challenges**
- Tackling Crime, including Domestic Violence**

Objective 1: Thriving Places

Opportunities

In relation to Thriving Places, we will invest in measures in response to the following identified opportunities as listed in the Regeneration Plan. Seizing these opportunities will 'directly' contribute to Thriving Places ambitions:

- 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 strategic investments delivered, in delivery or planned over the past 4-5 years, including (a) the development of industrial units at Providence Park; (b) the creation of Keighley Skills Hub, Creative Arts Hub, Manufacturing, Engineering



& Future Tech Hub, and the Community Health & Wellbeing Centre (to be delivered); (c) the provision of Capital Assistance to Business Growth and a Community Grant Scheme (d) the delivery of Women's Employment Programme and supporting Keighley Art & Film Festival; and, (e) the delivery of various public realm schemes. 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.

- **Cultural, Heritage and Environmental Assets** - 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 Bronte Country offers, and for improved connections between the town centre and the town's parks.
- **Quality Jobs Growth** - Jobs densities in Keighley is very low – for every 100 working-age residents there at 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 outlines 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 towns production and creative sectors – we must seize these opportunities.
- **Sectoral Strengths in Production, Engineering and Retail** - 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, Gesip 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.

In also seizing opportunities for 'Ensuring and Retaining Young Talent, this will complement ambitions for ensuring Keighley thrives.

Objective 2: Stronger Communities

Challenges

Over the first four years we will prioritise investment in (1) Regeneration, high streets and heritage; (2) Transport (3) Work, productivity and skills; and, (4) Safety and security intervention areas.

Most of our identified town challenges as outlined in the Regeneration Plan cut across the Stronger Communities ambition, either by making a 'direct' contribution towards Stronger Communities ambitions as confirmed in the Pride in Place Strategy, or by making a more 'complementary' contribution towards ensuring improved cohesion and community pride.

The following challenges we are seeking to directly address in relation to Stronger Communities include:

- **Tackling 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. Underlying evidence for 2024 shows worrying high levels of Violence and sexual violence, Shoplifting, Criminal damage and arson, Public order, Burglary and Other Theft - On all of these indices, Keighley recorded levels that are well above the national average. We have a particular concern around the safety of women and girls both in public and private spaces. Domestic violence and abuse is a real issue 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.
- **Low 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.

We also consider that tackling some of the following challenges (also outlined in the Regeneration Plan) will also make a complementary contribution towards ensuring Stronger Communities in Keighley:

- **Acute Deprivation and Health Challenges**
- **Town Centre Resilience**

Objective 1: Stronger Communities

Opportunities

In relation to Stronger Communities, we will invest in measures in response to the following identified opportunities as listed in the Regeneration Plan. Seizing these opportunities will 'directly' contribute to ensuring Stronger Communities in Keighley:

- **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.

- **Cultural, Heritage and Environmental Assets** - 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.

In also building on the opportunities from the towns 'Transformation Underway', this will complement ambitions for ensuring Stronger Communities in Keighley.

Objective 3: Taking Back Control

Challenges

Over the first four years we will prioritise investment in (1) Regeneration, high streets and heritage; (2) Transport (3) Work, productivity and skills; and, (4) Safety and security intervention areas.

All of our identified town challenges as outlined in the Regeneration Plan cut across the Taking Back Control ambition, by ensuring that our communities take ownership of strategic regeneration initiatives, whilst ensuring improved opportunities for employment and upskilling across the town.

Specifically, in helping to address the following challenges (identified in the Regeneration Plan) we will complement Taking Back Control ambitions:

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

Objective 3: Taking Back Control

Opportunities

In relation to Taking Back Control, we will invest in measures in response to the following identified opportunities as listed in the Regeneration Plan. Seizing these opportunities will 'directly' contribute to Taking Back Control in Keighley:

- **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. 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.

- **Quality Jobs Growth** - Jobs densities 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 creative sectors – we must seize these opportunities.
- **Quality Jobs Growth:** Jobs densities 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 creative sectors – we must seize these opportunities.
- **Sectoral Strengths in Production, Engineering and Retail** - 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, Gesip 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.

In also ensuring an '**Improved Town Sports, Recreation and Leisure offer**', this will complement ambitions for Taking Back Control in Keighley.

Community Engagement

Community Engagement

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

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.

Engagement has been via a mix of online and in-person surveys, workshop sessions and briefings.

In total we have received the views from 227 business, 77 young people, 101 community groups, organisations, services and CICs; and 750+ views from individuals of the general public.

A full outline of the engagement undertaken and the consultation findings is provided in the Regeneration Plan, with summary engagement as follows:

- **Business Consultations** - BID Strategy 2024-2028 (100 responses), Town Board Consultation (2024) by Keighley Creative (6 detailed responses); Bespoke Survey (September 2025, 11 detailed responses) and Town Investment Plan consultations (2021, 110+ responses)
- **Community Groups, Organisations and Services** - CICs via Town Board Consultation (2024, 5 responses), Town investment Plan consultations (2021, 53 community organisation responses and 43 community services responses)
- **Keighley College Workshops**- Town Board Consultation (2024, 15 students and tutors)
- **Culture & Heritage – Town Investment Plan consultations (2021, 32 responses)**
- **South Asian Women** - Highfield Community Association via Town Board Consultation (2024, 23 responses)
- **Young People** - Online survey via Keighley College (70 responses) and Sue Belcher Centre session - Town Board Consultation (2024, 7 responses)
- **General Public** - Keighley Neighbourhood Development Plan consultations (2025, 37 responses); Keighley Development Framework consultations (2023, 6 week public consultation period), Town Investment Plan (2021, 710 responses)
- **Wider stakeholders** – Bradford Council Officer and Councillor Workshops (2025, selected Officers/Councillors) and Keighley Creative Trustee engagement (7 Trustees)

Are you in an MCA area?	Yes
Have you consulted your MCA?	Yes
Consulted with MP?	Yes
MP Name	Robbie Moore
Constituency	Keighley and Ilkley
Does the constituency of another MP make up 25% or more of your agreed place geography?	No
Does the constituency of another MP make up between 10% to 25% of your agreed place geography?	No



Interventions

Prioritised Intervention Areas – First Four Years	
✓	Safety and Security
✓	Not sure which pre-approved interventions we plan to fund at this stage
✓	High Streets, Heritage and Regeneration
✓	Not sure which pre-approved interventions we plan to fund at this stage
✓	Transport
✓	Not sure which pre-approved interventions we plan to fund at this stage
✓	Work, Productivity and Skills
✓	Not sure which pre-approved interventions we plan to fund at this stage

Payment Profile & Spend Forecast

Payment and Spend Profile												
£,000			Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36
Capacity Funding	144	35	42	42	42	42	42	42	42	42	42	42
Development Funding – Capital			360	1,736	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605
Development Funding - Revenue			232	256	432	432	432	433	433	450	450	450
Capacity funding budget reflects spend to date, forecast spend for this financial year, plus pro-rated spend of remaining budget thereafter. Development funding at this stage reflects spending in line with Government budgets. This will be further developed as projects are identified. The expectation is for all projects to be supported by the funding to be in line with the pre-approved intervention list with no 'off-menu' projects supported.												
Spending by Intervention Area												
Capital (£,000)					2026/27	2027/28	2028/29	2029/30				
High Street, Heritage and Regeneration					£90	£434	£401	£401				
Work Productivity and Skills					£90	£434	£401	£401				
Transport					£90	£434	£401	£401				
Safety and Security					£90	£434	£401	£401				
Revenue (£,000)					2026/27	2027/28	2028/29	2029/30				
High Street, Heritage and Regeneration					£58	£64	£108	£108				
Work Productivity and Skills					£58	£64	£108	£108				
Transport					£58	£64	£108	£108				
Safety and Security					£58	£64	£108	£108				



Projects

Identified Projects	
	Yes
√	No

Capacity Funding

Capacity Funding

Capacity funding has been used to invest in Regeneration and Investment Plan development, including for (a) consultations (b) consultant support to prepare the plans (c) programme management to support the board and (d) venue hire and miscellaneous costs for board meetings.

In the coming years, capacity funding will be used to support (1) ongoing consultations, (2) routine annual monitoring, (3) the development of project calls and the selection process and (4) the costs for Board meetings. Other ad hoc and yet-to-be identified activities may also be funded through the capacity budget.



Management Costs

Management Costs

The Neighbourhood Board may opt to use some funding to cover some management costs, specifically relating to covering any required due diligence and contracting costs, alongside similar costs for legals/Subsidy Control advice.

All costs, including management cost demands, will be agreed by the Neighbourhood Board in advance of any external commissioning.

Milestones

Milestone Types	
✓	Consulting the community
✓	Running a feasibility study
✓	Call for projects and project selection round
✓	Commissioning services
✓	Project procurement

Consulting the community:

Milestone	Start date	Completion date
Prepare marketing materials to launch the programme	2/3/26	27/3/26
Launch the Pride in Places programme with updated website and leaflet drop in local businesses and community venues	6/4/26	1/5/26
Prepare first sentiment survey	4/5/26	22/5/26
Launch first sentiment survey and advertise it on our website; in local newspapers; in local community hubs; and in flyers distributed throughout the town	8/6/26	17/7/26
Close survey and analyse results	20/7/26	7/8/26
Organise first public feedback meeting	8/6/26	17/7/26
Hold first public meeting presenting key themes from the survey and provide information about the Board's work and upcoming priorities	10/8/26	21/8/26
Deliver second sentiment survey	17/5/27	6/8/27
Hold second public meeting	16/8/27	27/8/27
Deliver third sentiment survey	22/5/28	4/8/27
Hold third public meeting	14/8/27	25/8/27
Deliver fourth sentiment survey	21/5/29	10/8/29
Hold fourth public meeting	20/8/29	31/8/29
Share design of major capital projects with the community for feedback	10/4/28	28/7/28

Running a feasibility study:

Milestone	Start date	Completion date
Develop brief for Feasibility Studies for commissioned major capital projects	26/4/26	26/11/26
Procure contractors to complete Feasibility Studies for commissioned major capital projects	11/1/27	31/3/27
Receive initial Feasibility Studies and review whether to proceed with project concepts	5/4/27	28/5/27

Call for projects and project selection round:

Milestone	Start date	Completion date
Development of Call for Projects including process and forms	6/4/26	26/6/26
Appraisal of submitted applications reflecting a Green Book approach and including technical due diligence covering financial health of applicants and Subsidy Control compliance	6/7/26	7/8/26
Appraisal reports shared with key Council Members and Officers including the Portfolio Holder for Regeneration, Planning and Transport; and, the Director of Corporate Resources (Section 151 Officer)	17/8/26	2/10/26
Appraisal reports shared with the Board with Decision Papers prepared by Bradford Council and decisions made on submitted applications	14/9/26	9/10/26
Contracting with successful applicants with the contract confirming the expected outputs and outcomes and the applicant's obligations including the submission of regular monitoring reports	16/11/26	26/2/27
Delivery of projects supported through Call begins with on-going monitoring and progress reporting	1/4/27	29/3/30
Review and evaluation of first delivery period begins	5/7/29	29/3/30

Commissioning services:

Milestone	Start date	Completion date
Develop Service Level Agreement between the Board and Bradford Council setting out range of services that will be provided and quality measures	12/1/26	27/3/26
Procure agency (or agree approach) with the board and Council) to complete appraisals	7/9/26	5/10/26
Develop brief to deliver and analyse annual sentiment survey	16/3/26	10/4/26
Deliver and analyse annual sentiment survey	13/4/26	19/6/26
Develop brief for evaluation of the first delivery period (April 2026 to March 2030)	2/7/29	17/8/29
Procure agency (if required) to evaluation of the first delivery period	3/9/29	29/3/30

Project procurement:

Milestone	Start date	Completion date
Begin development of concepts and scope for project ideas identified for commissioning route	/7/26	/9/26
Develop brief for Feasibility Studies for commissioned major capital projects	26/4/26	26/11/26
Procure contractors (if required) to complete Feasibility Studies for commissioned major capital projects	11/1/27	31/3/27
Receive initial Feasibility Studies and review whether to proceed with project concepts	5/4/27	28/5/27
Procure initial designs & costs for commissioned projects	5/7/27	24/9/27
Develop full specification for commissioned projects	10/1/28	24/3/28
Share designs with the community and seek feedback	3/4/28	30/6/28
Procure contractors to deliver commissioned projects	3/7/28	29/9/28
Initial work begins on commissioned projects	22/1/29	30/3/29

Fund Management

Fund Management

The Board has developed the Regeneration Plan and Investment Plan on behalf of Keighley's residents and businesses. 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. Each Board member has signed up to a **code of conduct based on the Seven Principles of Public Life**: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.

The Board's focus for the first four years of delivery is on the following three Investment Themes:

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

The Board will work with Bradford Council to develop a call for projects for each of the Investment Themes, identified for early action. The call for projects will summarise Keighley's strengths and weaknesses drawing 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.

The following requirements will also inform the Call for Projects process and templates; the appraisal of submitted applications; and, the content of Funding Agreements; and the monitoring process:

- environmental impacts and environmental duty;
- public sector equality duty (England, Scotland and Wales);
- public contract regulations; and,
- Subsidy Control Act 2022 and state aid regulations.

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 the Regeneration Plan, 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 - 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.

Following this initial screening the Board and Bradford Council will determine which of the following two routes is most appropriate to progress the project idea. Please note that the processes that will be used within each of these routes are closely informed by the Cabinet Office's Grants Functional Standard and HM Treasury's Managing Public Money guidance.

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 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.

The commissioning route consists of the following 8 stages and at the end of each stage the Board will work in partnership with the Council to determine whether to proceed to the next stage.

- Stage 1: Develop the concept
- Stage 2: Test the feasibility
- Stage 3: Develop an outline specification
- Stage 4: Commission initial design and establish costs
- Stage 5: Develop a full specification
- Stage 6: Commission the project
- Stage 7: Monitor project delivery
- Stage 8: Evaluate project delivery

The Board has a robust conflicts of interest procedure and all Board Members maintain a conflict of interest register. In the event that any Members have an interest in commissioned projects then they will not be able to

participate in any decisions regarding whether to proceed at each stage end-point, or any decisions relating to investment levels awarded to commissioned projects.

In the event that the Council is best placed to lead project delivery, the Board will commission an independent agency to appraise documents and inform decision points. The Board may also commission designers and cost consultants to review designs and costs developed by Bradford Council.

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 commissioning route consists of the following 6 stages and at the end of each stage the Board will work in partnership with the Council to determine whether to proceed to the next stage.

Stage 1: Develop the concept

Stage 2: Develop and issue the Call

Stage 3: Appraise applications

Stage 4: Contract with successful projects

Stage 5: Monitor project delivery

Stage 6: Evaluate project delivery

The Board plays a central role in each of these stages. For example, in stage 1 the Board will develop the concept identified by the local community undertaking initial development work supported by Bradford Council. In Stage 2 the Board and Bradford Council will develop the Call for Projects including the brief, the application form and appraisal form and timeline.

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.

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.

Bradford Council is the accountable body and is responsible for managing the programme delivery and assurance process, including **managing any conflicts** and taking a final decision. 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 Board and Council are currently working on the following key documents and they will all be in place by the end of March 2026 before delivery commences in April 2026:

- Keighley Pride in Places Programme Risk Register; and,
- Keighley Pride in Places Programme Fraud Risk Assessment.

As detailed in the Milestones section of this Investment Plan the Board and Council will also develop the following with forms and processes in 2026:



- Call for Projects application and appraisal form;
- Call for Projects process map;
- Call for Projects monitoring report and process map; and
- Call for Projects evaluation guidance.

Accountable Body Assurance

Bradford Council will provide oversight throughout, including awarding funding, making payments to projects and ensuring they are delivered effectively and compliantly.

Contracting by Bradford Council will ultimately be critical to ensuring project sponsors deliver on time, to scope and within budget and contracts will also include clear expectations on ongoing reporting needs by the project promoters, covering performance, delivery progress and project risks.

This will form a key aspect of future oversight by the Neighbourhood Board and Bradford Council throughout.

Available Resources & Skills

Skills and Resources

Bradford Council has experience of delivering both the Shipley and Keighley Towns Fund, with Regeneration and Programme Managers in place to deliver key priorities. Furthermore, a Head of Major Projects, with experience in private sector regeneration has been recruited to provide further assurances, oversight and robust governance to deliver the Pride in Places Programme. Alongside this, there is a new Programme Support Officer in place as a dedicated resources to manage the administration of the programme, working in partnership with the Regeneration and Programme Manager to ensure key milestones and programme / project objectives are delivered.

The Neighbourhood Board, established since the inception of the Towns Fund has been repurposed, with a private sector Chair and representatives from the local community, businesses, education and the private sector to support the delivery of the Towns Fund, Levelling Up Programme and the Pride in Places Programmes.

Contracted resources have been focused on community and business engagement in Keighley, alongside procurement of a West Yorkshire Based Consultancy Firm to develop the Regeneration and Investment Plan, utilising their expertise in economic development to capture the key priorities of the Town.

The Neighbourhood Board is a matured board that brings together significant resources. The Neighbourhood Board has senior representation from a range of political, business and third party interests, with most of members of the board being experienced in strategic regeneration and in the delivery and dispersal of capital and revenue funds.

Bradford Council also brings significant cross-discipline resources spanning most policy agendas, and the Council also has access to a range of external support as required. This includes for the procurement of legal, design and costing, business case development and assurance etc.

Government Support

We would value Government support in:

1. Ensuring ongoing opportunities for accessing match funding/Government financing are available to maximising leveraged investment into Keighley
2. Enabling opportunities to collaboration and for ideas sharing across towns
3. Ensuring a simplified and proportionate approach to monitoring and evaluation
4. Providing clearer guidance on Governance demands for the Pride in Places programme, including auditing demands and output/spend reporting needs going forward