

# Report of the Strategic Director of the Department of Place to the meeting of the Executive to be held on 7 November 2023

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## Subject:

Keighley Locality Plan – Progress update 2022/23

## Summary statement:

As part of the Council-wide programme of ‘Strengthening Locality Working’, Neighbourhood and Community Services worked with other Council services and partner agencies to develop five Locality Plans, one for each constituency that make up the Bradford District. This report gives an update on the progress achieved towards addressing the locality-wide priorities set out in the Keighley Locality Plan during 2022/23.

## EQUALITY & DIVERSITY:

The Locality Plans are being developed in consultation with a wide variety of partners with the aim of ensuring that the voices of all communities in the Locality are heard. This has included specific targeting, to ensure the views of minority groups, and those whose voices are seldom heard, are engaged in the process.

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David Shepherd, Strategic Director of Place

## Portfolio:

Leader of the Council

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## Overview & Scrutiny Area:

Health and Social Care



## 1. SUMMARY

As part of the Council-wide programme of ‘Strengthening Locality Working’, Neighbourhood and Community Services worked with other Council services and partner agencies to develop five Locality Plans, one for each constituency that make up the Bradford District. This report gives an update on the progress achieved towards addressing the locality-wide priorities set out in the Keighley Locality Plan during 2022/23.

## 2. BACKGROUND

2.1 The Locality Plan sets out an ambitious set of priorities for Bradford Council, working with its partner agencies, communities and residents to address over 3 years. This is building on the important work that Bradford Council and its partners have done over recent years. Some of these achievements and investments are as follows:

- Keighley’s receipt of a Towns Fund investment offer of £33.6m – this is the highest offer in West Yorkshire and the fifth highest Town Deal investment offer nationally. The funding and projects identified will create jobs and training opportunities and promote economic growth as well as having a positive impact on health outcomes. They include the following projects:
  - Capital assistance to business growth - supporting businesses to grow and adapt and diversify in a changing climate.
  - Community Grant Scheme – financial support to a range of organisations and businesses that are rooted in the local communities including grass roots and community organisations to improve premises or support to expand or diversify / strengthen the offer to the local community.
  - Keighley Creative Community Hub - A community arts hub creating a cultural destination in Keighley town centre and will provide a year round programme of skills training and leisure learning
  - Keighley Art and Film Festival - supporting the development of the Keighley Art and Film Festival and to employ a small core team year-round to generate the resources to ensure a high-impact series of events
  - Women Employment Project - establishing a textile academy which will deliver a bespoke skills training package for local Black, Asian and Minority Ethnic (BAME) women to improve pathways into skilled work.
- The Careers and Technical Education partnership is working in a number of primary and secondary schools as well as with Keighley College to engage and inspire, children and young people and create sector specific pathways into work and Higher Education.
- Through the Towns Fund, Keighley College is developing a Manufacturing, Engineering and Future Technology Hub building on the success of the Centre of Excellence for Advanced Manufacturing and Engineering. This is an exciting development reflecting the need for a capital estate that meets the need of local manufactures and students alike and will make a significant contribution to our clean growth ambitions and the ongoing transformation of the town.

- Running alongside this is a further Towns Fund project to develop a Skills Hub within the NHS Community Health and Wellbeing Centre led by Keighley College to improve access to learning for adults who face significant barriers to participate in learning.
- Supported a wide range of employment and skills interventions including community employment coaches co-located in the Job Centre, Keighley College, Town Hall, Project 6, who regularly run drop-in days and guidance clinics in four other community settings to support engagement from disadvantaged groups and communities.
- In Silsden the construction of a new 3 Form of Entry (3FE) primary school with all ancillary facilities in replacement of the 2 Victorian schools previously used – opened January 2022
- The refurbishment of Low Fold Nursery and the creation of a new Multi Use Games Area
- A 1 Form of Entry (1FE) expansion of All Saints CE Primary School, Ilkley
- A new build expansion and part refurbishment of Ilkley Grammar School
- The construction of Valley View Resources Centre in Oakworth, a 50-bed short term respite centre operated by Adult Services
- Refurbishment of Keighley Library - including repairs, redecorations, upgraded of lighting and the addition of 2 new meeting 'pods' enabling the use of the Library for small meetings, advice sessions etc.
- The LEAP (Creative People and Places project) has invested in the Create, Connect, Make project based at Keighley Library, which has seen a wide range of groups engage in creative sessions and engaged new audiences.
- £300k investment through the Playable Spaces Programme in Riverside Gardens, Ilkley, Central Park, Haworth and Cliffe Castle and Devonshire Park, Keighley.
- £85k investment in refurbishing and providing new equipment in Devonshire, Victoria and Lund Parks
- £1.1m refurbishment of Ilkley Lido
- £3.2m refurbishment of Oakworth Crematorium
- £30k future boost sports grants to help 16 to 25 year olds access sporting and leisure opportunities
- £44k delivery of a series of free activity-packed fun days in parks across the district over the 2021 summer, school holidays.
- Delivery over 40 projects/activities by the Culture & Events Team on three main programmes - Summer Unlocked, Winter Unlocked and Spring Back
- Grants to Ilkley Pride and Keighley Photography Hub provided incredible provision for artists and communities celebrating Pride Festival and exploring sustainable photography processes. This complimented continued work with Keighley Creative and Ilkley Literature Festival as part of the Regular Funded Organisation portfolio.

2.2 The vision for the Strengthening Locality Working approach is to build safe, strong and active localities where citizens and local leaders are empowered to work alongside public agencies and partners to address local needs and issues. Working collaboratively and creatively, they utilise local assets, resources and opportunities to enhance community capacity and tackle inequalities. People are at the heart of service design and delivery, and experience coordinated support within their localities and only need to tell their story once. A stronger focus on prevention and early help promotes better outcomes for local people and helps reduce the need for

statutory interventions wherever possible.

- 2.3 To achieve this vision the project advocates a stronger role for Bradford Council and its partners as a leader and place shaper, aligning delivery and resources, renewing the emphasis on the role of Area Committees, and supporting local councillors in their capacity as democratic champions.
- 2.4 The project has seen the strengthening of resource and capability within Neighbourhood & Community Services, in both the Area Office teams and the Stronger Communities team, and a broadening of the role and influence of Area Co-ordinators as convenors of place.
- 2.5 This work is underpinned by developing arrangements for a Council-wide locality approach to prevention and early help that promotes collaboration between Council colleagues, and with wider partner agencies, to better support individuals, families and communities across the District. By prevention we mean, preventing or delaying problems from arising in the first place so that everyone across the Bradford District – whatever locality they come from – can live a long, healthy, and full life. In turn, Early Help is about tackling problems head-on when they emerge, intervening early before problems escalate. At the heart of both Prevention and Early Help is a constant focus on **what's strong, not what's wrong**. We work closely with communities to make the most of their assets, resources and opportunities, empowering citizens and local leaders to work alongside public agencies and partners to address local needs in a collaborative and creative way.
- 2.6 This re-dressing of the balance which emphasises an asset-based approach to tackling inequalities and neighbourhood issues, alongside the more dominant deficit-based model, requires a shift in both thinking and practice which challenges existing ways of working and therefore takes time, commitment and support at all levels of the organisation, to implement successfully.

This does not, however, mean that one approach is better than the other. Working together, assets-based approaches add value to the deficit model by:

- Identifying the range of protective and well-being promoting factors that act together to support well-being and the policy options required to build and sustain these factors.
- Promoting citizens as co-producers of well-being rather than simply as consumers of services, thus reducing the demand on scarce resources.
- Strengthening the capacity of individuals and communities to realise their potential for contributing to the development of their neighbourhoods.
- Contributing to more equitable and sustainable social and economic development and hence the goals of other sectors.

In reality, both models are important, however, Neighbourhood & Community Services are concentrating their work on redressing the balance between the more dominant deficit model and the less practiced (despite its apparent popularity) assets model.

2.7 As this has been the first year of implementing the Locality Plans much of the work has been focused around bringing the relevant people together to explore how best to address the priorities in the Plan. Work has been done to further develop inter agency support and ownership of the themes and priorities, and the action needed to address them.

Neighbourhood & Community Services have led on, or contributed to, this work in the Keighley locality in the following ways:

- continuing to build buy-in and active participation in the Keighley Area Leadership Team - a single, cross-constituency partnership focused on the development of prevention and early help
- the delivery of a bi-monthly Asset Based Community Development (ABCD) Learning Circle for people working at a grassroots level in neighbourhoods from across the Council and partner agencies. This enables practitioners to reflect on their practice with others, build relationships and learn from each other
- setting up of a 'Decent Homes' theme partnership bringing together the Council's Private Sector Housing and Housing Access services, Registered Social Landlords and the Wellbeing Hub to help co-ordinate and improve joint working to address housing-related issues in the locality
- working with colleagues in the Council's Employment & Skills team to help facilitate their move to a more locality-based way of working
- co-location of the Stronger Communities participation & engagement officer, the Living Well community development worker and the Active Travel social prescribing officer with the Area Office team at Cliffe Castle
- work with the two Community Health Partnerships that cover the locality and the Reducing Inequalities Alliance team to allocate funding to help address some of the most serious health issues that contribute to health inequality in the locality
- work with the Council's Economy & Development services team and the Keighley Area Committee to allocate funding to address the adverse consequences of the Cost of Living crisis
- work with the Council's Economy & Development services team to provide local knowledge and perspectives that contributed to the development of the Keighley Development Framework
- facilitating the active involvement of local residents and partner agencies, in the development of the Active Travel Network plan for Lawkholme (working with the Council's Infrastructure & Local Plan team)
- setting up and facilitating a monthly Keighley Community Network partnership of colleagues working in the Voluntary, Community & Faith sectors to help build relationships, share information and learning, highlight gaps in provision and plan ways to work together to address them.

2.8 A key initiative developed by Neighbourhood & Community Services over the past year has been a strengths-based approach to working with individuals looking for prevention and early help support in communities, called 'Neighbourhood Connect'. This takes referrals from people themselves, Neighbourhood Wardens, Councillors, Adult Social Care's Independence Advice Hub and many other sources. Ward officers or assistant ward officers then have a strengths-based conversation with

the person to determine how they could best connect them with services, activities and groups in their community to give them the most appropriate support which will contribute to their well-being and ability to live a fulfilled life.

- 2.9 Neighbourhood & Community Services are aware that key performance indicators and other appropriate measures of success need to be developed for the priorities in the Locality Plans. Work has begun on developing these so that they better reflect achievable outcomes, and this will be continued over the current year. The following principles set the overall context for this work and will continue to guide the setting of locality priorities:
- Increase organisational resilience through a common understanding and approach to locality working
  - Evidence outcomes delivered against the Council and District plan priorities
  - Promote community capacity and improve outcomes to be delivered for communities
  - Reduce inequalities and improve access to support for individuals and communities
  - Allow individuals and communities to access multi-disciplinary early help that ultimately prevents/reduces/delays the need for intervention by statutory services
- 2.10 This work will be informed by, and be undertaken alongside, the development of a Neighbourhood & Community Services Prevention & Early Help strategy which will set out the ways in which the service currently leads on, and contributes to, prevention and early help for individuals and communities, and the future direction for the development of the service.
- 2.11 This report presents a progress update of the 18 locality-wide priorities in the Keighley Locality Plan during 2022-23 (Appendix A). The priorities set out in the Locality Plan align with the six 'priority outcome areas' that make up the Council Plan 2021-25.
- 2.12 Appendix B contains six Case Studies, one for each of the six priority outcome areas, which highlight an example of the nature of the work being done to address these priorities in the Keighley Locality.
- 2.13 The Locality Plan also includes six Ward Plans which set out the priorities and outcomes for each of the wards covering the Keighley Locality. Progress against these are reported to Keighley Area Committee on a twice-yearly basis and so are not included in this report (see Para 12: Background Documents).

### **3. OTHER CONSIDERATIONS**

No other considerations.

### **4. FINANCIAL & RESOURCE APPRAISAL**

This work falls within the current budget and resources of the Neighbourhood Service and other existing Council and partner agency resources that are available for joint working to address the Locality Plan priorities.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

A key purpose of Strengthening Locality working is to reduce the demand on services.

## **6. LEGAL APPRAISAL**

There are no legal implications directly arising from this progress report. Legal input provided on the current projects have included advice on grants, procurement and subsidy control and further legal input will be provided as required.

## **7. OTHER IMPLICATIONS**

### **7.1 SUSTAINABILITY IMPLICATIONS**

One of the key themes in the Locality Plan aims to increase sustainability across the Area.

### **7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS**

Locality approaches should reduce travel.

### **7.3 COMMUNITY SAFETY IMPLICATIONS**

Community Safety issues will be addressed within the Locality Plan.

### **7.4 HUMAN RIGHTS ACT**

No known issues.

### **7.5 TRADE UNION**

No known issues.

### **7.6 WARD IMPLICATIONS**

There will be positive implications for all Wards in the Keighley Area if the Strengthening Locality Working programme achieves its objectives.

### **7.7 AREA COMMITTEE LOCALITY PLAN IMPLICATIONS**

This report details progress being made to address the 18 priorities in the Keighley Locality Plan.



## **7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

The views of young people have been considered in the development of the Locality Plan through a District wide survey and through consultation in Youth Work settings. It is hoped that through taking action in line with the priorities set out in the Locality Plan that the outcomes for Bradford's Looked After Children will be improved.

## **7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

No known implications

## **8. NOT FOR PUBLICATION DOCUMENTS**

None

## **9. OPTIONS**

- 9.1 Decisions related to Locality Plans are the responsibility of the relevant Area Committee. Therefore, this report is presented to the Executive for information, discussion and comment.

## **10. RECOMMENDATIONS**

- 10.1 The Executive is invited to comment on the Keighley Locality Plan – Progress Update 2022/23, as set out in Appendix A of this report.
- 10.2 The Executive requests that the Keighley Area Co-ordinator, accompanied by the Chair of Keighley Area Committee, presents a progress report to the Executive in 12 months time, setting out the progress and achievements made for each of the priorities detailed in the Keighley Locality Plan during 2023/24.

## **11. APPENDICES**

Appendix A: Keighley Locality Plan – Progress Update 2022/23

Appendix B: Case Studies

## **12. BACKGROUND DOCUMENTS**

“Keighley Locality Plan 2022-25” (Document ‘E’), Keighley Area Committee, 23 June 2022

“Keighley Locality Plan 2022-25 – Progress Update” (Document ‘L’), Keighley Area Committee, 2 February 2023