

KEIGHLEY COMMUNITY LED LOCAL DEVELOPMENT STRATEGY 2017-2022

1. INTRODUCTION

This Local Development Strategy (LDS) has been developed by the Keighley Community Led Local Development (CLLD) Local Action Group (LAG), and validated by businesses, residents and other stakeholders within the CLLD area.

The LAG has agreed the overall vision for the CLLD area as:

Keighley CLLD area, by 2022, will be an enterprising, aspirational and positive place, where:

- our people are personally accountable and able to develop resilience and self-esteem, increasing well-being;
- our businesses are innovative and productive, and supported to set up and grow;
- diversity is respected, understood and appreciated;
- there is connectivity, integration, networking, amongst businesses and residents;
- pathways are put into place to help us to upskill and 'grow our own'; and encourage and support sustainable career progression; and
- the environment is clean, green and attractive.

This strategy sets out the needs of the Keighley CLLD area and our proposed approach to investing £6m (£1.5m ESF, £1.5m ERDF, £2.1m Public resources and £0.9m private resources) to address these needs, capitalising on the strengths and opportunities in the area, whilst reducing the weaknesses and threats impacting on the economy, businesses and local population, thereby contributing to the achievement of the vision.

2. KEIGHLEY CLLD AREA

The Keighley CLLD area is nine miles from Bradford City Centre and falls in the Bradford Metropolitan District Council local authority area, within Leeds City Region. Keighley is Bradford District's largest town after the city centre. It became part of Bradford Metropolitan District in 1974. A Town Council was established in 2002. The town is largely urban with a retail centre that is larger than might be expected from the immediate population. It draws on a wider network of settlements for custom. Keighley has a history based largely on manufacturing and has retained a larger portion of its manufacturing base than many other similar towns. A large proportion of Bradford District's manufacturing capacity is within Airedale.

The CLLD area is based around the Keighley Town Centre and is within a priority area for regeneration for both the District and the Leeds City Region, and the strategy will focus on the 20% most deprived Local Super Output Areas (LSOAs) within the Keighley East, West and Central wards. This area has been identified from the top 20% IMD.

It comprises the following 20% most deprived LSOAs:

<u>Ward</u>	<u>LSOA</u>	<u>20% most deprived</u>	<u>Population</u>	<u>Adjacent to</u>
Keighley East	E01010700	Aireworth	1591	701, 702, 710
	E01010713	Woodhouse	<u>1379</u>	711
			2970	
Keighley West	E01010715	Bracken Bank (North)	1192	718
	E01010718	Bracken Bank (South)	1475	715
	E01010721	Braithwaite	1470	722, 720
		Laycock/Braithwaite	1438	720, 721, 724
	E01010722	(West)		
	E01010724	Keighley Central	<u>1437</u>	720, 722
			7012	
Keighley Central	E01010701	Eastwood	1482	700, 702
	E01010702	Lawkholme	2132	701, 710, 728
		Keighley Town Centre	1859	700, 702, 728,
	E01010710			719, 723, 711
	E01010711	Greengate	1453	710, 712, 713
	E01010712	Lund Park	1498	711
	E01010719	Highfield	1590	720, 723, 710, 728
	E01010720	Black Hill (South)	1520	719, 721, 722, 724
		Keighley Central	1574	710, 719, 720,
	E01010723			724
	E01010728	Beechcliffe/Woodville	<u>1677</u>	702, 710, 719
			14785	
		Population total	<u>24767</u>	

In addition to the above LSOAs within the 20% most deprived wards, the LSOA E010725, with a population of **2428** has been added to the CLLD area, as it is surrounded by LSOAs which are in within the 20% most deprived areas of Keighley. It is adjacent to 710, 711, 712, 715 and 724.

These LSOAs together form a coherent unit in geographical, economic and social terms, with the LSOAs all adjacent to at least one other LSOA that falls within the most deprived 20%. The map of the area is attached at annex A.

The total area covers a total population of **27,195** residents, which are ethnically mixed, predominantly of white and Pakistani origin, with recent settlement in the Keighley West and Central wards of Eastern European migrants.

The area has higher than average unemployment, higher levels of deprivation and lower levels of attainment and qualifications than much of the surrounding areas and compared to District, Sub-regional and national comparators. More details about this are set out in the next section.

3. DEVELOPMENT NEEDS AND POTENTIAL OF THE CLLD AREA

3.1 The Local Social and Economic Context

The total population living in the CLLD area is 27,195. The demographic make-up of this population and key factors are summarised as follows:

Characteristic	Keighley CLLD area%	UK average %
<i>Ethnicity (2011 Census):</i>		
White British	53.3	79.8
BME	43	20.2
White Non-British	3.7	5.7
Pakistanis and Bangladeshi make up 37% of the population		
<i>Language (2011 Census):</i>		
Households with no members speaking English as main language	9.4	4.4
<i>Households (2011 Census):</i>		
One person households aged under 65	23.6	17.9
Lone parent families with dependent children	33.8	24.5
25% of children in the Keighley CLLD area live in families whose reported income is less than 60% of the UK median.		
<i>Age (2011 Census):</i>		<i>England Average</i>
0-15	27.3	18.9
16-24	13.1	11.9
Working age (16 – 64)	61.3	63.5
<i>Economic Activity (2011 Census):</i>		<i>Bradford Average</i>
Economically active – in employment total	49.6	57.3
Economically active – Part-time	14.3	14.4
Economically active – full-time	27.9	34.3
Economically active – self-employed	7.4	8.6
Economically active but unemployed	8.6	5.8
Economically active – full-time student	3.6	3.4
Economically inactive: Carer	10.2	6.7
Economically inactive: long-term sick/disabled	6.9	5.0
Economically inactive – males	26.9	25.7
Economically inactive – females	49.7	41.1

Unemployed – aged 16-24	2.6	1.7
Males	3.3	2.1
Females	1.8	1.3
Unemployed – never worked	1.9	1.4
Long-term unemployed	3.8	2.3
Males	4.8	2.9
Females	2.9	1.7
Qualification Levels (Census 2011):		England average
No qualifications	37.7	22.5
Levels 1 & 2	29.6	28.5
Apprenticeship	3.6	3.6
Level 3	9.8	12.4
Levels 4 and above	11.8	27.4
Other qualifications	7.6	5.7

Unemployment (Source: DWP including February 2016 LSOA level figures – providing more up to date figures at CLLD area level)

- There were 3880 working age claimants in the CLLD area in February 2016.
- 17% were Job Seeker Allowance claimants, but significantly higher numbers (47%) were ESA/IB claimants.
- 54% of all claimants were female.
- Almost 6% of Job Seekers Allowance claimants in the Keighley CLLD area are over 50 years of age and this age group accounts for 32.6% of all working age claimant figures.

Employment by Sector:

The following figures indicate a concentration and significantly higher than England and Bradford average of employment in both manufacturing and retail within the CLLD area; and significantly lower levels of employment in business and public administration.

Industry

	England	Bradford District	Keighley CLLD
1 : Agriculture, forestry & fishing (A)	0.6	0.1	0.0
2 : Mining, quarrying & utilities (B,D and E)	1.1	1.6	0.5
3 : Manufacturing (C)	8.3	12.8	17.0
4 : Construction (F)	4.3	3.2	3.6
5 : Motor trades (Part G)	1.8	2.0	2.3
6 : Wholesale (Part G)	4.2	4.8	4.5
7 : Retail (Part G)	9.9	9.9	20.9
8 : Transport & storage (inc postal) (H)	4.6	3.6	3.9
9 : Accommodation & food services (I)	7.0	4.8	4.3
10 : Information & communication (J)	4.3	3.1	2.2
11 : Financial & insurance (K)	3.8	4.0	1.9

12 : Property (L)	1.7	1.7	1.3
13 : Professional, scientific & technical (M)	8.4	5.8	7.8
14 : Business administration & support services (N)	8.9	5.4	2.2
15 : Public administration & defence (O)	4.3	5.0	1.2
16 : Education (P)	9.3	12.1	10.5
17 : Health (Q)	12.9	16.6	12.1
18 : Arts, entertainment, recreation & other services (R,S,T and U)	4.4	3.5	3.9
Column Total	100.0	100.0	100.0

Source: Business Register and Employment Survey (2015)

Employment by Gender:

9472 residents within the CLLD area were employed at the time of the 2011 census, broken down in the following broad sectors, and compared to the England average:

Source: Census 2011 Industry	Keighley CLLD Area			England		
	All persons	Male	Female	All persons	Males	Females
All categories: Industry	9472	5561	3911	100.0	100.0	100.0
A,B,D,E Agriculture, energy and water	1.0	1.6	0.2	2.3	3.3	1.2
C Manufacturing	13.9	17.6	8.7	8.8	12.5	4.7
F Construction	6.3	9.6	1.6	7.7	12.7	2.0
G , I Distributions, hotels & restaurants	28.5	29.9	26.6	21.5	20.8	22.3
H, J Transport and communication	9.8	15.0	2.6	9.1	12.8	4.9
K,L,M,N Financial, real estate, professional & admin activities	12.3	11.5	13.3	17.5	17.6	17.3
O,P,Q Public administration, education & health	24.6	12.2	42.3	28.2	16.2	41.6
R, S, T, U Other				5.0	4.1	6.0

Business Base

There are 1500 business units in Keighley CLLD area, with the retail and manufacturing dominating the economy accounting for 18 and 12%, respectively. Professional, scientific & technical and health organisations each account for 7% of the total.

Industry	Keighley CLLD MLSOAs
1 : Agriculture, forestry & fishing (A)	15
2 : Mining, quarrying & utilities (B,D and E)	10
3 : Manufacturing (C)	180
4 : Construction (F)	110
5 : Motor trades (Part G)	70
6 : Wholesale (Part G)	105
7 : Retail (Part G)	270
8 : Transport & storage (inc postal) (H)	55
9 : Accommodation & food services (I)	105
10 : Information & communication (J)	45

11 : Financial & insurance (K)	35
12 : Property (L)	35
13 : Professional, scientific & technical (M)	130
14 : Business administration & support services (N)	80
15 : Public administration & defence (O)	5
16 : Education (P)	35
17 : Health (Q)	120
18 : Arts, entertainment, recreation & other services (R,S,T &U)	95
Column Total	1,500

Business Size:

The following table (Nomis 2015) shows a higher than average proportion of small businesses within the CLLD area.

Employment Sizeband	England	%	Bradford	%	Keighley CLLD	%
Micro (0 to 9)	2,088,100	84%	13,985	82%	1,180	79%
Small (10 to 49)	324,650	13%	2,400	14%	270	18%
Medium-sized (50 to 249)	66,950	3%	575	3%	45	3%
Large (250+)	10,130	0%	90	1%	5	0%
Total	2,489,825		17,050		1,500	

Business Growth:

Data on jobs growth in the businesses by sector is only available on the wider District basis, as follows:

Bradford District - Skills Demand by Priority Sectors to 2022

Priority Sector	2012 Total	Expansion Demand	Replacement Demand	Total Requirement	% of 2012 total
Manufacturing	25,089	-2,586	6,998	4,412	17.6
Energy & Low Carbon	2,623	310	1,042	1,352	51.6
Construction	6,295	1,101	3,292	4,393	69.8
Logistics and Transport	7,429	919	3,676	4,595	61.8
Hospitality	13,138	453	5,982	6,435	49.0

Digital, Creative & IT	5,565	1,110	2,368	3,478	62.5
Finance & Business Services	19,936	1,691	8,944	10,635	53.3
Health and Social Care	31,582	3,541	13,333	16,874	53.4
Total	111,657	6,539	45,635	52,174	46.7

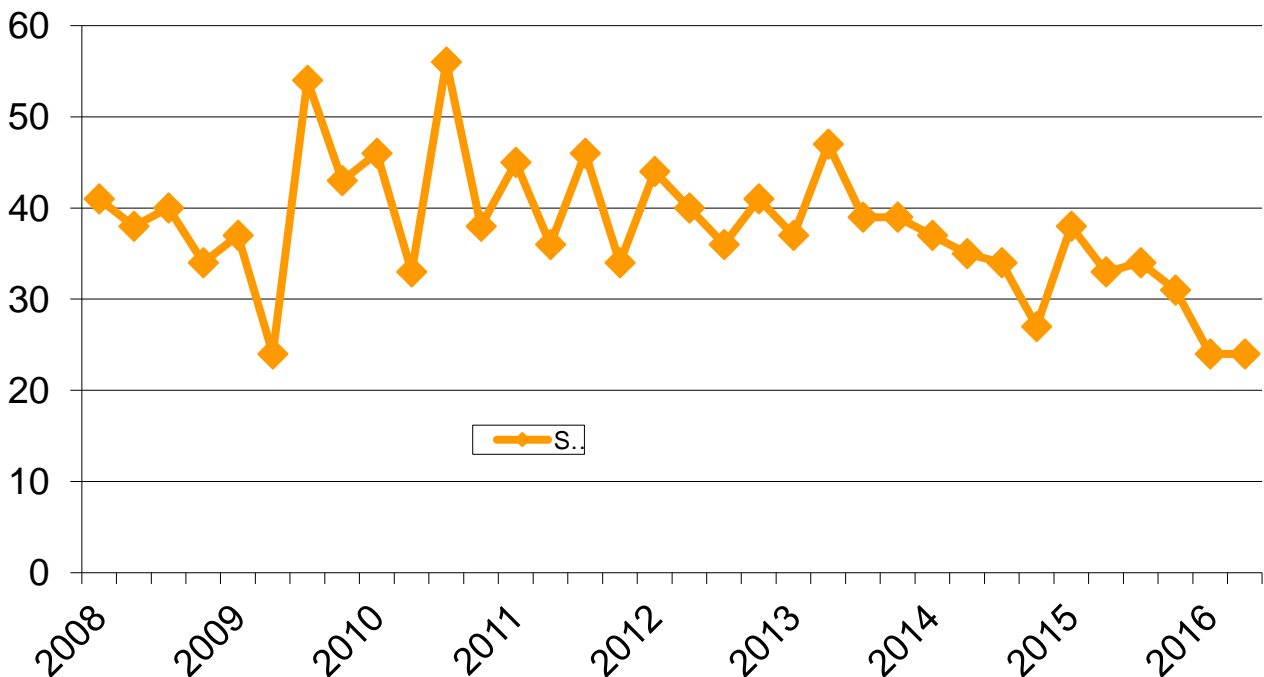
Source: UKCES Working Futures/BRES 2015/CBMDC

Business Start-ups

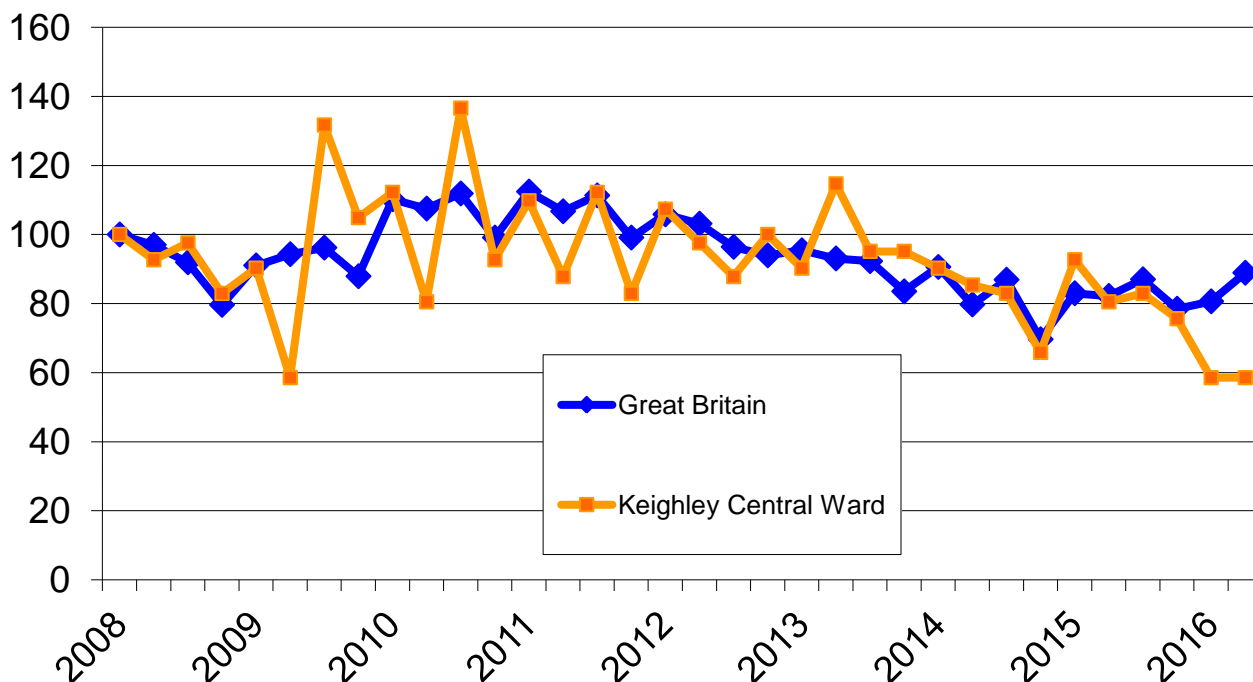
The first chart shows a decline in business start-ups in across the Keighley Central ward (statistics are not available at CLLD area level) – this is in direct contrast to the UK average figures over the last 9 months, which are increasing, as can be seen in the second chart.

Keighley Quarterly Business Starts Ups 2008-2016

Source: Banksearch, Business Start-Up Systems, Data and Information



Business Start Ups



Local Infrastructure

The Keighley CLLD area has significant numbers of existing community and private sector assets and infrastructure. As is evidenced by the following:

- Additional economic assets are located within the boundaries (Colleges, railway and bus station, indoor market, shopping centre with another that has planning permission etc.).
- Keighley both within and adjacent to/close to the CLLD area has:
 - A reasonably healthy manufacturing base (3,400 jobs), with employers that are keen to work with schools and the college to support skills development and future recruitment pipelines.
 - The Airedale Fab Lab (a small scale workshop focused on digital fabrication).
 - A purpose built campus for the Leeds City College, Keighley site, working with significant numbers of employers and offering 59 courses directly to individuals from entry level learning through to NVQ Level 4.
 - National Careers Service provision by Careers Yorkshire and Humber.
 - Jobcentre Plus office offering support to claimants.
 - A successful Enterprise Agency supporting new start-up and business development.
 - A vibrant voluntary and community sector, providing opportunities to link the CLLD programme to enterprise and business development, entrepreneurship and higher level skills programmes.
 - A large NHS Foundation Trust.
 - Tourist attractions like Keighley Worth Valley Railway and nearby Bronte country.

Deprivation in the CLLD area is evidenced through the following points:

- Nearly 40% of households in the Keighley Central ward do not own a car or van, which impacts on ability to travel to work by public transport.
- Keighley East was identified by the Local Trust as an area of deprivation and was chosen as a “Big Local” area. A £1m fund was allocated to the area over a 10 - year period to help the big local area be a better place to live, work & play.

And also the deprivation statistics from the Index of Multiple Deprivation 2015:

Number of people living in Keighley CLLD, by level of deprivation (by IMD domain)

Domain	most deprived 10% of LSOAs		most deprived 20% of LSOAs	
	nos.	% of population Keighley CLLD	nos.	% of population Keighley CLLD
IMD	18,100	66.7	25,606	94.4
Income	12,412	45.7	23,817	87.7
Employment	14,176	52.2	25,615	94.4
Education, skills & training	23,077	85.0	24,496	90.2
Adult skills sub domain	18,597	68.5	25,553	94.1
Children & young people sub domain	13,518	49.8	24,496	90.2
Health deprivation & disability	13,855	51.0	27,144	100.0
Barriers to housing & services	-		-	0.0
Living environment	17,087	62.9	17,087	62.9

These figures show significant health deprivation and disability, adult skills and employment within the CLLD area.

Local Research and Consultation

Local research and consultation has provided additional information to support the strategy development.

The Council has been actively consulting with Keighley businesses in particular since January 2016, focusing on business and connectivity related issues. An event attended by (33 businesses) and an on-line business survey have identified the following strengths and issues across Keighley, which also impact on the CLLD area:

Business environment:

- Regeneration:
 - The Airedale masterplan is progressing despite the recession.
 - Town centre progress through the recently agreed Business Improvement District.

- Potential opportunities for economic, business and jobs growth through development plans for Former Keighley College site and new developer interest in the Stainsby Grange Site.
- **Business Growth:**
 - Half of businesses responding to the on-line survey have increased their workforces over the last 12 months (none had reduced it).
 - Most were looking to recruit new employees over the next 12 months.
 - Most said that they were looking to expand over the next 5 years but would need more land/space.
 - Most were planning on making a capital investment in the next 12 months.
- **Business Engagement:**
 - There is strong engagement by the College with business through initiatives such as the Advanced Manufacturing and Engineering Industrial Centre of Excellence. This has also led to skills improvements meeting local employer needs.
 - There are lots of good businesses in Keighley but they are not known as widely as they should be.
 - Success of the Keighley Business Awards due to business engagement and sponsorship.
- **Business Support:**
 - There are conflicting business support aims of increasing productivity and increasing jobs: Higher productivity means producing more with less but businesses can only get funding to improve productivity if they are creating new jobs. The introduction of living wage will increase pressure on businesses to increase productivity and this could lead to job losses.
 - Specific issue regarding existing business support funding available through the Local Enterprise Agency. There is a significant barrier of insisting on £50k minimum grant which is difficult for SMEs – example of a business that only required £23k to buy a new machine that would have improved productivity but were not able to get match support.
 - There is a need to look at demand from smaller businesses for capital grant support which falls below the minimum currently available.
 - Also need to speed up the process to enable SMEs to take advantage of opportunities that require a quick response.
 - Business support for local schools is undermined by high prices schools pay for equipment and services.
- **Skills:**
 - 3 out of 4 businesses responding to the on-line survey stated that they struggle to recruit the staff that they need.
 - Growing textile company, suppliers to major retailers had machinist skills shortages that meant outsourcing work to Eastern Europe.
 - Requirement from buyers to reduce ‘carbon footprint’ making it harder to outsource and a business imperative to produce products locally – but skills issue is making this hard to do.
 - Now reluctantly looking at setting up a dedicated training facility to train machinists.
 - Businesses are losing young employees and apprentices to other industries.
 - Skills shortage of skilled engineers and small companies struggle to retain apprentices as bigger firms can offer better terms and conditions.

- Increasing need to train staff to gain qualifications demanded by mainstream skills funding puts SMEs at a disadvantage.
- Land and Property:
 - Lack of land for Business expansion – there is no more land currently available – and this is a problem along the whole of the Aire Valley.
 - Shortage of land and property is pushing up prices for the small amount of available property.
 - Opportunity for Keighley to make a case for City Region funds for land acquisition and access schemes to open up land for development based on the potential for job creation and productivity gains.
 - Need to look at new employment sites in relation to population growth and need for new homes and other facilities such as schools and health.

Connectivity:

- Future investment plans:
 - Hard Ings Road Duelling
 - Rail Station Improvements
 - Public Sector Hub (Former Keighley College site)
 - Town Centre Improvements
- Road Congestion in Keighley:
 - There is a need to start on town centre congestion plans through the Gyrotory Scheme to give company the confidence to invest.
 - Most of the businesses consulted on the on-line survey say that the road infrastructure is poor or very poor, particularly picking up the congestion around Keighley - and that this was constraining their business.
 - Estimated 20% of fuel costs are spent in traffic congestion and increases harmful emissions.
- Wider transport infrastructure
 - Connections to motorway network are important – schemes such as Canal Road, Tong Street improvements will help Keighley
 - Saltaire bottleneck is still the key issue for Airedale
 - Need to look at re-instating the rail line between Colne and Skipton
 - Links to Leeds Bradford International Airport - road links improvements are not enough. Need a dedicated rail spur from the Aire Valley line.
 - Solutions are to develop local supply chains to reduce transport costs

As part of the CLLD Stage 1 project consultation amongst businesses, residents and local organisations has identified, a number of elements that impact on the strategy. The key points from this consultation reinforced many of the points made through the wider Keighley consultation, but also added the resident perspective. As can be seen below:

- Barriers for business start-up, growth and successful recruitment:
 - Access to low cost funding/finance/grants
 - Start Ups - Access to funded business support schemes/help with business planning/understanding HMRC/VAT etc. (Bradford Kickstart)
 - Recruitment – lack of skills/ struggle to recruit / Engineering most affected sector/ employers recruiting from Europe rather than home grown/ HGV licences/
 - Lack of careers advice in schools / low levels of education/attainment
 - Lack of “understanding” people apply for jobs not sure what they have applied for (JCP) cannot understand job descriptions /job specs etc.
 - Premises – Expensive (business parks) not enough land/space in Keighley to expand
 - Poor transport links / poor infrastructure (congestion around Keighley)
 - Accessing LEP skills service – application is onerous for a small business – too much red tape
 - Digital Connectivity (some areas have limited broadband download/upload speeds)
 - Barriers to legislation
 - Access to strategic business advice
 - Leadership & management skills (High number of family owned businesses – not much progression)

- Community Feedback – the positives:
 - Keighley East identified as a “Big Local Area”
 - Community/voluntary sector support in place, e.g. KIVCA, Project 6, Airedale Enterprise, Clockhouse, Incommunities, Youth council etc.
 - Community spirit – People will pull together in hour of need e.g. Floods

- Barriers to employment:
 - Long term unemployed / families long term unemployed/ cannot break cycle
 - Poor Educational attainment
 - No work history, lack of work experience and also lack of opportunities
 - Lack of self-confidence & low self-esteem, not made better by constant rejections
 - Lack of basic/soft skills – view that mainstream provision only interested in outputs not in helping the individual achieve.
 - Access to computers / Lack of ICT skills
 - Health problems (Physical & mental health, Addiction problems)
 - Child care /Carer responsibilities
 - Criminal record
 - Referrals from one organisation to another
 - Modern recruitment practices
 - Lack of funding to support higher level qualifications
 - Support for CSCS card SIA badge

Additional consultation with schools with specific reference to employer engagement with schools as this is seen as key to raising aspirations and ensuring that new entrants to the labour market have the relevant knowledge and skills, also flagged up the following points:

- Local businesses are generally very supportive of in many (often small) ways.
- It is true (anecdotally) that contacts with Business are weakening, probably for two reasons. Finance is tight for businesses so they have less inclination to release staff to do something in or with schools. Schools are now very focussed on the league tables and disruption to the timetable is not as easy as it was.
- Work Experience is of debatable value. Some companies take students and nurture/protect them to the extent that a day at work is easier than a day in school and it gives the wrong impression. We regularly get criticised because students are not “Work ready.” Changing the Work Experience approach might be of benefit. Even just doing a full working day on WE instead of school hours would underline that there is a difference.

This consultation also identified some solutions to the issues that residents and businesses faced, and these have informed the strategy and action planning process.

3.2 SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats for the CLLD area have been identified through the following:

- Socio-economic data provided by key stakeholders including LAG members and the Accountable Body.
- Consultation with residents, businesses and other stakeholders, as outlined above.
- Discussions in the LAG meeting. The SWOT analysis was an agenda item on 2 meetings of the Lag. The LAG members were actively involved in defining the strengths, weaknesses, opportunities and threats based on their own knowledge and understanding of the area, the feedback from the consultation and from key socio-economic data.

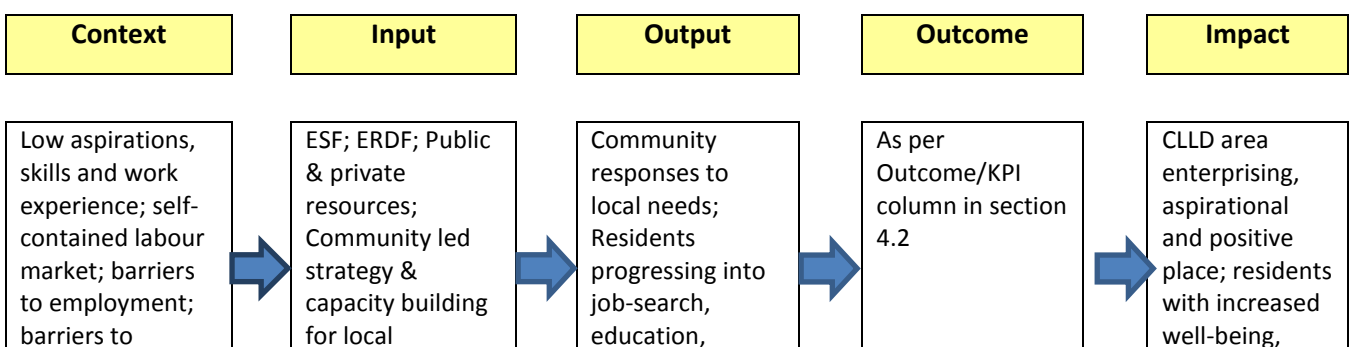
The following have been prioritised by the LAG, on which to develop this strategy. All factors are evidenced to some extent in the earlier section of this strategy.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good size and sector diversity of businesses, including global companies • Manufacturing /engineering sector • Good rail links to access major towns and cities • Enterprise Agency supporting business starts and development • Skills support through initiatives such as Industrial Centre of Excellence • Strong business engagement • Community Spirit • Community development infrastructure • A range of development and support initiatives including Airedale 	<ul style="list-style-type: none"> • Low aspirations • Low educational attainment • Lack of work experience • Self-esteem and confidence • Lack of motivation & careers advice • Basic skills and English language needs • Health issues and caring responsibilities • Higher than average levels of mental health issues amongst working age population • Poor signposting and information about upskilling /employment opportunities • Lack of skills availability locally leading to recruitment from abroad

<p>Masterplan, Business Improvement District and Big Local.</p> <ul style="list-style-type: none"> • Location with proximity to areas of natural beauty. 	<ul style="list-style-type: none"> • Mainstream support via DWP/LEP etc. not addressing local needs • Lack of progression plans in smaller/family businesses • Access to finance/funding • Access to computers/IT skills • Poor road infrastructure resulting in congestion
<p>Opportunities</p> <ul style="list-style-type: none"> • Parenting skills to empower children and address self-esteem and confidence • Growth sectors and businesses in adjacent and easily accessible areas • Sector specialisms (engineering) and opportunities for upskilling to address skills/recruitment needs from within the area • Increase in health and social care needs, offering employment opportunities from entry level through to professional • Business development to address local gaps in services (including social enterprises) • Access to high speed broadband infrastructure, addressing mobility issues, whilst enabling linkages to employment /business opportunities • Development of visitor economy and investment linked to attractive surrounding areas. 	<p>Threats</p> <ul style="list-style-type: none"> • Modern recruitment practices • Competition from neighbouring districts • People from outside of the area accessing jobs in the CLLD area • Attractiveness of other areas for shopping, investment etc. • Uncertainties due to political changes, impacting on investment in businesses and skills

4. THE STRATEGY

4.1 Intervention Logic



<p>business start-up and growth; Skills & recruitment issues in businesses; limited access to of finance; mainstream support not fit for purpose, or not accessible.</p>	<p>solutions; residents accessing holistic/tailored employment & skills support; employer engagement; connections between business and residents; business start-up & development interventions - tailored and intensive advice, information & support including funding, sign-posting, mentoring etc.; community-led & collaborative projects.</p>	<p>training, employment & self-employment. More people setting up businesses; New & existing Businesses supported to grow; Employment increases within the CLLD area from businesses supported to grow.</p>		<p>self-esteem, resilience and accountability; businesses innovative and productive; diversity respected; connectivity, integration, networking between businesses & residents; pathways in place for upskilling and growing our own; cleaner, greener and more attractive area.</p>
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The intervention logic is further explained through the following sections.

4.2 Objectives

The LAG has agreed the following strategic and operational objectives to achieve the overall vision for the CLLD area, and to set the framework for interventions to address the local needs:

Strategic Objectives	Operational Objectives	Outcomes/KPIs
<p>1. To provide support, education and skills to 250 unemployed, and 250 economically inactive CLLD residents by 2022, to raise aspirations, attainment, and lift barriers to entry and progression into quality employment.</p>	<p>1.1 To provide targeted support to vulnerable groups and those furthest from the labour market to help them overcome barriers to participation in skills and employment.</p> <p>1.2 To work with employers and schools, colleges and the University, to increase aspirations and employability and support effective transition from education to further learning and employment for young people.</p> <p>1.3 To improve access to information and support for all residents enabling them to raise their skill levels and enter into and progress in jobs.</p>	<ul style="list-style-type: none"> • Higher educational attainment • Increased skill levels, including basic skills and English language • Increased motivation, self-confidence, self-esteem and resilience • Raised aspirations • Employers able to recruit locally • Increased access to improved mainstream support • Increased entry into

Strategic Objectives	Operational Objectives	Outcomes/KPIs
		employment <ul style="list-style-type: none"> Increased progression
<p>2. To encourage and support 75 new business start-ups and 100 existing small and medium sized enterprises to help them to grow to and become sustainable, addressing market gaps and opportunities, thus creating 100 jobs, and boosting the local economy, by 2022.</p>	<p>2.1 To support the development of an entrepreneurial culture, encouraging people from all walks of life to consider the enterprise option, resulting in an increase in sustainable business start-ups.</p> <p>2.2 To enable potential entrepreneurs to access relevant and targeted support to develop sustainable businesses from lifestyle to social enterprises.</p> <p>2.3 To enable existing businesses to address barriers to growth and sustainability, through access to support from within the CLLD and the wider LEP area.</p> <p>2.4 To work with businesses in key growth sectors to develop interventions and support to sustain their growth.</p>	<ul style="list-style-type: none"> Increased levels of business start-up Sustainability of businesses Growth of businesses Increased access and take-up of wider business support offer Raised aspirations in smaller businesses Retention and growth of businesses in key sectors. Creation of new job opportunities
<p>3. To develop capacity and capability within the CLLD communities of residents, businesses and local organisations, empowering them increase social capital and build on opportunities and strengths.</p>	<p>3.1 To develop and maintain skills and knowledge within community organisations that contribute to long-term local economic and social inclusion, and increase human, social, financial, political and physical assets within the CLLD area.</p> <p>3.2 To support collaborative working between employers and local resident groups, for mutual benefit and to overcome barriers to sustainable employment, business and economic growth.</p>	<ul style="list-style-type: none"> Reduced social exclusion Increased community cohesion Increased linkages between residents and businesses Higher levels of community engagement and participation Increased community resilience and self-reliance Increased diversity within the workforce
<p>4. To engage with local businesses, organisations and communities to increase the attractiveness of the CLLD area as a place where people want to live, work, play, spend their money, and invest</p>	<p>4.1 To work with key stakeholders within the CLLD and LEP areas to highlight needs and improve the infrastructure, including digital and transport.</p> <p>4.2 To promote the strengths of the areas, improving the image and contributing to the development of a vibrant visitor economy.</p> <p>4.3 To work with key stakeholders to collaboratively address environmental</p>	<ul style="list-style-type: none"> Increased investment by public and private organisations Increased retention of skilled people Increased retention of quality businesses Improved environmental efficiencies and

Strategic Objectives	Operational Objectives	Outcomes/KPIs
and grow their businesses.	sustainability issues within the CLLD area. 4.4 To encourage people within the CLLD area to take pride in and develop their local areas.	sustainability. <ul style="list-style-type: none"> Increased community engagement.

Outcomes have been set against each of the objectives. These will form the basis for Key Performance Indicators alongside the achievement of the ERDF and ESF outputs and results. Baseline information, in addition to data already set out in section 3 of this Strategy, will be collected at the start of each intervention. On-going monitoring, annual reviews and end of programme evaluation, by the LAG, will assess the impact of the interventions against these outcomes, and thereby the progress and achievement of the objectives. Full details of this approach is set out in section 7.4.

4.3 ESI Fund Outputs and Results

The details of the outputs and results that the Strategy and specific activities supporting each of the objectives will achieve are set out in the Action Plan (Annex B).

The target outputs and results are as follows:

Output /Result	Number
Number of Participants	600
Participants that are unemployed including long-term unemployed	250
Participants that are inactive	250
Participants that are aged over 50	200
Participants that are from ethnic minorities	300
Participants that have disabilities	75
Participants in education or training on leaving	75
Unemployed participants in employment, including self-employment on leaving	60
Inactive participants into employment or job search on leaving	75
Number of enterprises receiving support	100
Number of new enterprises receiving support	75
Employment increase in supported enterprises	100
Number of potential entrepreneurs assisted to be enterprise ready	75

All the outputs will be delivered mainly within the 20% most deprived LSOAs to residents or businesses that are based there. Outputs may also be delivered within the one LSOA that is not within the 20% most deprived wards. All the outputs are within the More Developed category. Target numbers of outputs and results were originally developed through discussions by local key stakeholders, including the Leeds City region. The proposed outputs were based on the potential beneficiaries of support for both ESF and ERDF interventions – i.e. resident numbers, numbers of claimants (both economically active and inactive), numbers of SMEs and business start-up activities, within the CLLD area.

Following the original calculation, the area and size of population was redefined, and as a result, the target outputs and results have been reviewed, to ensure that the strategy is achievable, even though it might be challenging. The review has taken into account the size of the resident population i.e. 27,195; claimant count 3880 (February 2016); and numbers of SMEs within the CLLD area – 1495.

Discussions have taken into account the intensive nature and length of support needed to enable those that are not benefiting from existing /mainstream support (i.e. those that are furthest from the labour market, or businesses that have significant barriers to growth) to get to a level so that they can be referred to it.

4.4 Consistency, Complementarity and Synergy

The overall rationale for the strategy and the proposed activities are to fill gaps, enhance existing provision and support and delivery of interventions that are not taking place on a wider basis in the mainstream or otherwise (i.e. innovative activities to address the needs and opportunities). The LAG membership includes stakeholders that are involved in delivery of mainstream and other publicly-funded provision for businesses and individuals. This ensures that activities that are proposed are not duplicating existing provision, and will link with it.

The key linkages per objective and activities are set out below, in addition the table identifies the gaps within the CLLD area:

Objective and Focus	Existing /planned infrastructure	Gaps /Enhancements
1. Skills and employment for CLLD residents	Department for Work and Pensions -funded provision Adult Skills Budget provision National Careers Service	Intensive, holistic and community-based employability support for those furthest from the labour market, including language, personal development and ICT/Digital Work experience for all ages Graduate employment support Community-based career/job pathway information and support Employer engagement & existing equipment use to support training/upskilling for residents

<p>2. Enterprise culture, start up and SME development</p>	<p>New Enterprise Allowance Planned ERDF-funded delivery for:</p> <ul style="list-style-type: none"> • Potential high growth start-ups • Leadership & management • Business support ICT <p>LEP business Growth funding LEP Skills Service LEP Apprenticeship Grants</p>	<p>Enterprise culture development Community-based pre-business support Community-based business start-up and development support including those not in the LEP key sectors, and are not deemed high growth Start-up grants for those not eligible for NEA Lower levels of development grants. Federation /cluster development support for businesses to support recruitment and market development</p>
<p>3. Community development and connectivity between employers and residents</p>	<p>LEP Social Impact Accelerator UnLtd awards for social enterprises DWP's Access to work programme</p>	<p>Work buddy programme Practical support for employers to recruit disabled people, enhancing existing programmes Community cohesion and integration activities</p>
<p>4. Community led actions to promote and enhance area conditions</p>	<p>Big Local Local volunteering opportunities</p>	<p>Collaborative community projects</p>

4.5 Equal Opportunities

In line with the Equality Act 2010, and the Public Sector Equality Duty the LAG and key stakeholders involved in delivery of this strategy will not tolerate discrimination because of a protected characteristic; these are Age, Race, Sex, Gender Reassignment, Disability, Sexual Orientation, Religion or Belief Pregnancy or Maternity and Civil Partnership or Marriage. We will also not discriminate because of working patterns or trade union membership nor will we tolerate harassment or bullying on these or any other grounds. We will:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Remove or minimise disadvantages suffered by people due to their protected characteristics.
- Take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people.
- Encourage people with certain protected characteristics to participate in other activities where their participation is disproportionately low.

There will be no exclusion on the grounds of protected characteristics:

- the Action Plan and specific projects resulting from implementing it will be designed to meet the needs of all potential participants;
- services will be responsive to the needs of all communities and under-represented groups;
- support will be targeted towards under-represented communities where relevant;
- we will be responsive to, and inclusiveness of, under-represented groups in delivery and management.

The CLLD Strategy is intended to enable the equality of opportunity, entry into employment and start-up, survival and growth of businesses, for residents and businesses, in the most deprived areas.

Support through this strategy and the work of the LAG and LAG Support Team will ensure that Gender and Equal Opportunities are integrated into all aspects of project planning, development, implementation, monitoring and evaluation. It will be embedded within the strategy and principles cascaded through all projects developed and delivered as a result of the implementation of the overall strategy for CLLD.

In delivering this strategy all organisational stakeholders and participants, will be required to demonstrate how they will help to embed due regard to the Public Sector Equality Duty/Equality Act 2010 in their activities, including how they will promote gender equality and equal opportunity and:

- Engage with diverse people, including those with multiple barriers, to encourage them to participate in learning activities;
- Respond to individual needs to address specific barriers to participation;
- Provide support in a way that suits their preferences and takes into account specific equality and diversity issues and circumstances.
- Involve target group representatives in design and management of the delivery.

In addition, Project Deliverers will also be required to detail how they will address the elements which are often issues in delivery:

- Physical access to services can often prove a barrier to target client groups because operational bases are not accessible
- The delivery model is not flexible enough: e.g. times support available, start dates, intensity of attendance.
- The workers are not determined and skilled enough to engage people in services.
- Documentation and the need for IT skills is often a barrier, but on-going recording of needs and activity is integral to support provision.

The LAG, Accountable Body and LAG Support Team will take positive steps to challenge disadvantage and discrimination and promote diversity and full access to opportunity in all of its

work, embedding the following in Strategy implementation and through all contracting for the implementation of the strategy:

Delivery of service to users:

- Treat everyone who has contact with the CLLD strategy and projects with dignity and respect.
- Plan delivery of services in a way that will not negatively affect how someone accesses them because of protected characteristics. This will include involving representatives from the communities in any project Steering Groups.
- Take steps to establish what services are required by different sections of the community as part of the project development, building on the consultation undertaken to develop the overall CLLD strategy.
- Maximise the flow of information and support to groups and organisations based in communities which experience discrimination and social exclusion. This will include the LAG Support Team working with those organisations who are engaging with these target groups to develop proposal that address the strategy objectives, enabling ERDF/ESF investment to reach these and thereby address social exclusion.
- Ensure meetings, literature, website, publicity, training events and all other forms of communications are accessible to the widest possible range of individuals and communities.

Use of buildings and venues:

- Ensure that all visitors to LAG and delivery partner offices and events are not discriminated against, harassed or victimised when accessing our premises or venues.
- Selecting venues for events and training with a consideration of:
 - How people enter
 - How they find their way around
 - Signage
 - How information is provided
 - How tables and counters are laid out and designed
 - Accessible toilet facilities.

Monitoring and Evaluation:

As part of the monitoring and evaluation of each of the projects implementing the strategy, along with the outputs and results the following information will be captured through feedback and information gathering, reported on, and will inform improvements to the service delivery to ensure prevention of discrimination:

- Accessibility of the services provided
- Characteristics of beneficiaries
- Reasonable adjustments made.

Accessibility:

All persons with disabilities will receive support as outlined above, with specific additional consideration taken into account regarding their characteristics, including:

- In planning and designing a service, we will consider what disabled people with a range of impairments might reasonably need, and make reasonable adjustments. This will include

marketing and communication tools and support literature developed in formats to suit a range of impairments.

- Ensure reasonable adjustments are made to enable easy access to our offices and venues where our events are held. Venues will be selected to take into account this accessibility (as listed above).
- Delivery of services in outreach locations and through using technology (email, skype, webinars) to ensure accessibility for those less mobile.

4.6 Environmental Sustainability

The CLLD strategy implementation will be underpinned by Environmental Sustainability principles. A CLLD/LAG Sustainable Development policy and implementation plan will be developed to comply with relevant environmental legislation, in the way that the LAG and the LAG Support Team work.

This will include: staff induction and development to include awareness of sustainability; delivery from venues accessible by public and green transport where use of travel is unavoidable; recycling, reducing and minimising waste and energy consumption; on-line delivery (where possible) and electronic record-keeping etc. These will be monitored and reported on.

All projects delivered as part of the implementation of the Strategy will be required to commit to promoting sustainable development and have policies in place. Monitoring of these will be undertaken as part of the project compliance checks.

Furthermore, sustainability has been incorporated into the strategy particularly as part of objective 4, incorporating community-based and led activities.

4.7 Innovation

In discussions in the LAG meetings, the LAG members have agreed the importance of involving the community development and design of local solutions to the issues, and to capitalise on opportunities. This approach will be embedded in project development support from the LAG Support Team, and will cover all activities that are commissioned.

This approach has already been adopted as part of the consultation activity, in that those consulted were asked what solutions they would like to see included in the strategy. A number of these are activities that are innovative in that they are addressing the issue in a different way. For example, the Work Buddy idea, linking unemployed residents with the small businesses in the CLLD area for work experience. This type of intervention is normally focused on young people and larger businesses. The community led project development activity will help to shape, and brings together stakeholders that would not normally be brought together to address the local needs. LAG members will also be instrumental in identifying potential innovation that could be incorporated into the strategy and delivery. Already they have contributed innovative ideas – learning from other sectors – into the development of the Action Plan. For example, the activity of support for federation /cluster development for small businesses. This builds on examples of similar successful activities undertaken within the Health and Education sectors, leading to successful workforce development and staff recruitment and retention strategies.

The LAG members will identify and share innovation at the regular LAG meetings, particularly in discussing and developing the activity specifications for commissioning. They will also initiate and support innovation as part of the project development activities in the community.

5. COMMUNITY INVOLVEMENT

The definition of the CLLD area started in 2013 with involvement of a wide range of locally based stakeholders. These included:

- Neighbourhoods Service, BMDC – Jonathan Hayes; Mick Charlton
- Regeneration, BMDC – Paul North; Philip Smith; Dave Melling
- InCommunities – Steve Short
- Airedale FabLab – Mark
- AES – Wendy Spencer
- KIVCA – Caroline Schwaller; Julie Lintern
- Pam Essler
- Keighley Big Local – Sam Keighley
- Keyhouse – Graham Mynott
- Leeds City College – Debbie Fletcher
- Airedale Shopping Centre – Steve Seymour
- Project 6 – Mike Cadger

These organisations and community representatives met to agree the focus for the CLLD activities, originally agreeing on the full three wards. These were then reduced to the 20% most deprived SOAs within these wards, following feedback from the Leeds City Region LEP.

The starting point for the strategy development has been to consult with the organisations and communities in within the CLLD area. To this effect the following Business and Community Engagement Events and consultations took place between April and July 2016 to inform the strategy:

- 5 x Business Engagement events - 115 attendees
- 6 x Community Engagement events – 26 attendees
- Also carried out 9 individual one to one business consultations
- Stakeholder/ local organisation representation: Job Centre, Keighley Big Local, Project 6, NHS, Hainworth Wood Community Association, other CLLD areas, E5 Keighley Women & Girls Empowerment Project, Bradford Council & South Pennines Leader programme.
- AWWesome Business Club members making up businesses in an around the CLLD area.

In addition, the LAG, made up of residents, local businesses and local organisations, have driven the development of the strategy.

The consultations have helped to identify the specific issues that are facing the communities and businesses within the CLLD area. There have also been a number of solutions suggested to address the issues. These have fed into the LAG meetings and specific discussions by the LAG members.

From this feedback, and from the local knowledge that the LAG members themselves have, the Strengths, Weaknesses, Opportunities and Threats have been identified and prioritised. These have formed the basis for the development of the Strategic Objectives, which have been discussed and refined by the LAG members. The SWOT and consultations also helped the LAG members to identify the required outcomes for any activities that would be supported. These will form the basis for monitoring the successful achievement of the strategy, and have informed the types of activities that have been agreed in the Action Plan. This involvement in this decision-making is evidenced through the minutes of the LAG meetings and are kept on the project file.

The specific activities that have been included in the action plan have also been prioritised through the allocation for resources. Where significant needs and gaps have been identified, more funds have been allocated to address these needs, bearing in mind the likely costs of interventions.

6. ACTION PLAN

The following table sets out the key actions against the objectives, outputs and allocations. It is summarised in the Summary Action Plan at Annex B:

Keighley Community Led Local Development

Strategic Objectives	Operational Objectives	Proposed Activities	Target Beneficiary	Rationale	Outcomes/KPIs	Outputs /Results per objective	Links to wider infrastructure	Links to other LDS activities	Proposed Funding £,000
1. To provide support, education and skills to 250 unemployed, and 250 economically inactive CLLD residents by 2022, to raise aspirations, attainment, and lift barriers to entry and progression into quality employment.	1.1 To provide targeted support to vulnerable groups and those furthest from the labour market to help them overcome barriers to participation in skills and employment.	1. Improving low level skills amongst young people and adults in the CLLD area, including basic skills, language and communication, personal development, employability, and ICT and digital.	Economically inactive, including vulnerable and socially excluded groups; Unemployed; under-employed graduates	Limited community-based support for those furthest from the labour market, including language, personal development and ICT/Digital; lack of work experience is a barrier; lack of graduate level jobs in this self-contained labour market; need for holistic approaches at community level to address barriers within families and change the culture to work.	<ul style="list-style-type: none"> Higher educational attainment Increased skill levels, including basic skills and English language Increased motivation, self-confidence, self-esteem and resilience Raised aspirations Employers able to recruit locally Increased access to improved mainstream support Increased entry into employment 	01 – 432 CO01 – 195 CO03 – 201 O4 – 155 O5 – 240 CO16 – 37 CR02 – 68 R1 – 37 R2 – 53	DWP provision; Adult Skills Budget supported provision; National Careers Service; Apprenticeships; Widening participation activities; Talent Match.	Activity 2.	600 total: 300 ESF, 300 public match
	1.2 To work with employers and schools, colleges and the University, to increase aspirations and employability and support effective transition from education to further learning and employment for young people.	2. Providing pathways for integration and re-entry into employment for unemployed/ economically inactive CLLD residents, through employer engagement for a range of activities including short work tasters, training facilities, Training equipment rental, job clubs, work						Activity 1	900 total: 450 ESF plus mainly public match
	1.3 To improve access to								

Keighley Community Led Local Development

	information and support for all residents enabling them to raise their skill levels and enter into and progress in jobs.	experience, job/career pathways information and awareness. 3. Graduate Employment Scheme 4. Holistic family-focused support provision addressing core /employability skills and barriers to learning and employment.			<ul style="list-style-type: none"> Increased progression 			Activity 2 Activity 1 & 3	150 total; 75 ESF + mainly public sector match 600 total: 300 ESF + mainly public sector match
2. To encourage and support 75 new business start-ups and 100 existing small and medium sized enterprises to help them to grow to and become sustainable, addressing market gaps and opportunities, thus creating	2.1 To support the development of an entrepreneurial culture, encouraging people from all walks of life to consider the enterprise option, resulting in an increase in sustainable business start-ups. 2.2 To enable	5. Small scale business grants /voucher scheme to support start-up, growth, and accessing business space and equipment. 6. Activities to promote entrepreneurship and self-employment in the CLLD area. 7. Support for	New start-ups; existing SMEs; potential entrepreneurs	Drop in business start-up rates; lack of lower levels of funding available; limited community-based business support available; recruitment & retention difficulties particularly within smaller businesses.	<ul style="list-style-type: none"> Increased levels of business start-up Sustainability of businesses Growth of businesses Increased access and take-up of wider business support offer Raised aspirations in 	C1 – 100 C5 – 70 C8 – 100 P11 - 65	New Enterprise Allowance Planned ERDF-funded delivery for: <ul style="list-style-type: none"> Potential high growth start-ups Leadership & management Business support ICT LEP business	Activity 8 Activities 1 & 9 Activities	644 total: 322 ERDF + mainly private sector match 92 total: 46 ERDF + public sector match 368 total:

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<p>organisations and communities to increase the attractiveness of the CLLD area as a place where people want to live, work, play, spend their money, and invest and grow their businesses.</p>	<p>and LEP areas to highlight needs and improve the infrastructure, including digital and transport.</p> <p>4.2 To promote the strengths of the areas, improving the image and contributing to the development of a vibrant visitor economy.</p> <p>4.3 To work with key stakeholders to collaboratively address environmental sustainability issues within the CLLD area.</p> <p>4.4 To encourage people within the CLLD area to take pride in and develop their local areas.</p>	<p>small businesses and other local economic bodies, to support social inclusion and environmental improvements.</p>		<p>promote the area, whilst also providing opportunities for residents to lead on improvements, gaining skills to support sustainable development.</p>	<p>private organisations</p> <ul style="list-style-type: none"> • Increased retention of skilled people • Increased retention of quality businesses • Improved environmental efficiencies and sustainability. • Increased community engagement. 	<p>04 – 10 05 – 15 CR02 - 3</p>	<p>opportunities</p>		<p>private match</p>
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2 MANAGEMENT AND MONITORING ARRANGEMENTS

2.2 The Local Action Group

The Local Action Group that has been established to develop this strategy and take forward its implementation has come together as a voluntary partnership, which will adhere to clear terms of reference (Annex C) and a code of conduct (Annex D).

Role of the LAG

- To develop and deliver a Local Development Strategy (LDS) for the Keighley CLLD area, by bringing together a group of private, public, voluntary and community sector representatives that is broadly reflective of the make-up of the area to form a Local Action Group.
- To oversee the preparation of a 5-year strategy including an Action Plan that sets out the interventions and main targets for each year of the Programme to achieve the LDS aims and objectives.
- To actively engage the community in the development and the implementation of the strategy, building capacity to enable sustainability of activities, including fostering project management capabilities.
- To make effective links and encourage partnership working between the area's statutory, community and voluntary organisations, within and outside the LAG area to maximise benefits for all in the Keighley CLLD area.
- To act as a forum for identification and discussion of major issues and development needs affecting the environmental, economic and social character of the area, alongside development potential. Where appropriate, make recommendations or coordinate activities.
- To draw up a non-discriminatory and transparent selection procedure and objective criteria for the selection of projects and interventions, which avoid conflicts of interest, ensure that at least 50% of the votes in selection decisions are cast by partners which are not public authorities, and allow selection by written procedure.
- To promote bidding opportunities, with clear selection criteria, to all potential applicants in the LAG area.
- To receive and assess applications for support.
- To select and prioritise projects according to their contribution to the LDS objectives and targets, specifying funding levels, outputs, timescales and any conditions.
- To monitor the implementation of the LDS, and review, suggesting changes in the strategy and implementation, as necessary.
- To promote innovation and best practice across the CLLD area.
- To conduct its business in a compliant manner, acting on the advice of the Accountable Body on legal and technical issues as necessary.
- To share experience with other relevant groups and networks locally and wider, as appropriate.
- To promote equality of opportunity within the area, irrespective of gender, race, colour, ethnic or national origin, marital status, disability, sexual orientation, religious beliefs or age.

Membership

The is made up of 16-18 voting members, which are residents and public, business, community and voluntary sector representatives that reflect a broad range of interests and the Keighley CLLD area. The LAG will comprise:

- Residents from across the 3 wards: Mohammed Ajaib, Pam Essler, Michael Birdsall
- Businesses from across the 3 wards: Sharon Thomas and Gavin Milligan (3rd place is a vacancy)
- Locally based public and /or voluntary organisations working with the target groups, from across the 3 wards: Holy Family School (Tim Garthwaite), Project 6 (Lynn Lawson), (the LAG has accepted a request for place on the board from Merlin Top school for the vacancy for the 3rd place).
- Representation from:
 - Airedale Enterprise Services – representing small start-up businesses: Wendy Spencer
 - Incommunities – housing many residents from the hard to reach target groups: Tracy Tough
 - Keighley College – working with many young people entering into the labour market, and businesses requiring skills development: Heather Whitehead
 - Big Local: Sean O’Hare
 - Keighley Business Improvement District: Steve Seymour
 - KIVCA – representing the third sector in the area: Paul Stephens
 - Councillor from City of Bradford Metropolitan District Council (tbc)
 - Keighley Town Council (tbc)

More than 50% of members are from the private/voluntary / community sectors.

At the time of submitting the strategy a total of 14 of the voting places on the LAG were filled and work was underway in filling the 3 remaining vacancies on the board. It is anticipated that the LAG will be fully in place by the time the ERDF and ESF contracts are in place.

The LAG will be supported by non-voting partners in an advisory capacity. These include:

- Bradford Council – Keighley Area Office
- West Yorkshire Police
- Jobcentre Plus
- Airedale, Wharfedale and Craven CCG
- The Airedale Partnership
- Prospects

The initial chair and vice-chair of the LAG are Paul Stephens of KIVCA and Wendy Spencer of Airedale Enterprise Services, respectively. The LAG has agreed these appointments as interim until the ESF and ERDF contracts are in place.

Details of the project selection process by the LAG are outlined in section 7.3.

Conflicts of interest will be managed as follows:

All LAG meeting agendas will have a standard item for conflict of interest. Any declared conflicts will be minuted and then included on the register of declared interests, maintained by the LAG

Support Team. This register will detail the nature and extent of the conflict and will be open to all Members of the LAG.

Any LAG Member who has a financial interest, whether direct or indirect in matters to be discussed, must promptly declare such interest and the remaining LAG Members at the meeting will decide whether the member shall:

- Withdraw from the meeting
- Remain in the meeting and take part in the discussion but not participate in any vote

LAG Members who are directly involved or have a direct interest in any application submitted must declare an interest and take no part in the consideration of the application unless invited by the Chair to respond to questions relating to the application.

LAG Members representing an organisation which has an involvement in an application, but that will not receive any financial benefit, should declare an interest but can take part fully in the discussion and decision making.

Any LAG Member who has a personal interest (which is not a pecuniary / financial interest) in any matter must promptly disclose that interest but may remain, speak and vote unless the chair decides the interest is substantial.

2.3 The Accountable Body

Bradford Council's Regeneration Department has agreed to undertake the Accountable Body role. (Acceptance letter at Annex E). This organisation has substantial experience and knowledge of European and other public funding and has undertaken the role of Accountable Body for a range of funding streams including European Regional Development Fund, European Social Fund and Heritage Lottery Funding The Council team is currently undertaking Accountable Body functions for the South Pennine Leader Programme, working in partnership with Pennine Prospects under a formal Partnership Agreement to deliver the programme on behalf of the LAG.

The specific role undertaken by this team is detailed below:

1. The Accountable Body has contractual responsibility for the delivery of the programme on behalf of the LAG. It is responsible for the successful and effective conclusion of the programme delivering the LDS, and undertakes to ensure that financial propriety and compliance is observed in its management of the programme. The Accountable Body is also responsible for personnel, accountancy and administrative services to the LAG and the programme, and ensuring sufficient staffing capacity is in place in its own organisation, or as agreed by the LAG, to an appropriate organisation based within the CLLD, as a LAG Support Team.
2. The purpose and duties of the Accountable Body are:
 - I. To be applicant for stage 2 European Social Fund (ESF) and European Regional Development Fund (ERDF) applications.
 - II. To enter into Funding Agreement with DWP and DCLG as Managing Agents of the CLLD project funding, ESF and ERDF respectively, on successful award.
 - III. To prepare and submit annual Delivery Plans and Progress Reports as required by the Managing Agents.

- IV. To provide advice and technical support to the LAG on LCR ESIF/EU policies and processes. In particular, to advise the LAG on issues of eligibility and compliance, including conflicts of interest.
- V. To support project selection process by providing gate-way checks on projects submitted to ensure that projects selected for support:
 - a. Meet eligibility criteria
 - b. Fit with the priorities of the LDS
 - c. Undergo a transparent and compliant application and selection process
- VI. To enter into Grant Funding Agreements with approved projects, incorporating appropriate conditions in accordance with decisions made by the LAG.
- VII. To pay project grant claims in accordance with Grant Funding Agreements and actual expenditure incurred by projects, in advance of submission of collated claims to DWP and DCLG.
- VIII. To process collated project grant claims and present these to DWP and DCLG for authorisation and payment.
- IX. To undertake overall contract management, ensuring compliant delivery of the ESF and ERDF contracts.
- X. To undertake annual visits to all projects, ensuring compliance and eligibility.
- XI. To maintain project and programme records to audit standards, and make these available for audit as required.
- XII. To prepare regular progress and financial reports to the LAG, DWP and DCLG.
- XIII. To incur eligible expenditure for running costs ensuring match-funding is in place to meet these costs, and submit quarterly claims in arrears.
- XIV. To undertake overall risk management and maintaining a risk assessment register with regards to delivery of the contracts.

The LAG has agreed that the overall Accountable Body functions should be divided and will be a separation of duties between the Accountable Body and a LAG Support Team, with the Accountable Body focusing on contract management; compliance; and funding and claims management.

The LAG Support Team role will ensure that the delivery of the CLLD strategy is fully embedded within the community and supports the capacity building and empowerment of organisations based within the CLLD area itself. The LAG has agreed that this part of the Accountable Body role will be undertaken by Airedale Enterprise Services (AES).

Keighley CLLD local action group have agreed to appoint Airedale Enterprise Services (AES) as the Local Action Group support team. Airedale Enterprise Services is the local enterprise agency based in Keighley for over 33 years. AES has delivered on numerous funded programmes including in the last 10 years Bradford Kickstart (ERDF) and New Enterprise Allowance (ESF). AES is ideally placed within the CLLD area to fully operate the LAG Support team function.

The roles and responsibilities of the LAG Support team are:

1. The LAG Support Team will provide support the LAG to carry out its role. The LAG Support Team being based an organisation within the CLLD area (AES) will ensure that capacity and

knowledge of programme development and delivery is retained within Keighley supporting long-term sustainability of activities that contribute to the area's economic and social well-being.

2. The purpose and duties of the LAG Support Team are:
 - I. To provide the secretariat for LAG meetings, including provision of information and papers that will raise awareness of opportunities, issues and challenges and support decision-making.
 - II. To ensure the LAG operates within its Terms of Reference.
 - III. To attend LAG meetings to provide information to allow informed decisions to be made.
 - IV. To engage and build capacity and knowledge to ensure that as many sectors of the community as possible can contribute to the delivery of the Local Development Strategy (LDS) over the 5-year programme.
 - V. To provide advice and support to project applicants to enable them to submit eligible applications for funding which meet the LDS priorities and objectives.
 - VI. To oversee the commissioning process for projects that will implement the strategy and address priorities and actions agreed by the LAG.
 - VII. To process applications for funding, following gateway eligibility and compliance checks by the Accountable Body, and participate in appraisals of them following project selection processes agreed by the LAG.
 - VIII. As agreed with the Accountable Body, and as required, to undertake on-going contract management with each individual project against their funding agreements, ensuring that they meet performance targets and reporting back to the LAG for advice and direction where there is under-performance.
 - IX. As agreed with the Accountable Body, and as required, to undertake project visits to verify progress and ensure compliance and eligible expenditure and activities.
 - X. As agreed with the Accountable Body, and as required, to gateway-check claims for funding from each project prior to submission to Accountable Body for collation.
 - XI. To communicate with and promote the activities supported through ESIF to all relevant stakeholders within and outside of the CLLD area.

2.4 Project Development and Selection

The processes that the Keighley LAG will use for project commissioning, development and selection, are as follows:

Project Commissioning:

This stage focuses on developing and agreeing the specification for the activities that will be commissioned and that are intended to implement the Local Development Strategy and contribute to the achievement of the objectives, outputs and results. The following process will be undertaken:

- a) A selected LAG support team member (who will not be involved in developing proposals) to work with relevant stakeholders (who will not be submitting proposals themselves) to develop

commissioning specification for each of the activity areas agreed by the LAG in the Local Development Strategy.

- b) All commissioning specification will include a weighting for local community involvement in the development and delivery of proposals. This will encourage active community participation and ownership of the interventions.
- c) All commissioning specification will set out the following:
 - a. That the commissioning is not restricted to selective organisations. Any legally constituted organisation that has the track record, expertise, capacity and knowledge to deliver what is needed, can submit proposals.
 - b. The agreed selection criteria and scoring methodology, which will be applicable to all applicants.
 - c. The commissioning timescales and decision-making processes – enabling sufficient time for any applicant and not disadvantaging any potential applicant.
- d) Specifications to be checked for eligibility by the Accountable Body. Amendments will be made to specifications, where required to ensure eligibility and compliance with funding requirements.
- e) Specifications to be signed off by the LAG, excluding any representatives of organisations which might be involved in submitting proposals.
- f) Bids will be required to be submitted on uniform documentation, which will enable checking of compliance and eligibility of bidders and activities.
- g) The LAG and LAG support team will promote the commissioning opportunity through the CLLD and partner websites, and where relevant other tender portals. This will ensure that the process is open so that any organisation can apply and meet EU procurement rules.

Project Development:

This stage focuses on the development of projects to support the implementation of the strategy. The LAG is required to actively engage the community in the implementation of the strategy, in addition to its development. At the same time, the opportunity to bid and develop proposals must be open, so that any organisation can apply.

The LAG support team will have a key role in this element as part of their community engagement and capacity building activities. A selected member of the LAG support team (different to any involved in project specification development) will work with and bring together relevant local community groups /organisations and those with expertise and interest from outside the CLLD area, to develop proposals to deliver the specifications.

Project Selection:

- a) LAG support team member (not involved in project development activities) undertakes gateway checks on all submissions, putting all those meeting initial eligibility and completeness criteria, through for appraisal.
- b) Appraisal undertaken by those involved in original specification development (i.e. external and wider stakeholders), under delegated authority from the LAG.
- c) Decisions and recommendations will be recorded on the appraisal templates and signed by all panel members.
- d) Recommended projects put forward to Accountable Body for funding eligibility checking.
- e) Summaries of all projects submitted with recommendations to LAG.

- f) Decisions will be made by a vote by the LAG members, following declarations of interest.
- g) The LAG will need to be quorate to formalise a decision, excluding those that have declared an interest – i.e. 6 LAG members (based on full membership being in place).
- h) The decision will only be valid if at least 50% of the votes have come from the non-public sector representatives.
- i) Discussions and decisions will be minuted.
- j) One of following recommendations/decisions will be made on each application:
 - a. To be supported in full
 - b. To be supported in part – specifying which part (this may apply if there is duplication or ineligibility of some elements of the proposed delivery).
 - c. To be supported subject to specific stated conditions
 - d. Not to be supported – stating the reasons
- k) Bi-monthly/ Quarterly commissioning and decision-making cycle to fit in with LAG meetings i.e. as follows if bi-monthly meetings:
 - a. Commissioning specification launched week 1
 - b. Submission deadline and gateway check – end of week 6
 - c. Appraisal panel meet – week 7
 - d. Recommendations to AB – week 7 for eligibility checks
 - e. Summary papers produced end of week 7 and circulated to LAG members (without an interest).
 - f. Decision at LAG meeting – week 8
 - g. Applicants informed of outcome – week 9

2.5 Monitoring and Evaluation

The LAG will oversee the monitoring and evaluation activity. Specific responsibilities are set out below.

Monitoring

This element will comprise both individual project monitoring and the overall monitoring of the delivery of the Local Development Strategy.

Individual Project Monitoring

The Accountable Body will enter into contractual agreements with each of the Project Leads for the projects selected by the LAG, following confirmation of project eligibility. The contracts will include:

- Named contract manager with overall responsibility for delivery.
- Clear performance indicators (KPIs).
- Timescale and delivery profile for milestones and outputs.
- A requirement for details of all activities to be recorded electronically and in hard copies, this will include details of participants in the project.
- Output evidence requirements – i.e. outputs to be traced back to the individual output level for example qualifications achieved, or 12 hours of support provision to businesses.
- Record-keeping and monitoring formats.

- A requirement for feedback to be collected from all activities as part of the evaluation activities, to enable continuous improvements to be made, ensuring appropriateness of support delivery.
- A payment profile including dates / periods of payment.

Each Project Lead will undertake an induction and training at the start of the contract. This will ensure full understanding of the administrative and contractual requirements.

Performance monitoring of these contracts will be undertaken using the following approaches:

- On site monthly/quarterly monitoring visits undertaken by a LAG Support Team member, focusing on checking evidence, records and also compliance with EU funding requirements for publicity, procurement, sustainability etc. (As part of the contracting, risk assessment will be undertaken on each Project Lead to identify monitoring requirements, whereby those that need it will be monitored more frequently i.e. monthly, rather than quarterly).
- Monthly/quarterly progress reports. Project progress narratives will be provided as part of the claims process to evidence individual project progress, outcome and outputs achieved. These will be assessed against agreed targets and profiles as stated in contracts.
- Regular communication between the LAG Support Team and project deliverers, including through Delivery Group meetings that are set up to share information and experience.
- Random audits / assessments will also be completed on all projects.
- Annual audits undertaken by the Accountable Body.

Where projects are not achieving the required progress, outputs and expenditure, and there is a variance of 10% or more, a formal review will be undertaken with the Accountable Body Contract Manager to discuss and resolve problems.

Where projects have weaknesses in achieving compliance, the LAG Support Team will work with the Project Lead to address any issues.

Monitoring Against the European Social Fund (ESF) and European Regional Development Fund (ERDF) Contracts

The Accountable Body will have responsibility for ensuring the ESF and ERDF contracts are achieved and within the timescales agreed. The Accountable Body will report and submit claims, as required, directly to the Department for Work and Pensions (for ESF) and Department for Culture and Local Government (for ERDF).

A comprehensive IT system will be used by the Accountable Body for monitoring, reporting, recording and tracking of data and expenditure of all the projects being delivered against both the ESF and ERDF contracts.

- Monitoring and reporting will be organised largely on a monthly/quarterly (dependant on the risk assessment of the Project Lead) cycle requiring all Project Leads to submit claims to demonstrate achievement against project outputs and outcomes in line with cost-efficient expenditure (as set out in the contract) backed by supporting evidence.

- Performance monitoring and reporting data will be gathered monthly/quarterly, along with all hard-copy documentary evidence as required for audit purposes.
- All data will be collated to form contract level reports which will be assessed against the ESF and ERDF contract targets and profiles.

Local Development Strategy (LDS) Monitoring

Reports on progress of the achievement of the LDS will be a standing item at each LAG meeting (monthly initially and then quarterly). The reports will cover all elements of implementation of the strategy, from initial processes of project commissioning, project development, and project selection; the work of the LAG support Team in the CLLD area; compliance elements including publicity, any procurement; sustainability; and equality and diversity; and the progress on the delivery of the Action Plan and activities against each of the objectives.

The LAG Support team will provide on-going progress reports, to the LAG Bi-monthly/quarterly, on overall delivery of the strategy, whilst the Accountable Body's Contract Manager will report on all financial aspects of the delivery of activities against the action plan and provide monthly/quarterly reports on performance against target and profile.

The monitoring reports will contribute to and inform the on-going commissioning of activities to implement the strategy.

Where there are overall performance issues the LAG will provide direction to the LAG Support Team, supported by the Accountable Body, and agree how best to address them. This may also include that decision to terminate projects where on-going monitoring and evaluation indicates that the support is not delivering to plan, or achieving the required outcomes. These and actions undertaken to mitigate against risks will be reported on until fully addressed.

Evaluation

This section sets out the approach to evaluation that will be undertaken for the CLLD programme.

Evaluation Factors

The overall evaluation approach is intended to identify how effectively and to what extent the following elements have been addressed through the implementation of the LDS:

- Activities contributing to and achieving the strategic objectives.
- Community involvement in project design and development.
- Appropriateness of specific interventions supported to meet the objectives.
- Project performance against targeted outputs, results and project delivery milestones.
- Impact on CLLD beneficiaries of the support provided.
- Cross-cutting themes – delivery to support sustainability and equality.
- Processes efficiency– looking at management, accessibility (engagement of those hardest to reach), delivery systems and monitoring.
- Marketing and communications strategies and community awareness of CLLD programme.
- ERDF /ESF compliance – processes, obligations etc.
- Finance and claims processes - efficiency and achievement of expenditure.

- LAG role, expectations and involvement in decision-making.
- Management of key relationships, such as those with LEP and other local stakeholder and delivery organisations.
- Relationships management with Accountable Body, LAG Support Team and Lead Partners.
- Satisfaction from both the Deliverers and end beneficiaries (CLLD businesses and residents).
- Sustainability of the delivery mechanisms.
- Strategic impact – has the project influenced wider policy, led to greater synergy/collaborative working etc.?
- Additionality.
- What lessons can be learned (what worked and what didn't? What would have made it better?)

Key Performance Indicators

Specific outcomes have been identified against each of the objectives and set out in section 4.2 of this strategy. These will form the basis of the Key Performance Indicators. They include:

- Increased level of business start-up
- Creation of new job opportunities
- Increased skill levels
- Increased entry into employment
- Higher levels of community engagement and participation
- Increased diversity within the workforce
- Increased investment by public and private organisations.

The Framework below outlines the processes to be used to review and assess the CLLD Programme against the above elements and the Key Performance Indicators.

Evaluation Approach

It is proposed that the evaluation is undertaken on the following basis:

- On-going
- Annual reviews
- End of Programme

On-going:

The on-going evaluation will be undertaken primarily through working through each of the agreed projects.

It will comprise the following:

- Individual beneficiary (residents and businesses) feedback on support received, including customer satisfaction.
- End of support evaluation on each type of intervention (i.e. what type of support works best?)
 - It will be a contract requirement of Deliverers to undertake an assessment of their provision/activity with the beneficiaries and submit these to the LAG Support Team.
- Identification of good practice and positive impact, including case studies.

- Individual partner progress reports and monitoring meetings.

Feedback mechanisms will be put into place to collect, analyse and report the relevant data/findings on a regular basis and feed into the LAG meetings – this will support further planning for support. This on-going evaluation will also feed into promotion and marketing of the CLLD activities and strategy implementation.

Annual Reviews:

These will be undertaken by the LAG Support team, working with the Accountable Body, annually, and will focus on the following:

- Review of progress against the latest Funding Agreements (or variations) objectives and delivery mechanisms;
- Review of progress against Funding Agreement outputs, results and milestones (including cross-cutting themes), together with narrative regarding variation of achievement against these agreed outputs, results and milestones;
- Early 'wins';
- Assessment of delivery against the agreed KPIs, e.g. Community involvement and empowerment;
- Review of processes/delivery model efficiency and compliance;
- Views of stakeholders on: delivery model/processes; management and relationships; types of activities supported;
- Details of challenges or issues encountered, steps taken to resolve these and recommendations or suggestions for any changes required to delivery and processes;
- Case studies of successes.

Consultation and data collection will be undertaken using the following methodologies:

- Beneficiary surveys – including both individuals and businesses supported – in particular focusing on identifying the impact of the support, and what works and what could be done better to improve the support provision.
- Delivery partner survey (lead manager), identifying strengths, weaknesses, lessons learned and future recommendations.
- Analysis of MIS, progress reports and financial and claims information.

These reviews will support the on-going planning for the strategy implementation and enable the LAG to make decisions about activities that need additional resources, or to reduce support for activities that are not delivering the required outputs and outcomes.

End of Programme:

A final evaluation of the programme will cover all of the elements identified in Evaluation Factors section of this report.

It will be undertaken using external consultants that will be procured.

Consultation and data collection will be undertaken using the following methodologies:

- Beneficiary surveys – including both individuals and businesses supported – in particular focusing on identifying the impact of the support.
- LAG members and Stakeholder surveys, identifying strengths, weaknesses, lessons learned and future recommendations.
- Delivery partner survey (lead manager), identifying strengths, weaknesses, lessons learned and future recommendations.
- Analysis of MIS and financial, progress reports and claims information.
- Analysis of monitoring and evaluation data collected throughout the project on an on-going basis.
- Social Impact Assessment.

The evaluation report will include the following:

- Details of the aims and objectives of the evaluation;
- Methodologies undertaken to gather evidence for the reports;
- Impact and achievement of the programme against the CLLD vision and objectives;
- Case studies of successful project delivery;
- Key findings and recommendations/ Exit Strategy; and
- An Executive Summary highlighting key findings and recommendations, which can be issued as a ‘stand-alone document’.

The Annual Reviews and End of Programme evaluation, after signing off by the LAG, will be available on the CLLD website and circulated to key stakeholders.

The overall cost for this activity over the 5- year strategy period will be £295,400, comprising the costs of the end of programme evaluation which will be commissioned; the Council’s Contract Manager, whose role will be monitoring the ESF and ERDF contract delivery; 0.6FTE of the LAG Support Team Manager, who will be undertaking individual project and claims monitoring, supported by the Finance Officer.

2.6 Communications and Publicity

The LAG will develop a communications and publicity plan to promote the CLLD Strategy, the commissioning activities that will support its implementation, overall programme progress and successes. LAG members and the LAG Support team will actively promote these and the fact that they are supported through ERDF and ESF, at the community level.

Key strands of activity will include:

- Launch of the strategy implementation
- Promotional literature about the Strategy.
- Keighley CLLD Website
- Promotional events for the commissioning rounds
- Online newsletters promoting progress and successes.
- Dissemination and promotion of the evaluation reports.

- Annual report to the Community.

The project promotion and publicity activity, as a minimum, will adhere to ERDF/ESF requirements as follows:

- All procurement documentation will include reference to ERDF/ESF and carry the correct version of the logo.
- All promotional material produced and promotional tools (website, events etc.) to promote the support will carry the reference to ERDF/ESF support and the logo.
- The launch of the project will reference ERDF/ ESF support.
- Recruitment for any staff will reference ERDF/ESF support in the advertisement and in the job specifications.
- Stationery used by the project will include the logo.
- Reports developed as part of the project, including for the Project Partners Group, the LAG and claims will reference ERDF/ESF support and include the logo.
- A file will be kept as evidence of implementation of promotional and publicity activities. This will include all press-releases, press-cuttings, photographs, copies of promotional material and any reports specifically on this subject.

2.7 Training and Development

The LAG is made up of a range of stakeholders with varying degrees of knowledge and experience in working on such strategic and decision-making groups as the LAG. Whilst they all bring their own knowledge, experience and perspectives of the CLLD area, support and potential solutions, some will have gaps in knowledge that will enable them to make effective contributions to the LAG and the CLLD strategy implementation. The LAG Support Team will therefore undertake an audit of the LAG members, to identify any particular skills and knowledge needs to enable them to do their work on the LAG effectively.

The LAG support team working with other key stakeholders will then develop and deliver training support to address these needs. Some of the training may be procured from external sources.

Where possible and appropriate joint training provision may be arranged with other neighbouring CLLD areas and the Big Local training and development support for their Board Members. In this way, the LAG members are able to network and share experience, widening their knowledge about the broader economic and social context and good practice that may contribute to local delivery.

In addition, on-going LAG meetings will also encourage networking and sharing experiences and knowledge between the members.

3 FINANCIAL PLAN

The financial plan is summarised and profiled in Annex B. This was agreed by the LAG in the meeting on Wednesday 24th August 2016, following discussions about allocations in previous meetings.

The total cost for delivering the Action Plan is £6m, made up as follows:

- Delivery of interventions against the strategy - £ 4,839,068
- Managing the delivery of the strategy and coordinating the LAG - £1,160,932

The management and LAG support costs will be supported by European Regional Development Funds (ERDF).

The sources of the match funding for these management costs are as follows:

- Bradford Council (Public) - £203,085
- Airedale Enterprise Services (Private/Public) - £ 226429 private and £150923 public

The total amounts of ERDF that will be used to fund projects is: £ 919,534.

The total amounts of European Social Fund that will be used to fund projects is: £1,500,000.

The total match funding required to support projects will be £2,419,534. It will primarily be sought through commissioning the activities with the requirement for projects leads to bring forward eligible match. However, it is anticipated that match will include the following:

- Private sector match from SMEs accessing the development grants.
- Private sector match from Virgin Start-up loans.
- Big Local covering Keighley East (public).
- Skills Funding Agency's Adult Skills Budget (public).
- DWP's New Enterprise Allowance Scheme (public).

The LAG wished to maximise the amount of funding coming into the CLLD area over the 5-year period and has opted to bid for the full amount available, making the assumption that enough eligible match-funding will be levered in during the strategy commissioning and delivery. The assumptions have been based on previous discussions with key stakeholders.

All funding will be spent in the More Developed category of the region – but primarily within the 20% most deprived LSOAs. It is anticipated that no more than 5% of the overall funding will be spent within the single LSOA which is not within the 20% most deprived LSOAs.

Mechanisms will be put into place during the commissioning and the delivery of the programmes to ensure that only those within the CLLD area benefit from the investments, and to monitor the eligibility of the beneficiaries. Promotion of the activities will highlight the targeting of the funding within the CLLD area, and the LAG Support Team will be instrumental in engaging with those organisations working with these potential beneficiaries to encourage projects coming forward to support them.

This strategy was endorsed by the Keighley CLLD LAG at its meeting on 24th August 2016 (Annex F).