

big local plan 2016-2018

how we will use funding from local trust to make the area an even better place to live



Contents

Our Vision

This is what we want to achieve and how we will go about doing it.

Big Local

A brief description about the Big Local and the opportunities it can bring to our communities.

Keighley Valley

A picture of our Big Local Area. What the areas are like within Keighley Valley and the issues it faces.

How We Got Here

What has happened since the Keighley Valley Big Local offer was made.

Community Profile

This profile attempts to describe Keighley Valley Big Local as it is now; what is 'good, bad and ugly'. What the issues are and the visions for the future.

Partnership, Themes & Outcomes

Our programme of activity.

SWOT & Risk Assessment

An evaluating of the potential risks that may be involved in the activities proposed by the Keighley Valley Big Local Partnership.

Action Plan

The resources required, the partners we will work with and the steps the Keighley Valley Big Local Partnership will take between 2016-2018 to help meet our vision.

Annex

An extension of the Keighley Valley Big Local Plan 2016-2018. The information backs-up everything the Partnership aims to do.

- The 'Big Red Book'
- The InCommunities Insight Document
- Examples of Doorstep Consultation Conversations
- The Partnership Terms of Reference

Contents



"Areas like Keighley East haven't in the past received such a large amount of funding as other areas, which were in more need of it. But we are happy to get this money and we hope good things come of it. We do have a lot of ideas about how it can be used, but these need to be talked through first."

Cllr Steve Pullen
13th December 2012

On the 1st November 2015, **17 Residents agreed!**

They Signed a Terms of Reference to Create a Partnership and Created a Big Local Keighley Valley Plan

With 7 Themes Bringing Together the Project Ideas of 365 Residents

Allocating £74,500 in the 2016/17 and £114,500 in 2017/18 to Make Keighley Valley an Even Better Place to Live!

Contents

Methodology

The content of the Keighley Valley Big Local Plan 2016-2018 was produced by assembling information collected from those people who work, volunteer and play in the Keighley Valley Big Local area. Using their words the plan is one document that brings everything together, issues, concerns and celebrations and spells out the essential elements of the shared vision within the Keighley Valley Big Local Partnership.

The Plan creates the framework for future Partnership activity and defines responsibility and ownership





Introduction

Welcome to Keighley Valley Big Local. This is our plan; our story, our shared vision.

Keighley Valley Big Local Partnership has spent a long time investigating issues, concerns and celebrations highlighted by residents, testing ideas and discussing solutions to agree ways of best responding to the needs and wants of our communities. Solutions which put our communities in charge of changing our future for the better.

The Partnership is committed to making the most of the exciting opportunities Big Local can offer. Our challenge is to remain responsive to those needs and wants, constantly involving people to ensure the Partnership reflects our communities, that they participate and support the activity we have shaped.

Keighley Valley was chosen for a Big Local award because of the deprivation and inequalities experienced by our communities, those that exist along the River Worth and because our area had not benefited from other major investment in the past

Our vision describes how we will address this and how we want to work over 10 years to achieve real & lasting change. The plan details a starting point of 2 years and suggests ideas for further years. The Partnership will review the plan every 12 months.

Our Vision

A Happy Keighley. A content Place

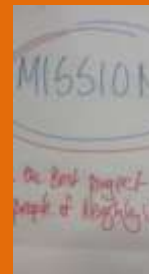
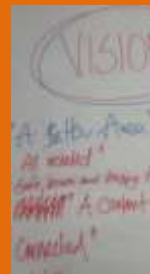
'Big Local Keighley Valley will give people the power to create communities where everyone of all ages has the chance to live and play, where streets and open spaces are clean, safe and welcoming, with a supportive community which is strong and fair - a community that learns and celebrates together'.

'A resident led community hub , Big Local Keighley Valley will be the organisation of choice for those people who want to make the area an even better place to live'

By promoting a clear and actionable vision we hope to set expectation, breed commitment and clarify decision making.

Our Vision

The Partnership developed a Vision using information and words gathered from the Door Step consultations with residents



Further Opportunity

The Keighley Valley Big Local Partnership recognises supplementary funding from other sources should be sought to complement Big Local resources with the aim of adding value, capacity and sustaining the life of Big Local beyond the 10 year programme.

The Partnership hopes to be an attractive vehicle for investment by others once we have demonstrated how we are using Big Local funds. We will take advice from partners representing the sector with the aim of maximising match funding opportunities and avoid duplication of provision.

There are many opportunities for this, including Community Lead Local Development [CLLD]. Bradford Metropolitan District Council is working with partners, including Airedale Enterprise Services [our Local Trusted Organisation] and our local Infrastructure Support Organisation, Keighley & Ilkley Voluntary Community Action [KIVCA] to submit a bid for CLLD.

CLLD is only available in certain areas in the 20% of the most deprived areas in England. This includes Keighley Valley, within the Leeds City Region area.

CLLD is a European Social Fund [ESF] investment priority under the 'promoting social inclusion and combating poverty' Thematic Objective. In addition to local residents and beneficiaries, the 'Community' refers to voluntary and community organisations and private & public sector organisations. Like Big Local, CLLD Projects aim to improve strategic local development and respond to an area's needs, with an emphasis on using innovative approaches.

A successful bid presents opportunities to Keighley Valley Big Local and the voluntary sector as a whole. CLLD aims to increase employment and skills, social enterprise and social inclusion resulting in a reduction in poverty and improved regeneration of the area.

There will be a two stage process. Stage 1 applications will be assessed by Managing Authorities, who will take into account the advice of local LEP area ESI Funds sub-committees. Successful applicants will progress to Stage 2 and submit full CLLD applications. Stage 2 is expected from November 2015 onwards and implementation is expected from April 2017.

Our Vision





About Big Local

Big Local is a National Lottery funded programme run by the Local Trust which has awarded an area of Keighley £1 million to help improve quality of life for local residents. All decisions about how that money is spent have to be made by people who live, work or play in the area

The Big Lottery Fund in England has invested £200 million in 150 urban and rural communities. These are areas of the country that have been overlooked for funding and resources in the past and may face issues including high levels of unemployment, a decline in industry or a need for new support services

Each Big Local area receives at least £1m Lottery funding over the next 10 years, which residents themselves will be in charge of spending on ways to improve their community.

This might include creating new facilities for the communities within the area, projects to provide more training and employment opportunities, more activities for older people or improved outdoor spaces.

Big Local is managed by an independent organisation called Local Trust and supported by partner organisations who offer each area support and training opportunities to help residents develop plans and find solutions that work for their communities. Taking action to help build communities capable not only of spending a £1m Lottery investment but securing more in the future.

What difference will it make?

Over 10 years, Big Local aims to achieve the following four outcomes:

- **Communities will be better able to identify local needs and take action in response to them.**
- **People will have increased skills and confidence, so that they continue to identify and respond to needs in the future.**
- **Priorities identified will make a difference to the local community.**
- **People will feel that their area is an even better place to live.**

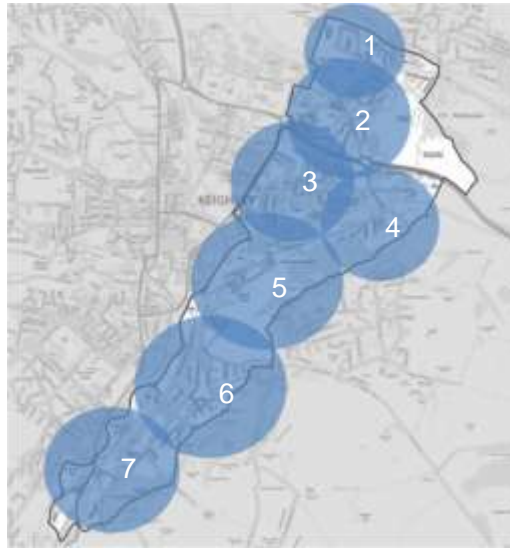
Big Local

Keighley! The Outstanding Facts as told by it's residents!

- "Keighley is a town"
- "Keighley is in the metropolitan borough of the City of Bradford in West Yorkshire"
- "The politician Denis Healey lived in Keighley"
- "Keighley is mentioned in the Doomsday Book"
- "The 662 Bus connects Keighley with Bradford"
- "Keighley is where the Rivers Aire and Worth meet"

Big Local & Keighley

The name we give to the area awarded the £1 Million in Keighley is 'Keighley Valley'. Keighley Valley encompasses the neighbourhoods that exist along the River Worth and follow the main rail and road arteries through the Town of Keighley. Consequently, Keighley Valley is a long but narrow corridor, the majority of which lies in the Bradford Metropolitan District Council local authority Ward of Keighley East



Making Big Local work in Keighley Valley area is a big challenge, so we have broken the area down into communities that are more manageable and targets are more achievable. Working with the residents in these communities we can hit targets and contribute to the overall goal. We are not daunted by the overall goal, once broken into smaller goals, then anything is reachable.

Our Communities

- "Keighley has a population of 90,000 people"
- "Mollie Sugden from the TV show Are you being served was born in Keighley"
- "The Tour de France travelled through Keighley on July 6th 2014"
- "Keighley Cougars play Rugby League"
- "The Keighley & Worth Valley Railway is run by volunteers"
- "My Dad was born in Keighley"
- "The only cinema in Keighley is called Keighley Picture House and opened in 1913"





Our BIG Local Area

From the Grange Estate to Strong Close and Stockbridge to Red Holt there are a number of new and established communities, ethnically diverse neighbourhoods with residents taking part in a wide variety of activities

The commonalities between these communities is a shared experience of residential life with a mosaic of roads, industrial buildings, retail parks and derelict plots that serve the wider Keighley public.

The neighbourhoods within the Valley experience high levels of social and economic deprivation. Many of the families that live in the properties higher up the valley which include 1960 & 70s housing originated from the rows of terrace housing at the lower end of the Valley. The lower part of the Valley is now home to a diverse population including those of South Asian origin.

Whilst there are common experiences in terms of lower levels of achievement and difficulties finding employment there are also challenges in terms of community relations and low sense of pride the area.

The Valley also has many public, leisure and recreational assets which potentially could be better accessed by local communities. Additionally, the area shares a rich natural habitat of woods, green space and access to the River Aire & River Worth which affords a richness of opportunity for social interaction and the associated benefits to learning and improved well being through access to shared outdoor space.

The strength of our BIG Local activity is the intention to work across the area to address low moral and self confidence and connect residents not only with each other but also to the natural, physical and social assets within the vicinity.

Local schools are working hard to raise achievement, but the area as a whole faces significant challenge including those of worklessness, low skill levels, poor housing, child poverty and high benefit take up.

Strong Close Children's Centre serves the area in its entirety.

Keighley Valley

Our MP is Kris Hopkins **Our Ward Councillors:** Doreen Lee, Malcolm Slater, Steve Pullen **Our Town Councillors:** Kaneez Akhtar



Population

2001 figures suggest a population that is 88.1% White, 11.6% Asian 0.4% other. The area is also home to a rising population of Central and Eastern Europeans.

Perception surveys demonstrate lower than average satisfaction with public services and increased worry about debt. There are rising NEET figures across the area and in the predominantly white estates benefit claimants of working age is higher than the district average. A lower amount of residents express their health is as good compared to the district average and in Worth Village children in families in receipt of Income Support and Jobseekers Allowance is significantly higher than the District and England average.

History of Investment

No funds are currently available to the area with only a small Neighbourhood Renewal award over 10 years ago and marginal support through Streets Ahead in 2006 to 2008. Bordering Areas have received substantial regeneration monies in the past but the neighbourhoods that exist along the River Worth have often fallen outside of previous bids because they have been seen as separate areas. There is a shared

sense of always just missing out, creating a useful catalyst in bringing Keighley Valley communities together.

Infrastructure

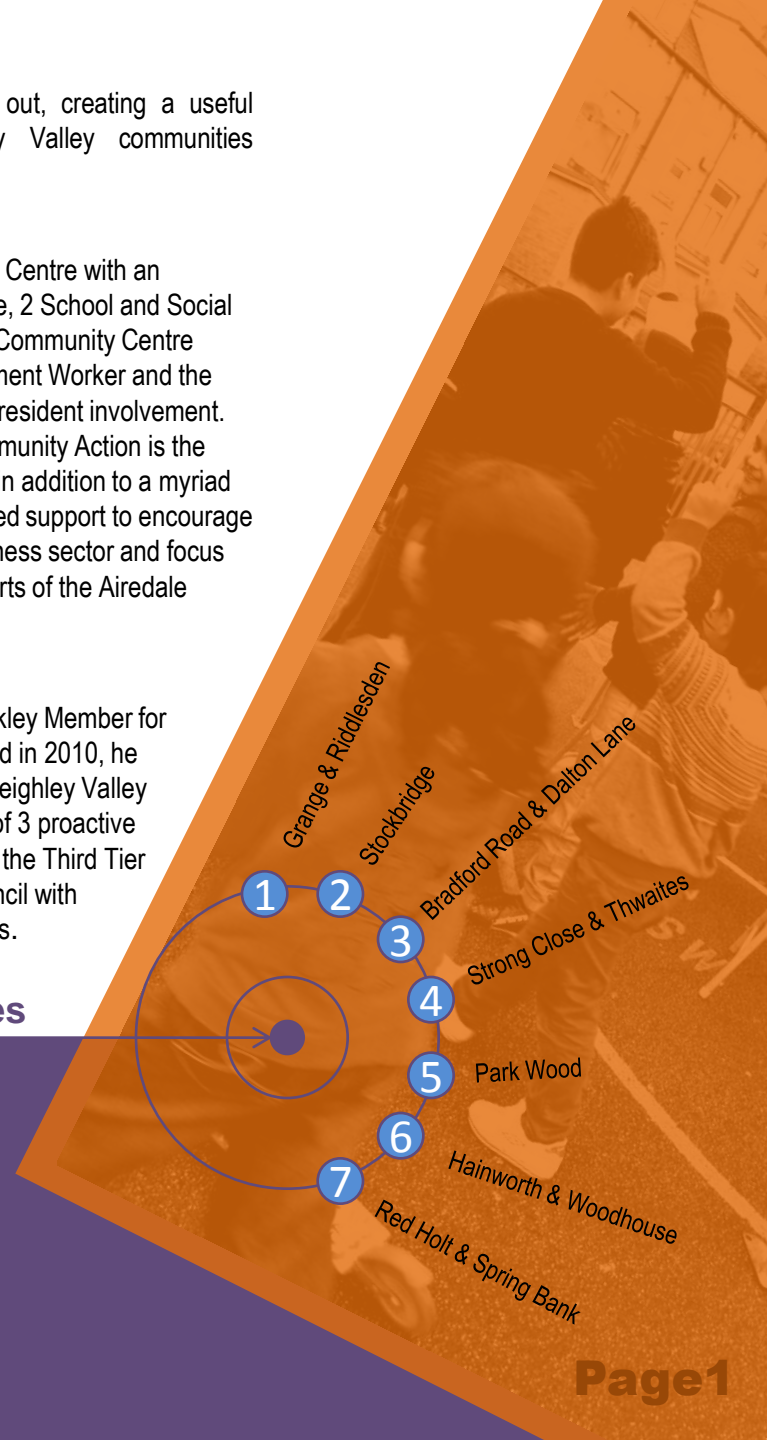
Keighley Valley has a Children's Centre with an established outreach programme, 2 School and Social housing sites. Hainworth Wood Community Centre employs a Community Development Worker and the centre has good and increasing resident involvement. Keighley & Ilkley Voluntary Community Action is the local infrastructure organisation in addition to a myriad of VCS groups and commissioned support to encourage active citizenship. A strong business sector and focus on regeneration through the efforts of the Airedale Partnership.

Political Context

Kris Hopkins is the Keighley & Ilkley Member for Parliament-Conservative. Elected in 2010, he retained his seat in May 2015. Keighley Valley further benefits from the efforts of 3 proactive Ward Councillors and sits within the Third Tier Authority of Keighley Town Council with representation from 6 Councillors.

Our Communities

Barbara Archer, Gulfranz Hussain, Tufail Khan, Andrea Walker, Sohail Zubair





Big Local Pathway

The Pathway is a 7 step process set out by Local Trust which must be taken to give everyone the best chance of a successful Big Local journey.



At times we have worked on more than one step at a time, at other times we have immersed ourselves in one step before looking at the one prior to it. All through the journey we have worked to the strengths of the people involved, maximising group dynamics and striving to be more productive and effective, but always referring back to the Pathway.

Participatory Budgeting

Participatory budgeting [PB] is a process of democratic deliberation and decision-making where residents decide how to allocate public budgets. We used the principles of PB as a means to:

- Raise the profile of Big Local
- Maintain a grass root presence
- Ensure Stakeholder & Community Engagement
- Inform the Community Profile
- Provide quick fix solutions
- Test ideas and thinking
- Recruit Volunteers & create PR opportunity

From April 1st to October 2015 the Keighley Valley Development Worker and volunteers held a series of door step consultations across the Keighley Valley. Encouraging residents to share their views, each conversation was recorded and a small award of funding offered to residents for the most popular ideas, providing a quick fix to some of their concerns. The small projects galvanised small groups of residents who organised activity [PB Outcomes] which tested ideas and acted a precursor to more ambitious thinking.

Residents who organised and took part in the outcomes of the PB door step consultation went on to lead the development of the Vision & Themes in a series of 3 public meetings and form the Partnership.

How we did it

Annex 1: The 'Big Red Book', a scrapbook album used to inform all stakeholders of Pathway progress.



Our Pathway

January to March 2015

- Big Local Development Worker recruited
- Project Plan Completed
- Scoping Exercise of the Keighley Valley area



April to June 2015

- 10 PB Doorstep Consultations completed
- 9 Outcome activities supported
- 11 Volunteers commit to Big Local
- 240 Recorded Conversations



July to September 2015

- 14 PB Doorstep Consultations completed
- 10 Outcome activities supported
- 14 Volunteers commit to Big Local
- 105 Recorded conversations

October to December 2015

- 6 Public Meetings to develop the Vision & Themes
- Vision, Themes and Action Plan Proposed
- 15 Volunteers sign up to the proposals
- Partnership is formalised with a Terms of Reference
- 5 Partnership Meetings
- Action Plan agreed
- Budgets confirmed
- Community Profile completed
- Keighley Valley Big Local Action Plan Completed



Our Communities





What is a Community Profile?

Our Big Local community profile provides us with an insightful overview of Big Local Keighley Valley. It includes information collected throughout our journey, during the community visioning stage right up to now.

The next few pages will give you an indication of what is considered good, bad and ugly. What is perceived to work well and what could be improved. We hope it will be a useful resource for anyone with an interest in the area.

The profile offers an insight into where we are now, and what people are saying about the communities, services and facilities within Keighley Valley Big Local.

Acknowledgements

The information in this community profile has been contributed and collected through conversations with residents, partnership members, volunteers and service providers. Special thanks to everyone who has given their time to participate including the Keighley Area Coordinators Office and the Big Local Representative for Keighley Valley, for offering advice, encouragement and support.

Local Data

We have referenced a number of plans and statistics compiled by others to get a better understanding of the area. We would particularly like to acknowledge the contributions made by BMDC Keighley Area Coordinators Office [ACO] & Incommunities.

- Keighley East Ward Plan 2015-2016
- Communities Insight Document: Keighley Valley

Incommunities provides many homes principally for rent across the Bradford District. We offer our thanks to the Learning, Skills, Employment & Enterprise Department within the Incommunities group for providing us with a bespoke profile of the Keighley Valley Big Local area as defined by the Local Trust.

Community Insight is a Geographic Information System [GIS] based tool providing community mapping & reporting, drawing on the most up-to-date open data sources covering all major social and economic indicators. These Two documents provides us with the foundations of our Community Profile

Refer Annex: 2.0

Community Profile

24 'at home' Events

1875 Leaflets & Postcards

24 Delivery Partners

34%

Of Residents Said
Let's Improve

PLAY

28%

Of Residents Said
Let's all feel

SAFER

15%

Of Residents Said
Let's improve

OUTSIDE

10%

Of Residents Said
Let's be a

COMMUNITY

Some general statistics from the Office for National Statistics for reference:

- All of the Keighley Valley Big Local lies in the Keighley East ward in Bradford of West Yorkshire.
- 2011 census the population of Keighley East was 16,775.
- The population is 51% females and 49% males.
- The average age is 39 [the median age is also 39].
- 89.0% were born in England. 3.9% Pakistan, 1.0% Scotland, 0.8% Bangladesh, 0.5% Eire, 0.4% Wales, 0.2% Northern Ireland, 0.2% India, 0.2% South Africa, 0.1% China.
- The religious make up is 55.1% Christian, 23.6% No religion, 13.8% Muslim, 0.2% Buddhist, 0.1% Hindu, 0.1% Sikh, 0.1% Agnostic.
- 49.3% of people are married, 12.4% cohabit with a member of the opposite sex, 0.7% live with a partner of the same sex, 22.0% are single and have never married or been in a registered same sex partnership, 8.4% are separated or divorced.
- There are 826 widowed.
- The top 5 occupations listed are Professional 14.6%, Skilled trades 13.0%, Administrative and secretarial 11.9%, Associate professional and technical 11.3%, Elementary 10.8%,

Getting Closer to our Communities

Away from the many sports clubs and compared to neighbouring wards there is little organised activity in the Keighley Valley Big Local area. No obvious vehicle to further a shared vision across our communities. The PB door step consultations gave us opportunity to connect with people on issues that matter to them, taking part in meaningful conversations with residents.

The Partnership brought these individual conversations together and by collecting the data and considering those conversations, we hope we have identified the cause of the problems and found solutions.

Our conversations at 3 public meetings attempted to answer the following questions:

- What is the problem we need to solve?
- Who would benefit?
- What activity do we plan?
- Which models do we use and develop?
- What do we expect to accomplish?

Our Themes

345 Recorded Conversations

3 Public Planning Meetings

03%

Of Residents Said
Let's try and help
OTHERS

03%

Of Residents Said
Let's have more
TRAINING

All

Of the Partnership
said let's celebrate
KEIGHLEY





Concerns

Dalton Lane: 18/8/2015 **34 Conversations**
33% want Cleaner Streets

Riverside: 6/9/2015 **8 Conversations**
50% want improved open spaces

Parkwood Centre: 20/5/2015 **7 Conversations**
57% want more organised sports

Parkwood Centre: 24/3/2015 **23 Conversations**
61% said promote an annual festival

Parkwood: 27/5/2015 **8 Conversations**
50% said promote more after school clubs

Woodhouse: 18/5/2015; **42 Conversations**
25% want more activities for 13-19yrs

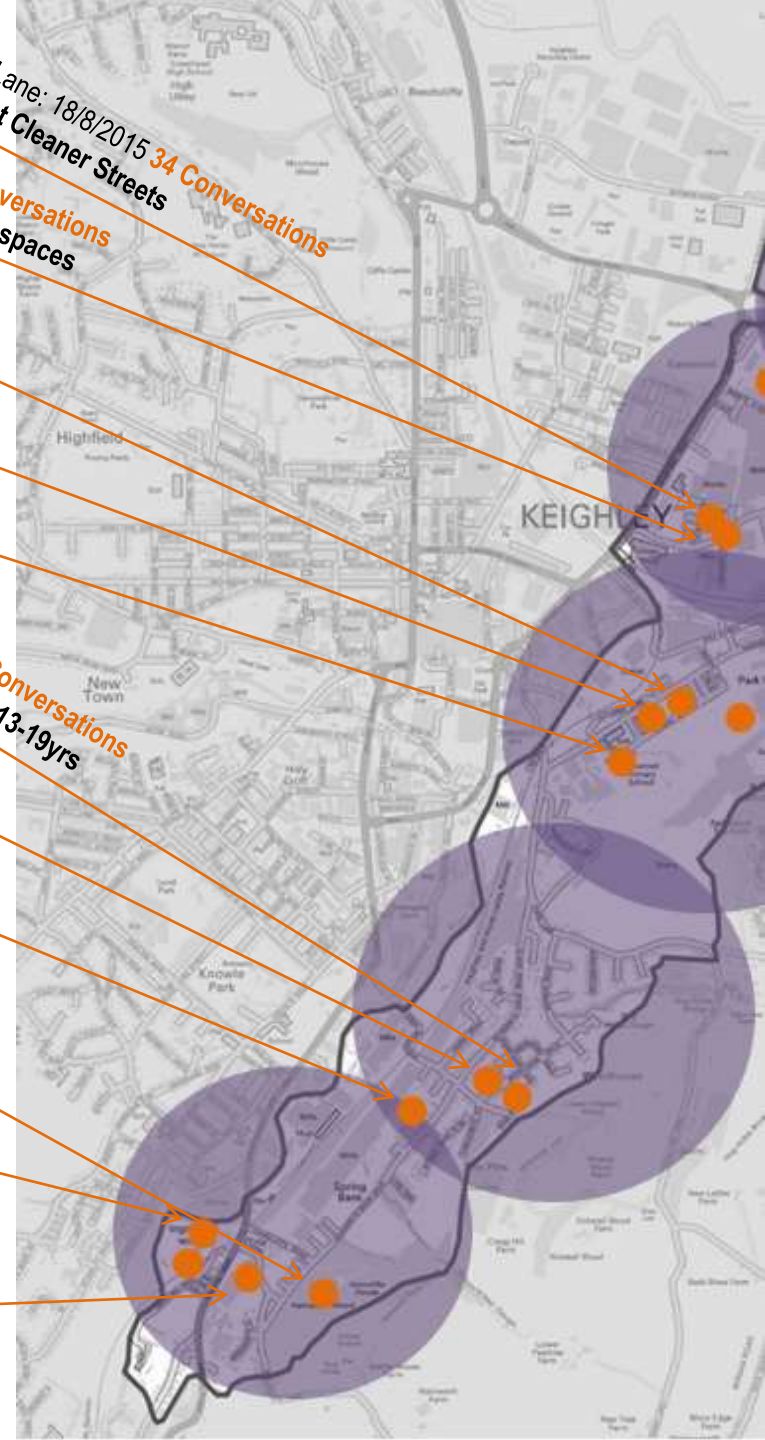
Hainworth Wood : 1/4/2015; **63 Conversations**
25% said lets have more activities for 13-19yrs

Springbank: 1/7/2015; **10 Conversations**
80% want more activities for 13-19yrs

Hainworth Wood : 18/6/2015; **3 Conversations**
100% said Fly tipping needed to be addressed

Red Holt : 18/6/2015; **18 Conversations**
33% said Drug Dealing is an issue

Kennedy House 23/4/2015; **10 Conversations**
40% said improve green open spaces





Grange Estate: 15/7/2015: **12 Conversations**
41% would like improved traffic calming

Stockbridge: 15/7/2015: **3 Conversation**
100% said more opportunities for 13-19yrs

Stockbridge: 15/7/2015: **12 Conversations**
33% would like to see an annual family events

Stockbridge: 15/7/2015: **10 Conversations**
58% want improved play areas

Bronte Street: 3/10/2015: **7 Conversations**
85% would like improved play provision for children

Bronte Street: 3/10/2015: **1 Conversation**
100% would like an improvement to open spaces

Riverside: 9/6/2015: **8 Conversation**
50% would like to see improved open space

Bronte Street: 9/6/2015: **1 Conversation**
100% would like to see improvements to open space

Bracewell Street: 9/6/2015: **1 Conversation**
100% would like to see improvements to open space

Park Wood: 9/6/2015: **12 Conversation**
58% would like to see improvements to open space

Park Wood: 9/6/2015: **19 Conversation**
42% would like an annual family event





Partnership Discussions

■PROBLEM! The perception amongst residents is that the streets are becoming less safe ACTIVITY! We want to encourage positive activity on the streets WHO BENEFITS? Residents, visitors and Business HOW CAN WE DO IT? Provide support and resources for communities to improve the physical appearance, enhance provision and support positive actions from those using the streets.

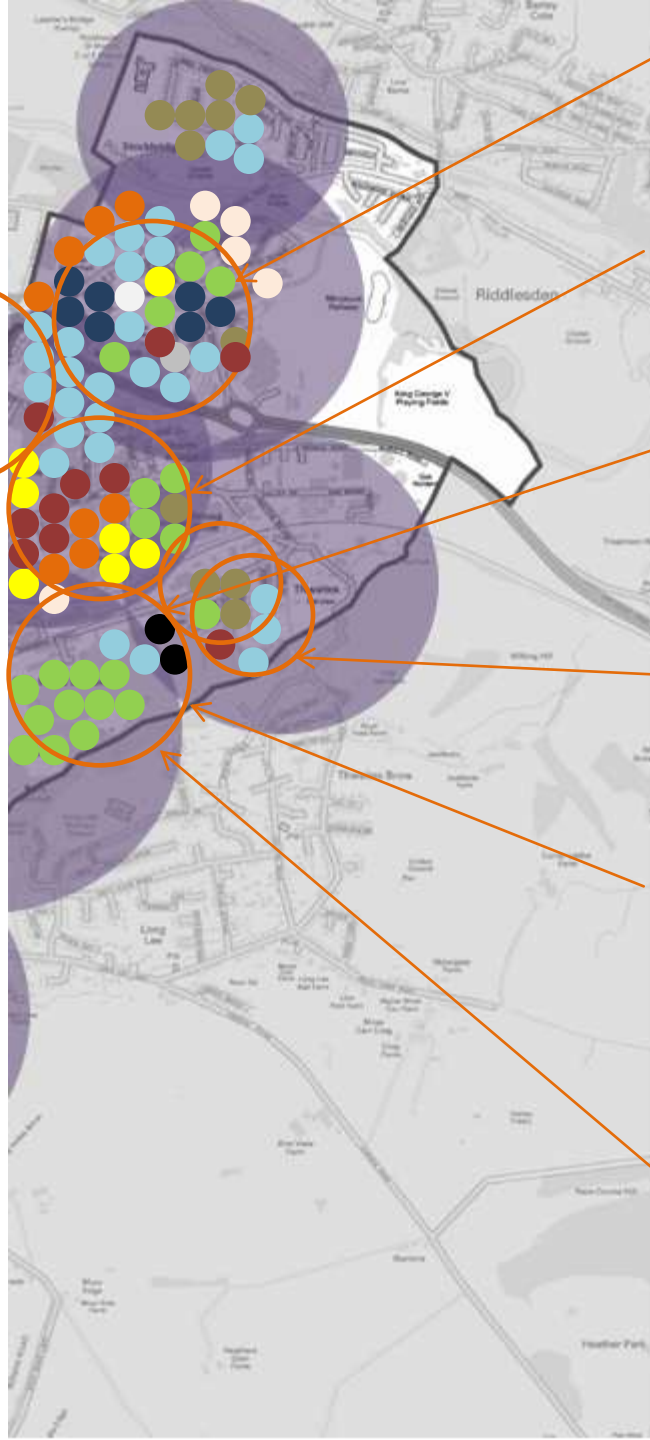
■PROBLEM! Residents are not aware of the thriving habitat that is the River Worth ACTIVITY! We want to promote it WHO BENEFITS? The river will remain thriving for all communities HOW CAN WE DO IT? Promote, celebrate and provide opportunity to participate in themed activity

■PROBLEM! The Community Centre is thriving and it can do more but there is little capacity to deliver ACTIVITY! We want to promote a range of activity WHO BENEFITS? All ages, Pre-school to Older People HOW CAN WE DO IT? Small grants to cover the cost of 'tasters' to build capacity to deliver and encourage more residents & volunteers into the centre

■PROBLEM! Residents feel isolated because of poor public transport ACTIVITY! Promote a community Transport Project WHO BENEFITS? Everyone but particularly Older People and Young People HOW CAN WE DO IT? Build on the schemes that already exist

■PROBLEM! The lack of open space for play means children playing on the roads ACTIVITY! We promote organised play activities on our streets WHO WILL BENEFIT? Children & Young People HOW CAN WE DO IT? Build on the services that already exist and train up residents in play & Youth work





■ **PROBLEM!** Residents are concerned about the poor use of outdoor spaces
ACTIVITY! Promote and provide opportunities for positive use and organised community activity
WHO BENEFITS? All ages & Communities
HOW CAN WE DO IT? Improve the playground, enhance the open space, provide organised play activity and encourage a residents group

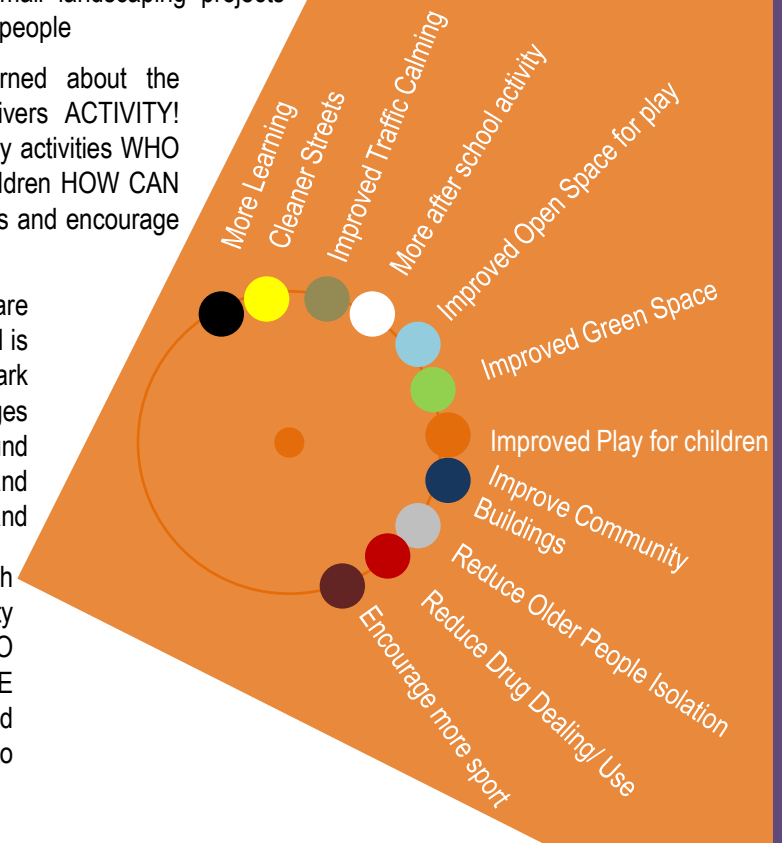
■ **PROBLEM!** The outdoor environment is suffering from lack of awareness, management and action
ACTIVITY! Encourage positive action with residents and business
WHO BENEFITS? All ages & Communities
HOW CAN WE DO IT? Make small grants available to encourage more residents to play and realise their ideas

■ **PROBLEM!** Its a great walking route to shops and services but it is a bust road and there is no where to sit
ACTIVITY! Provide pocket spaces to sit and socialise
WHO BENEFITS? The huge footfall of pedestrians
HOW CAN WE DO IT? Small grants to encourage community clean ups, small landscaping projects involving training opportunity for local people

■ **PROBLEM!** Residents are concerned about the volume of traffic and habits of drivers
ACTIVITY! Traffic Management & Organised Play activities
WHO BENEFITS? All ages, particularly children
HOW CAN WE DO IT? Build on existing services and encourage resident group activity.

■ **PROBLEM!** Most residents are unaware how wonderful the woodland is
ACTIVITY! Support the "Friends of Park Wood"
WHO BENEFITS? All ages
HOW CAN WE DO IT? Match fund projects to widen opportunity and provide more reason to visit and promote positive use

■ **PROBLEM!** There is not enough opportunity to be a community
ACTIVITY! Community Events
WHO BENEFITS? All ages
HOW CAN WE DO IT? Offer funding for organised activity that will be attractive to residents.





Our Communities in Words

The community in the Keighley Valley Big Local is diverse. There are at least 10 different languages spoken. Census data indicates that over 90% of residents speak English "well" [at least].

According to the office of National Statistics, of all people living in in Keighley East :

92.2% speak English, 2.9% Panjabi, 1.4% Urdu, 1.1% Bengali, 0.7% Polish, 0.3% Slovak, 0.2% Italian and 0.1% Arabic, Pakistani Pahari and Chinese

Keighley Valley Big Local will use English as the main language to engage with the local community, as it is something which our diverse residents share, but where resources allow we will endeavor to communicate using community Languages.

The words we choose have been proven to impact our progress and how people interpret Keighley Valley Big Local. We want to ensure we use the same words used by our communities and

certain words appear more frequently than others in the conversations we have. Using the same words provides continuity and a better chance of achieving a shared vision.

We have used a Word cloud to illustrate the primary themes of Keighley Valley Big Local. Word Clouds give a graphical representations of word frequency, giving a greater prominence to words that appear more regularly. The larger the word in the Word Cloud the more common the word.



Refer Annex: 3.0

Community Profile

Good. Bad. Ugly? A selection of the photographs by Partnership member Fiona Thompson.



Communities in Pictures

We have a gripping story to tell, one of opportunity and adventure and we will use video and photography with a distribution plan, utilising our website and social media to keep in contact with our audiences.

Since the videos are permanent records of activities, analyses may be performed any amount of times. The videos may be repeated at any time and in any place; paused, rewind and fast-forwarded our photographic and video profiles will grow and demonstrate to all audiences the change made by Keighley Valley Big Local.

The videos play an important role in spreading the word about Keighley Valley Big Local and we intend to add contributions from our Delivery Partners, Elected Members and Children & Young People.

The type of questions we asked:

- What is it like to live in the Keighley Valley?
- What are your major concerns for the area?
- Who can help address those concerns?
- What potential does Big Local have?
- If you could have a Big Local wish, what would it be?

Have a look at some of the videos our partnership members have made



<https://www.youtube.com/watch?v=un7E-qfLgZE>

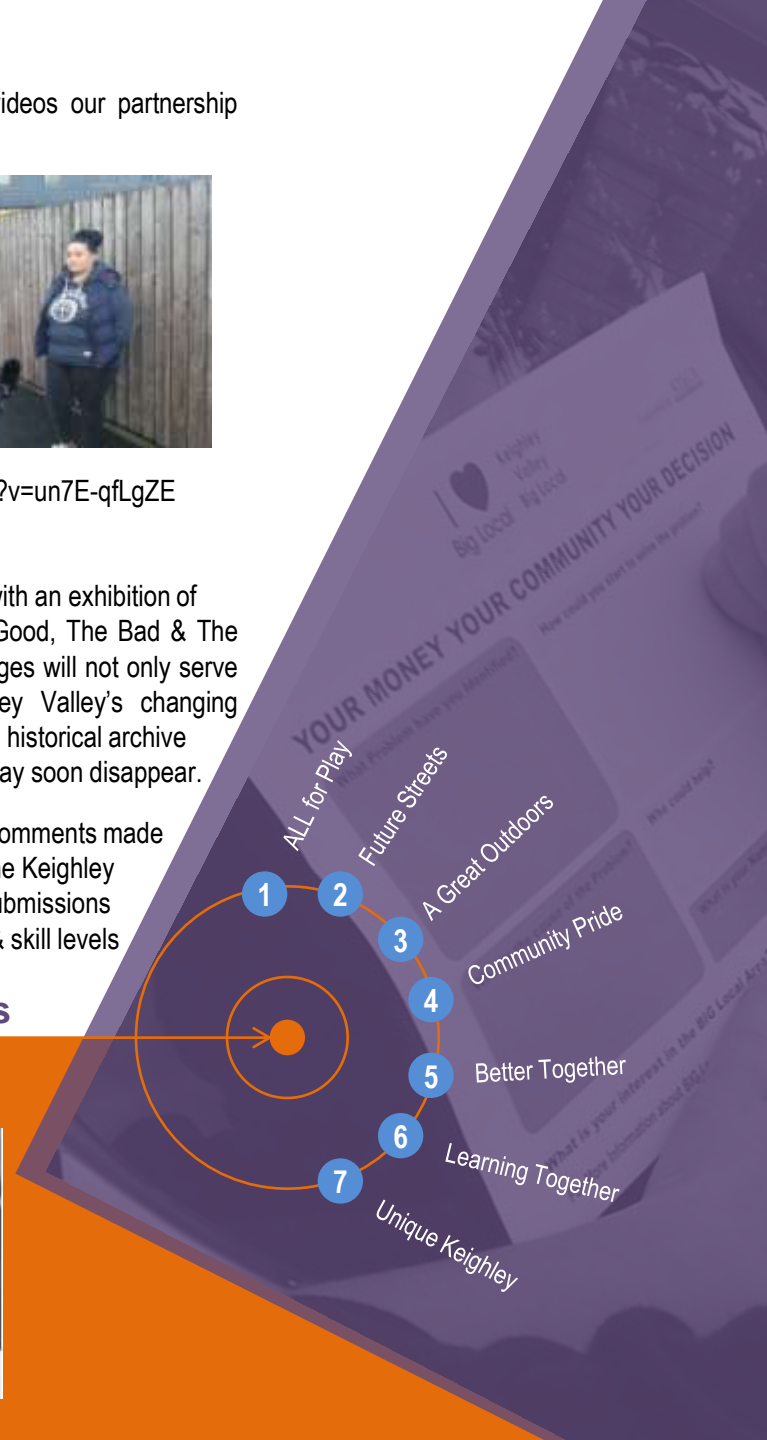
Good. Bad. Ugly?

The videos are complemented with an exhibition of Photographs entitled the 'The Good, The Bad & The Ugly'. The mobile exhibition images will not only serve as a visual record of Keighley Valley's changing environment, but also offer a historical archive of buildings and locations that may soon disappear.

The partnership will collect the comments made about the exhibition as it tours the Keighley Valley and encourage further submissions from photographers of all ages & skill levels

Our Themes

Good. Bad. Ugly? A selection of the photographs by Partnership member Fiona Thompson.





What is a Big Local Partnership?

A Big Local partnership is an organised group of at least eight people, of whom at least 51% must be residents of the Big Local area.

The Partnership is responsible for shaping the direction of Big Local, ensuring it connects with the public. When this is achieved, the partnership acts as a true voice, reflecting and representing the views of people living in the area and the communities they are part of.

The Partnership is supported by salaried workers, community champions and elected members who work in the area and have good local knowledge, creating a diverse group of people with different views, outlooks, experiences and skills all working together to achieve the shared Big Local vision.

The Partnership can be organised through different structures, status and types but it is expected that a more formal structure will be required as Big Local establishes. Membership is open to all who live, work or volunteer in the Big Local area.

Keighley Valley Big Local Partnership

Type of Organisation:

- Unincorporated Association

Governing Document:

- Terms of Reference

Date of adoption

- 1/11/2015

Polices:

- Code of Conduct

Refer Annex: 4.0

Once the Plan is endorsed by Local Trust the Partnership Board will consider and adopt a suite of policies & procedures as a method of handling activity. This will be complemented with a training programme of volunteer development.

Voluntary & Community Sector training providers have been identified to deliver training against and fill gaps highlighted in a skills audit of the Partnership, providing a platform for all members to contribute to Big Local and associated projects in an informed, compliant and diligent manner. Those providers include: Big Local, KIVCA, BSupported, & WYCAS

Partnership, Themes

Our Vision & Themes were developed at 6 public meetings on 23rd, 30th September & 7th October. Project Ideas were



We recognise we have limited experience and not all the skills to attempt to meet the needs of our communities. We know we have the passion and foundations to create a strong partnership with strong local knowledge, but the knowledge based on experience we have developed over time, and continue to develop is not enough to ensure a successful Big Local

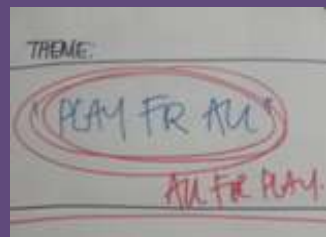
In the first year of our plan, we will deliver most of our Big Local activity through a small grants programme. By doing this we will see what works, what doesn't and what might. The Partnership will reflect on the reality of delivering activity with the experience giving us grounded learning to guide activity and capacity build the Partnership to lead delivery in future years.

Themes

The knowledge we have gained from the PB Door Step Consultations, Communities Insight, Keighley East Ward Plan and through developing Our Vision the Partnership Board has identified Seven Themes. The list is not exhaustive. The needs of our communities will change over the course of Keighley Valley Big Local and other themes will be developed.

& Outcomes

grouped & Theme names agreed. A programme of work to sign up to!



By promoting individual projects and actions under these headings we hope individuals and groups will be attracted to Big Local and want to organise around selected themes and progress 'Our Vision'. Our Themes are: All for Play, Future Streets, A Great Outdoors, Community Pride, Better Together, Learning Together and Unique Keighley

Outcomes

An Outcome is the difference, benefit or learning that happens as a result of attempting to achieve change. Unlike outputs, outcomes can be difficult to measure and rely on a solid understanding of the original situation for comparison.

Big Local aims to bring together all the local talent, ambitions, skills and energy from individuals, groups and organisations who want to make their area an even better place to live. We have complemented the overall outcomes of Big Local with our own aims and outcomes for each of our themes.

The Partnership wants to improve the quality of its activity so we will monitor progress and with the help of partners develop ways of measuring the impact of what we do.





"We can now give the kids far more than what they have got now"

Maxine

Keighley Valley BIG Local Partnership

"I have some fond memories of living here and being part of big local is an opportunity to give something back and encourage and inspire the next generation"



Hamim

Keighley Valley BIG Local Partnership

**We
tried
it!**

What is a Big Local Partnership?

The overall priority of the residents we spoke to is to provide a safe environment for play. Residents told us their children spend a decreasing amounts of time outdoors, part of the problem is parents and guardians find it a challenge to balance reasonable concern and the desire to let children play outside, particularly in the many communities within the Keighley Valley Big Local area where green open space and formal play provision is limited.

And play is not just essential for children; it can be an important means of improving mood and well being for adults as well. This theme aims to increase the opportunity to play for all people aged 1-101 years by encouraging local solutions through partnership work, enhancing established services and creating new services and provision.

The Partnership will provide small grants to encourage play with training for residents to complement and lead play activities with a view to commissioning a new Play Worker in Year 2.

All for Play

The simple aim of this theme is :

"To increase the opportunity to play for all people aged 1-101 years"

ALL for Play

Theme ONE:

Maxine, Kelly and Michele helped organise Arts & Craft sessions for children on their streets



ALL for Play Projects

The proposed project list to guide Keighley Valley Big Local expenditure under Theme 1: All for Play

Surrey Street Playground

Community: Stockbridge
Type: Improvements to existing Play Area and formal play ground
How Much? Year 1: £2,000 Year2: £0

Red Holt Play Pod

Community: Red Holt & Springbank
Type: Play Pod & Play Equipment for children and young people
How Much? Year 1: £5,000 Year2: £0

ALL for Play Small Grants

Community: All
Type: Small Grants awards up to £1000 to encourage more people to play
How Much? Year 1: £10000 Year2: £0

Hainworth Wood Playground

Community: Hainworth & Woodhouse
Type: Creation of a new formal Playground for children and young people
How Much? Year 1: £0 Year2: £31000

Keighley Valley Play Worker

Community: All
Type: A new post to delivery accessible play, cultural and leisure activities
How Much? Year 1: £0 Year2: £20,000

Dalton Lane Play Area

Community: Bradford Road & Dalton Lane
Type: Improvements to an existing Play Area
How Much? Year1: £0 Year2: £5000

A 'Flag Ship' Project to show do not just we "talk the talk", we "walk the walk"!

What did we learn?

Our door step consultations in 'Bradford Road & Dalton Lane' and the 'Red Holt & Spring Bank' resulted in 26 recorded conversations. The majority of those we spoke to have concerns about the lack of play facilities and safe open green space where young children can play.

Using a small award from Big Local, Kelly & Maxine from Red Holt helped organise a play session on the Red Holt Estate and Michele did the same on Bronte Street. The sessions were easy to organise with a number of play providers available offering a range of activities. The sessions provided an opportunity for parents to socialise with neighbours they had not met before and encouraged positive play interaction between parents and children. All smiles!

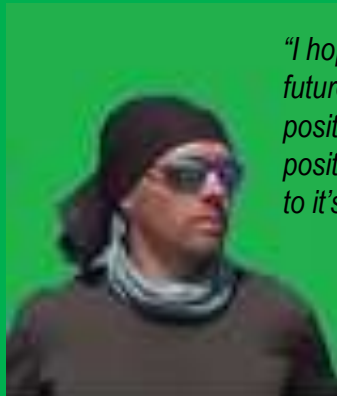




*"If I can help I will.
I am up for it"*

Kelly

Keighley Valley BIG Local Partnership



*"I hope, in the
future I am in a
position to make a
positive contribution
to it's endeavours".*

Phil

Keighley Valley BIG Local Partnership

**We
tried
it!**

What is a Big Local Partnership?

We want to try and help tackle the streetscape issues identified by residents.

This theme will support practical action and other activity which will encourage our communities to work more closely with statutory services and build community effort to improve the street environment for all. The Partnership will use Big Local monies to make small grants available to provide quick fixes to deal with perceived grot spots and build momentum for more ambitious projects.

We want to address our communities perceptions of young people and anti social behaviour. We will give out small grants in Year 1 to encourage communities be more proactive & creative and make our streets a more enjoyable place to be.

We will apply our learning from Year 1 to commission a dedicated youth worker to establish positive relationships with young people, engaging with them on a personal level in their own spaces.

Future Streets

The simple aim of this theme is:

**"to improve
the street environment
for all"**

Future Streets

Theme TWO

Young residents in Stockbridge and Dalton Lane helped tidy up 'grot spots' in their communities



Future Streets

The proposed project list to guide Keighley Valley Big Local expenditure under Theme 2: Future Streets

The Walk & Sit Project

Community: Red Holt
Hainworth & Woodhouse; Parkwood
Type: New Seating and landscaping linked with an interpreted walk
How Much Year1: £10000 Year2: £0

Keighley Valley Youth Worker

Community: All
Type: A new post to support the personal & social development of Young People aged 11-25
How Much? Year1: £0 Year2: £20,000

Grot Spot Small Grants

Community: All
Type: Small Grants using Big Local funding to make awards up to £250 for first response clean ups
How Much? Year 1: £1000 Year2: £1000

Youth Activities Fund

Community: All
Type: Small Grants using Big Local funding to make awards up to £1000 for activities for 11-25 year olds
How Much? Year 1: £10000 Year2: £0

more to come!

more to come!

What did we learn?

Using a small award from Big Local, Young People from Stockbridge helped tidy up a Play area. The young people used social media to promote the chance to tidy up an area in which they all play and socialise. A Voluntary Sector Partner ensured everyone had the correct Personal Protective Equipment and the Local Authority Parks department made sure all debris was removed to a licensed tip.

Children living near a play area on Dalton Lane also came out in numbers and with help from the Local Authority Warden Service removed vegetation and picked up litter to make their environment a better one to play in.





"It's a great opportunity to meet with people who share your values."

Eric

Keighley Valley BIG Local Partnership



"Thank you Big Local!"

Taqdees

Keighley Valley BIG Local Partnership

**We
tried
it!**

What is a Big Local Partnership?

The majority of residents we spoke to recognise the wealth of green open space and green corridors which exist within the Keighley Valley. These range from small, locally used green areas to large expanses of woodland and river & canal corridors.

But many feel the cuts in public budgets have led to spaces being under managed, under utilised and less attractive.

This theme aims to support projects and activity which encourage our communities to reconnect with their natural environment . To take part in practical action that complements statutory management plans to help provide welcoming, well managed natural green spaces, woodland and riverside.

We will do this by using Big Local monies to provide small grants for local food growing as well as supporting established organised activity and projects which bring added value to amenity space.

A Great Outdoors

The simple aim of this theme is:

"to help provide welcoming, well-managed natural green spaces, woodland and riverside"

A Great Outdoors

Theme 3

Eric helped organise a 'Green Drinks Keighley' Meeting in Park Wood Woodland



A Great Outdoors

The proposed project list to guide Keighley Valley Big Local expenditure under Theme 3: A Great Outdoors

Hainworth Wood Woodland

Community: Hainworth & Woodhouse
Red Holt & Springbank
Type: Improvements to private woodland to enable access by the wider community
How Much? Year 1: £2,000 Year2: £0

more to come!

Local Food Small Grants

Community: All
Type: Small Grants using Big Local funding to make awards up to £250 to encourage food growing projects
How Much? Year 1: £1000 Year2: £1000

more to come!

River Worth Awareness

Community: All
Type: Activities to raise awareness of the River Worth and its environs
How Much? Year1: £0 Year2: £2000

more to come!

What did we learn?

Our door step consultations throughout the Keighley Valley raised the issues and perceived problems with local green open space. The desire to get out and about and take part in a variety of activity does not diminish with age, but many older residents felt more could be done to provide better access to, and more opportunity to enjoy the nearby woodland, rivers & parks

The Green Drinks Keighley meeting offered a platform to partnership members Phil to talk about exciting ideas to interpret the River Worth and Eric to showcase the excellent work of the Friends of Park Wood. The session was popular with call for similar activity, there are passionate, informed residents willing to lead and partake in practical action.





"Big Local seems to be a good thing for bringing Communities together"

Claire

Keighley Valley BIG Local Partnership



"I just want to help in any way I can. Hands on and Chaiing meetings"

Greg

Keighley Valley BIG Local Partnership

We tried it!

What is a Big Local Partnership?

Many residents feel that they don't feel part of a community, that they is not enough opportunity to interact and share common experiences.

This theme will aim to bring communities together to share common experiences and have fun and build on the success of the first Keighley Valley children's festival.

By sharing the skills we have gained organising the events which came out of the PB doorstep consultations, we will be able to help others achieve a day to remember, one which is a lot of fun and will make a big difference to our communities.

We will aim to establish an annual family event as well as support other initiatives; larger events or small residents-only street parties, a celebration of an occasion, a fundraiser or a simply bringing people closer together. Therefore this theme will promote local, regional and national initiatives such as Keighley Area Coordinators Office Christmas celebrations, Street Parties and the Big Lunch

Community Pride

The simple aim of this theme is:

"to bring communities together to share common experiences and have fun"

Community Pride

Theme FOUR:

The first ever Keighley Valley Children's Festival in Park Wood attracted over 180 visitors



Community Pride

The proposed project list to guide Keighley Valley Big Local expenditure under Theme 4: Community Pride

Family Events Grants

Community: All
Type: Small Grant using Big Local funding to make an award of £1000 to encourage a family friendly event
How Much? Year 1: £1,000 Year2: £1,000

more to come!

more to come!

more to come!

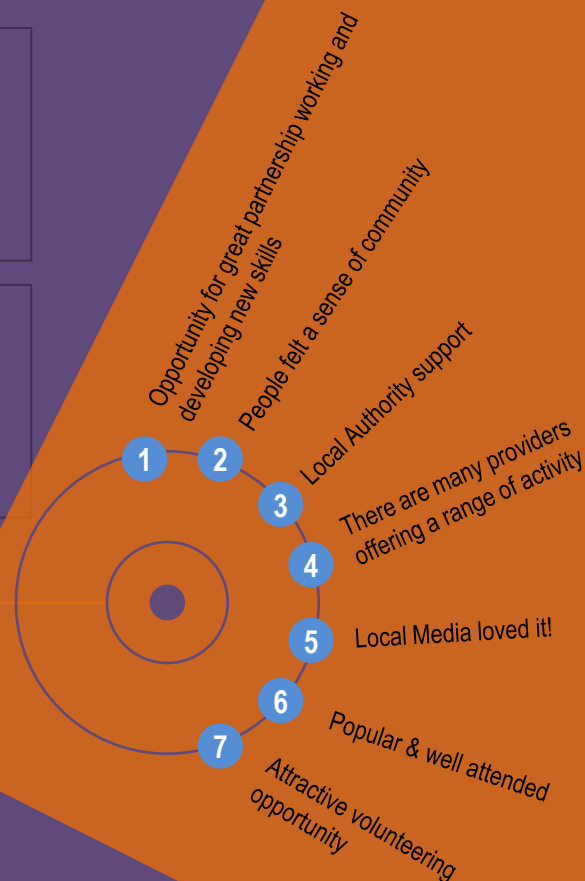
more to come!

more to come!

What did we learn?

Our door PB door step consultations involved a number of conversations about- what a community is. Residents felt there was little opportunity in the immediate area to get together and have fun. This was raised by adults and many of the children who make use of the services at Keighley Young Peoples Centre.

Using a £500 contribution from Big Local, Bradford Play Team took a lead and organised the first Keighley Valley Children's Festival. All of the activities were proposed by the children and young people in the area. The Festival in July attracted over 140 people and was a huge success which was down to a magnificent partnership effort from a number of organisations and volunteers.





"Let's get on with it!"

Betty

Keighley Valley BIG Local Partnership



"Big Local has given us the push to do this!"

Davina

Keighley Valley BIG Local Partnership

We tried it!

What is a Big Local Partnership?

Keighley Valley Big Local Partnership recognises the strength of community and we want to continue to build upon the good community relations throughout the area.

This theme will support projects and activity that contributes to building cohesive communities and acknowledge those people young and old who continually go the extra mile to help our residents and put the needs of others first.

Many residents struggle or are unable to connect with the key services, particularly those who rely on public transport for mobility.

Our aim is to make all the difference with an offer of practical help, establishing a trusted and effective bridge between individuals and the statutory services and the wealth of local voluntary and community sector organisations active throughout the district that are able to offer help.

Better Together

The simple aim of this theme is:

"to make all the difference with an offer of practical help"

Better Together

Theme FIVE:

Residents of Kennedy House discussing opportunities for Keighley Valley Big Local



Better Together

The proposed project list to guide Keighley Valley Big Local expenditure under Theme 5: Better Together

Better Together Grants

Community: All
Type: Small Grants using Big Local funding to make awards up to £250 to encourage cohesion
How Much? Year 1: £1,000 Year2: £1,000

Community Transport

Community: All
Type: Contribution to Keighley Community Transport to enhance the service in Keighley Valley
How Much? Year 1: £1,000 Year2: £1,000

Rewards Project

Community: All
Type: A Rewards scheme for Young People who carry out good deeds and demonstrate neighbourliness
How Much? Year 1: £0 Year2: £2,000

more to come!

more to come!

more to come!

What did we learn?

Kennedy House is retirement and sheltered housing complex managed by Social Housing Landlord, Incommunities. The residents have frequent social activities including coffee mornings and day trips organised by tenants group. Kennedy House is in middle of our Red Holt & Spring Bank community. On the 23rd April 2015 Nine of Kennedy House residents took part in a PB door step consultation. Their priorities were for Big Local to work with young people to show them better road awareness and encourage more people to care for the environment. The overall message from the residents was simple; the money is fantastic but it is the people that matter, it is the people who make the difference. Big Local helped the residents find helping hands to complete tasks in the grounds; gardens which provide a lot of pleasure for the residents.





"it's about local people working together to change the local landscape"

Fiona

Keighley Valley BIG Local Partnership



"If there are visual improvements straight away people will believe and have faith in Big Local."

Gina

Keighley Valley BIG Local Partnership

**We
tried
it!**

What is a Big Local Partnership?

The PB Door step consultations provided opportunity for residents to share their frustration of not being in a position to attend and benefit from training opportunity and leisure learning. Many residents face barriers to participation including carer commitments, lack entry level qualifications and the confidence to access learning.

This theme will support projects offering formal training and leisure learning. It will also provide small grants to encourage learning providers to deliver classes that are educational, cultural and fun with the aim of helping all people to reconnect with learning and follow an interest. Ultimately Keighley Valley Big Local hopes to gain the support of local employers across the Big Local area to identify new and emerging skills needs. This understanding will allow us to broker future training and learning to fill these gaps.

This theme will also promote the Star People Awards, an additional source of funding and support for Big Local areas delivered by UnLtd,

Learning Together

The simple aim of this theme is:

**"to help
all people
reconnect
with learning
and
follow an interest"**

Learning Together

Theme SIX:

Keighley Valley Big Local Partnership members discussing ideas for enterprise with UnLtd.



Learning Together

The proposed project list to guide Keighley Valley Big Local expenditure under Theme 6: Learning Together

Parkwood Woodland

Community: All
Type: Environmental training and promotion of traditional skills woodland
How Much? Year 1: £1,000 Year2: £0

more to come!

Learning Together Small Grants

Community: All
Type: Small Grants using Big Local monies to encourage training & leisure learning in community spaces
How Much? Year 1: £1,000 Year2: £1,000

more to come!

more to come!

more to come!

What did we learn?

Star People

UnLtd offers programmes of support to social entrepreneurs. Social entrepreneurs are people who have ideas to develop initiatives or businesses which have a benefit to the local community.

The Star People programme supports people to launch ideas to improve the Keighley Big Local area. UnLtd do this by offering 3 kinds of cash awards and support:

“Try It” Awards; Up to £500 of funding and support to take the first steps towards s trying out an idea and gaining the skills needed to run it.

“Do It” Awards; Up to £5000 of funding & support for people confident that their idea will work.





Helen

Keighley Valley BIG Local Partnership



*"It's for the
community. For
me and you"*

Junaid

Keighley Valley BIG Local Partnership

**We
tried
it!**

What is a Big Local Partnership?

Many areas and towns celebrate the unique traditions, heritage and occurrences that make their communities special. The Keighley Valley Big Local Partnership felt this was a gap in the emerging plan and Unique Keighley was born!

This theme will support activity, projects, festivals and special events which provide effective marketing of the Keighley Valley and help reverse any negative images of the area. This includes a rapid response to emerging issues and challenges.

We will particularly encourage the celebration of our built heritage, our people and customs across the decades. Providing opportunities for all ages to explore different parts of the area that help to piece together the story of where we live.

In the long term we hope to use this theme to encourage activity and networks between employers and residents that can sustain partnerships and develop mutual beneficial goals for social and economic impact

Unique Keighley

The simple aim of this theme is:

**"encourage
the celebration
of our built heritage,
our people
and customs
across the decades"**

Unique Keighley

Theme SEVEN:

Flooding

A significant part of the Big Local Keighley Valley area is prone to flooding and the town was particularly badly hit by floods 2000 and again in 2015. There are significant challenges in helping communities to achieve sustainable economic growth in flood affected areas and Big Local recognises it's duty to assist the Local Authorities to meet these challenges. Flood risk is recognised as an important issue a challenge which also provides opportunities to build sustainable communities.

The Partnership believe Unique Keighley can contribute to providing a better response to flooding with financial and practical support, supporting volunteers who promote the interests of residents, raise awareness of flooding issues and work on practical flood projects such as writing community flood plans

Learning Together

The proposed project list to guide Keighley Valley Big Local expenditure under Theme 7: Unique Keighley

Unique Keighley

Community: All
Type: Emerging Challenges & Opportunity
How Much? Year 1: £2,000 Year2: £0

more to come!

more to come!

Unique Keighley

Community: All
Type: Festival celebrating the unique history & traditions of Keighley
How Much? Year 1: £0 Year2: £2,000

more to come!

more to come!

What did we learn?





Maria

Keighley Valley BIG Local Partnership



Jordan

Keighley Valley BIG Local Partnership

**We
tried
it!**

Project Support

In anticipation of the endorsement of the plan by the Local Trust the Keighley Valley Big Local Partnership is keen to acknowledge and continue to build relations with those that have supported Keighley Valley pathway.

The Partnership acknowledges the support given to it by the LTO, Keighley Area Coordinators Office [ACO], the Community Development [CD] Worker for Keighley East and the Big Local Development worker hosted by Keighley & Ilkley Voluntary Community Action [KIVCA]. Our LTO was chosen by Keighley Valley residents in 2012 to administer and account for the distribution of our funding. The Partnership recognises Airedale Enterprise Services has the appropriate skills and structures in place to support us and should continue in the role of LTO.

We will continue to work with the ACO and the CD Worker. Both are included on the Partnership, along with elected members who can share resources, local knowledge and bring particular skills and expertise.

Many Big Local partnerships fund workers to support the delivery of Big Local. The partnership recognises the contribution the Big Local Development Worker has made to date. We will continue to fund a post to help us deliver our Vision.

We have identified the support we require; a person who can engage with the community, enable delivery of the projects outlined in the first 2 years of the plan, ensuring that Keighley Valley Big Local continues to reflect our local, diverse community and assist the Partnership in communicating the Big Local Vision. Improving communications throughout Keighley Valley and the neighbouring communities is essential in underpinning a successful Big Local journey.

Initially, One paid staff post is proposed. A part time role employed by our LTO. In subsequent years social enterprise models should be explored as a means of hosting support workers as well as creating new employment opportunities and apprenticeships for residents.

Project Support



Sam Keighley
BIG Local Rep



Sue Gledhill
Area Coordinator



Cllr Archer
Keighley Town



Cllr Slater
Keighley East



Wendy Spencer
LTO



Shaun O'Hare
Big Local Dev.



Sonia Evers
CD Worker

Delivery

The Partnership recognises it does not have the capacity, skills and structures to deliver the action plan and meet the Keighley Big Local Vision on its own. We expect to be active with a wide range of individuals, groups, organisations and services in all sectors.

For Years 1 & 2 of the Action Plan the Partnership will:

- Maintain a form of Unincorporated Association
- With no legal identity the Partnership has only a responsibility to influence the means of service delivery that enable it to fulfill its Aims and Vision
- The responsibility for appropriate contractual and funding agreements, arrangements, considerations and obligations will remain with the LTO
- Procurement methods for the and supply of services will be administered through a small grants scheme
- The LTO will receive additional payment for the responsibility for hosting a Development Worker, provision of dedicated office space and administering a Small Grant Programme will remain with the LTO
- The responsibility for delivering project activity will remain with the contractor and/ or provider

The Partnership is committed to supporting the development of local service providers and will work with what exists rather than starting from beginning

Project Support

The proposed project list to guide Keighley Valley Big Local expenditure under Keighley Valley Big Local Partnership: Project Support

Member Training Allowance

Community: Partnership
Type: Training budget for CPD
How Much? Year 1: £2,500 Year2: £2,500

Partnership Budget

Community: Partnership
Type: Housekeeping
How Much? Year 1: £1,000 Year2: £1,000

Development Worker & 10% Overheads

Community: Partnership
Type: Development Worker 0.6FTE
How Much? Year 1: £20,616 Year2: £20,616

Dedicated Room

Community: Partnership
Type: Room Hire
How Much? Year 1: £2400 Year 2: £2400

Small Grants

Community: Partnership
Type: LTO Administration & Support
How Much? Year 1: £3,000 Y2: £3000

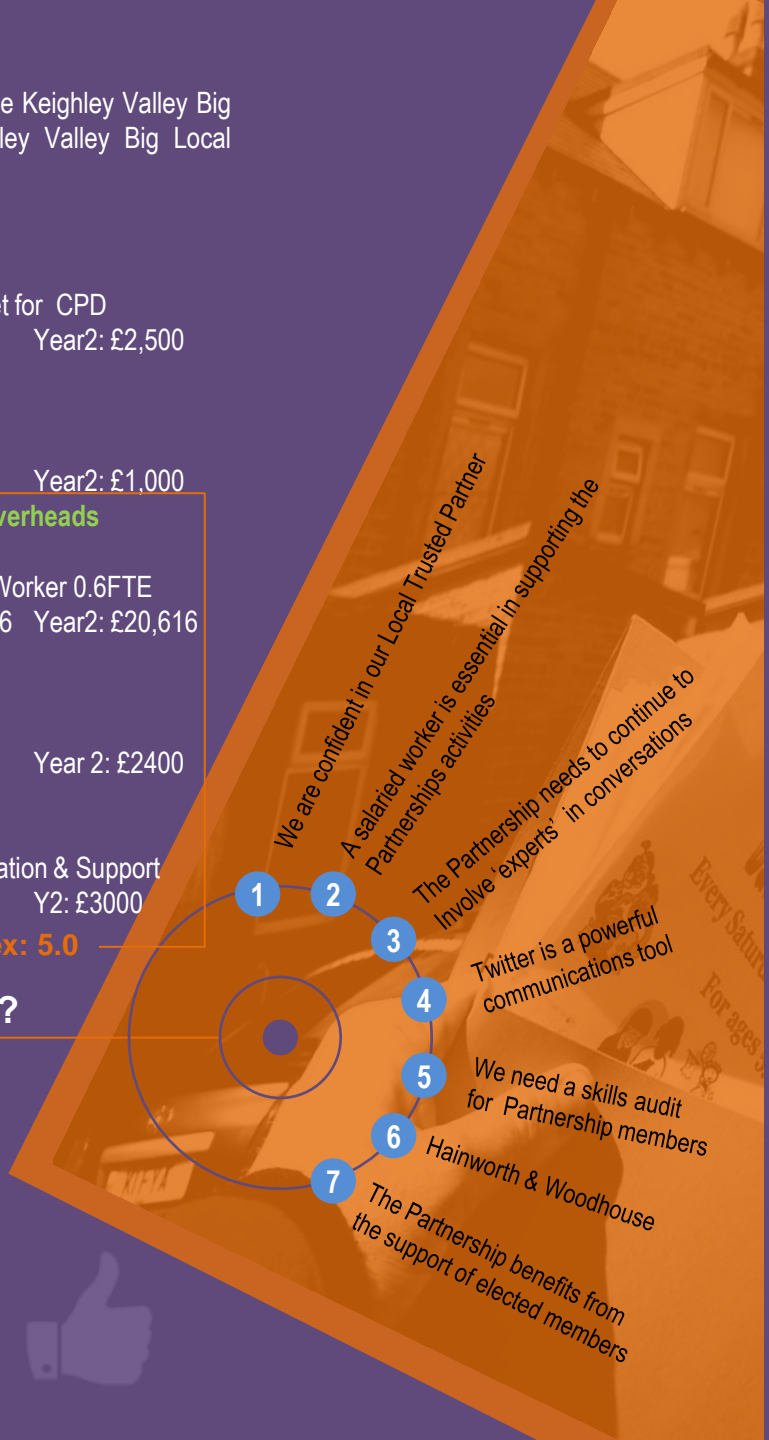
Refer Annex: 5.0

What did we learn?

Getting the message out there!

Keighley Valley Big Local volunteers and partners time and resources invested in raising awareness has helped build participation levels and we will continue to raise awareness through engagement activity. We will complement this by encouraging community participation through Big Local Ambassadors.

We will maintain a positive, bright and relevant on-line presence to ensure a Keighley Valley Big Local maintains a strong profile, encourage community action and online transparent and honest dialogue





Strengths, Weakness, Opportunity & Threat

Big Local will give us every chance of bringing about long lasting change in the Keighley Valley, already we recognise our strengths as well as potential weaknesses and threats. The Partnership will work to bring up new ideas for our communities that have never considered those threats.

We have considered the strengths of the Partnership and what we can do better than any other organised group. What resources we have and what our communities see as our strengths. We want to be aware of what we can improve and what we should avoid. What will draw our communities to Big Local and what opportunities exist through policy change and evaluating our community profile.

Our strengths should become opportunities but we do not want the weaknesses to become a Threat. We will look at the weaknesses and ask if there is opportunity to eliminate them.

Our threats are the obstacles we face in delivering our vision.

SWOT

What is SWOT?

SWOT stands for Strengths, Weaknesses, Opportunities and Threats.

The SWOT analysis is a process we will use for understanding the Strengths and Weaknesses of the Keighley Valley Big Local area and for identifying the Opportunities open to us and the Threats we face. Strengths and weaknesses are internal to the Partnership, while the opportunities and threats relate to external factors the Partnership faces in attempting to further our vision

Strengths & Weakness

We consider the strengths & weaknesses of a resident led Partnership

Strengths

- Diverse Membership
- Good representation of our communities
- Members want to see long lasting change
- Good support from Elected Members
- Good support from the LTO
- Big Local Resources
- Good Local Knowledge
- Clear Aims
- Shared Vision
- Growing number of Big Local 'Ambassadors'

Weakness

- Time Poverty
- Lack of relevant skills & knowledge
- No Track Record
- Group Decision Making
- Sharing information

Opportunity & Threats

From the information from PB Door step consultations, Insight Communities and project support we consider our opportunities and threat for success.

Opportunity

- Big Local
- A genuine resident informed community profile
- Attractive, popular projects responding to need
- Gaps in services and provision we can fill
- Support from organisations from all sectors
- Learn from & build established organised activity
- Consortia Working
- CLLD Investment

Threat

- Lack of volunteers
- Resident apathy
- Negative Perception of the Keighley Valley Area
- Poor Communication about activity
- Residents may feel there is not a fair distribution of Big Local resources and benefits
- Fewer opportunities to secure match funding
- Cuts to services & delivery
- Applications for small funds do not meet the plan
- Perceived conflicts of interest & loyalty

Reducing the Risk

Considering the SWOT analysis, we have identified the main risks to successfully delivering our plan and proposed actions to reduce those risks.

Resident-led Partnership lacking Knowledge/ skills

- Include training & ensure dedicated support & mentoring
- Invite 'experts' to contribute to Partnership discussion.
- Organise the Partnership to a more formal structure
- Deliver projects through grants scheme initially

Reliance on Volunteers leading to 'Burn out'

- Include a salaried post to support the Partnership, define roles and agree clearly define tasks

Unsustainable Big Local due to low recruits

- Develop a communications strategy & promote clear opportunity with defined roles; imbed opportunities in the community through an 'Ambassador' programme

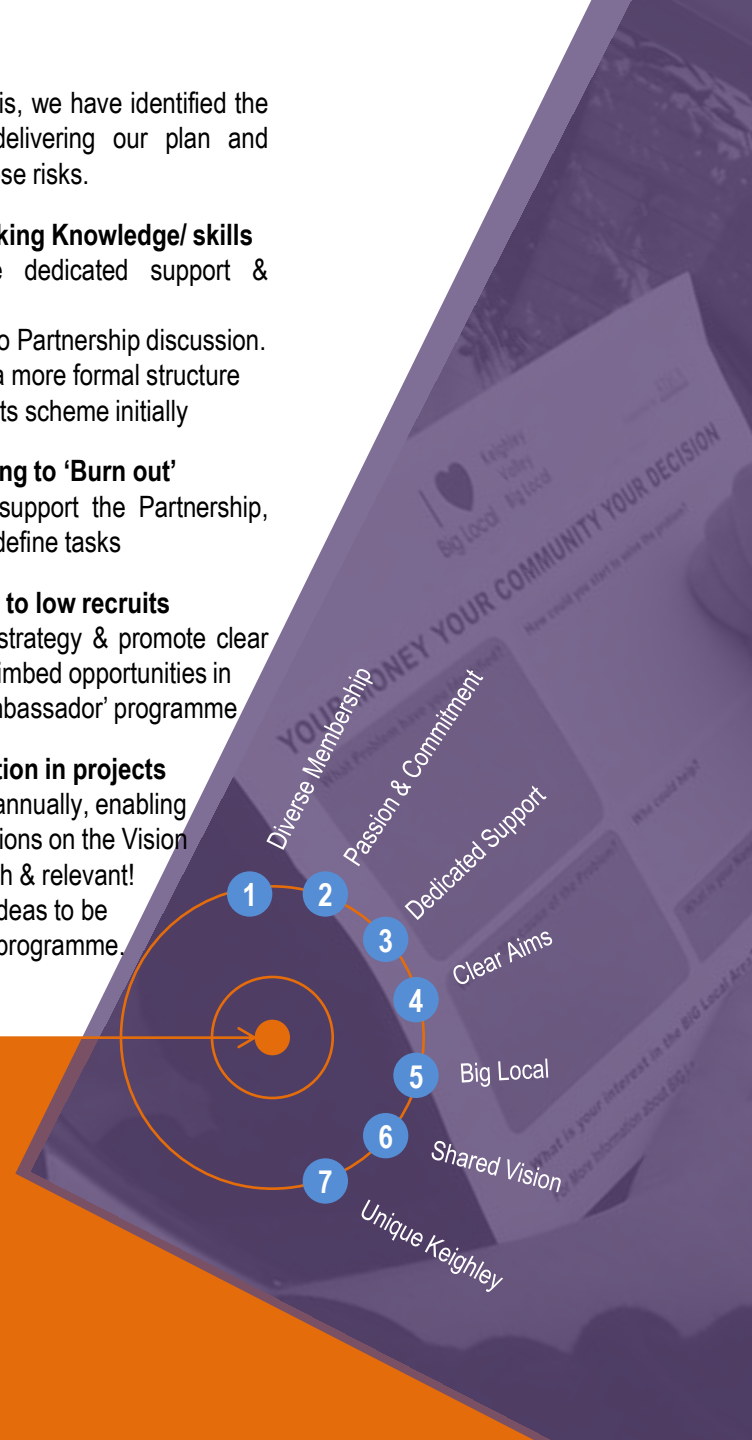
Few ideas with low participation in projects

- Ensure the plan is reviewed annually, enabling communities to influence decisions on the Vision themes & budgets. Keep it fresh & relevant!
- Provide opportunity for new ideas to be Tested through a small grants programme.

Our Strengths

Proposed Actions for the development of the Partnership

- Consider other legal structures, status and types
- Draft a volunteer agreement with role descriptions
- Develop Health & Safety; Equality & Diversity, Grievance & Complaints Policies
- Approve a training programme for Partnership Members
- Visit other Big Local areas and other areas with delivering similar activities





How we will turn dreams into reality!

Ref	Theme Name	Project Name	Type	Yr1 [£]	Yr2 [£]	Total Cost	Other	Balance
1	ALL for Play	Hainworth Wood Playground	Capital	-	31,000	140000	-	109000
		Surrey Street Play Area	Capital	02,000	-	003000	01000	Ready
		Keighley Valley Play Worker	Revenue	-	20,000	020000	-	Ready
		Red Holt Play Pod	Capital	05,000	-	005000	-	Ready
		ALL for Play Small Grants	Both	10,000	-	010000	-	Ready
		Dalton Lane Play Area	Capital	-	05,000	010000	-	005000
2	Future Streets	Keighley Valley Youth worker	Revenue	-	20,000	020000	-	Ready
		Youth Activities Fund	Both	10,000	-	010000		Ready
		Grot Spot Grants	Both	01,000	01,000	002000	-	Ready
		Walk & Seat Project	Capital	10,000		010000	-	Ready
3	A Great Outdoors	Hainworth Woodland	Capital	02,000	-	004000	-	002000
		Local Food Grants	Both	01,000	01,000	002000	-	Ready
		River Worth Project	Capital	-	02,000	005000	-	003000
4	Community Pride	Family Festival	Revenue	01,000	01,000	002000	-	Ready
5	Better Together	Better Together Small Grant	Both	01,000	01,000	002000	-	Ready
		Community Transport	Revenue	01,000	01,000	002000	-	Ready
		The Rewards Project	Revenue	-	02,000	002000	-	Ready
6	Learning Together	Parkwood Woodland	Revenue	01,000	-	007000	-	006000
		Learning Small Grants	Revenue	01,000	01,000	002000	-	Ready
7	Unique Keighley	Keighley Valley Festival	Revenue	02,000	02,000	004000	-	Ready
		Project Support	Revenue	29,516	29,516	59032	-	Ready
				77516	117516	321032	01000	125000

Action Plan

What is an Action Plan?

The action plan lists the steps we have to consider in order to achieve our project[s] aim. Every time we deliver an output we are one step closer to our project outcome and one step closer to those outcomes set by Big Local

In the Action Plan we will clarify what resources are required to meet each aim, give an idea of the timeline and determine what resources are required.

The Action Plan will be developed further in the period January to March 2016 with the aim of aligning proposed activity with the financial year 2016/17.

Match Potential	Community	2016 Q1,2,3,4/ 2017 Q1,2,3,4				Lead Partners	Risk	Delivery Partner
Excellent	6,7					BMDC/ Incommunities	High	Tbc byTender
Good	2					BMDC	Low	Tbc Quotes
Good	All					TBC	Med	Tbc by Tender
Good	7					Manningham Housing	Med	Tbc quotes
Good	All					Various	Med	Tbc quotes
Excellent	3					BMDC	High	Tbc Tender
Good	All					TBC	Med	Tbc by Tender
Good	All					Various	Med	By Application
Excellent	All					Various	Low	By Application
Good	All					Various	High	Tbc quotes
Excellent	6,7					TBC	Low	Tbc quotes
Excellent	All					Various	Med	Application
Excellent	All					Environment Agency	Low	Tbc quotes
Excellent	All					Various	Med	By Application
Good	All					Various	Low	Tbc quotes
Low	All					Community Transport	Med	Tbc Negotiation
Excellent	All					Various	High	Tbc Quotes
Good	All					Friends of Park Wood	Low	BTCV
Good	All					Various	Med	Tbc quotes
Good	All					Various	Med	Tbc quotes

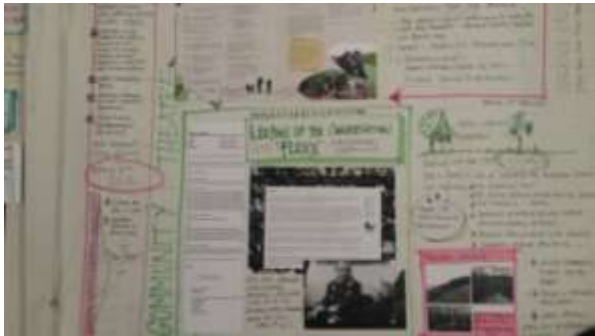
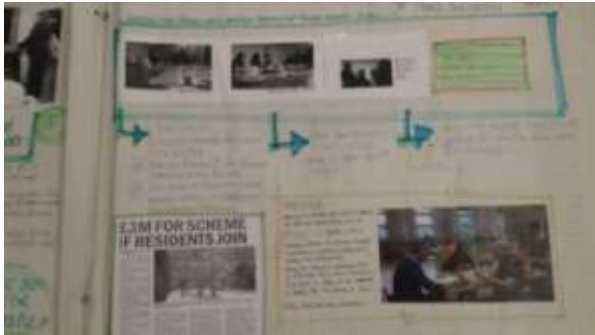
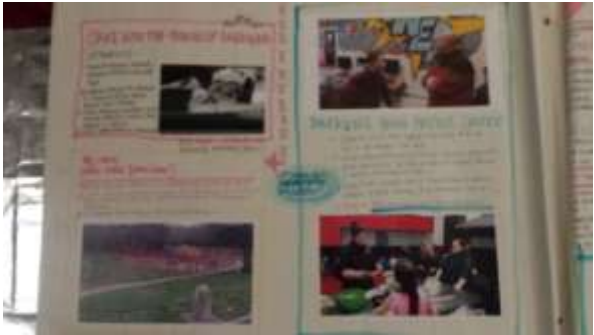
Our Communities

Action Plan Summary

The Keighley Valley Partnership propose to manage spending and project delivery in line with the fiscal year. In Year 1, [2016-2017] the total proposed budget for projects is £48,000; with the additional costs associated with project support, the total is £77,516. In Year 2, [2017-2018] the total proposed budget for projects is £88,000; with the additional costs associated with project support, the total is £117,516. The Keighley Valley Big Local partnership aim to secure £126,000 funding from other sources. Deliver Partners will be determined by considering Lead Partner procurement and best practice principles. Other factors determining awards are locality of providers, qualification & compliance, experience, local knowledge, track record and availability.



Annex 1.0: The Big Red Book





Annex 2.0: Community Insight

Attached as a Word Document

Annex 2.0: Examples of PB Conversations

YOUR MONEY YOUR COMMUNITY YOUR DECISION

What Problem have you identified?
No park for 10-15 mins
Park needs more equipment
Park community centre

How could £500 start to solve the problem?
Start off by looking out the park, adding more equipment or equipment for the whole park
Start building a community centre

What is the cause of the Problem?
No money in the park

Who could help?
Sharon

What is your Name?
Sharon

How can we Contact You?
01223 444444

What is your interest in the BIG Local Area?
I Love Here My Family I Want More I Want Life I Want Life

YOUR MONEY YOUR COMMUNITY YOUR DECISION

What Problem have you identified?
Lack of community equipment

How could you start to solve the problem?
Lack of community equipment

What is the cause of the Problem?
Lack of community equipment

Who could help?
Community planning

What is your Name?
Sharon

How can we Contact You?
01223 444444

What is your interest in the BIG Local Area?
I Love Here My Family I Want More I Want Life I Want Life

YOUR MONEY YOUR COMMUNITY YOUR DECISION

What Problem have you identified?
Lack of community equipment

How could you start to solve the problem?
Lack of community equipment

What is the cause of the Problem?
Lack of community equipment

Who could help?
Community planning

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Lack of community equipment

How could you start to solve the problem?
Lack of community equipment

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Lack of community equipment

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Lack of community equipment

How could you start to solve the problem?
Lack of community equipment

What is the cause of the Problem?
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YOUR MONEY YOUR COMMUNITY YOUR DECISION

What Problem have you identified?
Lack of community equipment

How could you start to solve the problem?
Lack of community equipment

What is the cause of the Problem?
Lack of community equipment

Who could help?
Community planning

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What is your interest in the BIG Local Area?
I Love Here My Family I Want More I Want Life I Want Life

YOUR MONEY YOUR COMMUNITY YOUR DECISION

What Problem have you identified?
Lack of community equipment

How could you start to solve the problem?
Lack of community equipment

What is the cause of the Problem?
Lack of community equipment

Who could help?
Community planning

What is your Name?
Sharon

How can we Contact You?
01223 444444

What is your interest in the BIG Local Area?
I Love Here My Family I Want More I Want Life I Want Life

[illegible]

YOUR MONEY YOUR COMMUNITY YOUR DECISION

What Problem does your household?
Lack of money for food

How could you start to solve the problem?
Find a job

Who could help?
Family, friends, neighbors

What is the cause of the Problem?
Lack of money for food

What is your reason?
Lack of money for food

What are the Standard Test?
Lack of money for food

What is your interest in the BIG Local Area?
Lack of money for food

[illegible]

YOUR MONEY YOUR COMMUNITY YOUR DECISION

What Problem Were you Identifying?
*Quality of life
 safety
 infrastructure
 economic development*

How could you start to solve the problem?
create a coalition

Who could help?

What is the vision of this Problem?
*economic development
 quality of life*

What is your Name?
David Conner

What role are you playing? What?
volunteer

What is your interest in the 2012 Local Area? [Click Here](#) [My Family](#) [Live Here](#) [Work Here](#) [Retire Here](#)

[illegible][illegible]

YOUR MONEY YOUR COMMUNITY YOUR DECISION

What problem have you identified?
There hasn't been enough effort spent this year.

How much **£200** should be spent this problem?
Make a park in the area near the middle class - football pitch, slide, swings and maybe a climbing frame. They can use it for a 'fun' activity.

What is the cause of the problem?
Counciling are the ones who are not doing anything - but the council is made up of one half - park.

What is your reason?
One school.

What is your interest in the B35 Local Area?

Local Area My Family My Business My Community

YOUR MONEY YOUR COMMUNITY YOUR DECISION

What Problem Does your community face?
 No running, swimming, and other sports

How would you start to solve the problem?
 I want a lot of recreational activities

What is the cause of the problem?
 lack of sports

Who would help?
 sports, swimming, swimming pool

What is your vision of the future?
 I want a lot of recreational activities

What are you looking for?
 I want a lot of recreational activities

What is your interest in the B&B Local Area?

☐ Family
☐ Community
☐ Recreation
☐ Social Life

Annex 4.0: Keighley Valley Big Local Governing Document

BIG Local Keighley Valley Partnership: Terms of Reference

What's our name?

The name of the group is the Big Local Keighley Valley Partnership herein referred to as the 'partnership'

What do we want to achieve?

The purpose of the partnership is to develop the Big Local Keighley Valley and motivate residents living within it to play a leading role in influencing the £1Million investment to provide the things that are most important to them.

Why do we want to do this?

To realise the four key objectives of the Big Local National Lottery Programme:

- BIG Local Keighley Valley Communities will be better able to identify local needs and take action in response to them
- Residents will have increased skills and confidence so that they can continue to identify and respond to local needs in the future
- BIG Local Keighley Valley will make a difference to the needs it prioritises
- Residents will feel that their area is an even better place to live

How are we going to do that?

By creating a partnership to prepare, deliver, improve & promote a Big Local Plan

- Listening & consulting with residents to find out what is important to them
- Helping residents to make their views heard
- By having at least 4 full meetings every year, open to the public in accessible local venues
- Abide by this terms of reference and a code of conduct

What is the Partnership?

The partnership is responsible for agreeing a shared vision, creating the Big Local plan, overseeing its delivery, collecting evidence to show how the plan is progressing, and reviewing activity to make sure everyone is working in the best way possible

- With a minimum of 8 and maximum of 20 members
- Members are called Big Local People, the majority of which [at least 51%] live in the area
- Big Local People are supported by members called Big Local Friends
- Ultimately we hope it will reflect the population profile of the area

What power does the Partnership have?

In order to carry out our purpose the partnership has the power to

- Raise funds, grants and donations
- Apply funds and other resources to carry out activity
- Cooperate with and support other organisations
- Do anything which is lawful and necessary to achieve the purpose

Who are Big Local People?

Big Local People are the individual members of the partnership who:

- Live within the Big Local area
- agree with the purpose of the group
- From the date of their application, attend 3 consecutive meetings
- attend do so as individuals and not as representatives of communities, people groups, community groups or organisations.
- Big Local People have the power to vote

Who are Big Local Friends?

Big Local Friends are representatives from Public, Private and Voluntary Sector organisations who will also form part of our partnership

- One from the Locally Trusted Organisation
- One from the Area Coordinator Office
- One Ward Councillor
- One Town Councillor
- One Community Development Worker
- Other individuals can attend meetings in an advisory capacity. Representatives from other organisations and community leaders will be invited to attend meetings to help move the project forward. This includes a Big Local Development Worker.
- Big Local Friends do not have a vote

How long can Big Local People and Big Local Friends remain on the partnership?

50% of the membership can stand down every year. All are eligible for re-election

Who will direct the meetings?

The Partnership will appoint a Facilitator at each meeting who will chair meetings in line with the Terms of Reference and Code of Conduct

- We will have an alphabetical list of members and we will choose a facilitator from it; if the person does not want to facilitate the meeting we will ask the next person on the list until someone volunteers.
- We will minute all our meetings

How do we make decisions?

A meeting is quorate when 30% of voting members are present

- Any proposed actions must fall within the powers of the partnership, they must be legal, financially viable and meet the requirements of any funding or regulatory bodies involved.
- The facilitator of the meeting can suspend a decision until advice has been sought from an external body. A decision can be considered again with the advice received.
- All decisions are made by majority and show of hands.
- One member, One Vote with a final decision by consensus.

Annex 4.0: Keighley Valley Big Local Governing Document

What if we do not agree about something?

Every effort will be made to resolve disputes raised by members informally, Big Local Friends and members of the public. However, if this does not prove possible, and if both parties agree, the partnership will appoint three members, to investigate the dispute and led by a Big Local Friend as long as he/she is considered impartial in the circumstances.

- The group will talk to all parties involved and come to a decision, which will be reported to the next partnership meeting.
- Appeals against the decision will be heard by two partnership members, led by the Big Local Friend unless he/she is unable to be considered impartial in the circumstances. Neither should have been involved in the original investigation.
- Any appeal decision is final.
- Where disputes cannot be resolved in this way, or where support is needed, the Big Local Friend should consult the Big Local Rep. If he/she is involved in the dispute, then Local Trust and/ or the local CVS should be asked for support.

What about Declarations of interest and loyalty?

A Partnership member will declare an interest if they have a direct/indirect gain through personal, political, business or financial interest in the matter being discussed

- Any interest or loyalty must be declared at the beginning of the meeting or as soon as the person becomes aware. Interest must be declared and explained.
- The facilitator can request that they should then leave the meeting during relevant discussions.

How are we going to fund all of our work?

The Partnership will make all decisions on expenditure relating to Big Local, Keighley Valley but will not hold any monies. No individual, as part of the Partnership will be legally liable in any way. All funds, including all grants, donations and other financial contributions, shall be held by the Local Trusted Organisation who will:

- Provide regular income and expenditure accounts to the Partnership
- Support the Partnership in drawing up its annual budgets
- Make payments on behalf of the Partnership on request
- Make arrangements for an annual audit of the accounts which will be presented to the Partnership before the Annual General Meeting

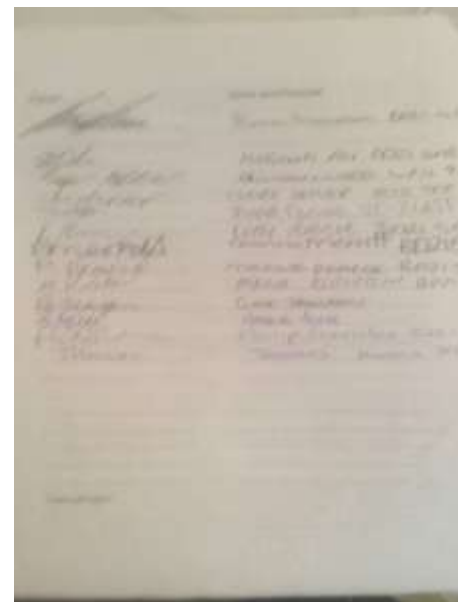
When can the public see what we do?

Anyone with an interest in our purpose is welcome to attend our meetings. A programme of dates for meetings shall be drawn up annually as far as possible at the AGM.

- Agendas will normally be sent out via email 5 clear days before each meeting although failure to do so will not invalidate the meeting
- Minutes of partnership meetings will be published on the website or available as a hard copy by request to the partnership.
- Annual general and other meetings will be called by Partnership and will be widely publicised at a date 12 months after BIG Local Plan approval.

Who has approved this and is willing to set up and be part of the partnership?

The Terms and Reference was adopted in October 2015 by the people whose signatures appear below.



At BIG Local Keighley Valley Meetings We will.....

- Attend regularly and make a full contribution
- Carry out any agreed action points
- Send apologies if unable to attend any meetings
- Arrive on time, be prepared having read copies of the agenda in advance
- Be positive and respectful of others
- Keep it real (the aim of the partnership)
- Remind each other to turn our Mobile Phones to silent and take the call outside
- Be quiet when others are speaking
- Raise a hand if you want to speak
- Stay on task when a topic is being talked about
- No fighting or arguing
- The facilitator is in charge
- Be on time to the meeting from breaks
- Listen and share and vote to make decisions
- Be open and declare any conflicts of loyalty or interest
- We will resign or propose if we miss 3 consecutive meetings
- Not discriminate on the grounds of gender, race, colour, ethnic origin, disability, sexuality, religious belief, political opinion, age or social background
- Make the BIG Local Plan our shared vision for the future and share everyone's ideas and suggestions

Annex 5.0: LTO Additional Support: Proposed Agreement

Proposed Agreement between:

DRAFT 1

Airedale Enterprise Services [Local Trusted Organisation] herein referred to as the 'LTO' and the Keighley Big Local Partnership herein referred to as the 'Partnership'

The role of the Partnership is to guide the overall direction of Big Local in the Keighley Valley and make sure that Big Local is a local, resident-led programme which enables people locally to provide recommendations in good faith about how their local area can be improved.

The Partnership will decide how to carry out the Big Local Plan.

The Partnership will work with the LTO to achieve the vision we have set for the Big Local area.

The Partnership will also establish the criteria for distributing any part of the £1,000,000 and has identified suitable methods to do so; this includes employing a Development

Worker and administrating a Small Grants Programme in Years 1 and 2.

The Partnership proposes that the LTO administer the Small Grants Programme, host the Development Worker and provide a Dedicated Office supported by back office for use by all Partnership members and the Development Worker

In providing the necessary support and guidance to the partnership to fulfill a compliant and transparent small grants programme and meet the legal rights and responsibilities of an employer the LTO will receive from the Project Budget:

- A 10% Management Fee of £3000 in both Year 1 and Year 2 for the Administration of a Small Grants Programme of £30,000
- A 10% Management Fee of £1874.00 for Employing a Development Worker on £25600 at 0.6FTE with on-costs [£18,742]
- An Office rent fee of £2400

Total for Year 1 [2016/2017]:	£07,274
Total for Year 2: [2017/2018]:	£07,274
<u>Total</u>	<u>£14,548</u>

This agreement is effective from April 1st 2016 and will last in the first instance for one year or until the partnership complete an annual review.