

Todmorden Town Investment Plan

Section 1

Appendices

TODMORDEN
TOWN DEAL

There's **more** in
Todmorden

Building a foundation
to deliver
opportunities for all

Contents

Appendices

Appendix 1	Evidence Base Socio-Economic Baseline (Motts' slides) AspinallVerdi's Property Market Summary Accommodation and the Enterprise Hub Notes and Report
Appendix 2	Project Prioritisation
Appendix 3	Town Deal Engagement Report
Appendix 4	Youth and Community Engagement Report
Appendix 5	Delivery Programme
Appendix 6	Letters of Support

APPENDIX 1

EVIDENCE BASE

APPENDIX 1
EVIDENCE BASE
Socio-Economic Baseline



Todmorden

Socio-economic overview

Mott MacDonald

November 2020



Population and age structure

Key summary

- There are approximately 11,000 people in Todmorden as of 2019. This accounts for 5.2% of the Calderdale and less than 1.0% of the Yorkshire and the Humber population.
- The proportion of **Children (Under 16)** in Todmorden is 18.2%, which, alongside Calderdale, is broadly in line with the regional and national averages.
- The proportion of **Working age residents (16-64)** is 60.9%, which is marginally below regional (62.1%) and national (62.3%) averages.
- The proportion of **Elderly residents (65 and over)** is 20.9%, which is larger than the regional (18.8%) and national (18.5%) averages.

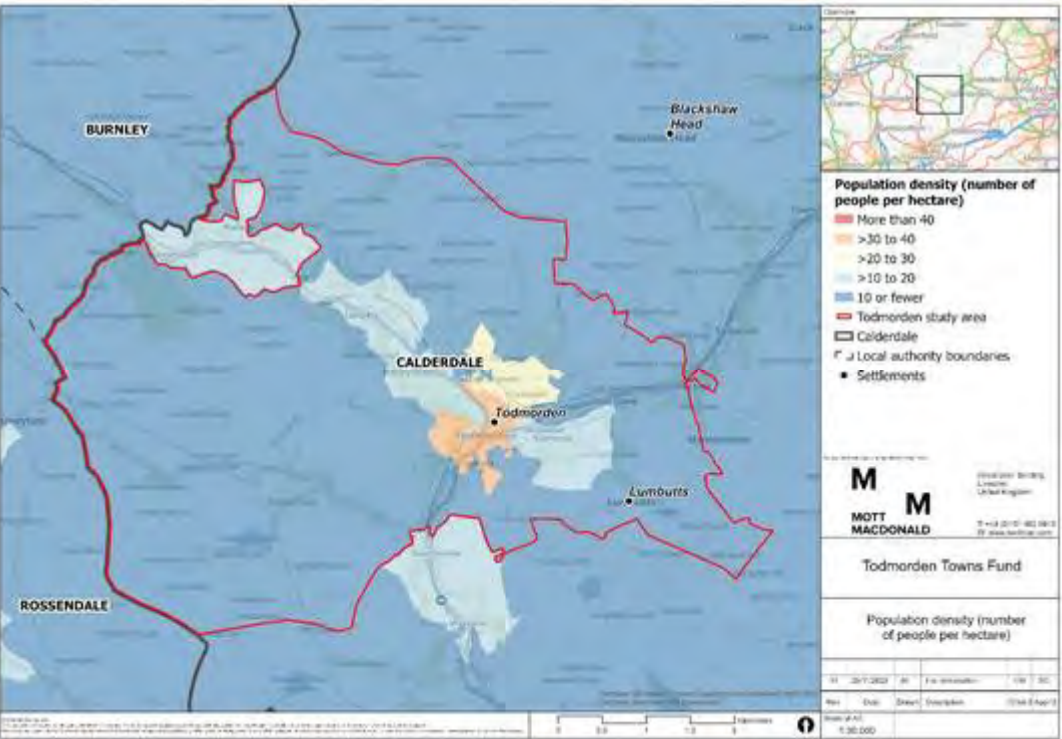
Population age profile, 2019

	Total Population	Children (Under 16)	Children (Under 16) %	Working age (16-64)	Working age (16-64) %	Elderly residents (65+)	Elderly residents (65+) %
Todmorden	11,000	2,000	18.2%	6,700	60.9%	2,300	20.9%
Calderdale	211,500	41,400	19.6%	130,300	61.6%	39,800	18.8%
West Yorkshire	2,332,500	479,300	20.5%	1,464,600	62.8%	388,500	16.7%
Yorkshire and The Humber	5,503,000	1,050,600	19.1%	3,419,600	62.1%	1,032,800	18.8%
England and Wales	59,440,000	11,380,500	19.1%	37,043,200	62.3%	11,016,100	18.5%

Source: Population Estimates, 2019, ONS

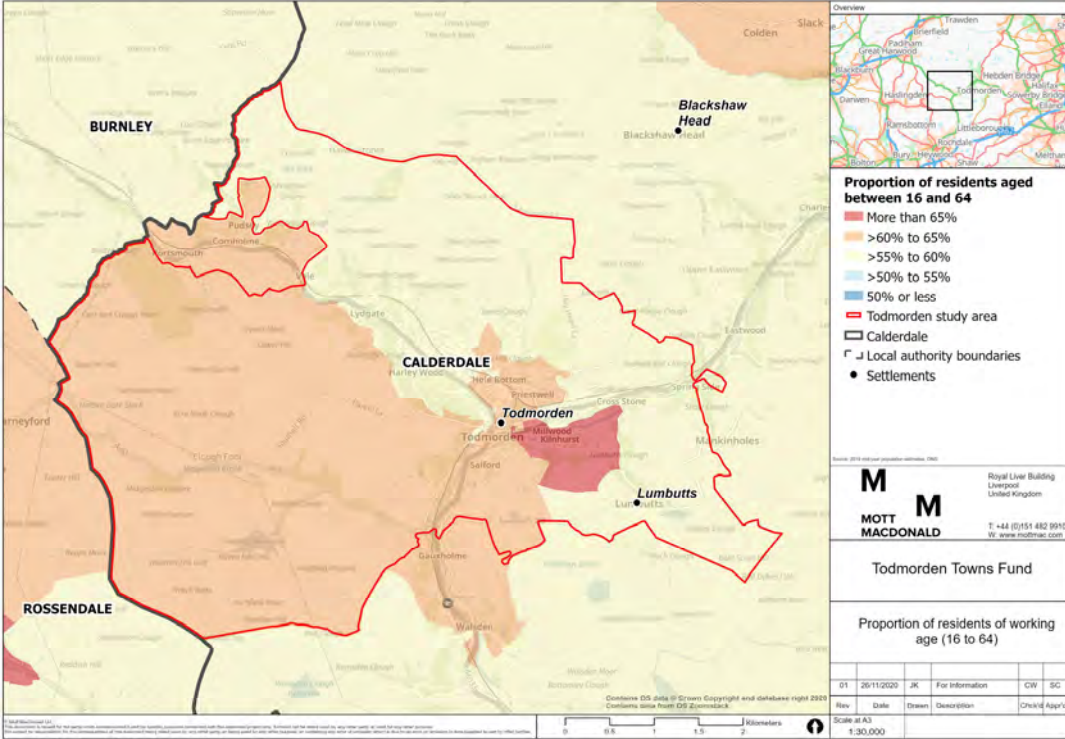
Population density

Population density (number of residents per hectare)



Source: Mott MacDonald based on mid-year population estimates. ONS, 2019

Proportion of working age residents (16 to 64)



Source: Mott MacDonald based on mid-year population estimates. ONS, 2019

Skills and Qualifications

Skills summary

- There are proportionately **1.4% more residents employed in the highest skilled (SOC 1-3) jobs in Todmorden (41.5%)** compared to Calderdale (40.1%). This is also greater than for Yorkshire and the Humber (36.8%), and in line with national averages (40.9%).
- High employment in highly skilled occupations is particularly driven by low employment in Professional occupations (18.4%), which is 1.0% higher than the national average.
- There is a **low proportion of low skilled occupations (SOC 7-9) in Todmorden (23.9%)** compared to Calderdale (26.3%), regionally (30.4%) and nationally (26.8%).
- Low skilled occupational employment is particularly low in sales and customer services in Todmorden, accounting for 6.7% of employment, compared to 8.4% nationally. Elementary occupations (9.6%) are also below the national average (11.1%).

Occupational structure, as a % of working age population



Source: Census 2011, ONS.

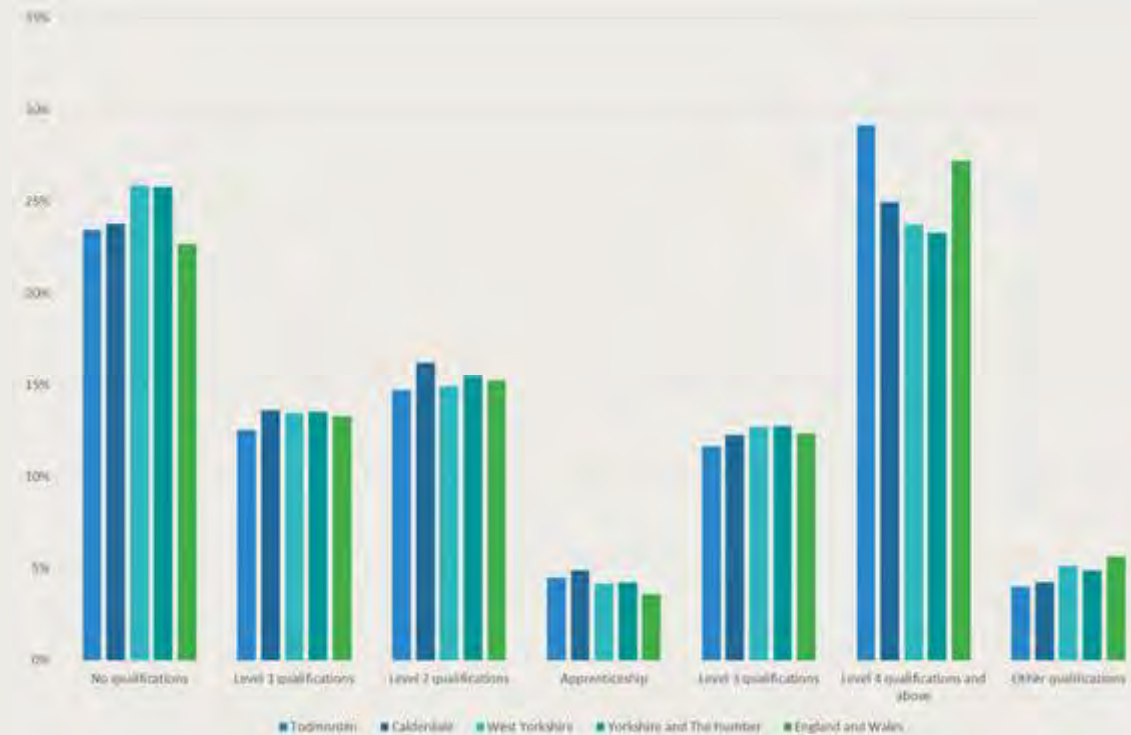
Note: White dotted line highlights SOC 1-3. Totals may not sum to 100% due to rounding

Skills and Qualifications

Qualifications summary

- In 2011, 29.2% of the population aged 16 and over are educated to NVQ4+, which represents a much larger proportion than Calderdale (25.0%), the regional (23.3%) and national average (27.2%).
- Conversely, there is a greater proportion of residents with no qualifications in Todmorden (23.4%) compared to nationally (22.7%). However, this is lower than Calderdale and Yorkshire and the Humber.
- There is a relatively large proportion of apprenticeships in Todmorden (4.5%), compared to the national average (3.6%). This is also true of the wider district of Calderdale (4.9%).

Highest level of qualification, as a % of working age population



Source: Census 2011, ONS.

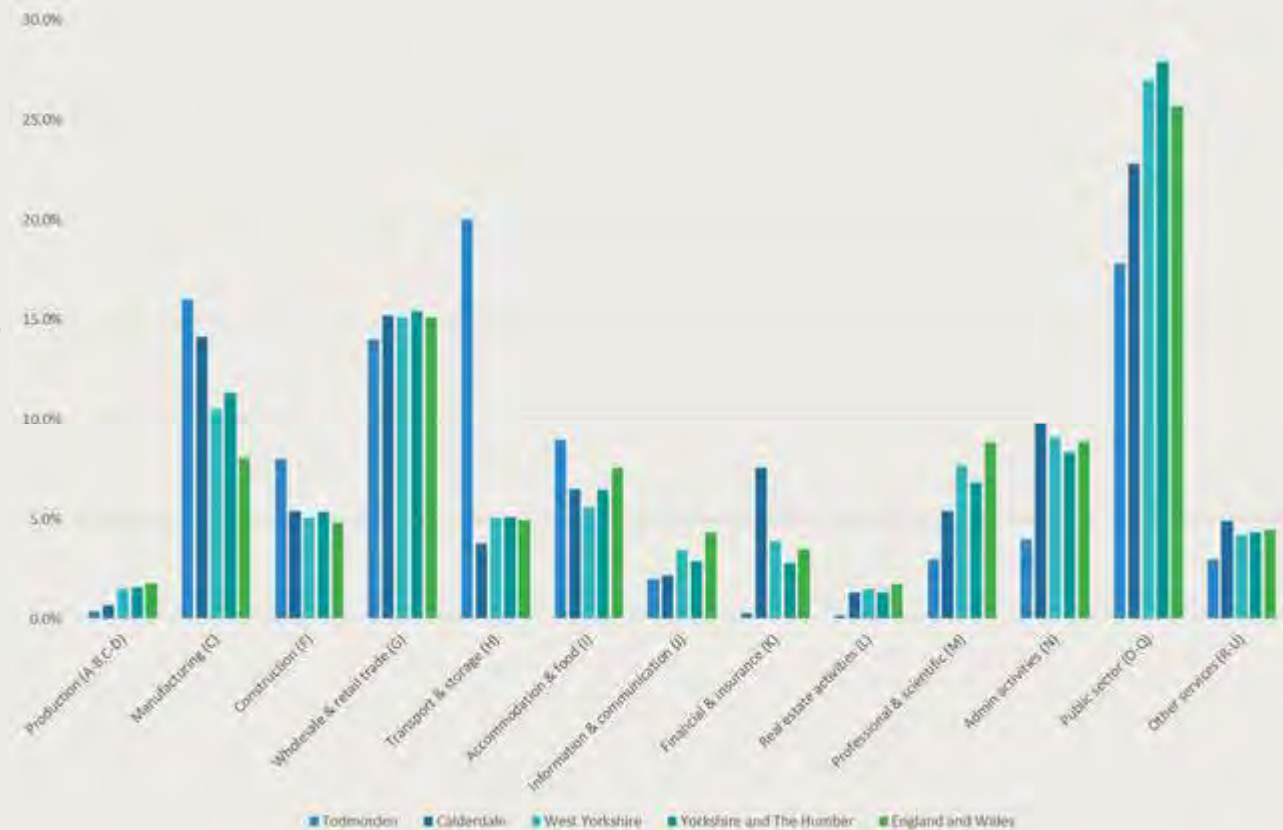
Note: Level of qualification refers to national vocational qualification (NVQ) levels.

Occupational structure and output

Key summary

- In Todmorden, the key employment sectors are in the Transport and storage, Public sector and the Manufacturing sector. Of these sectors, only the Public sector has a smaller proportion than the national average.
- In particular, the Transport and storage sector (20.0%) is a key specialism, proportionately accounting for 15.0% more than the national average (5.0%). This is driven by employment spread across road freight and warehousing & storage.
- In terms of gross value added (GVA), the key output sectors in Calderdale are in Manufacturing (20.0% of output), Financial and insurance (19.8%) and Real estate (10.1%). Transport and storage only accounts for 3.2% of output in Calderdale.

Employees by broad sector, as % of total, 2019



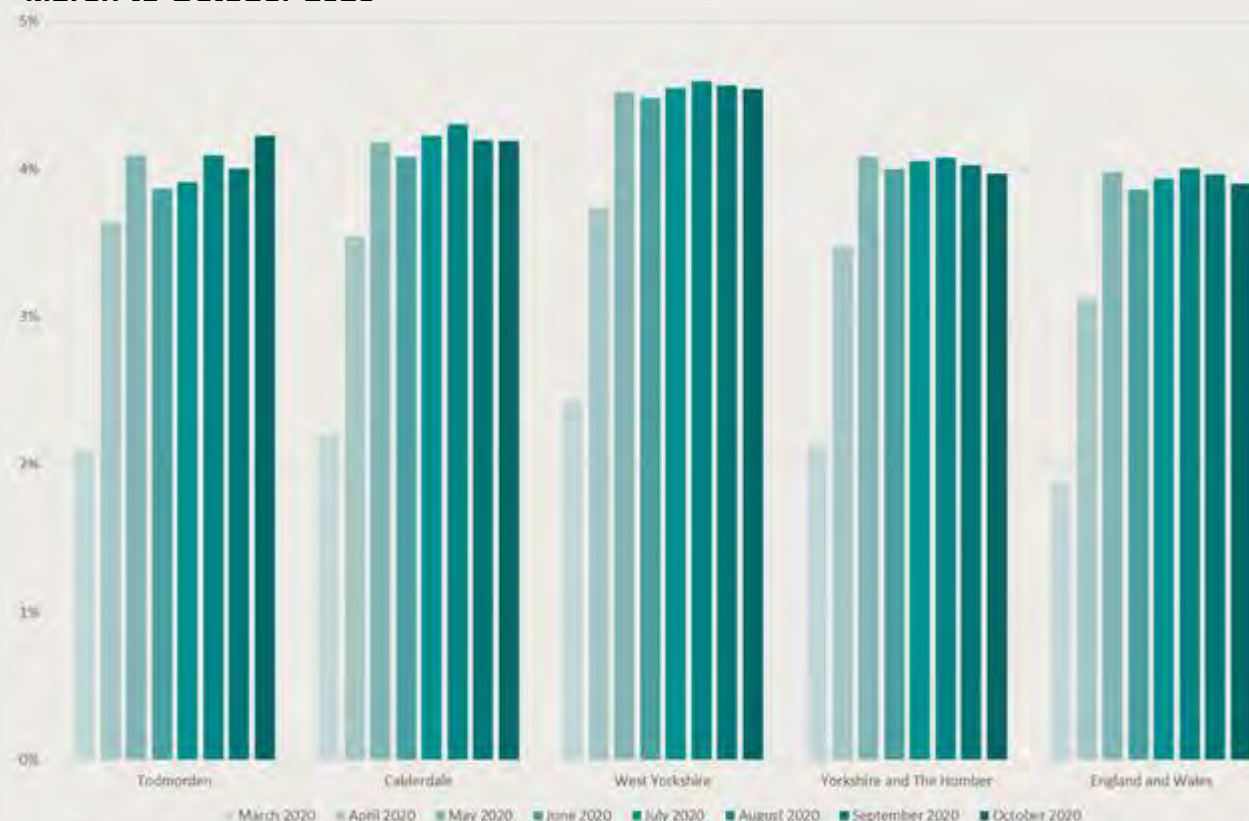
Source: BRES, ONS, 2019. Note: Production includes Agriculture, forestry and fishing, Mining and quarrying, Electricity, gas, steam and air conditioning supply & Water supply, sewerage, waste management and remediation activities. Public sector includes Public Administration and Defence, Education and Health.

Unemployment and the impact of COVID-19

Key summary

- Overall, economic activity and employment rates are in line with the national picture, both clearly affected by COVID-19 and the national and local lockdowns.
- Prior to the economic crisis resulting from the pandemic, Todmorden's claimant count rate stood at 3.4%, marginally larger than the England and Wales average of 3.0%.
- Amongst those residents who are economically inactive, retirement is the primary reason.
- Claimant count proportions increased rapidly during the first national lockdown and have stabilised at this higher level over the past few months.
- By October, **Todmorden's claimant count rate stood at 6.9%**, greater than the England and Wales average of 6.3%.
- The impact of COVID-19 on Todmorden's economy in terms of increasing unemployment has clearly been significant and is above the national level.

Total claimant counts, as a proportion of all residents aged between 16-64, March to October 2020

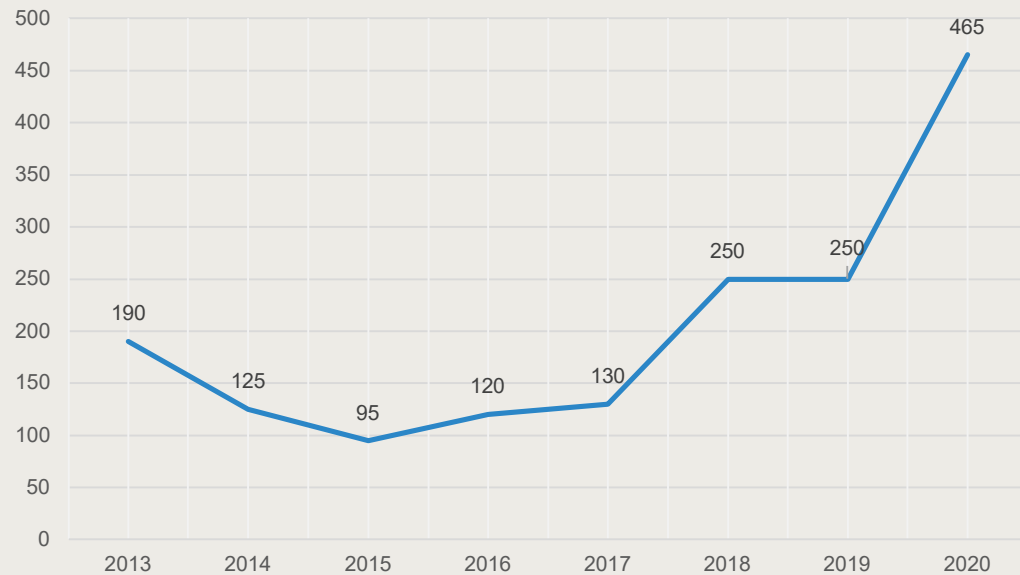


Source: Claimant count for residents aged between 16 and 64, January to September 2020 and 2019 mid-year population estimates

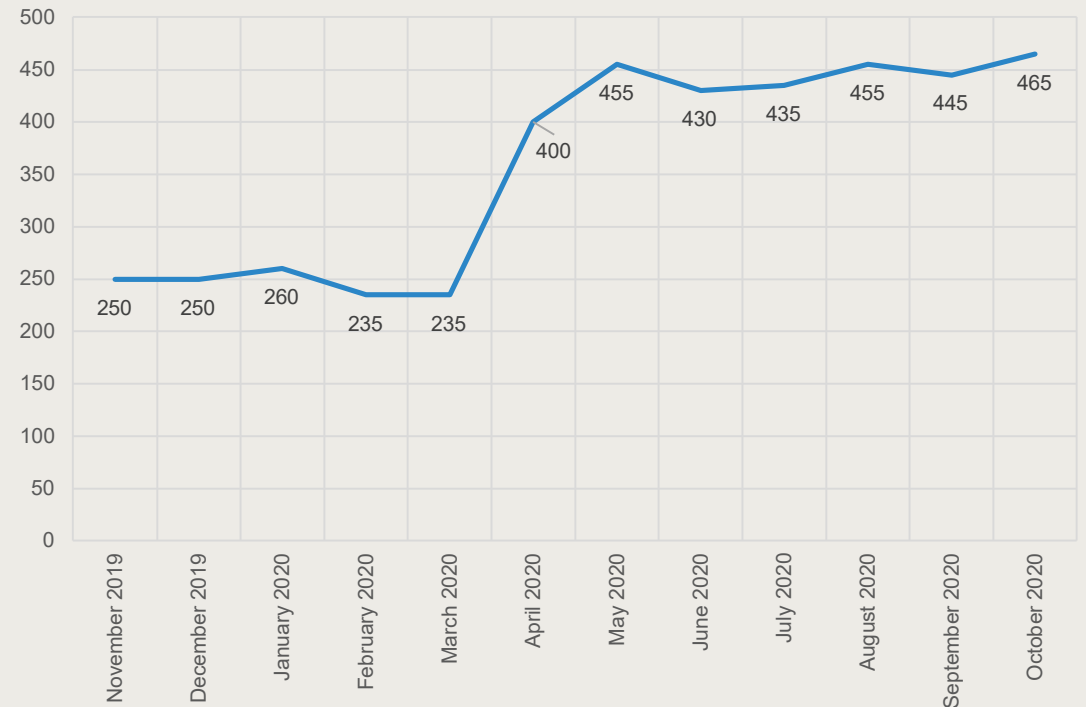
Impact of COVID-19 on claimant count in Todmorden

COVID-19 caused a clear uplift in the number of Universal Credit claimants

Claimant count, October 2013 to October 2020

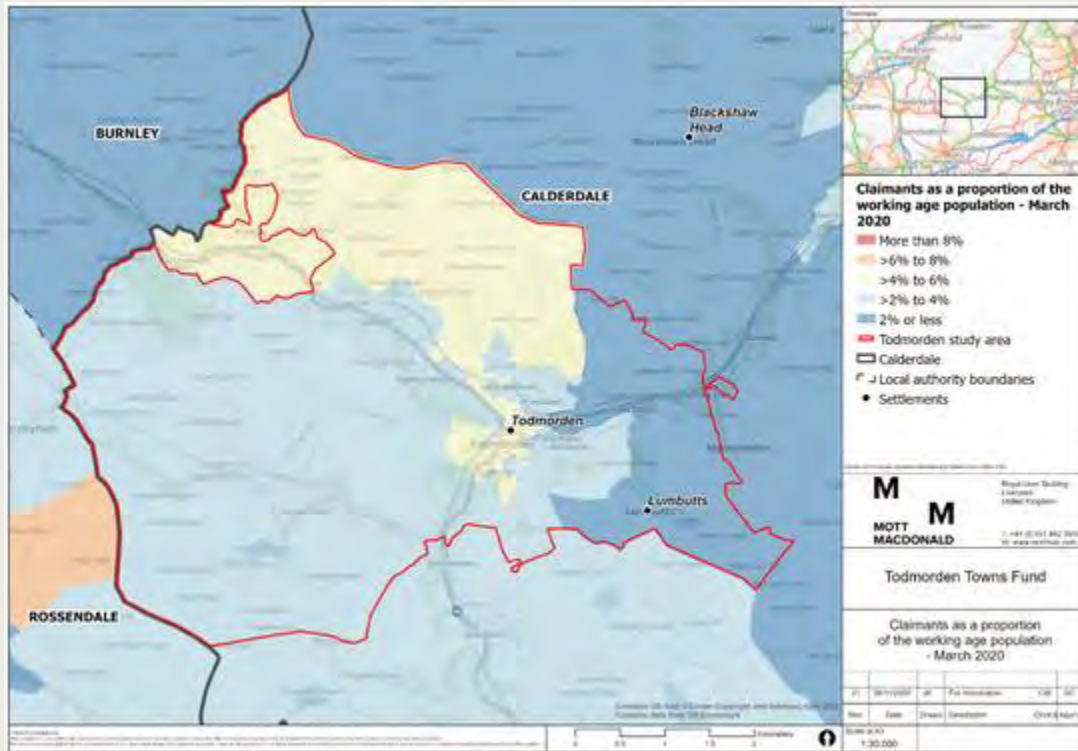


Claimant count, November 2019 to October 2020

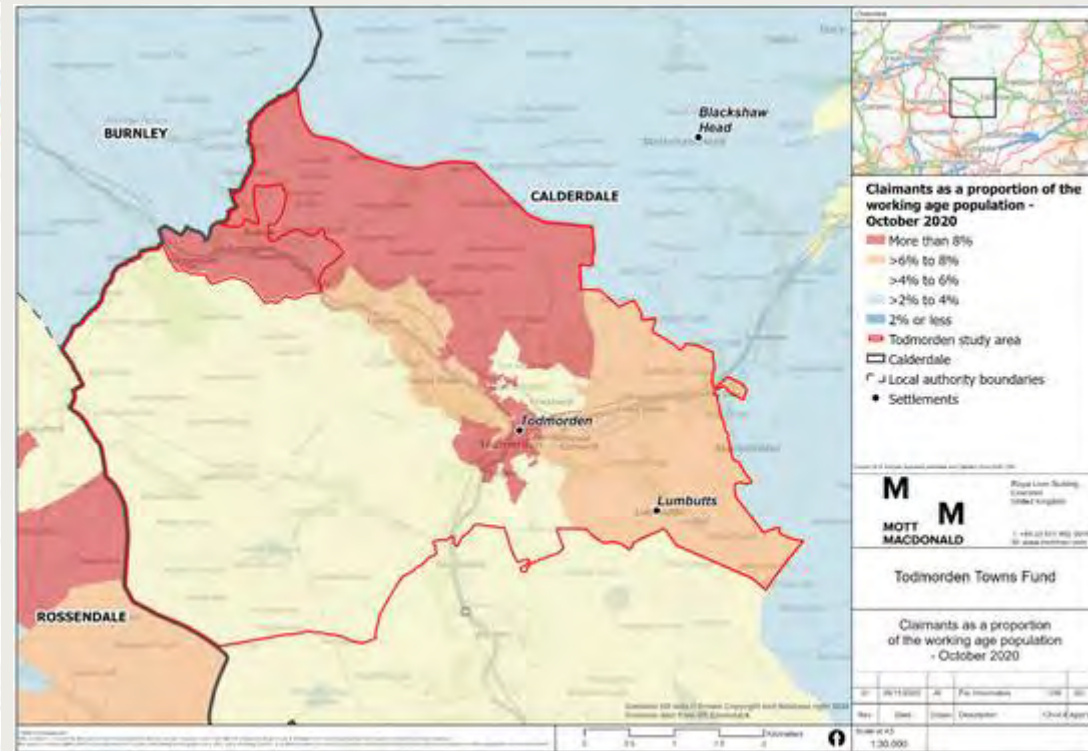


Unemployment

Proportion of working age residents claiming out of work benefits, March 2020



Proportion of working age residents claiming out of work benefits, October 2020



Source: Claimant count for residents aged between 16 and 64, March to September 2020 and 2019 mid-year population estimates

Deprivation

Key summary

- Of the LSOAs that encompass Todmorden, **28.6% of the population lives within the most deprived IMD quintile**. This is a smaller than Calderdale (30.5%) and considerably greater than Yorkshire and the Humber (30.8%).
- However, the rest of Todmorden lies in the second most deprived quintile (71.4%).

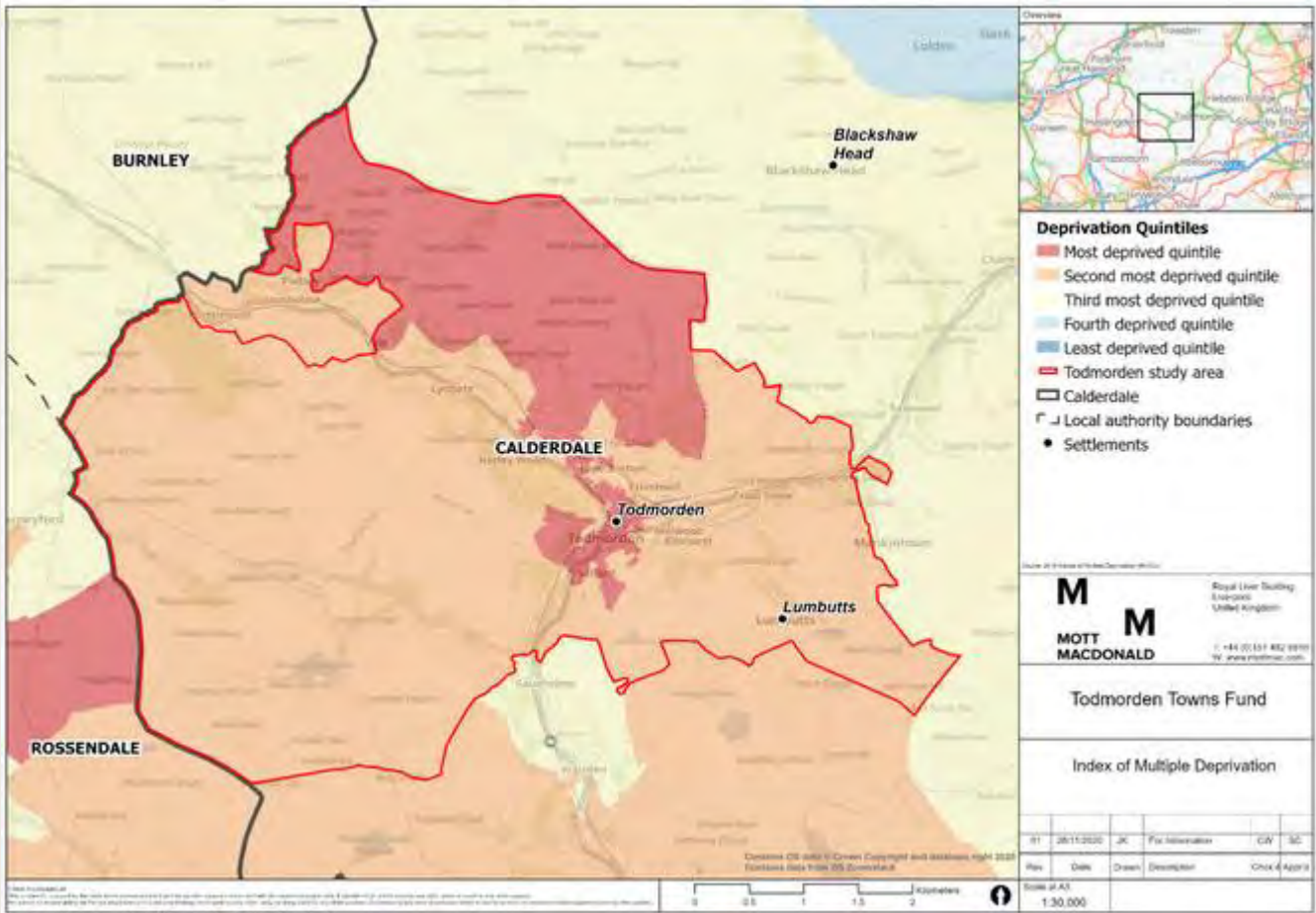
Index of Multiple Deprivation by quintile, 2019

	Most deprived quintile	Second most deprived quintile	Third most deprived quintile	Fourth most deprived quintile	Least deprived quintile
Todmorden	28.6%	71.4%	0.0%	0.0%	0.0%
Calderdale	30.5%	21.9%	21.9%	19.5%	6.3%
Yorkshire and the Humber	30.8%	17.5%	17.7%	18.8%	15.2%
England	20.0%	20.6%	20.3%	19.8%	19.4%

Source: Indices of Multiple Deprivation, Ministry for Housing, Communities and Local Government (MHCLG), 2019

Deprivation

Index of Multiple Deprivation by quintile, 2019



Source: Indices of Multiple Deprivation, Ministry for Housing, Communities and Local Government (MHCLG), 2019

Travel to work

Key summary

- Todmorden is a **net exporter of labour**, with more people travelling out of the area for work than travelling in to work.
- Self containment in Todmorden is high, at 70.3%, representing a larger proportion than at district level (65.8%).
- Travel to work from Todmorden is dominated by car travel, which amounts to 61% of all journeys to work, which is 5% less than the national average. Travel on foot is also relatively popular, at 15% of all journeys, 2% greater than the national average.

Travel to work summary, 2011

	Total journeys to work, to	Total journeys to work, from	Net commuting	Self-containment (live and work)
Todmorden	1,700	2,700	-1,000	70.3%
Calderdale	79,000	80,600	-1,600	65.8%
Yorkshire and the Humber	2,030,700	2,029,900	800	94.5%
England and Wales	21,625,100	21,625,100	0	100.0%

Source: Origin destination statistics, Census 2011, ONS

Footfall trends

The impact of COVID-19 on footfall in Calderdale

- The Google COVID-19 Community Mobility Report shows a significant reduction in footfall across Calderdale as a direct result of COVID-19.
- The reduction in footfall in Calderdale is broadly in line with the trend for West Yorkshire as a whole.
- The decrease in footfall in parks was significantly greater in Calderdale than across West Yorkshire as a whole, while the reduction in public transport use over this period was lower than the comparator.

Classification	Change in footfall (January/February 2020-October/November 2020)	
	West Yorkshire	Calderdale
Retail and recreation	-49%	-45%
Supermarkets and pharmacies	-12%	-9%
Parks	-9%	-36%
Public transport	-51%	-34%
Workplaces	-39%	-34%
Residential	+15%	+15%

Source: Google COVID-19 Community Mobility Report, West Yorkshire, 2020

Housing affordability & demand

Key summary

Todmorden is **relatively affordable**, with average house prices lower than the district average. But – average prices have increased around 14% since 2009.

Affordability an issue looking at incomes – in particular for new build housing.

Neighbourhood Plan Housing Need Assessment identifies a need for more housing – in particular affordable.

Affordable demand for:

- 35% housing
- 24% apartments
- 23% bungalow
- 13% maisonette
- 5% bedsit

Market housing demand for:

- Family homes
- First time buyers

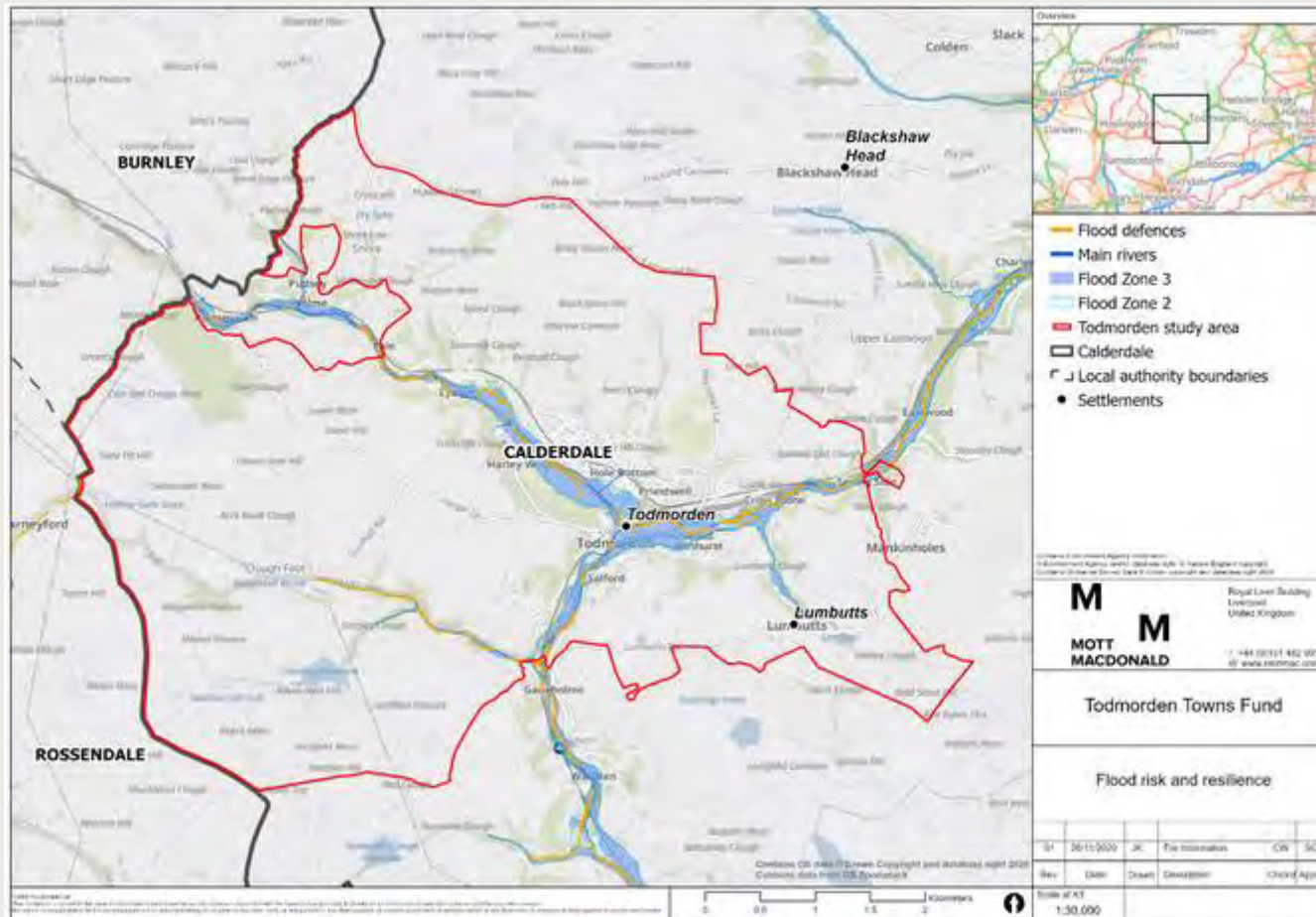
Average house prices, 2000-2020



Source: Average house prices, HPI; Median house prices by ward, HPSSA, ONS; all 2000-2020

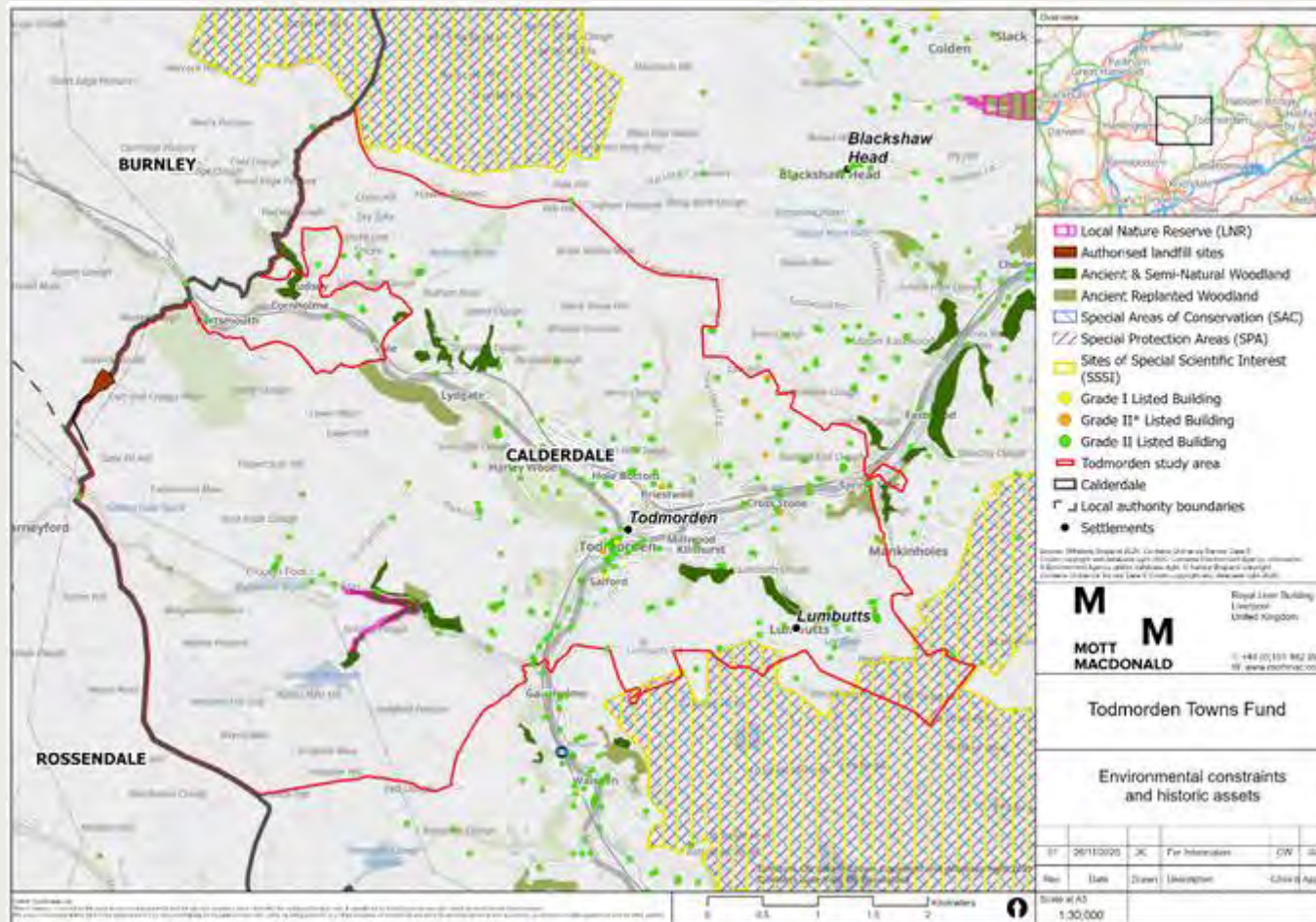
Note: Data for Todmorden is collected quarterly, as opposed to monthly for all other comparators.

Flood risk and resilience



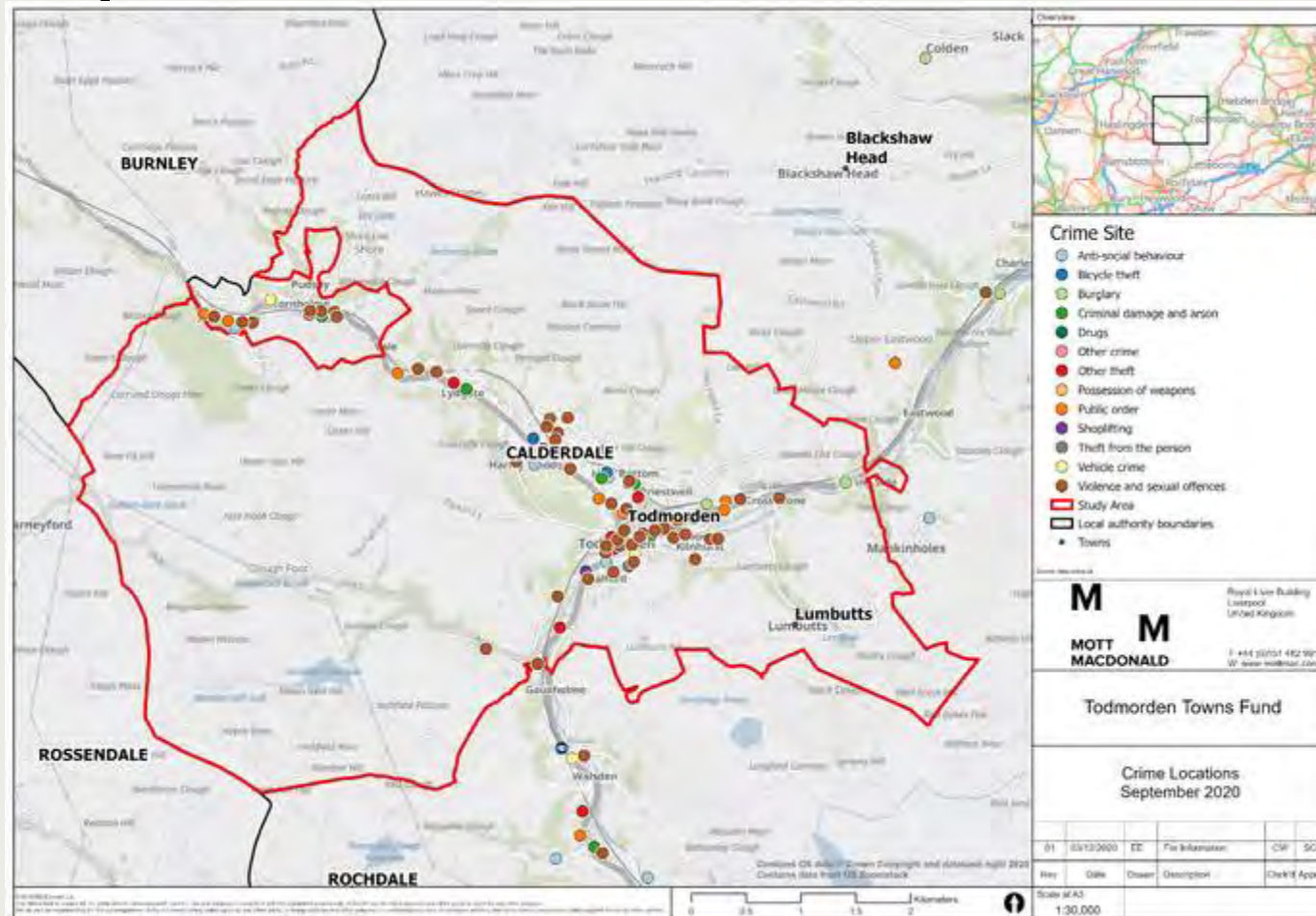
Source: Environment Agency, 2020

Environmental constraints and heritage assets



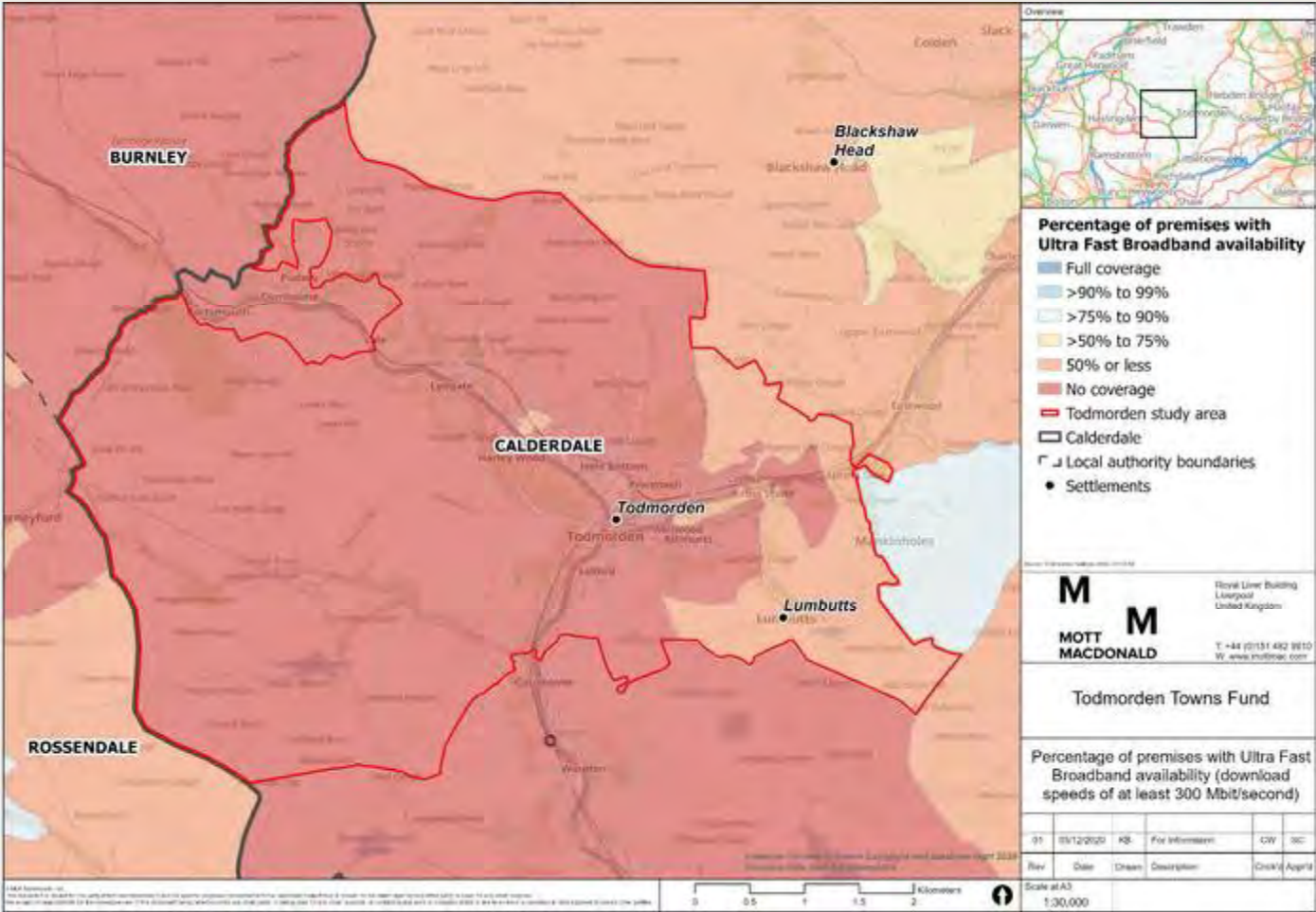
Source: DEFRA and Natural England, 2020

Crime – September 2020



Source: data.police.uk, 2020

Broadband coverage



COVID-19 and Communities Listening Project

Key findings of the study by Carnegie UK

- Carnegie UK carried out a study to listen to people across the UK, including several representatives of groups in Todmorden, on the local level response to the COVID-19 pandemic and the “Build Back Better” strategy.
- The key findings were that local, often community-driven initiatives have had wide-ranging impact on communities, going beyond the services and support those initiatives set out to deliver.

The report concludes that key to “Building Back Better” in a way that delivers lasting change is:

- **Local decision making**, enabled by powers to make major decisions at the local level
- A greater **focus on wellbeing** and person-centered actions, rather than service-centered actions.
- **Locally-driven long-term strategies and visions** with planning and processes in place to ensure the long-term delivery of the strategies.

Six propositions for Building Back Better



Source: Carnegie UK, 2020



Thank you

APPENDIX 1
EVIDENCE BASE

AspinallVerdi Property Market Summary

1 Introduction

- 1.1 This report has been prepared by AspinallVerdi – Property Regeneration Consultants in support of the Towns Fund bid which inform the Town Deal with MHCLG in due course.
- 1.2 This report provides the property market context to support the projects which are being proposed within the Todmorden Towns Fund bid which is to be made in January 2021. It should be noted that AspinallVerdi were commissioned in 2017 to undertake a study for Calderdale Council and the Town Development Board in respect of the Rose Street/Bramsche Square site. We have referred to this earlier work and brought this up to date where relevant.
- 1.3 It should be noted that the property market analysis was undertaken in late 2021, during the Covid-19 pandemic. The market conditions created by the pandemic are exceptional and therefore we have tried to draw up pre-pandemic data to indicate the nature of the market. The performance of the property market remains uncertain going forwards and each project will need to be carefully considered as they move forwards.

Approach

- 1.4 Given that Todmorden's property market is relatively small in scale, there is limited evidence in terms of property listings and market transactions to provide an indication of supply and demand. It is often found in smaller markets that transactions are not reported to databases gathering such information, which creates an information failure and also many transactions which occur 'off market' without the involvement of agents.
- 1.5 Therefore, the findings of this report do need to be read in the context of information failures which exist when dealing with smaller market towns such as Todmorden.

Structure

- 1.6 The first sections of this report looks into Todmorden from a socio / economic and demographic perspective. This is useful context given they influence occupier / developer requirements.
- 1.7 The second section reviews the existing evidence, which along with the socio-economic and demographic information will provide a useful context for the soft-market testing exercise with potential operators, occupiers or developers.

1.8 The remainder of this short report is driven by the use classes we have considered and soft market tested, which is as follows:

- Retail – Comparison, Convenience and Food / Drink
- Leisure – Fitness and Health, Cinemas and Hotels/Overnight Accommodation
- Employment – Offices with a focus on managed workspaces
- Residential –Housing (for sale and rent) and overnight accommodation.

2 Socio-Economic and Demographic Background

- 2.1 The immediate town-centre of Todmorden lies within the Todmorden Ward, although the east of the town-centre is situated within the Calder Ward (see Figure 2.1) incorporating Hebden Bridge.

Figure 2.1 - Ward Boundary



- 2.2 It is therefore difficult to use the Ward level data to provide an accurate depiction of Todmorden as a town from a socio-economic and demographic perspective. Given that Todmorden is the main town within the Todmorden Ward, this will provide the strongest indication and the Calder Ward is a useful comparison.
- 2.3 The table below provides a breakdown of population by key age groups i.e., children, working professionals, and elderly residents. The proportion of Working age residents (16-64) is 60.9%, which is marginally below regional (62.1%) and national (62.3%) averages. This is the largest group within the demographic data.

Table 2-1 - Demographic Statistics

	Total Popu- lation	Children (Under 16)	Children (Under 16) %	Working age (16-64)	Working age (16- 64) %	Elderly resident s (65+)	Elderly residents (65+) %
Todmorden	11,000	2,000	18.20%	6,700	60.90%	2,300	20.90%
Calderdale	211,500	41,400	19.60%	130,300	61.60%	39,800	18.80%
West Yorkshire	2,332,500	479,300	20.50%	1,464,600	62.80%	388,500	16.70%
Yorkshire and The Humber	5,503,000	1,050,600	19.10%	3,419,600	62.10%	1,032,800	18.80%
England and Wales	59,440,000	11,380,500	19.10%	37,043,200	62.30%	11,016,100	18.50%

Source: Office for National Statistics, January 2021

- 2.4 Given that the town itself crosses two ward boundaries, we understand that its population was approximately 15,500 at the time of the 2011 census.
- 2.5 In terms of socio-economic data, Table 2-2 below shows that the Calder Ward outperforms Todmorden Ward. Comparing Todmorden with Calderdale as a District, we note that Todmorden
- Has a lower median household income;
 - Has a lower percentage of its population claiming benefits; and
 - Has a greater percentage of its working age population classed as 'economically deprived'.

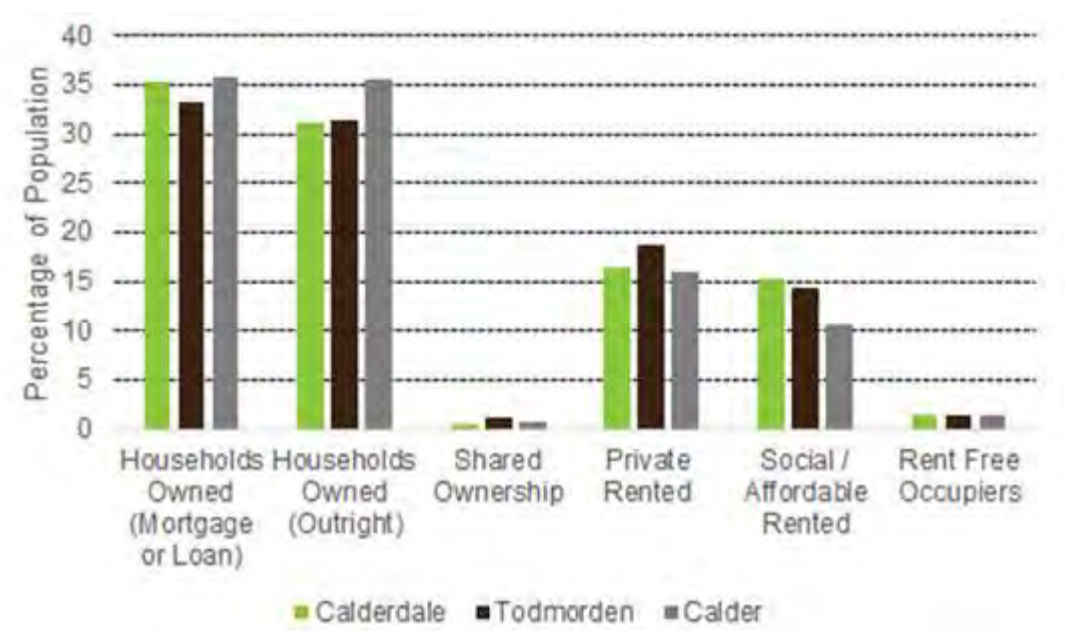
Table 2-2 - Socio-Economic Statistics

	Calderdale	Todmorden Ward	Calder Ward
Median Household Income	£31,326	£29,353	£36,318
Benefits Claimants	2.1%	1.7%	1.1%
%ge of working age 'employment deprived'	14.0%	15.6%	1.5%
Top Three Sources of Employment	1. Business administration & support services 2. Manufacturing 3. Health	1. Manufacturing 2. Education 3. Retail	1. Manufacturing 2. Accommodation & Food Services 3. Health

Source: Calderdale Data Works, January 2021

- 2.6 We also note from the above table that employment in Todmorden and Calder Wards are driven by the manufacturing sector. At a District-wide level the key employment sector is business administration and support services, which is likely to be driven by Halifax Town-Centre.
- 2.7 It is also useful to look at housing tenure when considering the socio-economics of a town. The figure below shows that home ownership (generally) is the predominant tenure type across all geographic areas, with this facilitated by a mortgage or loan slightly more regularly than those owned outright. Across all geographies, private rented products are more common than social / affordable rented, however on a ward level, there are more in the rented sector in Todmorden than Calder Ward.

Figure 2.2 - Housing Tenure in Calderdale District, Todmorden and Calder Wards



Source: Calderdale Data Works

3 Evidence Base

- 3.1 This section reviews the evidence base of studies which helps contextualise Todmorden as a retail, leisure and commercial destination.

Town Centre Business Survey, 2008

- 3.2 White Young Green undertook a retail needs survey, and we summarise below the business survey results from Todmorden of which there were 34 responses from 197 distributions.
- 3.3 The results give a strong indication into the type of business located in the town.
- 80% of businesses had traded within Todmorden town centre for over 20 years, with just 12% having traded in the town for less than 5 years;
 - 91% of businesses classed themselves as independent;
 - 71% of businesses employ 6-10 members of staff;
 - 97% of businesses have always operated from Todmorden town-centre;
 - 59% of businesses classified themselves as having grown 'significantly' or 'moderately', whilst 24% had 'remained largely static';
 - 70% of businesses rely on local residents as their customer base; and
 - 22% of respondents felt the lack of day visitors and tourists were a barrier to trading performance, whilst 18% also mentioned inadequate customer parking and 15% said a lack of passing trade and high rents / overhead costs.
- 3.4 In terms of sectors, the table below shows there is a broad mix of sectors active in the town with professional services having the greatest share

Table 3-1 Sectors Active in Todmorden

Sector	Percentage
Food Retailer	11%
Non-Food Retailer	25%
Retail Service	11%
Leisure Service	21%
Professional Service	32%

Source: White Young Green

- 3.5 Whilst the information presented above is very historic the general nature of the market place has not changed in terms of mix and nature of the operators. It should be noted that since this work that both Lidl and Aldi have representation in the Town which does impact on the food/convenience market place in the Town.

Retail Needs Survey, 2016

- 3.6 This study has been undertaken by Nathaniel Lichfield & Partners (NLP). We summarise below any useful context to inform our soft-market testing:

Retail Uses

- 3.7 The study analysed retail provision with the town and found 2,533 sqm (27,264 sqft) of convenience and 3,514 sqm (37,824 sqft) comparison goods space across 171 A class shops.
- 3.8 We provide a bullet point summary of Todmorden's comparison to other town-centres in Calderdale according to this research:
- Todmorden is in a similar bracket to Sowerby Bridge in terms of total floorspace.
 - Hebden Bridge and Brighouse have more shop units (199 and 195 respectively), Brighouse has over 10,270 sqm (110,545 sqft) of convenience and 10,500 sqm (113,021 sqft) of comparison retail floorspace.
 - In comparison with Hebden Bridge, Todmorden has a greater amount of convenience floorspace, but less comparison goods floorspace.
 - Encouragingly, between 2009 and 2016 vacancy in Todmorden decreased, bucking a wider trend in Calderdale where vacancy increased in Halifax, Hebden Bridge, Sowerby Bridge and King Cross.
 - Todmorden's convenience goods retail is trading above benchmark levels.
- 3.9 It was considered that there is an immediate capacity for additional convenience floorspace about 474 sqm (5,102 sqft net) which is set to increase to 690 sqm (9,427 sqft) by 2031¹. This capacity has been taken up with a 912 sqm (9,816 sqft) Aldi convenience store (15/01647/FUL).
- 3.10 In terms of comparison retail, it was considered that there is limited capacity for additional comparison retail goods over the period to 2031, with capacity for 322 sqm (3,573 sqft) net at present. However, it was stated that more national multiples in the comparison goods sector would help improve Todmorden's retail offer.

Leisure Uses

- 3.11 In terms of leisure uses, the report by NLP highlights that Halifax largely meets the needs of the Borough with facilities such as Eureka!. However, Calderdale's proximity to Leeds and Manchester, as well as Burnley and Rochdale mean that depending upon location, residents have facilities outside of the District within a short distance of home or their workplace. We break down the sectors considered within our market research below.

¹ This figure takes into consideration the new Lidl development i.e. the capacity figures assumes it has completed

- 3.12 NLP recognise the growth of the health and fitness sector which has been driven by the budget operators such as Pure Gym who are located in Broad Street Plaza. No comment is made on whether there is demand for further health and fitness space within the District.
- 3.13 With regards to Cinemas, the survey indicates that just under 600,000 visits are made to the Cinema each year which NLP calculate requires 9.8 screens to accommodate. In Calderdale, there are a total of 11 screens which means a screen surplus of 1.2.
- 3.14 There is only one bowling alley within Calderdale, Electric Bowl Halifax. The survey indicates there is a leakage outside of the Borough given this and there was qualitative feedback seeking a boutique bowling centre in the Borough i.e. All Star Lanes.
- 3.15 This study provides no evidence in terms of supply and demand for overnight accommodation.

Rose Street / Bramsche Square Marketing, 2017

- 3.16 We understand that on behalf of Calderdale Council the site was put out to the market as a development opportunity by Hanson Chartered Surveyors in early 2017. The objectives of this were to find a suitable retail, commercial and leisure scheme with ancillary residential uses.
- 3.17 The particulars for the site were distributed to all commercial property agents in West Yorkshire and Lancashire. It was also shared with a general developer / speculator list comprised of 175 parties, and local architects' / design consultants.
- 3.18 In summary, Hanson Chartered Surveyors noted the following expressions of interest:
- Strawworks – interested in site for a Straw-bale Hotel, would design, build and deliver the hotel.
 - Resilienti – had previous interest in the site, they are a retail developer and have delivered schemes with the likes of Boyes, Subway and Greggs signed up on pre-lets. Despite an expression of interest, no firm proposal was received.
 - Together Housing Group – commented that they appeared keen and anticipated that they would receive an indicative proposal, but this was not forthcoming.
 - Keepmoat – the site was passed onto their regeneration team but they were awaiting further comment.
 - Calderdale Community Land Trust – not previously expressed interest in the site and would only do so if no appropriate development proposals were forthcoming from the market. Proposals must be strongly community backed and meets identifiable community needs.
 - McCarthy & Stone – were waiting to hear back from them, but agent was confident this site would be of interest to them.

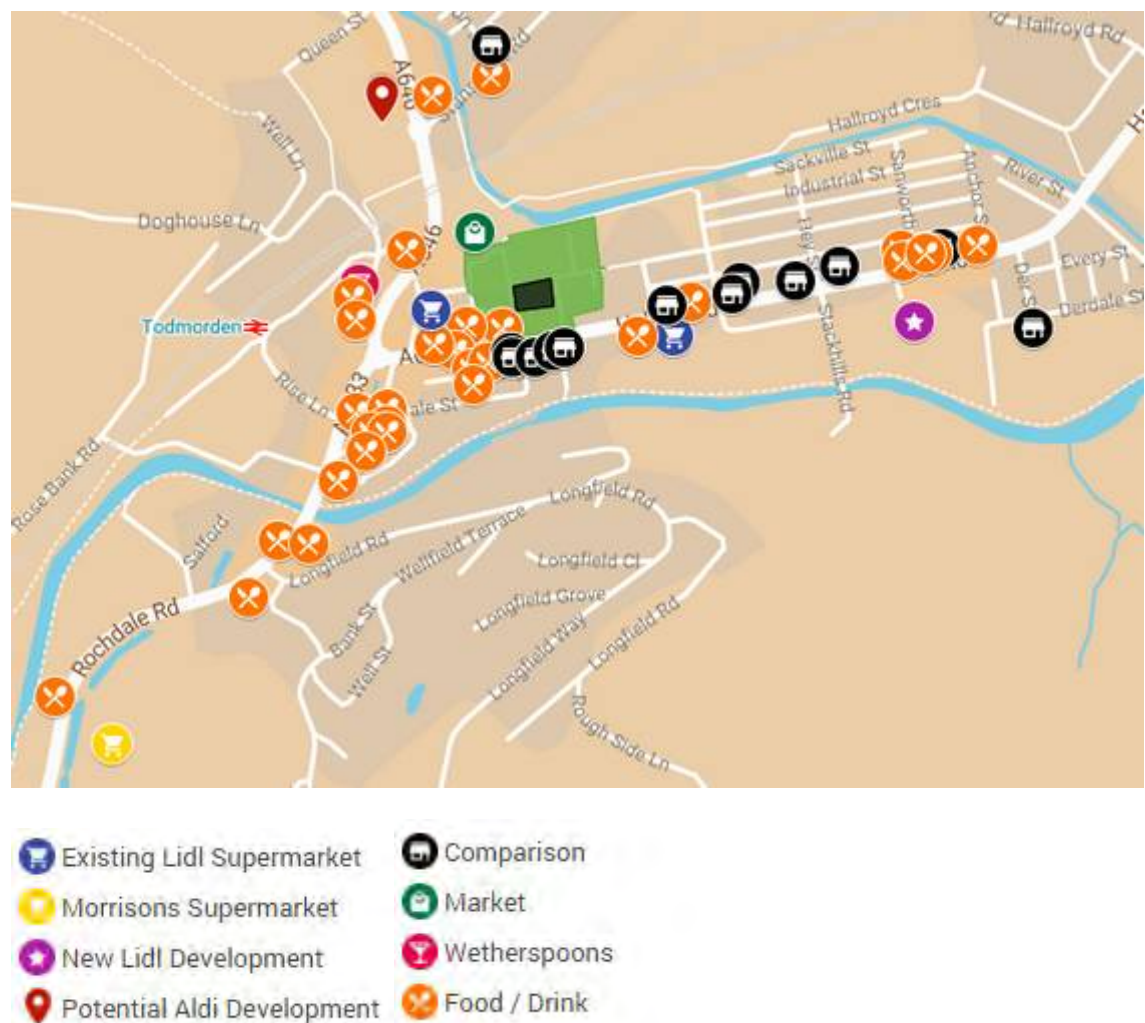
4 Retail

- 4.1 This section provides a review of the supply and demand of comparison, convenience and 'food & drink' retail in Todmorden.

Supply

- 4.2 The figure below provides an indication into the type of retail provision within the town and demonstrates that there is an abundance of existing food and drink retail (A3-A4 uses), along with existing and future provision of convenience floorspace.

Figure 4.1 - Supply of Retail Space



Source: Google My Maps

- 4.3 As highlighted in the NLP retail needs study 2016, there is capacity for 474 sqm (5,102 sqft) of convenience and 322 sqm (3,466 sqft) of comparison retail floorspace.

- 4.4 In terms of convenience retail, the capacity figure assumed that the Lidl development would be built – which it has on Halifax Road (15/01029/FUL). With the Aldi store now being completed the forecast capacity has been absorbed.
- 4.5 In terms of other units available in the town, we note there is a unit currently marketed on Oak Avenue, which is in a largely residential area. Whilst this does not represent a town-centre location, it is a useful indicator as to possible rents in Todmorden. The 42 sqm (458 sqft) unit has been recently refurbished and is available at £125.56 psm (£12.00 psf).

Figure 4.2 - Vacant Unit, Oak Avenue



Source: Rightmove

- 4.6 In terms of other availability of A1-4 class space, there is limited supply with the former Yorkshire Bank building on Halifax Road the only town-centre unit we have come across from our online searches of Rightmove and Property Link. This unit is being marketed by Cushman & Wakefield. The 174 sqm (1,873 sqft) property is available on a leasehold basis with the lease expiring in March 2023 for a rent of £17,500 per annum (£100.58 psm / £9.30 psf). This is lower than a similar character property available in Hebden Bridge which is available to let for £181.58 psm (£16.87 psf)² and marketed to both comparison and food & drink retailers.
- 4.7 The following section looks at demand in Todmorden, largely focusing on a soft-market testing exercise. However, a 186 sqm (2,000 sqft) unit on Halifax Road was let in 2017 for £64.36 psm (£5.98 psf). Whilst this is not a character property, it is located within the town-centre and it shows that rental levels in Todmorden are likely to be lower than Hebden Bridge for similar sized floorplates.

² 2 Crown Street – marketed by Walker Singleton

Demand

- 4.8 Our examination of databases identifies only three leasehold deals and three transactions registered on Estates Gazette since January 2016 for A1, A2 and A3-A4 uses. We summarise these below. It should be noted that the rents when expressed on a per sq ft basis appear high, but this is a function of the relatively small size of the units involved.

Table 4-1 - Leasehold Deals and Freehold Transactions of Retail Space

Property	Use	Size (Sqm)	Date	Type of Deal	Rent / Capital Value £ psm
18 Water St	A1	22	15/04/17	Leasehold	£228.05 (£21.19 psf)
5-9 Water St	A1	114	15/04/17	Freehold	£1,138.58 (£105.78 psf)
32 Halifax Rd	A1	186	15/01/17	Leasehold	£64.36 (£5.98 psf)
22 Water St	A1	18	11/10/16	Leasehold	£220.95 (£20.53 psf)
Masons Arms	A4	50 seats	01/10/16	Freehold	£4,000 per seat
23 Rochdale Rd	A1	82	27/04/16	Auction	£800.97 (£74.41 psf)

Source: Estates Gazette

- 4.9 The lack of retail market activity in Todmorden is unsurprising and subdued occupational demand is a theme of the wider market in larger conurbations. A recent BBC news article highlights the problems facing the high street³ and lists six factors:
- Squeezed incomes – inflationary pressures and slow wage growth
 - The shift to online shopping
 - Changing tastes – threatens business models e.g. Toys R Us
 - Rising overheads – inflation and new National Living Wage
 - Too many shops – consolidation of portfolio
 - Too much debt – challenging environment for retailers not online or without a rigid cost structure
- 4.10 Clearly with the 2019 Covid -19 pandemic the factors mentioned above have been brought into acute focus. The pressure upon bricks and mortar operators has been significant and the levels of retailing activity that has moved online has accelerated and doubled.

³ http://www.bbc.co.uk/news/business-43240996?lipi=urn%3Ali%3Apage%3Ad_flagship3_feed%3Bx1X%2BRwnpRXiTMdtx0lIxtg%3D%3D

Soft Market Testing - 2018

4.11 This section summarises our responses to a soft-market testing exercise with potential national operators. We have not soft market tested the site to convenience retailers given:

- The new Lidl development and availability of their current unit which they are leaving;
- Proximity of other convenience stores to the subject site, namely One Stop; and
- The Aldi development on Burnley Road.

4.12 In terms of non-food retailers, we contacted approximately 30 national operators as well as reviewing other active requirements and discounting Todmorden where this site and the town did clearly not match the criteria i.e. 'looking for opportunities within London / South Easter only and / or key regional cities'.

4.13 We tabulate below some responses to our market testing exercise.

Table 4-2 - Retailer Soft Market Testing Responses

Retailer	Response
B & M Bargains	They are interested in Todmorden and would like a site which could accommodate 20,000-22,000 sqft (1,850-2,045 sqm) unit with a 7,000 sqft (650 sqm) garden centre. Their interest in the site is jeopardised by the presence of the Methodist Church.
Boyes	Interested in a freehold or leasehold opportunity taking between 8,000-10,000 sqft (745-930 sqm) of trading space and 1,500-2,000 sqft (140-186 sqm) ancillary.
New Look	No response, but note the retailer is looking to close 10% of its stores nationwide including more locally places such as Bolton and Doncaster ⁴ .
Greggs	Our retailers have looked at this and it is not of interest.
Gino Gelato	Seeking 500-1,500 sqft (46-140 sqm) trading space but in larger centres e.g. Leeds, Liverpool, Manchester, Newcastle and York.
Subway	We could certainly be interested in a development if you were looking to build something here and we only require A1 planning on a 600-2,000 sqft (56-185 sqm) ⁵ .
Wilko	This is not a target location, they are concentrating on larger towns / cities where they are not currently represented such as Bath, Brighton and Harrogate where there is a much larger catchment.
3	Seeking 750-2,000 sqft (70-185 sqm) of space but in strong high-street, shopping centre and large fashion parks. Todmorden is not considered to meet this criteria.

Source: AspinallVerdi - 2018

⁴ <https://www.mirror.co.uk/money/new-look-confirms-plans-shut-12143219>

⁵ <https://subwayfranchising.com/en-gb/property/requirements-greater-manchester-west-yorkshire>

- 4.14 From a delivery perspective, there was an active interest from Resilienti a retail developer who had delivered a scheme in Hoyland, Barnsley⁶. We understand they have had a long-standing interest in the site and have numerous iterations of plans drawn up. However, we note that no proposal was put forward when the site was marketed in 2017.
- 4.15 However, we do consider that viability will be challenging given the likely rents in Todmorden and the current state of the wider retail market. Tenant incentives are likely to be an important part of attracting retailers to sign on a pre-let basis, and this can have a negative impact upon viability.

Conclusions

- 4.16 There is sufficient supply of existing convenience floorspace within Todmorden developments by Lidl and Aldi are to have satisfied any surplus capacity of convenience retail spend in the Town.
- 4.17 The existing retailers in the town are primarily independent businesses. There is capacity within the town for further comparison retail development (322 sqm / 3,466 sqft) and there is a limited supply of existing space available to let or buy.
- 4.18 We summarise below the active requirements for retail space as a result of the 2018 study.

Table 4-3 - Summary of Retail Requirements

Retailer	Freehold or Leasehold	Size Requirement
Boyes	Both considered	8,000-10,000 sqft (743-923 sqm) of trading space and 1,500-2,000 sqft (139-186 sqm) ancillary.
B & M Bargains	Both considered	20,000-22,000 sqft (1,858-2,044 sqm) plus 7,000 sqft (650 sqm) garden centre although this is predicated on the loss of the central Methodist Church
Subway	Leasehold	600-2,000 sqft (55-185 sqm)
Total		30,100-36,000 sqft (2,800-3,345 sqm)

Source: AspinallVerdi - 2018

- 4.19 Given the lack of comparable evidence, we provide below an indicative opinion of rental value potential and a possible yield. However, this would be heavily dependent upon the size and quality of development and the incoming tenant / occupier (and the nature of the deal i.e. pre-let).

⁶ <https://completelyretail.co.uk/scheme/Hoyland-Town-Centre-Redevelopment-Hoyland-Barnsley>

Table 4-4 - Indicative Retail Rental and Yield Assumptions

Use	Potential Rental Value	Indicative Yield
Retail	£12-£15 psf / £129-£161.50 psm	9-10%

Source: AspinallVerdi

- 4.20 It should also be reiterated that there is a great deal of uncertainty in the retail sector currently and this may have a knock-on effect on the rent, yield and or the requirements in the future. In terms of viability, tenant incentives such as a 12 month rent free period can have a significant impact upon viability.
- 4.21 Demand in the retail and leisure sectors will be very dependent upon the speed and nature of the post pandemic recovery. We are confident that within Todmorden operators seeking café and other leisure related activities will remain and that this sector will grown given the self-contained nature of Todmorden as a market town.

5 Leisure

- 5.1 The challenges facing the retail sector are similar to those within the leisure market given the relationship with consumer spending power and incomes. Clearly for the consumer, there are decisions to be made on where they spend their disposable income and increasingly consumers are opting for experiences over possession items. Deloitte report⁷ that the leisure market was resilient to consumer cut backs in 2017 with year-on-year spending increase across almost every leisure category and the outlook remains positive for 2018. Clearly the Covid-19 pandemic has significantly impacted upon the leisure and hospitality sector primarily due to not being able to operate.
- 5.2 The rest of this section provides a high level review of the supply and demand in terms of the following sectors: fitness & exercise, cinemas & bowling and 'overnight accommodation'.

Supply

- 5.3 Our supply analysis takes the form of a Rightmove and Property Link search for available space as well as a high-level review of existing supply to gain an understanding of market saturation of the respective sectors.

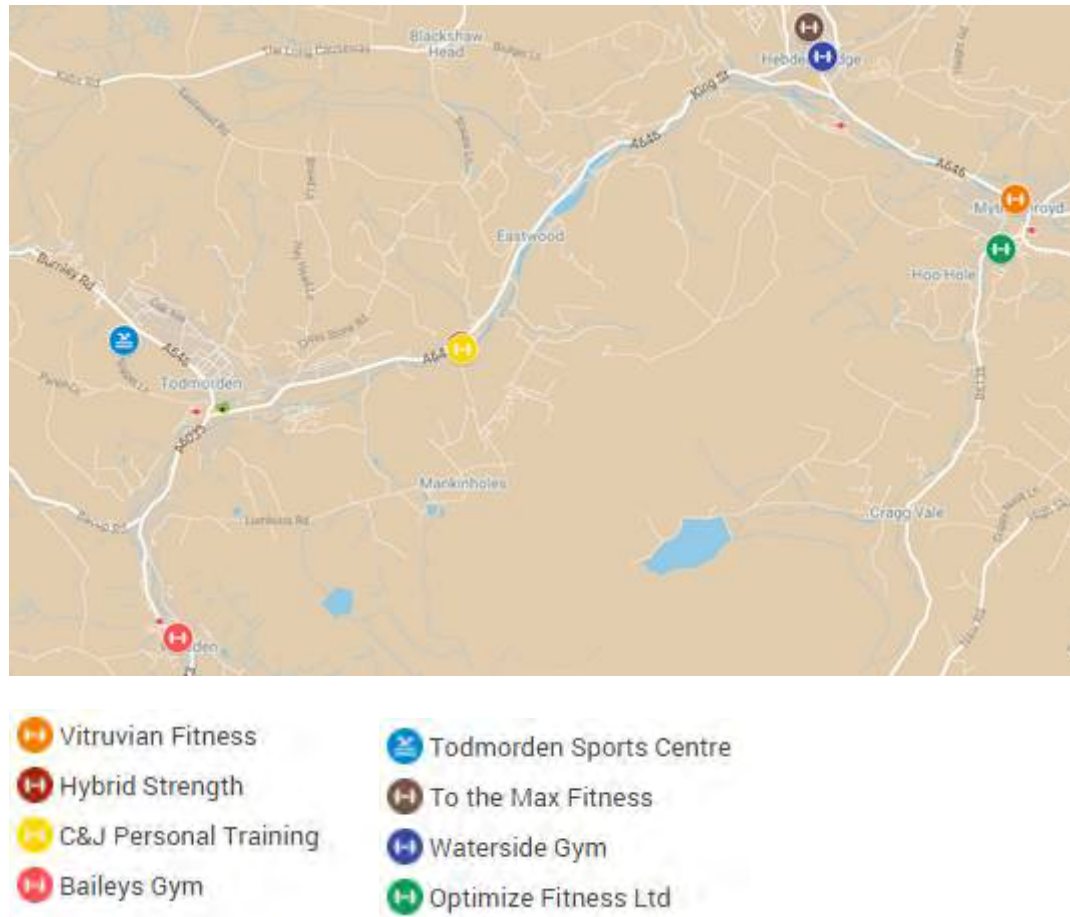
Fitness & Exercise

- 5.4 Figure 5.1 below shows that the only provision within the town itself is the Council owned sports centre. The benefit of this centre is that membership enables access to other centres in Calderdale.
- 5.5 However, we understand feedback as part of the Neighbourhood Plan process indicated the cost of this centre (currently £25.95 per month all inclusive) was an issue. We note that Pure Gym in Halifax charges from £15.99 per month however, this does not have the breadth of services that the Todmorden Sports Centre offers e.g. swimming pool and racket sports etc.
- 5.6 The rest of the fitness and exercise space shown on the map below is comprised of independent businesses for which there are a variety of different options available to potential consumers (i.e. personal trainers or class based fitness). The rates for these smaller gyms tend to be more expensive than say the larger Pure Gym type of offer, with a quick review indicating membership costs are in the order of £34-£45 per month.
- 5.7 As mentioned above, Pure Gym which is an expanding national 'budget' operator, is the closest nationwide operator (in Halifax) along with Xercise4Less which is located in Burnley. These gyms provide the cheapest rate, but in comparison with Todmorden Sports Centre provide fewer

⁷ <https://www2.deloitte.com/uk/en/pages/consumer-industrial-products/articles/passion-for-leisure.html>

services. In the round, the cost of membership at Todmorden Sports Centre compares cheaper given the facilities available.

Figure 5.1 – Existing Supply of Fitness & Exercise Space



Source: Google My Maps

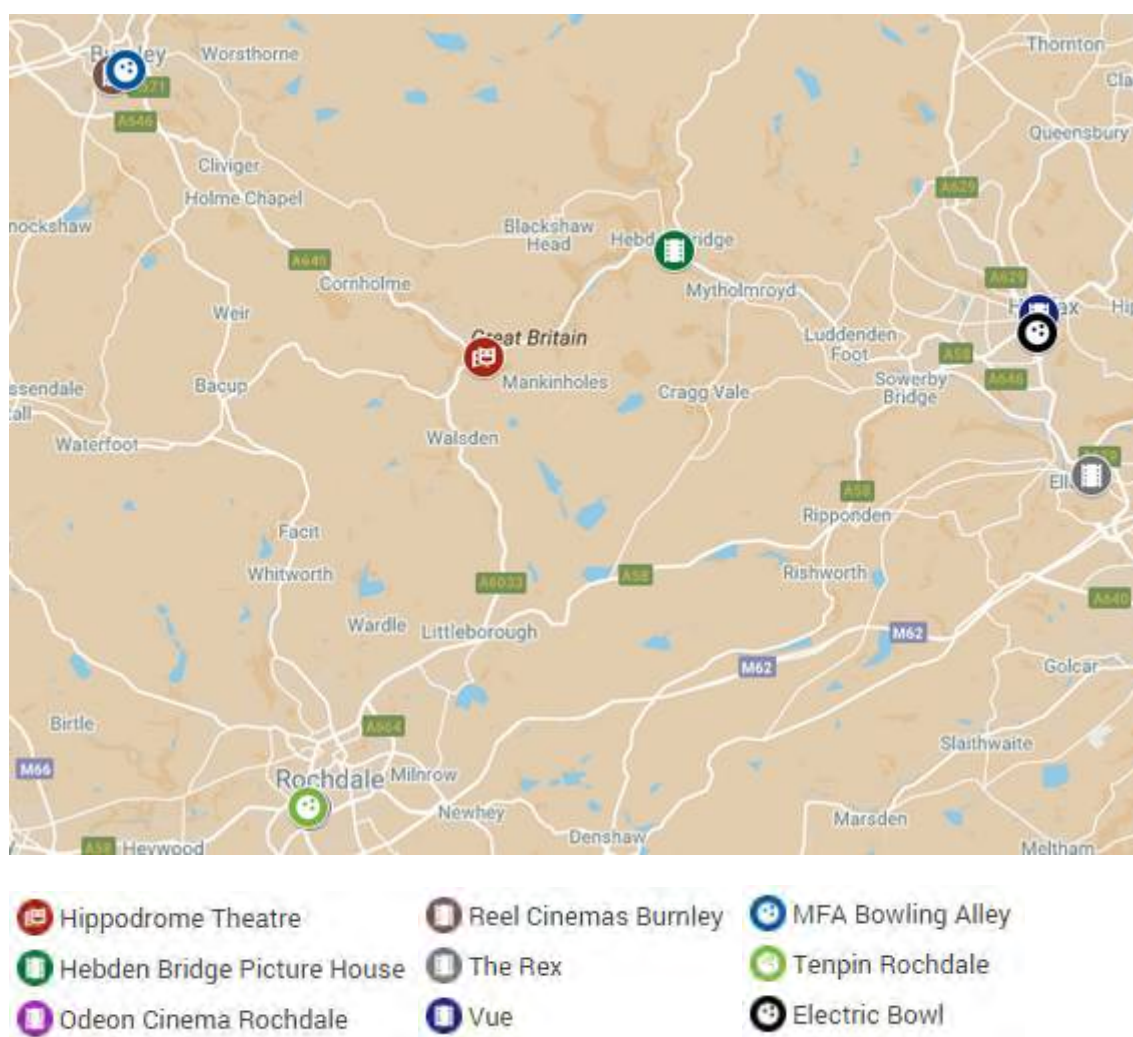
- 5.8 We have found no evidence of any D2 leisure space available (to buy or let) within Todmorden.
- 5.9 This sector is a potential opportunity for accommodation within Todmorden where it is of a suitable specification and a location. One issue in the town is finding a suitable building of sufficient size.

Cinemas & Bowling

- 5.10 Figure 5.2 below shows where there is provision in terms of Cinemas and Bowling Alleys in West Yorkshire and Eastern Lancashire. This shows that there is a large national operator (i.e. commercial operation) for each type of leisure space within the towns of Halifax, Burnley and Rochdale.

- 5.11 In terms of non-commercial cinemas, there is provision in Elland (The Rex), Hebden Bridge and Todmorden. The Picture House cinema in Hebden Bridge is a not-for-profit 500 seat, one screen cinema operated by the Town Council. Its current operational model is based on film programming, along with theatre, opera, ballet, music and other community events. We understand the Hippodrome Theatre in Todmorden screens regular monthly films and this service has acted as a new fundraising venture since 2013. It must be noted however that the Hippodrome's primary purpose is not as a cinema, but a theatre for live performances.

Figure 5.2 - Existing Provision of Cinemas and Bowling Alleys



Source: Google My Maps

- 5.12 The demand section below summarises our 2018 soft market testing exercise with regards to cinemas and bowling.

Overnight Accommodation

- 5.13 There is one hotel (The Queen Hotel) and one bed and breakfast (The Lindores) in Todmorden.
- 5.14 The 7-bedroom guest house on Burnley Road 'The Lindores' (see Figure 5.3) provides accommodation close to the Town Centre. We understand that this may be for sale through MyBizDaq⁸ for an asking price of £495,000.

Figure 5.3 - The Lindores Bed and Breakfast



Source: Rightmove

- 5.15 The 10-bed (all en-suite) Queen Hotel at Rise Lane in Todmorden, is officially a 3-star hotel but has a rating of 3.7/5 according to Google. The hotel website indicates that it has recently undergone major refurbishment to the rooms, bar and restaurant. Rooms are currently available (as of March 2018) from £39 per person (twin / double) and £52 per person (single).
- 5.16 Combining the two overnight facilities, there are a total of 17-bedrooms (before approximately five Air BnB properties) which can accommodate visitors in the town as indicated in Table 5.1 below.

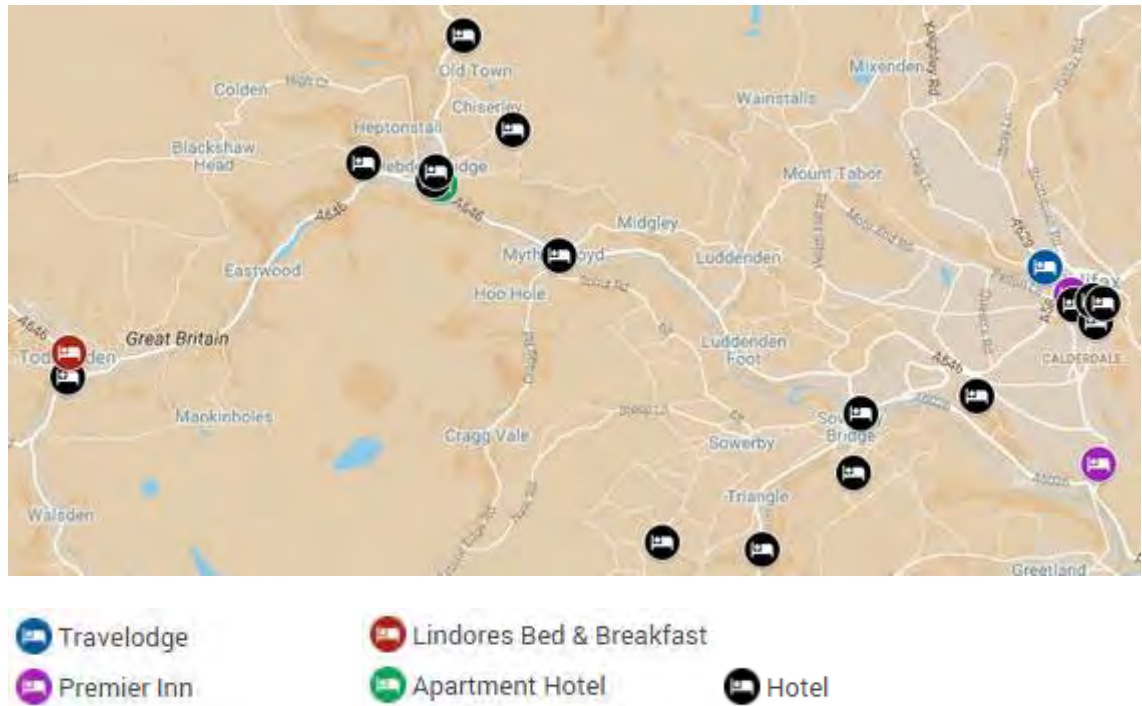
⁸ <https://www.mybizdaq.com/public/view-business-details/4948>

Table 5-1 Overnight Accommodation in Todmorden

Name	Type	# Rooms	Average room rate	Google Rating (5)
Queen's Hotel OL14 7AA	Independent Hotel	10	£70	4.0
Lindores B&B OL14 5EX	Bed & breakfast	7	£52	4.4
Staff of Life Inn OL14 8JF	Bed & breakfast	3	No pricing	4.7
Self-Catering (Holiday Lets /Air BnB)		39	£66	N/A
Total		59		

- 5.17 This is a considerably smaller level of 'supply' in comparison with Hebden Bridge and Halifax which is shown via Figure 5.4 below. Note that this figure is not a completely conclusive list of overnight accommodation but provides a strong indication into the dispersion of the provision across central and western Calderdale.
- 5.18 The black dots represent more local, independent hoteliers which is clearly the dominant type of accommodation in Calderdale with the exception of two budget operators in Halifax – Travelodge and Premier Inn with rooms currently available from £37 and £35 per night respectively.
- 5.19 Premier Inn have a town-centre hotel as well as one towards Exley. Travelodge are currently situated only at Dean Clough. However, from our understanding of the Halifax market, Travelodge have had an aspiration for a town-centre opportunity here but this hasn't materialised. We have soft-market tested Todmorden and the Rose Street / Bramsche Square site with the budget operators and we discuss this below under 'demand'.

Figure 5.4 - Provision of Overnight Accommodation in Calderdale



Source: Google My Maps

- 5.20 We also note there is a serviced apartment hotel in Hebden Bridge within Croft Mill. The serviced apartments and aparthotels are an emerging sector which differentiates itself from traditional hotels by providing self-contained accommodation (i.e. with kitchenettes) which are geared towards longer business stays.
- 5.21 We understand that the Croft Mill Apartment Hotel is an independent operator and the website markets the itself for both business and leisure trips. There are four types of apartments available with breakfast, Wi-Fi and parking at the following rates:
- Studio Apartment (Sleeps 2) – from £90 per room (£45.00 per person)
 - Standard Apartment (Sleeps 3) – from £107 per night (£35.67 per person)
 - Superior Apartment (Sleeps 4) – from £121 per night (£30.25 per person)
 - Penthouse Apartment (Sleeps 4) – from £143 per night (£35.75 per person)
- 5.22 This is evidence that there is a market for a more niche product which can charge a higher rate than the budget operators in Halifax.

Demand

- 5.23 We have found no recent evidence of leasehold or freehold deals on Estates Gazette for leisure space within Todmorden. Therefore, our analysis of demand is solely driven by a soft-market testing exercise which is discussed below for the respective sectors reviewed. Where we have not received a response from operators, it is assumed that the opportunity is not one which is attractive to them at this present moment.

Health & Fitness

- 5.24 We have soft market tested Todmorden and the site in particular with some national 'budget' gym operators:
- Anytime Fitness
 - Pure Gym
 - The Gym
 - Snap Fitness
 - Xercise4Less
- 5.25 The only feedback we received was from Pure Gym, who indicated that they have looked at Todmorden before but unfortunately based on socio-demographics and catchment, the town does not work for them. From our experience of previous consultations with such operators, there is a need for a population of at least 20,000 in order to satisfy their business model.

Hotels

- 5.26 The supply section of this chapter demonstrated that the majority of hotels in central / western Calderdale are independents with the exception of the budget operators in Halifax and an independent apartment hotel in Hebden Bridge which is geared towards business and leisure.
- 5.27 The largest expanding sector of the hotel market has been the budget operators, which accounted for 50% of all new UK hotel supply in 2016 and was predicted to have a 26% market share by the end of 2017⁹.
- 5.28 PwC's UK hotel market forecast states that budget hotel expansion has helped boost occupancy rates which are up 0.3% to 76% in the regions, and a further 12,000 rooms are predicted to be delivered in the regions during 2018¹⁰.

⁹ Knight Frank – UK Hotel Development Opportunities 2017

¹⁰ PwC 2018 UK Hotels Forecast

- 5.29 In 2018 we soft market tested the Rose Street Bramsche Square site with budget hotel operators given that they are the ones driving growth in the sector. The table below summarises the feedback we have received.

Table 5-2 - Budget Hotel Operator Soft-Market Testing

Operator	Response
Travelodge	The town doesn't have sufficient business drivers for a 53 week business model I am afraid.
Premier Inn	No response
Holiday Inn	Currently only seeking sites in cities, near airports and in suburban locations with capacity for 75+ rooms.
Holiday Inn Express	A smaller footprint (i.e. 49 rooms +) but currently only seeking sites in cities, near airports and in suburban locations.

- 5.30 In terms of 'aparthotels', we have done a high-level search of the key 'national' operators within this sector (i.e. StayCity, Staybridge Suites, RoomZZZ and GoNative), their current portfolios are focused in London or regional cities such as Manchester, Leeds and Birmingham.
- 5.31 RoomZZZ are perhaps the most geographically spread in terms of exposure to the regions with overnight accommodation in Chester, Nottingham, Newcastle, Manchester and Leeds (x3). In 2017 they were actively seeking sites in Zones 1-3 of London¹¹ whilst in the process of delivering aparthotels in Stratford, Newcastle, Manchester, York, Harrogate and Edinburgh.
- 5.32 The list of locations here demonstrates that their demand for space is focused on large conurbations. This is also the case for Staybridge Suites which is part of the InterContinental Hotel Group¹² who are seeking locations in cities and business districts with excellent transport links and sites which can accommodate 75+ rooms.
- 5.33 Clearly, the apartment hotel model has been achieved in Hebden Bridge by an independent operator which means that this type of model shouldn't be discounted if a hotel was delivered on the subject site. However, what this section has evidenced is a lack of appetite from larger operators to take sites in small settlements, predominately due to the lack of business trips to such destinations.
- 5.34 In addition to demand from an operator perspective, consumer demand is also a key indicator in terms of the viability of new hotels because it is determined entirely by the trading potential of the scheme. This is dependent upon the business model, location and competition in the vicinity. One of the key performance indicators within the hotel sector is occupancy, which is of course in addition to revenue potential.

¹¹ Estates Gazette, May 1st 2017 page 87

¹² <https://www.ihgplc.com/>

- 5.35 We understand that Incredible Edible is a key driver of local tourism and attracts in the region of 1,000 visitors per annum to Todmorden. We have consulted the Todmorden Information Centre to gain further understanding into tourism within the town. The information centre data is measured on trips to the centre itself and its website page and therefore does not capture everyone that has visited Todmorden.
- 5.36 They have noticed that less people are using the centre to find the information and are utilising the website instead (a natural trend with the growth of social media etc.). This is shown by the table below, which also suggests a growing interest in Todmorden based on online website visits but a fluctuating number of accommodation enquiries. However, it is difficult to be conclusive from this data and but we understand there is demand for overnight accommodation primarily through our consultations with local stakeholders.

Table 5-3 - Todmorden Information Centre, Tourism Statistics

Year	Centre Visitors	Website Visitors	Accommodation Centre Enquires	Accommodation Page Views
2012 / 2013	16,311	25,943	174	4,058
2013 / 2014	16,466	28,656	150	4,408
2014 / 2015	16,175	28,015	112	3,893
2015 / 2016	14,227	28,241	85	4,424
2016 / 2017	15,536	31,426	81	3,379

Source: Todmorden Information Centre

- 5.37 In terms of the reason for travel, we received anecdotal evidence that the split is 85/15 in terms of tourists versus business visits. The tourist category is said to be broken down into:
- General leisure i.e. walking in the Calder Valley
 - Incredible Edible Todmorden
 - Family history / family visits

Conclusions

5.38 We summarise below our thoughts regarding the leisure uses discussed above.

Fitness & Exercise

- 5.39 Todmorden benefits from a large sports centre at comparatively cheaper rates given the variety of facilities it offers. There is further supply of fitness and exercise space in close proximity to the town within neighbouring towns / villages, however membership is more expensive.
- 5.40 The 'budget' gym operators such as Pure Gym, The Gym Group and Xercise4Less who provide access to affordable fitness and exercise facilities / classes, have been rapidly expanding their portfolios.
- 5.41 The location of the Rose Street / Bramsche Square site would be attractive to these operators given its prominence on the Halifax Road. However, they are currently pursuing opportunities in larger conurbations, with say a population of over 20,000 and where sites are in close proximity to transport hubs and businesses.
- 5.42 If a development were to come forward delivering more active uses to the site (i.e. employment, retail or residential) then it is considered that any ground or lower ground floor space could be promoted to such operators at the time given that they are unlikely to sign up to a pre-let agreement in Todmorden. However, as noted earlier these operators tend to seek opportunities with low rents in the region of £4-£8 psf (£43-£86 psm) which further challenges viability in places such as Todmorden.

Cinemas & Bowling

- 5.43 Both cinemas and bowling are sectors in which 'multi-site' operators are still only establishing themselves in larger conurbations than Todmorden. We have evidenced no demand from these larger operators given the population size and proximity of Todmorden to Burnley, Rochdale and Halifax – centres which offer these leisure activities.
- 5.44 Whilst there are examples of successful 'independent for-profit' operators in similar locations (in population terms). These require significant investment in time and money, and carry a large degree of risk. Given the existing non-for-profit cinema provision in Hebden Bridge and less frequently, screenings at the Hippodrome Theatre, it is considered there is sufficient supply to meet demand without a cinema being delivered on the subject site and clearly, this would require significant time, investment and Council intervention were it to be possible.

Overnight Accommodation

- 5.45 There is an undersupply of overnight accommodation within Todmorden.
- 5.46 In terms of potential new accommodation, this report has evidenced a lack of appetite from national operators in both the budget and aparthotel sectors, who are focused upon sites in major cities and large towns.
- 5.47 With regards to occupier (i.e. visitor) demand, it is difficult to take the tourism website numbers as quantifiable evidence. However, there is qualitative evidence from key stakeholders to suggest there is a need for overnight accommodation within the town and the existing number of beds available is low. In order to explore this further advice has been taken from Malcolm Handoll of Five Senses a specialist consultancy that has consider the potential of a hostel for Todmorden. This report is provided separately.

6 Employment Uses

- 6.1 In this section we consider the current supply and market for offices, managed workspace and light industrial accommodation within Todmorden.

Traditional Office Supply

- 6.2 A search on Rightmove has indicated one property which is currently available providing office accommodation

Figure 6.1 - Available Office Space at Fielden House, Rochdale Road



Source: Rightmove 2021

- 6.3 Suite 2 which provides 468 sqft of accommodation is available at the ground floor and the asking rental is £6,600pa which equates to approximately £14.10 psf or a rent of £550.00 per calendar month. The terms assume that the tenant will take a full repairing and insuring lease. We note from the letting particulars that the building provides three suites two of which are already let. The accommodation is subject to a service charge payment of £3.00psf.
- 6.4 A search of EG Property Link has also been undertaken and identified no properties to let or for sale.

Managed Workspaces

- 6.5 As with the wider commercial and retail market, the office sector has also been diversifying to respond to occupier requirements. With a greater number of smaller businesses in the UK, the traditional self-contained office unit let on a full repairing lease poses greater risk to occupiers.

Managed workspaces are a response to demand for smaller 'start-up' business space on more flexible terms, often with incentives up front in terms of discounted rents that enable tenants to establish themselves before moving on to larger space, commonly within the same building.

6.6 Figure 6.2 below shows the location of existing managed workspaces in relation to Todmorden town centre. There is a clear trend with these centres generally being located in larger towns. Of the major operators shown in **Error! Reference source not found.** above, the only ones to have a presence in east Lancashire and Calderdale are:

- Bizspace with two centres in Rochdale and one in Halifax and Burnley.
- Flexspace with one centre in Rochdale.
- Regus with one centre in Halifax.

6.7 .

6.8 there are three centres in close proximity to Todmorden which are settlements with smaller populations – Littleborough, Mytholmroyd and Cragg Vale. We discuss these below.

Figure 6.2 - Managed Workspaces near Todmorden



Source: Google My Maps

6.9 Littleborough Business Centre¹³ is a local managed workspace set up by two accountants that realised there was a shortage of office accommodation locally. The centre offers (amongst others):

- Serviced offices
- Virtual offices
- Hot desks / offices
- Meeting rooms, conference and training facilities
- IT support

6.10 Littleborough Business Centre is a simple two-storey build with hot desk / office space downstairs (pay as you go – pictured left) and serviced offices on the first floor (available to rent on a monthly basis – pictured right).

Figure 6.3 - Hot Desking and Serviced Offices at Littleborough Business Centre



Source: <http://www.littleboroughbusinesscentre.co.uk>

6.11 There is no pricing information available on the website and we have not been able to make contact with the operational manager to discuss the nature of the business.

6.12 The Craggs is a larger organisation than Littleborough Business Centre as it has five locations offering ‘business units’ i.e. workshops, warehouses and light industrial space and the Craggs Country Business Park, near Cragg Vale (Mytholmroyd) provides managed workspace.

6.13 This centre focuses on providing shared and serviced offices on flexible leases (one month minimum). Like Littleborough Business Centre, conferencing facilities are available.

6.14 The table below summarises the availability and cost of office space at The Craggs:

¹³ <http://www.littleboroughbusinesscentre.co.uk/about/>

Table 6-1 - Availability and Cost of Office Space at The Craggs, Mytholmroyd

Type	Availability	Monthly Cost (+VAT)	The Chapel Cost
2 Person Serviced Office	1 week notice	£225	from £350
Co-working / Rent a Desk (1 person)	Immediate	£130	N/A

Source: www.thecraggs.co.uk/availability/

- 6.15 The figure below shows co-working / rent a desk space available within a 260 sqft office at The Craggs (pictured left).

Figure 6.4 - Accommodation at The Craggs Country Business Park



Source: Rightmove

- 6.16 In addition to the above the Craggs also have a scheme called the Chapel and this provides office type managed workspaces and current availability (2012) indicates the following
- 2 person serviced office - £550 + service charge
 - 8 person serviced office - £950 + service charge
- 6.17 The Chapel is was completed in late 2018 and provides larger workspaces and could be described as providing 'move-on' space. The website indicates that this will provide larger office accommodation with 1,300 sqft and 2,500 sqft in addition to 2 and 4 persons serviced offices. Therefore, The Chapel development will be able to provide 'move on' space to any occupiers that have grown themselves.

Demand

- 6.18 Identifying demand for managed workspace can be extremely challenging as often this demand is latent and comes from start ups and 'hidden' businesses that are located at home or from individuals seeking a change from commuting and establishing businesses closer to home.

- 6.19 Having said this we can see from the above and from discussions with the Town Hall in Hebden Bridge that where business accommodation has been provided that these are relatively well occupied with limited availability. Indeed, in January 2021 the Hebden Bridge Town Hall is fully occupied.
- 6.20 Advice has been secured from specialist Creative Space Management who manage a number of managed workspace centres in Yorkshire and that have provided the following advice
- Demand is likely to come from people who are normally commuters that require a proper place of work and that will use this space for that purpose, but save themselves from their commute
 - Other demand will come from the local community in terms of existing businesses seeking better accommodation (perhaps moving out of home, and that they can take advantage from networking and meeting rooms and a professional environment
 - Accommodation provided should be 'segmented' such that a combination of formal and informal meeting spaces as well as discreet work spaces (rooms) are provided.
 - Co-working space should be provided, but in a room which could be adapted back into a meeting room or office should the need occur.
 - In terms of services these should be minimised with the ability for occupiers to be relatively self-sufficient and thus this will keep operational costs low.
 - Security and high speed broadband will be important in terms of attracting occupiers.

Conclusions

- 6.21 We have found very limited evidence of traditional supply of office accommodation including managed workspace available at present in Todmorden.
- 6.22 The lack of affordable and modern business space has been a theme in local consultation, first identified in the Todmorden Town Plan (2013)¹⁴. This set out an aspiration for new managed workspace facilities with high-speed broadband. The need to address the issue continues in the Draft Neighbourhood Plan (2019)¹⁵ with 70% of respondents indicated a need for more office space and 75% indicated a need for more workshops and light industrial space.
- 6.23 In Todmorden, business premises are generally dated and of poor quality - very few non-domestic properties have a high energy efficiency rating.

¹⁴ [Town Plan for Todmorden, 2013](#)

¹⁵ [Draft Todmorden Neighbourhood Plan \(2019\)](#)

- 6.24 Operators have developed schemes in Hebden Bridge and Mytholmroyd providing quality managed workspaces which indicates demand in the wider valley. A reason why this has not happened to date in Todmorden has been that the existing stock of buildings does not lend itself to the conversions which have taken place elsewhere. The buildings in Todmorden town centre in particular do not provide the overall scale and nature of floorplates which are needed for effective managed workspace.

7 Residential

- 7.1 This section provides a high-level review of the residential property market in Todmorden. We provide an overview of new-build properties currently for sale in Todmorden and utilise the Land Registry Price Paid data for evidence of recent sales values for property in the town. We have also undertaken some local agent consultation to get a better understanding of supply and demand in the town.
- 7.2 Given the location of the site in the town-centre, and the aspiration for more active ground floor uses, it is considered from an urban design / masterplanning perspective that flatted development should be encouraged. However, we understand from working with a local Registered Provider that they have high levels of vacancy within their portfolio of flats. We have therefore considered a low-rise option and thus our market research looks at values for both houses and flats.
- 7.3 In our soft-market testing of the site, we have contacted Registered Providers and Sheltered Housing / Extra Care Living developers. The site has not been tested with market housebuilders.

Property Market Context

- 7.4 Figure 7.1 shows the average house prices across the United Kingdom, West Yorkshire and Calderdale since the year 2000. This demonstrates the period of growth experienced across the country in the lead up to the recession, followed by a c.19% drop in value on average in the United Kingdom. Since the recovery has been imbalanced geographically, with the United Kingdom average driven by house price growth in London and the South.

Figure 7.1 - Average House Price Comparison Since 2000



Source: Land Registry, January 2021

- 7.5 Despite the peaks and troughs shown on the map above, one consistent trend is that average property prices over the time period have been higher in West Yorkshire than Calderdale. However, average prices in both regions have been considerably lower than the United Kingdom average, which makes Calderdale a relatively 'affordable' place to buy property.
- 7.6 It is difficult to predict where the market is heading currently given the uncertain political environment we find ourselves in. Figure 7.2 provides a better indication into house price change than average house price trends. The graph demonstrates that since the Land Registry rebased its indices at 100 in 2015, there has been a 19-point jump in prices across the United Kingdom.
- 7.7 The index shows there has been more 'lumpy' growth in West Yorkshire and Calderdale in particular. The impact of the Brexit vote is visible with a plateauing in growth nationwide first and a slightly delayed drop by 7.3 points in Calderdale. We recognise that there will be other factors influencing this shift, such as inclement weather in Calderdale during the winter making transactions few and far in-between. This was mentioned by a local agent during a recent Royal Institution of Chartered Surveyors Residential Market Survey¹⁶.

Figure 7.2 - House Price Index Comparison



Source: Land Registry, January 2021

¹⁶<https://www.rics.org/Global/1. WEB %20January 2018 RICS UK Residential Market Survey tp.pdf>

Local Market Context

- 7.8 Whilst there has been an 11-point increase in value across Calderdale since January 2015, the growth has not been in a straight line as discussed above. Looking more specifically at Todmorden; Zoopla area stats for OL14 indicates that values have decreased by 2.5% over the last 6 months (see Figure 7.3). It should be noted that OL14 extends beyond Todmorden Town Centre.

Figure 7.3 - OL14 Market Activity over the Last Six Months



Source: Zoopla UK House Prices & Values, January 2021

- 7.9 The table below breaks down the average price paid and current average value by property type, and demonstrates that detached properties command over semi-detached, terraced and flatted properties on an absolute price and price per square foot.

Table 7-1 - Average Value and Price Trends by Property Type in OL14

Property type	Avg. current value	Avg. £ per sq ft.	Avg. # beds	Avg. £ paid (last 12m)
Detached	£369,151	£202	4.0	£337,188
Semi-detached	£211,595	£167	3.3	£188,836
Terraced	£120,969	£131	2.9	£124,212
Flats	£142,484	£183	2.0	£60,000

Source: Zoopla Area Stats, January 2021

- 7.10 Table 7.2 below shows the average asking prices or 'current value' based on the number of bedrooms. On the one hand this is useful because it shows that 5-bed properties will push up the average price of a detached property shown in Table 7-1. It also shows that the majority of existing supply is 4-bed houses, followed by 3 and 2-beds. Therefore, delivering a smaller product on the Rose Street and Bramsche Square site would fill a gap in the local market. This view is supported by local agents and is discussed later.

Table 7-2 - Average Asking Prices by Number of Bedrooms in OL14

Property type	1 bed	2 beds	3 beds	4 beds	5 beds
Houses	£160,000 (1)	£157,343 (14)	£214,631 (21)	£290,559 (17)	£411,500 (3)
Flats	£136,950 (1)	£74,500 (1)	-	-	-
All	£148,475 (2)	£151,820 (15)	£214,631 (21)	£290,559 (17)	£411,500 (3)

Source: Zoopla Area Stats, January 2021

Achieved Sales Values

- 7.11 We have reviewed the Land Registry for evidence of achieved sales values since January 2016. However, we found no evidence of new-build property selling within Todmorden.
- 7.12 With no new-build sales values evidence, the table below provides a summary of second-hand sales values for property in Todmorden since January 2020. We note that 'Todmorden' tends to incorporate the more rural villages of Walsden, Eastwood, Cornholme and Lydgate. This perhaps explains the large degree in variation, in addition to the size of property and indeed factors such as quality, garden space, aspect, parking and perceived safety.

Table 7-3 - Second-Hand Achieved Sales Values, Todmorden

	Size (sqm)	Achieved Value (£)	Achieved Value (£psm)	Achieved Value (£psf)
Flat / Apartment				
Min	43	£60,000	£1,013	£94
Max	170	£245,000	£2,279	£212
Average	90	£156,333	£1,754	£163
Terraced				
Min	55	£39,999	£602	£56
Max	188	£320,000	£2,727	£253
Average	89	£114,763	£1,308	£122
Semi-Detached				
Min	60	£100,000	£1,415	£131
Max	152	£280,000	£3,358	£312
Average	94	£186,135	£2,054	£191

	Size (sqm)	Achieved Value (£)	Achieved Value (£psm)	Achieved Value (£psf)
Detached				
Min	75	£115,000	£794	£74
Max	158	£386,000	£3,056	£284
Average	123	£278,167	£2,286	£212

Source: Land Registry, January 2020 - 2021

- 7.13 Typically, it would be anticipated that were a new-build scheme to come forward, it would command a premium over the second-hand values within close proximity to the site (i.e., town-centre). As mentioned above, there is quite a significant variation in the values achieved for second-hand units shown above and therefore it is difficult to use this as a benchmark. This is likely to be caused by higher valued property in the rural villages.

New-Build Developments

- 7.14 Following a search on Rightmove, we have found evidence of one new-build development currently marketing units for sale. This is the Derdale Street, Todmorden scheme (03/00937/FUL), which comprises of:
- 9 industrial nursery units;
 - 22 three storey town houses (including 3 affordable houses); and
 - 12 two bed apartments.
- 7.15 The scheme is to the west of Todmorden town centre. The only units currently being marketed are the town houses, with ten 4-bed semi-detached town houses currently on the market with Reeds Rains from £194,500.
- 7.16 There is also one 3-bed semi-detached house for sale at £235,000. This unit has been adapted to be accessible and cater for a disabled person, hence the premium given the costs associated with this standard.
- 7.17 We have consulted the agent instructed on these units and in summary:
- The canal side units have sold really well (see the site layout plan from the planning application is shown below in Figure 7.4).
 - Struggling to get away the units facing the road, the additional con of this scheme is the lack of mix provided with all the town-houses being 4-bed units.
- 7.18 It should be noted that the prices paid for the new-build units are yet to appear on the Land Registry, there tends to be a 3 to 4-month lag between the date of sale and this data being made available.

Figure 7.4 - Derdale Street Site Layout Plan



Note: 1-9 Industrial Units and 14-16 Affordable Units

Source: Calderdale Borough Council Planning Portal

7.19 Outside of Todmorden, we are also wary of a conversion scheme in Walsden, providing flatted accommodation. The Hollins Mill conversion is currently marketing six units:

- 1 x 1-bed flat £124,950
- 1x 1-bed flat £149,950
- 2 x 2-bed flat £154,950
- 1 x 2-bed flat £164,950
- 1 x 2-bed flat £189,950

7.20 The flats are sold on a leasehold basis with a ground rent of £100 per annum and a service charge of £1,000 per annum, which includes buildings insurance.

7.21 The agent acting on the disposal of these flats is the same agent from Reeds Rains instructed on Derdale Street. His thoughts were that flats in Walsden would command a premium over a new-build flats on the Rose Street / Bramsche Square site due to Walsden being more desirable.

7.22 We've undertaken a review of new build developments located in Todmorden which have properties on the market in January 2021. The locations of these developments can be seen in Figure 7.5 below.

Figure 7.5 - Location of New Build Developments



Source: Zoopla, January 2021

- 7.23 We have identified three new build developments with properties for sale.
- 7.24 The development at Burnley Road, consists of 2, three-bedroom semi-detached homes and is located on the outskirts of Todmorden close to plenty of amenities such as shops, pubs, post office, schools and train station accessing Manchester and Leeds are brand new semi-detached homes at Burnley Road.
- 7.25 Weavers Moorings is a new canal side development of 14 homes grouped around an inner courtyard in Walsden Village, on the outskirts of Todmorden
- 7.26 Hollins mill is a mill conversion located in the heart of the village of Walsden. These spacious apartments are unique with no two the same, with many original features such as vaulted ceilings and exposed ironwork remaining, coupled with all efficiency of a modern build.
- 7.27 Table 7-4 provides a summary of the new build properties which we have identified.

Table 7-4 - New Build Asking Prices in Todmorden

Development Name	Property Type	Address	Price (£)	Size (sqft)	EPC	Agent
Burnley Road	3 bedroom semi-detached	Burnley Road, Todmorden, OL14	£195,000			Reeds Rains
Burnley Road	3 bedroom semi-detached	Burnley Road, Todmorden, OL15	£185,000			Reeds Rains
Weavers Moorings	4 bedroom semi-detached	9 Weavers Moorings, Walsden, Todmorden OL14	£295,000			Revilo Homes
Weavers Moorings	4 bedroom detached	14 Weavers Moorings, Walsden, Todmorden OL14	£395,000	1687	E234	Revilo Homes
Weavers Moorings	4 bedroom detached	12 Weavers Moorings, Walsden, Todmorden OL14	£395,000	1625	E243	Revilo Homes
Weavers Moorings	4 bedroom semi-detached	11 Weavers Moorings, Walsden, Todmorden OL14	£295,000			Revilo Homes
Holins Mill	1 bedroom flat	Holins Mill Holins Road, Todmorden, Lancashire OL14	£138,950			Reeds Rains

Source: Zoopla, January 2021

Conclusions

- 7.28 Having consulted with local agents we understand there is demand for property within Todmorden, particularly 3-bedroomed accommodation.
- 7.29 The success of the Derdale Street scheme in Todmorden has been mixed, with units fronting the river having sold well. However, the critique of this scheme from the agent was that it did not deliver a mix of houses in type (i.e. semi-detached / detached etc.) or size (number of bedrooms) and thus the road fronting units have been harder to shift.
- 7.30 The subject site benefits from river frontage and is in a good location for residential development in our view and according to the agent. Whilst houses are considered to be in greater demand, one agent did feel that apartments could work on the site but that the values would be a discount to those currently being achieved on site in Walsden.
- 7.31 In our view, we would anticipate that a new-build development on the subject site could realistically command market values in the order of:
- £130,000-£145,000 for a 2-bed house
 - £150,000-£175,000 for a 3-bed house
 - £190,000-£200,000 for a 4-bed house
- 7.32 As with the Derdale Street scheme, any units facing the river are likely to command a slight premium.

APPENDIX 1 EVIDENCE BASE

Accomodation and Enterprise Notes/Reports

Todmorden Eco-hostel, visitor accommodation assessment

Introduction

The brief: “Eco-Hostel / Eco-Hotel?”, initial, online assessment.

Prepared by Malcolm Handoll, hostel and tourism consultant.

January 13th, 2021

Site location: Existing car park at Union Street, Todmorden town centre, beside the Rochdale Canal, in a flood zone. Todmorden has suffered a number of recent flooding events of the River Calder, which flows through the town. Todmorden is located near the upper catchment of the river and is thus receiving rapid run-off in storm events.

The plot for development appears (from looking online — a site visit in future is needed) to be quiet for a town centre. It is bordered by the Rochdale Canal and a green embankment to one side, with garage units (quiet at night) and residential terraced houses. There appears good connectivity to the town centre and railway station, with the potential for this to be improved and made safer.

Note: Straw Bale Hotel has previously been suggested for the nearby site, at Rose St.

Todmorden is a market town, now mostly a commuter town, of population believed to be just over 15,500. Having grown in the industrial revolution it has now largely lost its main reasons for being in this location, like so many mill towns.

Visitor activities tend towards outdoor pursuits as demonstrated by the Pennine Way, Calderdale Way, Paulinus Pilgrims Way (Todmorden to York, 65 miles), many circular walks and bridleways, etc. Other visitors to Todmorden itself are the usual mix of tourists, travellers, business, family & friends, and as a result of the high-profile activities of Incredible Edible, as an example.

Key questions that frame this assessment:

What is the existing visitor accommodation and demand in Todmorden and its surrounding area?

Answer: Insufficient for demand in both bed spaces and quality.

Is there a strong indication that there is demand for new visitor accommodation in Todmorden? If so, for what broad market segments and thus what type of accommodation is recommended to be explored through a thorough Feasibility Study?

Answer: Yes, of a high quality, true eco-hostel / eco-hotel.

What are the main visitor attractions near Todmorden and are there trends suggesting growth in this sector?

Answer: The area's attractions include the countryside and outdoor activities, while the specific attractions encouraging visits to Todmorden town include Incredible Edible; various artistic, cultural and festival activities; and general activities. Trends are for environmentally sensitive, active, UK-based visits.

Does Todmorden have a USP or major attraction? Could this be created?

Answer: It does not have a USP but this is 'growing' and can be further created by people and appropriate investment, including accommodation and gathering spaces.

Can accommodation be increased within the town without negatively impacting on existing businesses, both in and near the town?

Answer: Yes, but this is not a given and will take careful business planning. However, done properly the potential is very positive.

Is there a likelihood that there is sufficient potential that a private operator would fund such new accommodation?

Answer: No. Indications are that Todmorden is likely to lose bed space, rather than gain it, if left to market forces.

What obstacles are there to private capital investing in accommodation? What do market trends indicate?

Answer: Location, transport links, flood risks and present supply and demand would likely deter significant private investment. Market trends are likely to continue the focus on accommodation on major transport hubs, networks and cities / visitor hotspots.

Where in the UK has already done this? Would Todmorden be the first?

Answer: This project has the potential to create something very special, high profile and setting new standards as a market leader. It would be something unique and newsworthy that has not been done before.

Methodology

An independent assessment was carried out, prior to reading any documents supplied (such as the report by Aspinall Verdi), to ensure that these did not influence judgement. The location of Todmorden was found using a Google search and the top websites were investigated, in the same way that a visitor who did not know the area would make their initial investigation. This then led to investigating online maps, places of interest, visitor information and booking engines such as [booking.com](https://www.booking.com), TripAdvisor, Hostelworld and Google. By identifying active accommodation providers (accepting that the present pandemic means they are closed and websites may not be so up to date) their websites were then looked into and a picture evolved of their target markets, visitor attractions and

levels of business. This is largely utilising experience and market knowledge, not statistics, at this stage.

Having now also read the Aspinall Verdi report, as it relates to this brief, I can confirm that there is broad agreement with regards visitor accommodation demand and potential.

This desktop study was conducted as a visitor to the area, looking at the position of Todmorden, local attractions and accommodation, via the internet. Other sources were: Google search engine, visittodmorden.co.uk, yha.org.uk, independenthostels.co.uk, theAA.com, streetmap.co.uk, tripadvisor.com, booking.com, airbnb.co.uk, etc.

The following main observations are made.

Key target Markets

The region is attractive to outdoor pursuit enthusiasts, with upland walking such as the Pennine Way, along with cycling and sightseeing, hence the hostels at Mankinholes and Hebden Bridge. Given the array of walking, cycling and horse riding opportunities in the area, two hostels is modest supply relative to the proximity to population centres and public participation in these activities.

Todmorden also attracts visitors in its function as market town and through the activities of Incredible Edible and others. There will also be general traffic related to commerce and family and friend connections, owing to the presence of a train station and this being traditionally one of the main crossing points of the Pennines.

A challenge for accommodation is the near ubiquitous use of the private car and the ability to visit during the day and return home to the metropolitan centres in the evening. Visitor behaviour for accommodation is heavily skewed to weekends and holidays, and likely be dominated by adults without children.

The challenge is to create and market a facility that is so attractive to key, niche markets as to entice them to visit Todmorden and to stay! This is best done by focusing upon the 'low hanging fruit' of pre-existing visitor demand and building on the environmental image of the town and community.

Some key target users for an urban accommodation in rural location:

- Environmentally aware adults inclined to use public transport
- Electric car users, both visiting the region or passing through, attracted to ev charge points
- Cyclists - primarily bringing bikes to use on circuits in the area

- Friends and family of local residents - reunions, gatherings, returning
- Micro-festivals, courses and conferences, related to environmentally positive issues
- Self-employed business people and ethically minded commercial travellers
- People with dietary needs wishing to holiday in the region
- People with accessibility issues wishing to stay in the region
- Visitors to Todmorden wishing to avoid the noise of the main town centre, pubs and late-night drinkers
- Visitors attracted to the town centre restaurants and entertainment in the evening, preferring to not be based far out in the countryside
- Locals enjoying a night away, visit to friends and entertainment, not wishing to drive home late and attracted to a mini-break (especially mid-week at local discount rate)
- Hostel users aware of the luxury hostel trend and wishing for private rooms and hotel-style ambiance, lounge, cleanliness, decor
- Travellers inclined to socialise, preferring other options to the isolation of B&Bs and self-catering
- Day users, meeting place and like-minded people: ethical, aesthetic, environmentally active

A note on pricing and community use.

It is mentioned with regards the Straw Bale Hotel that there is need for additional affordable bed spaces by the local community, to accommodate visiting friends and family. This is actually a significant market segment and could well be a common use of the bed spaces. Setting the advertised rate low to be sufficiently attractive locally risks damaging profit margins. People visiting local families will likely spend less time using the hotel facilities and wish merely for a clean, safe, aesthetically appealing environment. While knowing the money could be supporting a local business or charity, the price could be a deterrent. Locals want low prices but want to maximise revenue and charge the true rate for other guests.

The business does not want to sell beds / rooms at discounted rates during times of high demand, such as peak season, weekends and holidays. The business should not operate at too low a price. Low price is off-putting for many as it is perceived that price reflects quality and facilities. One solution is to retain the advertised room / bed rates at 100% but to offer local customers (members) a discount scheme, perhaps allowing bulk purchase for use off-peak only. This can be discussed in detail when developing the full business plan but is worth mentioning here because there is potential to generate much higher occupancy than 50%, and also to have higher revenue and profitability with community buy-in to the project. This probably does not change the need for capital investment to secure the project build and operation in the first five years, but it can reduce the risk.

Architectural design notes

Given the general lack of a specific visitor attraction, the accommodation being a new build gives the opportunity to create a building and space that is in itself special and marketable, nationally and internationally. This is a significant benefit that would probably not be possible for a purely commercial operation with private funding. With the internet dominating visitor research, awareness of facilities globally is ever growing, and accommodation must compete in this arena if it is to stand out and get frequent mentions in media and reviews. It is therefore strongly encouraged to have a design that is exemplary, and this to be matched with management and operations that enhance this. The focus upon an eco-hotel / 5-star hostel is correct. This ties into the Incredible Edible brand and the community's need to respond to flooding and climate change.

A central concept of an eco-hostel is to include the ecology of human interaction, not just the building. There is a growth of 5-star hostels, overlapping with the budget hotel market. Where the latter provide isolation in private en-suite bedrooms, with tv and wi-fi, meals available in an adjacent restaurant (Premier Inn, Travelodge, Holiday Inn etc), luxury hostels (and mimicking hotels) retain the sociability of communal public spaces, a lounge, and usually more interaction with enthusiastic staff. Indeed, it can be argued half the business is the people. Budget hotels have almost eradicated on-site staff, even dispensing with a receptionist. While reducing overheads within a large network of sites, this also takes the heart and soul out of hospitality.

The growth market in top-end hostels and almost the entire new build (see examples at Cardiff Central, Boggle Hole, Edinburgh, Sail Loft, Perth etc) is for private en-suite rooms with communal areas. These may or may not have a cafe or bar, depending on the business model. We would urge caution in the provision of alcohol on-site and try not to compete with existing local businesses.

'Private sleeping - public living' sums up the best of both worlds approach, providing spaces where people can mix and meet (think reunions and hotel conferences) yet can retract to a quiet, private space, should they wish. That private space being shared only with their own group, not strangers, and the en-suite again avoiding fears of shared facilities.

To provide excellent sleep, noise insulation between rooms is essential, especially in an urban location where there will be both exterior noise at night and late-night social activity by guests. For this reason it is not encouraged to have televisions in bedrooms but to provide excellent wifi, seating where possible, and furniture to allow unpacking and settling in. The intention is to develop longer stays of 2+ nights, targeting the midweek in particular.

Bed design and space use is beyond the scope of this initial report but the bed is integral to the room and the most important furniture in the room. It is the sleep experience that dominates the experience above all else. Beds can be full sized singles, doubles or twin bunks, with optional creativity, that can be discussed in future. Room occupancy is therefore 2 person, or 4 person.

Some adjoining rooms are an excellent design, allowing much greater flexibility in marketing and operation, so long as the construction and sound proofing are excellent. There can then be some rooms that when operated together provide a private space for a party of 6-8 persons, allowing a family or friends to be together. This is a premium facility, superior to budget hotels and to hostel dormitories.

The provision of a modest but well equipped and fully accessible kitchen for use by the guests is a very important feature, significantly increasing the marketability, and a statement of ecological sustainability and communal space. A hostel (in modern design) is a hotel with a sociable space and a self-catering kitchen. A ho-s-tel. A space of hospitality with a host that cares for the guests' needs and integrates visitors into the community. The eco-hostel becomes a hub where locals and visitors integrate, for the benefit of both.

All kitchens and offices need to be separated from fire exit routes and safe zones, not having a single door opening onto these areas. In particular, a communal kitchen, while very attractive from marketing and operational perspectives, is a hazard and must not be located adjacent to the open, foyer or entrance. The communal lounge or cafe area is integral to the character of a friendly hostel, and will increase the duration of stays and increase repeat bookings and customer loyalty. The kitchen operates as a social ice-breaker and a place where strangers can meet, share information and bond. This is something unique to the kitchen and sharing of food.

Accessibility

With an ageing demographic, there is increasing need for access to leisure and accommodation to be equal for all. Accessibility is a growing issue, a growth market and a real opportunity for a new-build facility, which has no excuses for not providing ample rooms and spaces for all people, irrespective of mobility, sensory abilities or age. A town centre facility, built on flat land, has the ideal opportunity to maximise this potential and to be an ethical market leader with strong branding.

Accessible rooms on the ground floor are strongly encouraged, in addition to upper floor rooms being accessible to all or most users. Emergency evacuation should be within the control of the individual and not reliant on external help.

Distances and journey time by car, to / from Todmorden

Todmorden is located in upper Calderdale, surrounded by the steep-sided valleys of the Pennines, situated in between the urban conurbations of Burnley, Rochdale and Halifax, with Manchester to the South West and Leeds to the North East.

Car

Distances and average journey times* to key locations:

Burnley	9 miles	21 minutes
Rochdale	11 miles	30 minutes
Halifax	13 miles	35 minutes
Huddersfield	18 miles	45 minutes
Bradford	20 miles	50 minutes
Leeds	40 miles	1 hour

*calculated using the AA Route Planner

The roads into Todmorden, the A646 and A 6033, are forced to run along the valley bottoms, through linear development, which slows travel speeds. An approximate travel time by private car to / from Burnley and the M65 and Rochdale and the M62 is 10 miles in 25 minutes, suggesting average speeds below 30 mph. For many, the higher speeds of motorway travel mean this area is often bypassed and has lost its status as a major crossing point of the Pennine hills.

The very factor that has deterred visitors and the development of tourism could now be beneficial to an eco-hotel that promotes public transport, community use and electric vehicles. The area could work to increase visitor numbers, overnight stays and expenditure locally while not causing further congestion on the roads or increasing local pollution. It would be interesting to know figures for air quality in these valley towns, hemmed in by hills, particularly for carbon particulates and nitrous oxides from vehicle emissions.

Airports

Manchester Airport	37 miles	55 minutes
Leeds - Bradford Airport	28 miles	1hr 10 minutes

(While this is attractive for a minority of potential users, it does not signal that this will be significant or that the facility should target visitors arriving or departing by air. Given the eco credential that is being focused on, encouraging air travel is also questionable.)

Public Transport

Train

The existence of a train station in Todmorden is of great advantage and should be heavily marketed.

Todmorden is connected directly to Manchester, Leeds, Blackburn and Chester, placing it well within the rail network. Minimal distance on foot from the train to accommodation is a very attractive factor. Train services are said to be approximately every 30 minutes, which is frequent.

Bus and coach services connect Todmorden with Burnley, Rochdale and Halifax.

Electric Vehicle Charging Points in 2021

Using the Plug Share app, the following charge points have been identified in, or close to, Todmorden and the associated routes.

As electric vehicle use is going to increase dramatically over the next 10 years, yet public awareness lags behind this need, there is a slowness to provide EV charge points at destinations and accommodation. Those businesses that embrace this will get ahead of the curve, and will enjoy an increasing market advantage and visible presence on essential online apps used by car owners to choose where to go and where to stay.

While there are Rapid, 50 KWh chargers in Todmorden and Hebden Bridge, there are no listed Fast, 22KWh chargers or slow, type 2, 7KWh chargers, suitable for overnight charging. It will be highly desirable for car users to be able to park their electric vehicle overnight at the Eco-hotel and have a fully charged battery for their onward journey, or exploring the countryside, the next day. The temptation to use such a place as a base, and to explore from such a central location, will be high.

The complementary attraction of cycle hire and E-bike hire (think of those steep hills) for EV or public transport users deserves investigating.

EV chargers

Hebden Bridge: Market Place c.p. Rapid, 2 bays but one for taxis

Todmorden: School Lane c.p. Rapid
 Lidl supermarket Rapid

Note: Charger at National Trust Hardcastle Crags

The Old Chambers guest house near Hebden Bridge is the only accommodation close to Todmorden that offers a Type 2 charger for guests.

Nearby Hostels

Mankinholes YHA	3 miles	
Hebden Bridge Hostel	5 miles	12 minutes

The two nearby hostels are both popular and will be impacted by the opening of new accommodation in Todmorden. If the facility is well designed and well operated to attract new visitors, it will not syphon guests from existing accommodation. (There will be a two-way flow between the new eco-hotel / hostel and existing businesses, but the net flow from

a successful operation with be outward, to improve occupancy in all establishments, sharing bookings and feeding business.)

It is assessed that no private hostel operator will wish to develop a hostel in Todmorden, given the capital investment needed, and revenue potential. The YHA will surely not wish to compete with their existing hostel at Mankinholes and are concentrating urban hostel development in prime tourist destinations, such as cities. Independent hostels often require a dedicated management to be successful and Todmorden town centre does not look a likely location.

It is important to protect and assist visitor numbers to these two good hostels. They are important facilities in the hostel network and should figure in any business plan developed for Todmorden.

Post Pandemic and post Brexit

Market uncertainty exists, with the possibility of businesses such as the Queens hotel and Lindores guest house closing, or at least struggling.

Possibility of investment in existing hotel and guest house but the need to recoup that capital investment driving up prices, ultimately increasing the vacuum into which an eco-hotel / hostel is ideally suited.

Should the existing provision continue as is, it is unlikely to survive. Therefore, by the time this project is at design stage, the provision of beds in the area could be significantly changed, downwards.

It is quite possible the existing businesses will be sold and the new owners may well provide less bed spaces. They do not appear, from afar, to be in positions to benefit from trends in leisure and transport in the same way a new build can.

The best hostels and budget hotels tend to perform better during economic down turns and recessions. This, allied with the social impact and multiplier effect of a community supported facility, could be significantly beneficial to Todmorden and a more positive return on capital investment.

Possible price rises nationally.

Increased demand for staycation leisure nearer to home, with economic tightening and obstacles to European travel for budget travellers.

Increased demand for UK-based mini-breaks in rural locations, over the coming years, in response to health and leisure needs.

Increased demand for very affordable facilities due to less disposable income.

Increased demand for self-catering due to less disposable income, food prices, dietary issues and fears.

Key Accommodation Stakeholders

Mankinholes YHA

A rural “retreat” on the Pennine Way. Popular and well known, sleeping up to 32 persons in 8 rooms.

Hebden Bridge Hostel

A “quirky” eco-backpackers, with only vegetarian use of the self-catering kitchen, sleeps up to 33 people in 8 rooms.

Queens Hotel *7.5 rating (which isn't good!)

“ The Queens Bar, restaurant and B&B”, apparently changing owners in 2020. Customer comments reveal problems of noise from the bar and loud behaviour from revellers. Suspect this business will either need significant investment and upgrade or it will not survive, especially in the present economic climate. This is purely opinion and needs investigation and site visit.

Lindores B&B

Appears to have been for sale, and also has an uncertain future. Needs investigating.

There are other self-catering apartments, AirBnBs and minor operators but the overall picture is a lack of overnight accommodation in and around Todmorden, and little economic confidence for a private operator to invest in any hotel or hostel facility.

The limitations on transport and local attractions would seem to deter commercial development, but leave the community very underserved and visitors using more distant accommodation, day visiting or not coming at all. The potential for a high-quality accommodation business that provides budget hotel / 5-star hostel service looks to be excellent, if it has community buy in and involvement and is operated in an environmentally sound way. Who would want it any other way?

Budget Hotel provision, suggests little competition

Premier Inn, Travelodge and Holiday Inn are concentrating on the motorway networks, with the nearest of their hotels near Burnley, Rochdale and Halifax.

It is assessed that Todmorden has little to no appeal to the main budget hotel operators, due to the transport routes and population size / economy.

Hostel trends and hostels to investigate

The main UK operators are investing quickly in urban, 5-star hostels, where bedrooms are en-suite and sleep 2-4 people, sometimes 6, but no dormitories. There are also special upgrades to hostels located in national parks and prime visitor destinations, like Bath. See the following for examples:

Examples of 5-star UK hostels:

- Cardiff Central YHA
- Ballater Hostel (Independent)
- Jessie Mac's, Birnham (Independent)
- Edinburgh Central, SYHA
- Boggle Hole YHA (by Manchester based Just H architects)
- Plas Curig (Independent) and Bryn Gwynant YHA, Snowdonia

Eco-hostels to be aware of:

- Fordhall Straw Bale Bunkhouse (Shropshire)
- Allendale Bunkhouse
- Hebden Bridge Hostel

Eco-hostels in the UK are in rural locations, emphasising the environment and operations. Urban hostels are vibrant, small en-suite bedrooms, fresh and fun.

There is yet to be a hostel that combines both these growth markets and creates a true eco-build in an urban context, so the potential for a high-profile facility that straddles the 5-star hostel and clean budget hotel concept is excellent.

Other accommodation worth investigating:

- The Lodge, Perth Racecourse
- Selina, Birmingham
- The Court, Edinburgh

In the last 2 decades, the YHA has undertaken a big change, closing many of its medium sized hostels in towns and villages after finding it could not make sufficient profit from them. It has focused investment and new hostel projects almost entirely in cities and major tourist

destinations, while maintaining a number of iconic, rural, traditional hostels, such as those on the Pennine Way or in the Lake District.

At the same time there has been a boom in independent hostels, privately or community run, that have been able to fill this niche and have gone so far as to drive up standards in the sector. This proves there is a market for medium sized hostel businesses, if of an excellent quality and expertly managed.

Summary / Conclusion / Recommendations

Yes, to the potential of a '5-Star eco-hostel / eco-hotel' with sympathetic urban design, eco-build, eco-operation and marketing. As stated in Aspinall Verdi, 6.68, "The viability is dependent on the business model, location and competition". It is important to emphasise the need to get the business model and space use right, but the potential – in terms of location, competition and community – appears very promising.

Build on pre-existing branding for Todmorden (Incredible Edible) and Hebden Bridge, while also addressing the economic decline, post Industrial economy, climate change and flooding. There is evidence of insufficient accommodation and of insufficient quality, and limitations on brown-field sites for development and limitations of capacity within existing housing stock, such as Airbnb.

Develop Todmorden as a base for exploring the walking, cycling and outdoor activities in the area, as traditionally practiced by the population centres of Lancashire and West Yorkshire. This does not want to encourage more ICE (petrol) vehicles into the valley.

Promote accommodation that is seriously eco, even positive carbon, and to operate this accommodation accordingly.

Focus upon public transport and the site's proximity to stations in the town centre (walking time and gradient).

Emphasise the new build, designed to accommodate differing accessibility needs, electric vehicles and bicycles, along with bike hire and e-bike hire!

Todmorden's relative isolation can be overcome as transport behaviour and fuels change.

Embracing Electricity

Electric vehicles (EV) type 2 charge points for guests, to encourage stays of many hours and overnight. Supplementing the two Rapid charge points and the many more that will be needed to provide for electric vehicles, which must happen.

Conclusion

EV charge points visibly put Todmorden on the map and encourage visitors who are likely to be more environmentally aware.

In light of a lack of high status visitor attractions, the role of the new accommodation locally becomes more significant. Bringing more people to the town and keeping them there longer will increase spend in local businesses. This injection of primary revenue can then be recirculated around the community, multiplying its initial value 2-3 or more times. This is sufficient to keep small, marginal businesses going, and to be there for locals who themselves cannot spend sufficiently.

Perhaps an overlooked benefit of a town centre, high quality accommodation hostel is the increased footfall in town in the evening, making the town a safer and more attractive place to be, diluting any anti-social behaviour and thus improving everyone's experience. It also increases the likelihood of people returning and spending additional money.

Hostel users, it has been suggested, tend to spend disproportionately more money in the local community when there, as they are often keen to explore, eat out in local businesses, buy produce and use vulnerable transport, helping sustain businesses much needed by the locals. Hostel guests are more likely to be sociable, outgoing and keen to interact with the local community, if welcomed. This is quite distinct from the image of some hostels that provide for school groups or stag parties. This is important to clarify now if full community buy-in is to be achieved, especially in the residential areas near the proposed site.

A high quality, iconic eco-hotel / hostel would boost the morale of the community and raise the prestige of Todmorden, which may even go so far as to raise property values in this now largely commuter town, as well as attract further investment by commercial businesses. There are therefore social and capital returns on investment that can be estimated.

APPENDIX 2

PROJECT PRIORITISATION

PRIORITISATION TOOL

1. Sift>

PRIORITISATION TOOL 1. Sift>			TOWNS FUND KEY REQUIREMENTS				STATUS	FUNDING	TOWNS FUND INTERVENTION THEMES						PROJECT MEETS AT LEAST ONE INTERVENTION THEME
PROJECT	DESCRIPTION	TOTAL COST	CAPITAL	GEOGRAPHY	ASK	VISION & STRATEGY	PROJECT STATUS	CO-FUNDING	LOCAL TRANSPORT	DIGITAL CONNECTIVITY	REGENERATION, PLANNING & LAND USE	ARTS, CULTURE & HERITAGE	SKILLS INFRASTRUCTURE	ENTERPRISE INFRASTRUCTURE	
			Is the project capital?	Does the project fit within the Towns Fund boundary?	Is the project Ask within the Towns Fund financial limit?	Does the project broadly fit with the town's vision & strategy	Is this project 'shovel-ready' and in a position to be fast-tracked after Heads of Terms agreement?	Does the project present opportunities for co-funding or match funding? This is not a requirement.							
Public Places in the Heart of Todmorden	Reconfiguration of outdoor market to create a more flexible space that connects with a new civic space - Bramsche Square and Pollination Gardens	£ 3,525,000	Yes	Yes	Yes	Yes	No	No	Yes	No	Yes	Yes	No	No	True
Affordable Living in the Heart of Todmorden	Development of affordable housing and affordable live work housing in the heart of the town centre by Calder Valley Community Land Trust	£ 7,075,000	Yes	Yes	Yes	Yes	No	Yes	No	No	Yes	No	No	No	True
Enterprise in the Heart of Todmorden	Delivery of new 905 - 1,200 sqm enterprise centre in the heart of town centre	£ 3,175,000	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	No	Yes	True
Staying in the Heart of Todmorden	Delivery of new eco-friendly, affordable overnight accommodation on Council owned car park	£ 3,000,000	Yes	Yes	Yes	Yes	No	Yes	No	No	Yes	Yes	No	No	True
Todmorden Town Hall	Access and roof / stonework, internal reconfiguration to create a Heritage Centre, meeting rooms, office space and community event space.	£ 1,569,000	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	True
Hippodrome Theatre	Acquisition of adjacent property and refurbishment to create storage space and new accessible studio space that will enable more performances and classes for youth theatre members and the local community.	£ 825,600	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes	True
Riverside Outdoor Activity & Sports Park	Modernisation and refurbishment of sports facilities and delivery of all weather 3G pitch. Project also includes camping plots providing an alternative overnight accommodation option.	£ 1,145,000	Yes	Yes	Yes	Yes	No	Yes	No	No	No	Yes	Yes	No	True
Centre Vale Park & Fielden Hall	A series of interventions to restore and improve Central Vale Park and its premises. Plus upgrading the eco performance of Fielden Hall buildings and delivery of two affordable homes.	£ 1,809,000	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	No	True
Todmorden Learning Centre & Community Hub	Asset transfer of the former College Building to bring forward a multi-use space for sports, arts, learning, concerts, community/family function space and business space. It will be a centre for sustainability, providing opportunities to develop skills in sustainable construction methods.	£ 10,865,000	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	True
Active Todmorden	Developing the strategic cycle network, making walking around the town accessible for all, comfortable & legible.	£ 5,728,278	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	No	No	True
Murmuration Workshops at Robinwood Mill	Restoration of mill building to deliver a creative hub, artist co-working space, café and venue.	£ 776,000	Yes	Yes	Yes	Yes	No	Yes	No	No	Yes	Yes	No	Yes	True
Wasliden Cycle Hub & All Ability Cycle Centre	Delivery of cycle hub with business space and new all ability cycle centre	£ 2,410,000	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	No	Yes	True
Harley Mill	Refurbishment of mill building to deliver workspace	£ 750,000	Yes	Yes	Yes	Yes	No	Yes	No	No	No	No	No	Yes	True

1 Please provide below a list of up to 11 criteria specific to your Town's objectives, against which each of your proposed projects should be assessed. *Note that if some rows are not used, they will not affect the scoring in the Assessment tab.*

TOWNS SPECIFIC CRITERIA	
Link to Towns Fund Further Guidance	
1	Has local community support
2	Is environmentally sustainable and contributes towards zero carbon agenda
3	Improves visitor experience (arts, culture, heritage & active leisure)
4	Improves physical and mental well-being
5	Improves employment skills and opportunities
6	Contributes towards inclusive growth – equitable opportunities
7	Supports small and medium sized enterprises
8	Improves access to / encourages sustainable modes of travel
9	Improves digital connectivity
10	Utilises brownfield land or underutilised property
11	Responds to challenges / opportunities posed by Covid-19

2 Below is a list of 5 public investment appraisal criteria based on HM Treasury Green Book guidance. These criteria are recommended for use by the Towns in this assessment, but can be tailored to the Town's specific project appraisal needs.

HMT GREEN BOOK APPRAISAL CRITERIA	
Link to HMT Green Book Guidance	
1	Value for Money (likeliness to deliver social value in terms of costs, benefits and risks)
2	Affordability (financing and affordability given existing budgets)
3	Achievability (deliverability given organisational capability and skills)
4	Commercial viability and feasibility of procurement
5	Stakeholder support

PRIORITISATION TOOL
3. Assessment>

Scoring scale: 1 to 5

TOWN SPECIFIC CRITERIA

Scoring scale: 1 to 5

TOWNS FUND CRITERIA

PROJECT	DESCRIPTION	SCORING RATIONALE / COMMENTS	OVERALL SCORE	Has local community support	Is environmentally sustainable and contributes towards zero carbon agenda	Improves visitor experience (arts, culture, heritage & active leisure)	Improves physical and mental well-being	Improves employment skills and opportunities	Contributes towards inclusive growth – equitable opportunities	Supports small and medium sized enterprises	Improves access to / encourages sustainable modes of travel	Improves digital connectivity	Utilises brownfield land or underutilised property	Responds to challenges / opportunities posed by Covid-19	Score	Value for Money (likelihood to deliver social value in terms of costs, benefits and risks)	Affordability (financing and affordability given existing budgets)	Achievability (deliverability given organisational capability and skills)	Commercial viability and feasibility of procurement	Stakeholder support	Score
Public Places in the Heart of Todmorden	Reconfiguration of outdoor market to create a more flexible space that connects with a new civic space - Bramsche Square and Pollination Gardens	A more flexible space that will reduce car dependency and improve pedestrian movement around town centre, as well as creating a focal point for events or dwelling. It will improve town centre experience and contribute towards economic activity.	81%	5	5	5	4	2	4	3	3	1	4	3	71%	3	5	5	5	5	92%
Affordable Living in the Heart of Todmorden	Development of affordable housing and affordable live work housing in the heart of the town centre by Calder Valley Community Land Trust	Utilises brownfield land to address identified need of affordable housing and will be affordable in perpetuity. Sustainable development that will be zero carbon. Strong delivery model that will be able to utilise co-funding.	85%	4	5	2	3	4	5	3	3	3	5	4	75%	5	5	5	5	4	96%
Enterprise in the Heart of Todmorden	Delivery of new 905 - 1,200 sqm enterprise centre in the heart of town centre	Will provide much needed quality, energy efficient and affordable workspace to support SMEs in the heart of the town centre and will create employment. Will bring business and people into the town centre. Strong links with Active Todmorden project to encourage cycle use.	89%	3	5	4	4	5	4	5	5	5	5	4	89%	4	5	4	4	5	88%
Staying in the Heart of Todmorden	Delivery of new eco-friendly, affordable overnight accommodation on Council owned car park	Will address an identified need in overnight accommodation in the town centre and will create employment opportunities both directly and indirectly through increasing visitors length of stay. Eco-friendly accommodation aligns to zero carbon agenda.	75%	4	5	5	3	5	4	5	5	1	4	4	82%	4	3	3	3	4	68%
Todmorden Town Hall	Access and roof / stonework, internal reconfiguration to create a Heritage Centre, meeting rooms, office space and community event space.	Ensures this heritage asset is accessible for all and will increase the diversity of accommodation, resulting in increased usage, and thus a more sustainable heritage asset. It will create more volunteering roles for the local community and be an important source of information for visitors to the town.	81%	4	5	4	4	3	4	5	3	2	4	3	75%	3	5	5	5	4	88%
Hippodrome Theatre	Acquisition of adjacent property and refurbishment to create storage space and new accessible studio space that will enable more performances and classes for youth theatre members and the local community.	Will provide studio space for arts / creative sector and improve disabled accessibility to and around the building. It will enable the theatre to increase the number of opportunities for both performances and classes to benefit local people and bring in people from outside of Todmorden.	75%	4	4	5	5	3	4	2	2	2	4	4	71%	3	5	4	4	4	80%
Riverside Outdoor Activity & Sports Park	Modernisation and refurbishment of sports facilities and delivery of all weather 3G pitch. Project also includes camping plots providing an alternative overnight accommodation option.	It will meet an identified need of a 3G all weather pitch and will have positive health / well-being benefits. It will be a visitor attraction and have positive economic benefits to the wider area.	72%	5	4	5	5	3	4	1	1	1	3	3	64%	3	4	4	4	5	80%
Centre Vale Park & Fielden Hall	A series of interventions to restore and improve Central Vale Park and its premises. Plus upgrading the eco performance of Fielden Hall buildings and delivery of two affordable homes.	Strong stakeholder support for intervention here and considered to be positive health and well-being benefits associated with interventions but also improved experience of the town for visitors. Fielden Hall element will deliver two affordable houses.	83%	5	4	5	5	3	4	2	4	1	4	4	75%	3	5	5	5	5	92%
Todmorden Learning Centre & Community Hub	Asset transfer of the former College Building to bring forward a multi-use space for sports, arts, learning, concerts, community/family function space and business space. It will be a centre for sustainability, providing opportunities to develop skills in sustainable construction methods.	Strong stakeholder support for the project which will create opportunities for skills development in sustainable construction. Strongly aligns with wider strategies and strong co-funding potential.	87%	5	5	4	4	5	4	5	3	4	4	4	85%	4	4	4	5	5	88%
Active Todmorden	Developing the strategic cycle network, making walking around the town accessible for all, comfortable & legible.	Strong alignment with wider strategies (active travel / health) and will link up all projects and encourage more active travel to reduce CO2 and improve health / well-being of local population. Makes the town a more attractive place for visitors, with connections to natural assets.	77%	5	5	5	5	1	4	2	5	1	2	4	71%	4	4	4	4	5	84%
Murmuration Workshops at Robinwood Mill	Restoration of mill building to deliver a creative hub, artist co-working space, café and venue.	Will meet an identified need in space for arts/ creative sector and utilises underused property. Intervention in northern part of towns fund boundary which will bring economic activity to this part of Todmorden.	64%	3	3	4	2	3	3	5	1	3	5	3	64%	3	3	3	3	4	64%
Wasliden Cycle Hub & All Ability Cycle Centre	Delivery of cycle hub with business space and new all ability cycle centre	Strong alignment with wider strategies (active travel / health) to reduce CO2 and improve health / well-being of local population - it also specifically targets assisting disabled people accessing cycling. The project will be a visitor attraction in its own right and will have a positive economic impact on towns fund area.	78%	4	5	5	5	4	4	4	5	3	4	3	84%	4	4	3	3	4	72%
Harley Mill	Refurbishment of mill building to deliver workspace	It would provide much needed workspace in underused building, but its location has less synergy with other projects and it has less stakeholder support. Some concerns around deliverability of the project.	62%	3	3	1	1	4	3	5	2	3	5	3	60%	3	3	4	3	3	64%

PRIORITISATION TOOL
Results

RANK	PROJECTS	DESCRIPTION	SHOVEL-READY	INTERVENTION THEME FRAMEWORK	ASSESSMENT SCORING RATIONALE	OVERALL ASSESSMENT SCORE	TOWNS SPECIFIC CRITERIA	HMT GREEN BOOK APPRAISAL	CO-FUNDING	TOTAL COST
1	Enterprise in the Heart of Todmorden	Delivery of new 905 - 1,200 sqm enterprise centre in the heart of town centre	No	True	Will provide much needed quality, energy efficient and affordable workspace to supports SMEs in the heart of the town centre and will create employment. Will bring business and people into the town centre. Strong links with Active Todmorden project to encourage cycle use.	89%	89%	88%	Yes	£3,175,000
2	Todmorden Learning Centre & Community Hub	Asset transfer of the former College Building to bring forward a multi-use space for sports, arts, learning, concerts, community/family function space and business space. It will be a centre for sustainability, providing opportunities to develop skills in sustainable construction methods.	Yes	True	Strong stakeholder support for the project which will create opportunities for skills development in sustainable construction. Strongly aligns with wider strategies and strong co-funding potential.	87%	85%	88%	Yes	£10,865,000
3	Affordable Living in the Heart of Todmorden	Development of affordable housing and affordable live work housing in the heart of the town centre by Calder Valley Community Land Trust	No	True	Utilises brownfield land to address identified need of affordable housing and will be affordable in perpetuity. Sustainable development that will be zero carbon. Strong delivery model that will be able to utilise co-funding.	85%	75%	96%	Yes	£7,075,000
4	Centre Vale Park & Fielden Hall	A series of interventions to restore and improve Central Vale Park and its premises. Plus upgrading the eco performance of Fielden Hall buildings and delivery of two affordable homes.	No	True	Strong stakeholder support for intervention here and considered to be positive health and well-being benefits associated with interventions but also improved experience of the town for visitors. Fielden Hall element will deliver two affordable houses.	83%	75%	92%	Yes	£1,809,000
5	Public Places in the Heart of Todmorden	Reconfiguration of outdoor market to create a more flexible space that connects with a new civic space - Bramsche Square and Pollination Gardens	No	True	A more flexible space that will reduce car dependency and improve pedestrian movement around town centre, as well as creating a focal point for events or dwelling. It will improve town centre experience and contribute towards economic activity.	81%	71%	92%	No	£3,525,000
6	Todmorden Town Hall	Access and roof / stonework, internal reconfiguration to create a Heritage Centre, meeting rooms, office space and community event space.	Yes	True	Ensures this heritage asset is accessible for all and will increase the diversity of accommodation, resulting in increased useage and thus a more sustainable heritage asset. It will create more volunteering roles for the local community and be an important source of information for visitors to the town.	81%	75%	88%	Yes	£1,569,000
7	Wasliden Cycle Hub & All Ability Cycle Centre	Delivery of cycle hub with business space and new all ability cycle centre	No	True	Strong alignment with wider strategies (active travel / health) to reduce C02 and improve health / well-being of local population - it also specifically targets assisting disabled people accessing cycling. The project will be a visitor attraction in its own right and will have a positive economic impact on towns fund area.	78%	84%	72%	Yes	£2,410,000
8	Active Todmorden	Developing the strategic cycle network, making walking around the town accessible for all, comfortable & legible.	No	True	Strong alignment with wider strategies (active travel / health) and will link up all projects and encourage more active travel to reduce C02 and improve health / well-being of local population. Makes the town a more attractive place for visitors, with connections to natural assets.	77%	71%	84%	Yes	£5,728,278
9	Hippodrome Theatre	Acquisition of adjacent property and refurbishment to create storage space and new accessible studio space that will enable more performances and classes for youth theatre members and the local community.	Yes	True	Will provide studio space for arts / creative sector and improve disabled accessibility to and around the building. It will enable the theatre to increase the number of opportunities for both performances and classes to benefit local people and bring in people from outside of Todmorden.	75%	71%	80%	Yes	£825,600
10	Staying in the Heart of Todmorden	Delivery of new eco-friendly, affordable overnight accommodation on Council owned car park	No	True	Will address an identified need in overnight accommodation in the town centre and will create employment opportunities both directly and indirectly through increasing visitors length of stay. Eco-friendly accommodation aligns to zero carbon agenda.	75%	82%	68%	Yes	£3,000,000
11	Riverside Outdoor Activity & Sports Park	Modernisation and refurbishment of sports facilities and delivery of all weather 3G pitch. Project also includes camping plots providing an alternative overnight accommodation option.	No	True	It will meet an identified need of a 3G all weather pitch and will have positive health / well-being benefits. It will be a visitor attraction and have positive economic benefits to the wider area.	72%	64%	80%	Yes	£1,145,000
12	Murmuration Workshops at Robinwood Mill	Restoration of mill building to deliver a creative hub, artist co-working space, café and venue.	No	True	Will meet an identified need in space for arts/ creative sector and utilises underused property. Intervention in northern part of towns fund boundary which will bring economic activity to this part of Todmorden.	64%	64%	64%	Yes	£776,000
13	Harley Mill	Refurbishment of mill building to deliver workspace	No	True	It would provide much needed workspace in underused building, but its location has less synergy with other projects and it has less stakeholder support. Some concerns around deliverability of the project.	62%	60%	64%	Yes	£750,000

APPENDIX 3

TOWN DEAL ENGAGEMENT REPORT



2003



Hebden Bridge Visitors Centre
Butlers Wharf
New Road
Hebden Bridge
HX7 8AF

www.ucvr.com

UpperCalderValleyRenaissance

UpperCalderValley
Renaissance





Todmorden Town Centre

The market building and the Town Hall sit in a sea of car parking. The Town Hall is hidden from the square behind a 1960's 'eyesore' building. Poor quality public realm and dead frontages contribute to the lifeless feel of the town centre. The town turns its back on its two greatest assets, the river and the canal.



Bramsche Square Transformational Project

Bramsche Square should be transformed into a place for people, not cars. The 'eyesore' building on Bridge Street should be demolished to open up a new vista between the Town Hall and the Methodist Chapel. The proposed new Creative Media Centre, in a prominent location in the centre of the square, will act as a catalyst for the economic regeneration of the town.



Rationalising Land Use

Vacant and underutilised sites and buildings in the Valley are generally located close to the river and canal, and within easy walking distance of town centres. One such example is the area opposite the 'Great Wall of Tod,' where there are large areas of derelict buildings and vacant sites, and poor quality public realm along the canal tow path.



A New Mixed-use Waterside Development

The area opposite the 'Great Wall of Tod' could be transformed into a new urban neighbourhood with frontages built on the back of the towpath and overlooking a new canalside square. The neighbourhood could contain a mixture of uses and could include workshops, offices, live/work units and a variety of housing types and tenures.

Todmorden Transformational Project

Strategy

To create a new 21st Century Marketplace to stimulate the economic regeneration of the town and its hinterland.

Actions

Bramsche Square

The proposal is to build upon the success of the market and enhance the setting of the Town Hall through the creation of a 21st Century Marketplace in Bramsche Square that creates a focus for the town and acts as a hub for new economic activities, events and festivals.

Bramsche Square has the potential to be a multipurpose, vibrant public space that promotes different activities throughout the day and early evening, during the week, at weekends and on public holidays. It should be a space for people not cars; a place for shopping, working, relaxing and living.

A new Creative Media Centre is proposed in a prominent location in the centre of the square to act as a beacon for the economic regeneration of the town and the wider community it serves. It would be a place for the exchange of ideas and information, for facilitation and learning and for support for small businesses - both the focus and the 'animator' of the 21st Century Marketplace.

The demolition of the 'eyesore' 1960s building on Bridge Street would create a new vista between the Town Hall and the Methodist Chapel, with the potential for the existing retailers to be moved to the corner of Halifax Road and Myrtle Street. A flexible parking regime should be created within the square, with alternative parking provided elsewhere.

1. Bramsche Square is undefined
2. Poor quality facades overlooking central space
3. The Town Hall is hidden



1. Demolition of building establishes a relationship between the Town Hall and the Methodist Chapel
2. A new building on Halifax Road and Myrtle Street frames the Methodist Chapel



1. New building frames key vistas, encloses Bramsche Square and creates a backdrop to the market. The space between key buildings is defined
2. Pavilion building brings activity to square



1. New bridge to Tipside unlocks an underutilised site
2. New buildings enclose south facing public spaces along the canal
3. Views between Halifax Road and the canal maintained
4. New mixed-use frontages overlooking the canal



- High quality public realm
- Transformational projects
- Key buildings
- Green waterside walkways
- New bridge

Other Town Project

Neighbourhood Regeneration

Todmorden should have a whole town Neighbourhood Renewal Assessment or Neighbourhood Management Pathfinder Programme to improve the deteriorating conditions in some of the town centre neighbourhoods where poor housing and social conditions have combined with environmental degradation to threaten social cohesion and affect quality of life. This issue is explored in more detail in the housing section of this document.

Key Issues

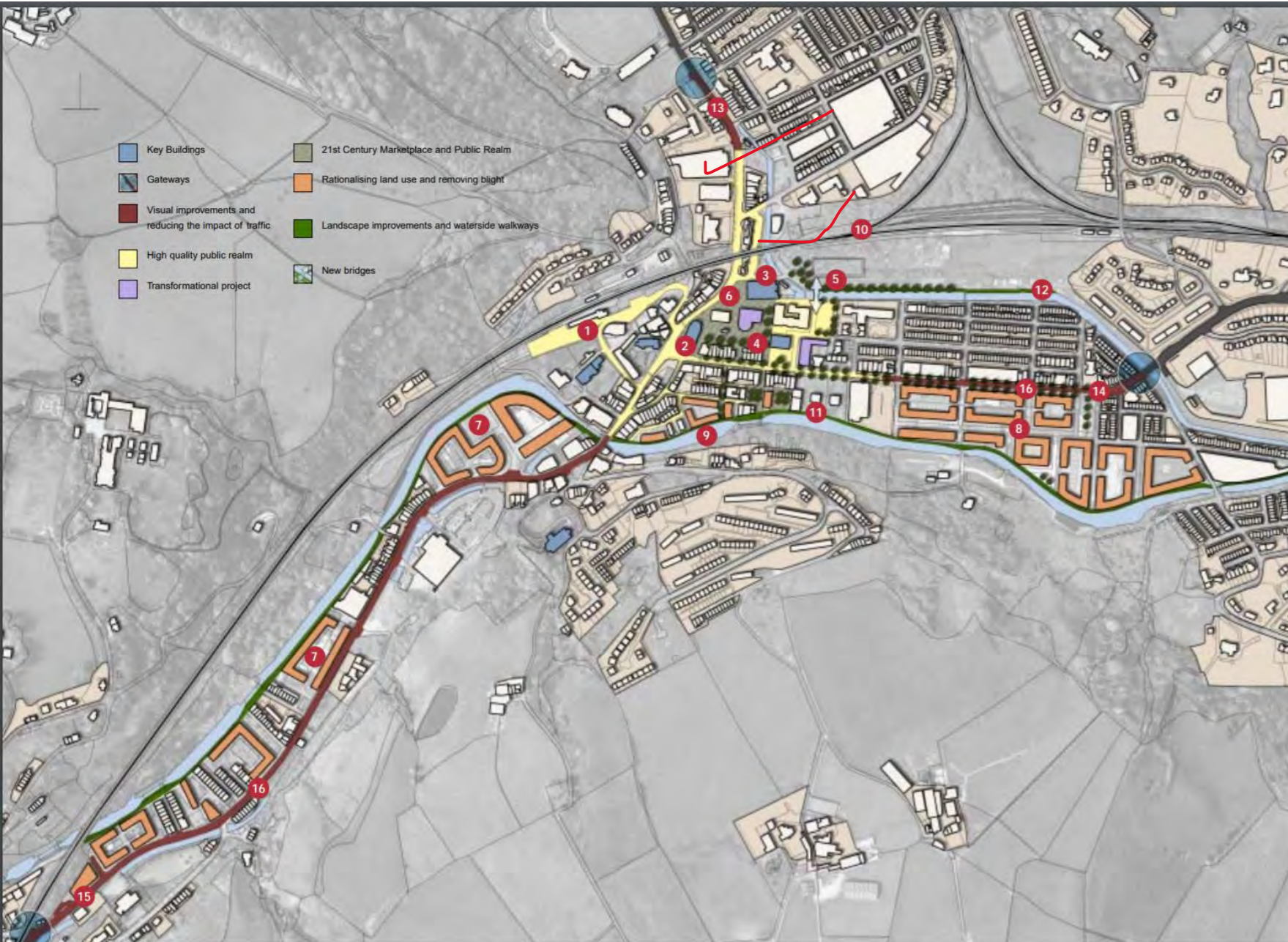
1. The market and Town Hall are surrounded by large areas of surface car parking and poor modern buildings that contribute little to the quality and activity in the town centre.
2. The town centre has many areas of poor quality urban realm, vacant or underused sites and buildings. This contributes to the centre feeling empty and lifeless.
3. The town turns its back on two of its greatest assets, the canal and the river. Due to its industrial past, mills line the water's edge. Many of these are now underused, vacant or have been redeveloped with industrial sheds.



Bramsche Square: The creation of a vibrant new heart for Todmorden; the splendour of the Town Hall revealed, spaces defined by quality buildings with active frontages, unified by the 'golden carpet' they stand on. High quality public realm inviting a wide range of activities to take place.



The 21st Century Marketplace activated by social, cultural, economic and intellectual exchange



Todmorden Masterplan



New mixed-use development overlooking the canal



New mixed-use quarter overlooking 'The Great Wall of Tod'

Key Buildings: 1. The Station; 2. The Town Hall; 3. The Market. **Town Centre Projects:** 4. Bramsche Square Transformational Project; 5. New bridge Link to unlock Tipside; 6. A 'Golden Carpet' of public realm. **Rationalising Land Use and Removing Blight:** 7. Between the canal and Rochdale Road; 8. Between the canal and Halifax Road; 9. Canalside locations in the Union Street area. **Gateways and Arteries:** 10. Reinstating the Burnley Curve; 11. Towpath improvements; 12. Riverside path; 13. Gateway on Burnley Road; 14. Gateway on Halifax Road; 15. Gateway on Rochdale Road; 16. Visual improvements/reducing the impact of traffic.

2007



Calderdale
Council

Todmorden Conservation Area
Character Appraisal (Appendices)
Draft for Consultation

October 2007

2013



ADOPTED AUGUST 2013

TODMORDEN TOWN COUNCIL

What you like most about the town

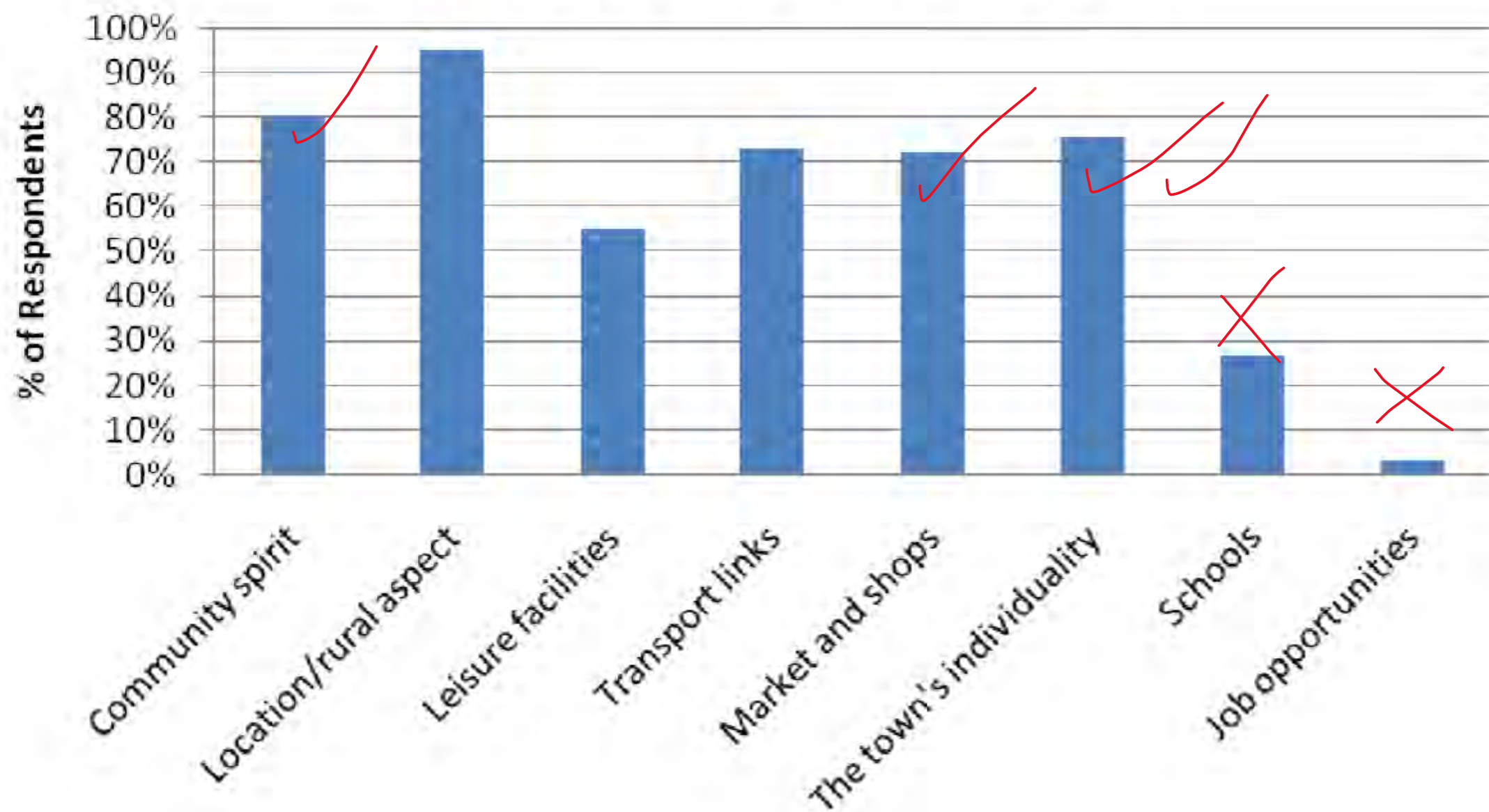


Figure 1: What you like most about the town

Respondents were proud of Todmorden but felt that it had not reached its full potential. They were concerned about derelict sites and the effect these had on the 'look' of the town. They thought that Bramsche Square would greatly benefit from redevelopment and requested more variety of shops, and greater support and encouragement of businesses in the town. There was strong feeling that more could be done to encourage tourism, and that Todmorden needed greater publicity. Its numerous assets such as the market, canal, park and beautiful location should be promoted as well as the outdoor amenities, access to towns and cities, interesting shops and involvement in sustainability issues. There were strong views for and against new supermarkets in the town and parking costs were of major concern to respondents. More details of the findings are given within this report.

Todmorden Town Council has used the responses as a basis to draw up the Town Plan. An analysis of comments is provided in Appendix 1.

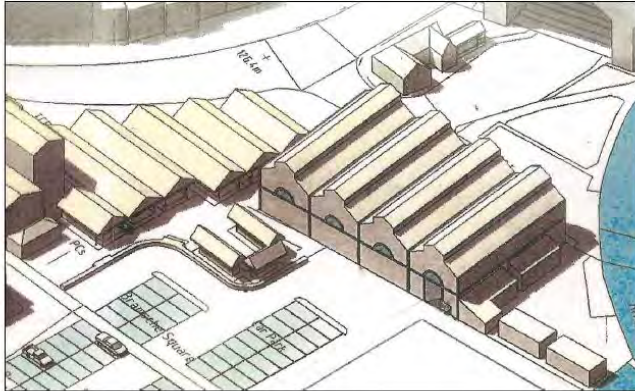
The Plan gives the Town Council clear guidance on how it should prioritise its work in the town. It identifies what residents like or dislike about Todmorden and what needs to be done to enable the town to reach its full potential. The Town Plan will provide supportive evidence of need in future funding bids and planning appeals. It also aims to support the work being done by Calderdale Council, the Local Authority.

Respondents views are given in more detail below under the headings Planning and Housing; Business, Economy and Shops; Community; Leisure; Tourism; Environment; Transport; and the Role of the Town Council.

Redevelop derelict sites
New housing for young/old
Improve shop frontages
Support new businesses
Enhanced use of Town Hall
Promotion of the Arts
Accommodation for Tourism
Connectivity/community transport
Development of canal side

2014

A FEASIBILITY REPORT ON THE FUTURE OF TODMORDEN MARKETS



6.5 Option 5 – Partnership arrangement

This option, together with option 4, achieved the most support.

Numerous models for partnership arrangements exist and such options may realise the benefits within other options whilst mitigating some of the risks.

Such an arrangement could leave the asset wholly in ownership of the Council with management of the service by others, but opportunities for external funding might be limited by this arrangement. Other partnership arrangements examined in the market's research from Integreat indicate that private investment with local stakeholder management can have impressive results.

Such examples can be found at the Melton Mowbray farmers market and the Brixton Makers' Market. Both have proved highly successful partnerships, although governance arrangements are varied.

One of the biggest weaknesses in this option is the need to identify a lead partner and to ensure agreement on a strategy for the future. Such arrangements can be complicated and lead to stagnation and paralysis ra-

2017

TODMORDEN NEIGHBOURHOOD PLAN

**UPDATE
27.7.2017**



TODMORDEN TOWN COUNCIL

PLUS
Integreat

EMERGING VISION

Following the Visioning Session with Town Councillors a draft vision has emerged:

The Todmorden Neighbourhood Plan has been produced, first and foremost, for the benefit of people living, working, visiting, or just simply passing through, the town and its environs, helping to reinforce, consolidate, and promote the area as a tolerant, creative, kind, resilient, and healthy place to be.

The plan encourages and welcomes visitors, new residents and inward investment whilst at the same time - and with equal emphasis - seeking to improve the facilities and opportunities available for young people, encouraging them to remain in the area for education, employment and leisure activities. The plan also aims to ensure that suitable infrastructure and services for an ageing population are developed, namely housing and facilities to support an active and healthy lifestyle.

Todmorden is what it is and its people are what they are - and the Neighbourhood Plan does not anticipate the need to promote fundamental changes to either the physical or social fabric of its community. Existing assets should be retained and improved, and essential services and infrastructure provided where they are lacking.

Todmorden has always encouraged visitors, and in continuing to do so relies heavily on road, rail, and water-borne forms of transport - all of which the Neighbourhood Plan seeks, where possible, to enhance, thereby maintaining and reinforcing the outward looking and welcoming approach of its residents.

In anticipation of future energy shortages, an increasing incidence of air pollution, and an acknowledged need to promote healthy lifestyles, the Neighbourhood Plan encourages walking and cycling within the town and its environs and will seek to facilitate both forms of transport in preference to motor-based journeys wherever possible.

PRINCIPLES or **THEMES** (arising from the Visioning Session and from which the NP will derive justification for its **POLICIES**)

1. New development should be of an **APPROPRIATE SCALE** and **QUALITY** to the area and its specific location. Large-scale developments are not considered to be appropriate for the NP area, given the nature of the existing built form, landscape considerations, and local topographical factors.
2. The Neighbourhood Plan should adopt a positive **WELCOMING APPROACH** towards new businesses, residents, and visitors by encouraging business start-ups and relocation, identifying land and opportunities for the construction and provision of locally affordable houses of a suitable mix, type and tenure, and ensuring that tourists and occasional visitors are properly catered for.
3. The focus of policies in the Neighbourhood Plan should be on **PEOPLE** as much as **PLACES** aiming to improve the social, environmental, economic, and physical comfort of residents, employers and visitors alike. Existing strengths, such as the 'Incredible Edible' initiative, should be reinforced, young people encouraged to stay put when they leave school, and local businesses given the opportunity to consolidate and expand wherever possible.
4. **CONNECTIVITY** with people and places elsewhere in Yorkshire and beyond is an essential element of the Neighbourhood Plan strategy and has played a large part in making the area the vibrant place it is today. To avoid becoming a "dormitory" community, enable access to higher level services and facilities, and encourage people, businesses and tourists to visit the area, bus and train services must be retained at least at existing levels - and where possible, improved. Likewise, the canal must continue to be promoted as a visitor attraction of national, if not international, standing.

2018

Rose Street / Bramsche
Square, Todmorden - Site
Unlocking Study



Calderdale Metropolitan
Borough Council

June 2018

Private and Confidential

Figure 6.1 - Rose Street / Bramsche Square Masterplan – Stage One

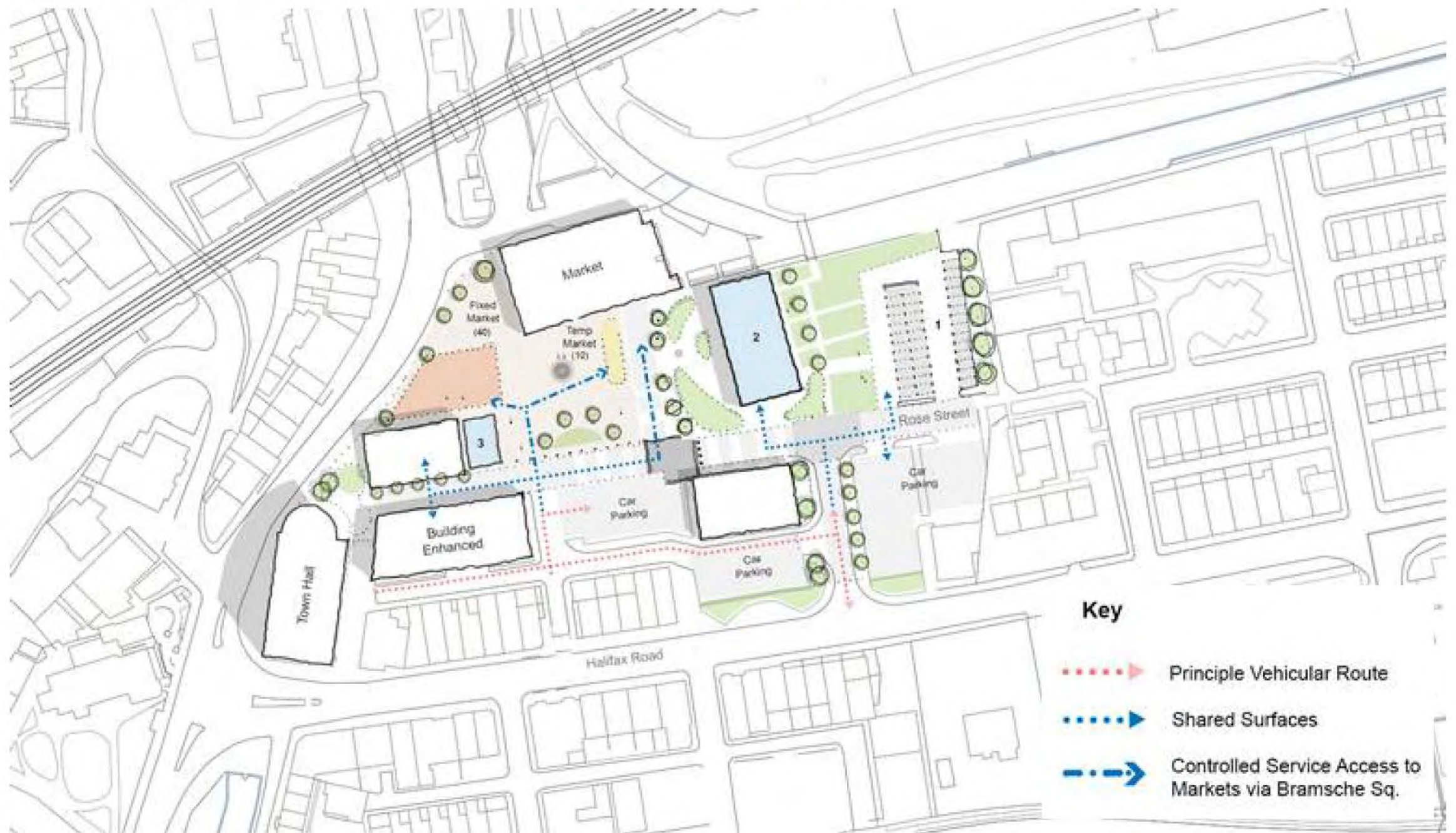


Figure 6.2 - Rose Street / Bramsche Square Masterplan – Stage Two



Rose Street Consultation

AV final report March 2018

Areas of Support

Three clear areas of support dominated comments:

- 1) Support for the construction of genuinely affordable housing on development area 1 (20 comments)
with some support for supported housing for older people (2 comments)
- 2) Support for the construction of a straw-bale hotel on development area 2 (32 comments)
with 1 comment against this.
- 3) Support for the retention of public green space (21 comments)

Rose Street Consultation

AV final report March 2018

Areas of concern

Concern for loss of parking spaces both general and for those with mobility problems was the dominant concern.

There were also 6 comments made to support parking being on the periphery of the site instead of in the middle, and 1 comment to specifically retain the parking at the centre of the site as it is now.

Other concerns raised included:

- The need for access for and delivery to the market, this was raised a number of times in conversation.
- Concerns about the proposed size and siting of the outdoor market. There was a desire to have more detail on how this would work and where the outdoor market would be sited.
- Accessibility for people with limited mobility.
- One concern was raised about considering those with dementia and a request to consider a dementia friendly design.
- The scale of the sites on 1 and 2 was misleading and gave an impression of much denser development than was probably possible.

2019

Todmorden “Stronger Towns Fund” Potential Projects



2.00 Public Realm / Bramsche Square

The "heart of the town"

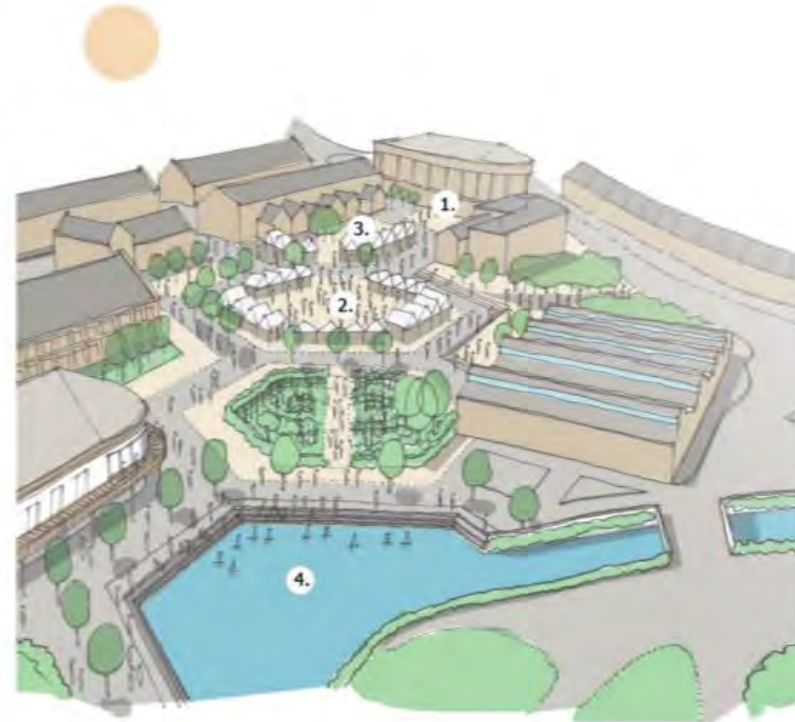
Todmorden has evolved over time as a hotchpotch of development (including modern buildings, car parking and busy roads) which has overshadowed the importance to the historic fabric to the town, notably the Town Hall, a Grade I Listed 19th Century municipal building of breathtaking volume with ornate facades exhibiting the wealth and prosperity of this once industrious town.

In tandem with the historic fabric becoming blurred, the town centre has also turned its back on the River Calder, and its heart is dominated by car parking.

A boldly designed public realm could swiftly turn around this predicament, creating a 'heart of the town', with historic buildings honoured and space for celebrations.

Proposals could include:

1. Todmorden Town Hall Plaza – an apron to the municipal building, with views opened up to it – encouraging use of the hall and importance as a tourist destination.
2. A re-imagined Bramsche Square (in place of parking which would be relocated as part of a wider parking strategy) – for relocated pop-up market, arts and festivals.
3. Studio developments – for small business and craftspeople.
4. The River Calder Basin – opened up for water attenuation and recreation as a riverside park.



Bird's eye view of town centre indicating a newly flourishing heart of the town.

2.00 Public Realm / Bramsche Square, continued

Investing in public realm makes sound business sense. Putting more emphasis on landscape can lead to economic, social and environmental benefits, in detail:

- Improving footfall to local businesses.
- Increasing sale and rental values of housing and commercial property bringing out the full potential of the development site.

Put simply, investment in a new “heart of the town” could be the catalyst for wider regeneration and investment in the town.

The redevelopment of the area adjacent the Town Hall would involve the purchase and demolition of the dilapidated 1960s building on Bridge Street.

The building’s existing tenants including One Stop, Post Office, Euro Discount Store and Sue Ryder are all essential contributors to the life of the town centre but could be relocated either in existing vacant premises, or alternatively in new development around the town centre.

Ideas for a creative media centre as a focal point in the town centre have also previously been proposed and could add life and an additional attraction for visitors to the area.



The 1960s building facing the Town Hall.

Redevelop derelict sites

Civic Square

Improve shop frontages

Accommodation for Tourism

Connectivity/community transport

Development of canal side

Centre Vale Park

CAR PARKING

Todmorden Car Park Study

Draft: For Consultation with Todmorden Town Board Only

DRAFT

May 2019

Chart 1: Breakdown of All Parking Availability in Todmorden

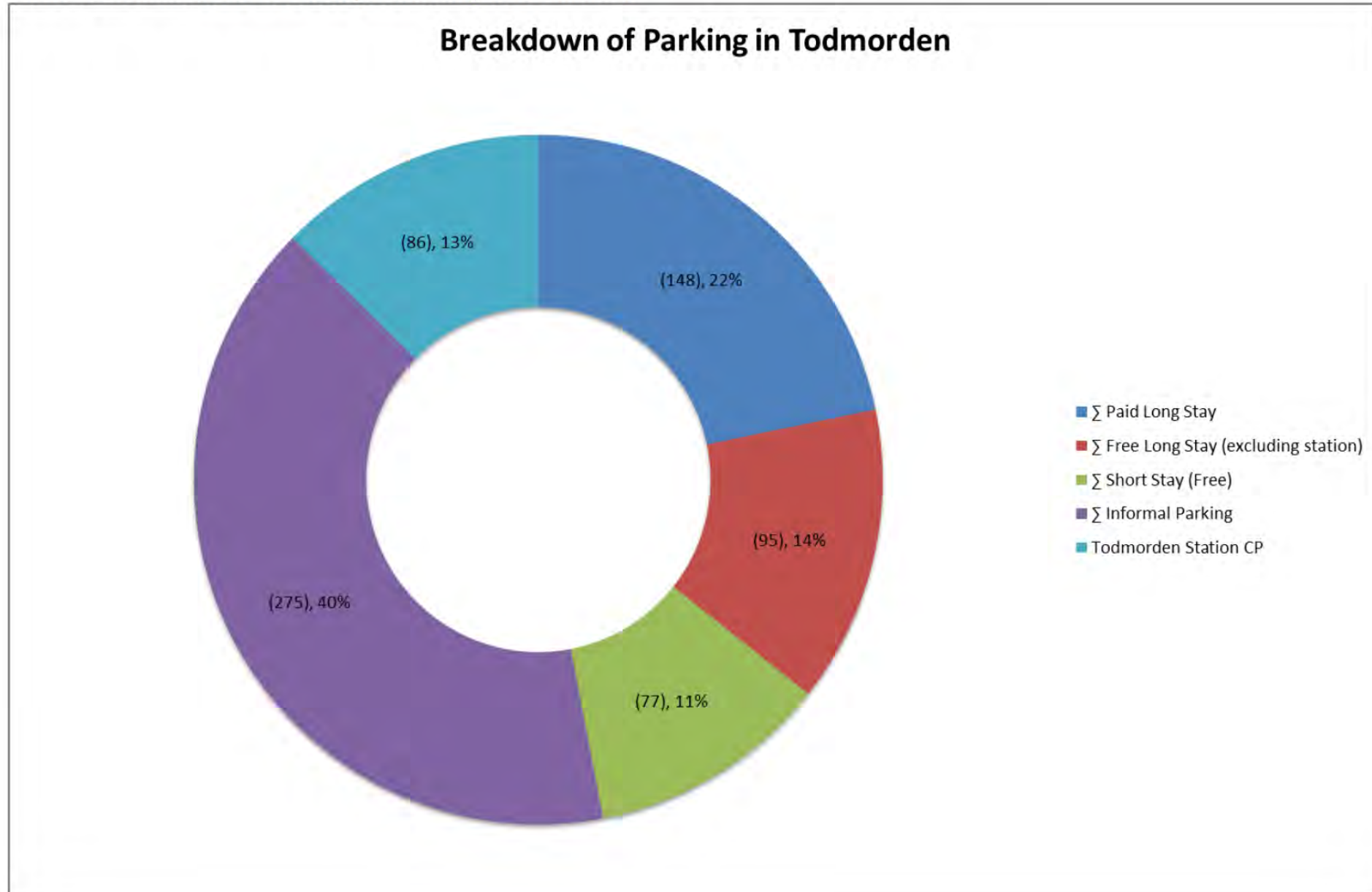
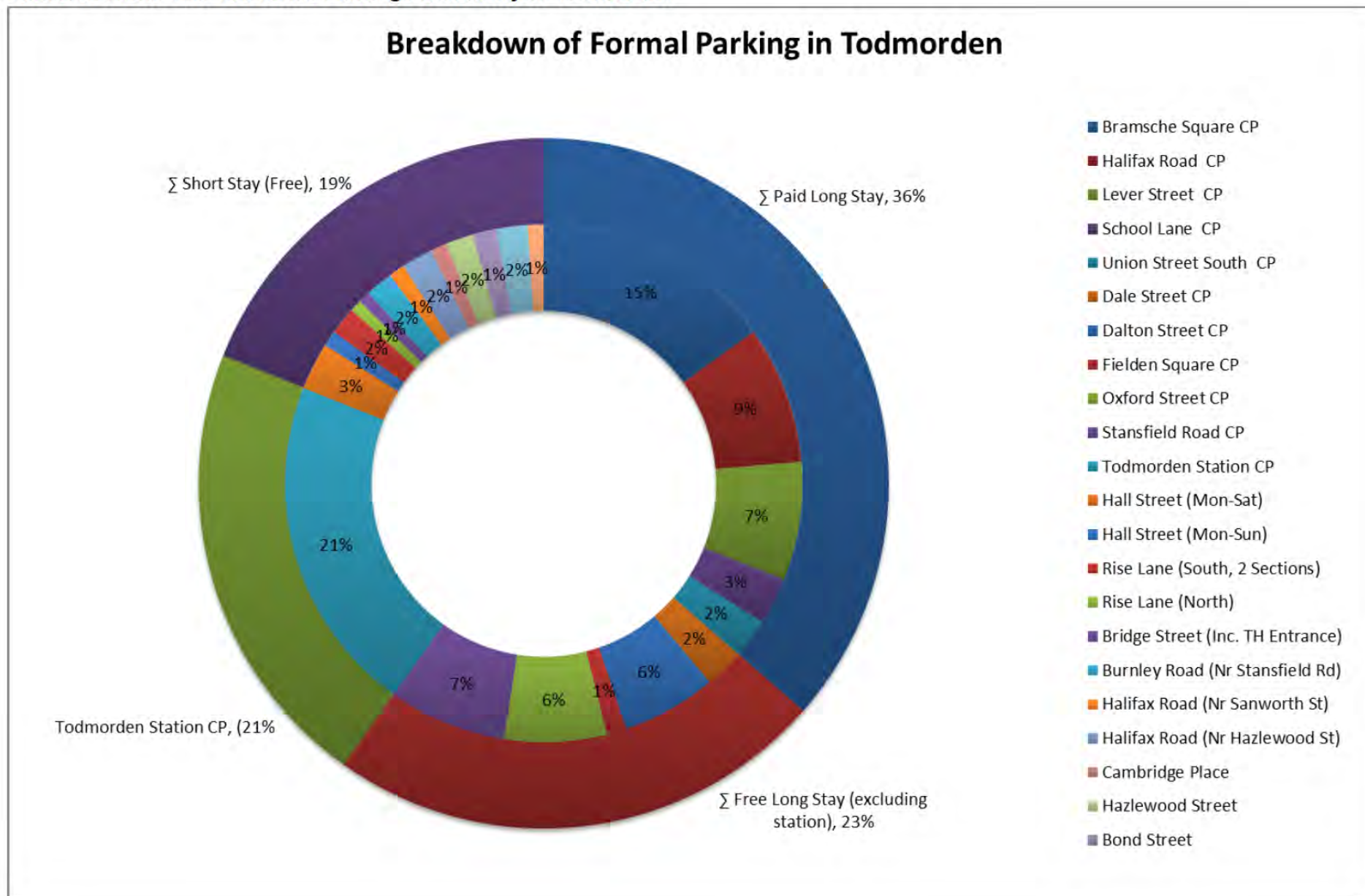


Chart 2: Breakdown of Formal Parking Availability in Todmorden



5.7 Summary of Findings

Long-Stay

- Long-stay parking demand higher on both weekdays.
- Free parking utilisation significantly higher than P&D.
- P&D long-stay parking most utilised between the hours of 1100 and 1500 hours on weekdays.
- Free long-stay parking at or near capacity between 0900 and 1700 hours on weekdays.
- Smaller variance in uptake between free and P&D parking on Saturday.
- Station car park near capacity by 0700 hours on weekdays.

Short-Stay

- Short-stay parking demand generally higher between 1100 and 1500 hours.
- Short-stay parking utilisation fluctuated and did not follow specific patterns.

Informal Parking

- Informal parking demand higher on weekdays, highest on Thursday.
- Informal parking consistently utilised throughout the day.

Overall Parking

- Free formal parking most utilised across all days.
- P&D parking least utilised overall.
- Short-stay parking occupancy markedly higher on Saturday.
- Total parking at highest level of utilisation on Thursday 1100 hours (85%).

Availability of Parking Spaces

- 105 spaces available at point of highest demand (Thursday, 1100 hours).
- Greater availability of parking spaces on Saturday throughout the day.

Tickets Data

- 95% of long-stay tickets were for less than four hours stay.
- 87% of long-stay tickets were for less than two hours stay.

6 Recommendations/Strategic Direction

TBC

DRAFT



Todmorden Finds Unifying Identity!

There is much anecdotal evidence of how Todmorden is perceived by outsiders and how Todmordians perceive themselves. The former often refers to Todmorden as a place that “knows what it doesn’t want but also doesn’t know what it actually wants”. Internally there appears to be a distrust of outside agencies imposing solutions on the town’s needs. But on the other hand you will hear “we are the forgotten town”. There also seems to have been a perception that there was a lack of unity in the town creating a constant barrier to agreeing progress.

In January 2019 we organised and led a workshop in collaboration with Todmorden Information Centre and Calderdale Tourism. This was called “**DestinationTOD**” and was designed to firstly look at the successes* of the previous year and how to build on them. And secondly to see if we could find a unifying identity for the town that we could all get behind to use in collectively promoting the town. The workshop was attended by almost all of the key organisations in the town, including the Town Council, Todmorden Civic Pride, Incredible Edible, Todconnect, the TIC and the College.

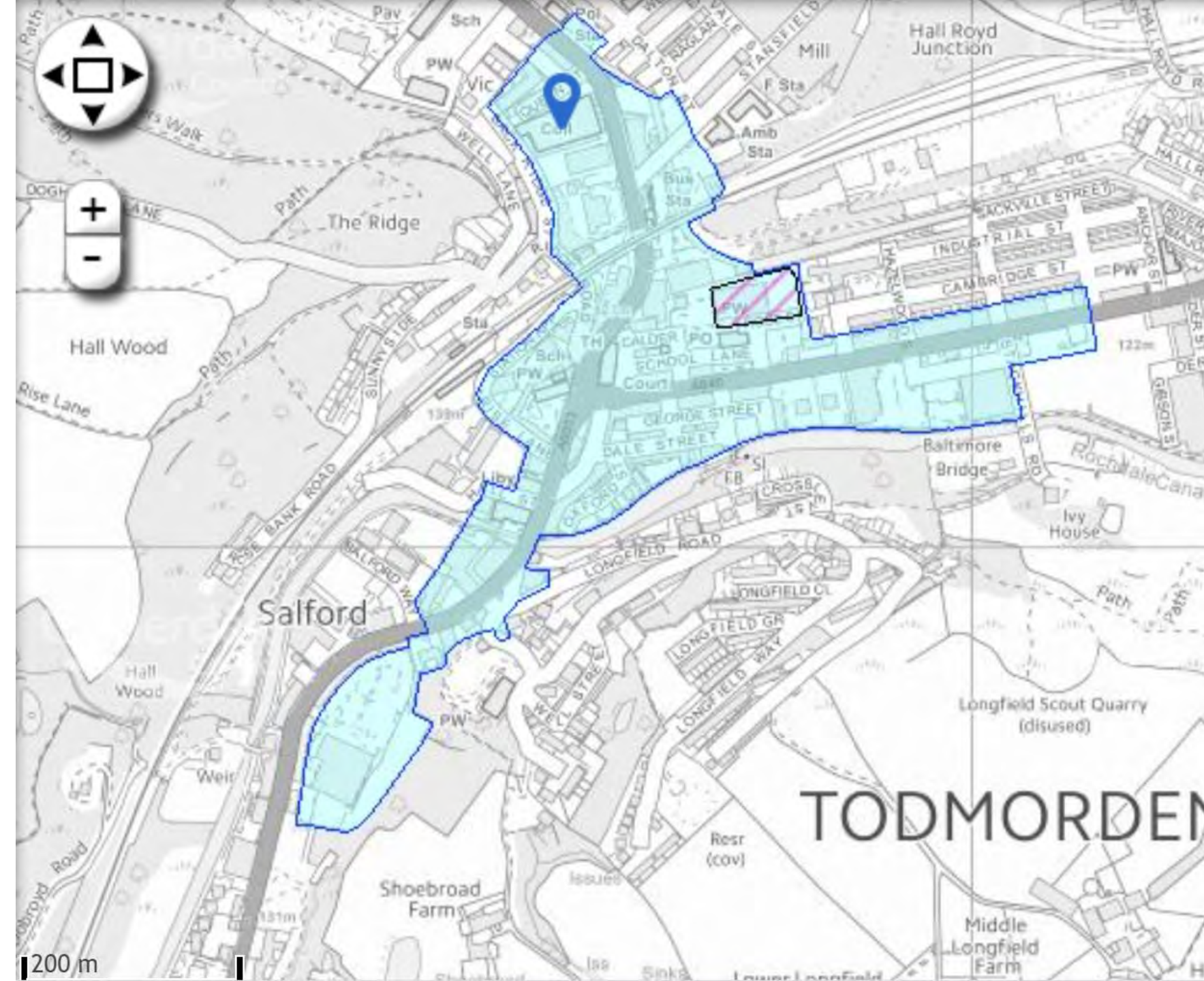
The unifying identity came to fruition during this workshop with the selection of the inspired theme “**There is MORE in TodMORden**”. From this was created a branding that everyone in town can use in the various media they use to promote their activities organisations and or businesses. Many are already using this brand. And it was used on Covid-19 Safety packs.





The business network group on in the town 'Todconnect' has undertaken the lead on promoting the branding. For local organisations and businesses, and printers, the instructions on how to use the brand can be found [here](#).

2020



Local Plan
Ongoing
consultation



Calderdale MBC

Wards Affected **Todmorden**

Cabinet **16th March 2020**

Rose Street : A New Heart for Todmorden

Report of the Director, Regeneration and Strategy

1. Purpose of Report

- 1.1 The Council owns a significant area of the Centre of Todmorden around Rose Street. The land owned is in a variety of uses as illustrated on Appendix 1 (Council Asset Holdings in Central Todmorden). Some is in use for car parking, some for informal landscaping but much is vacant. Taken together there is an outstanding opportunity to invest and recreate a dynamic new heart for Todmorden, supporting the Council's Vision 2024, and driving forward the Towns agenda while addressing climate change and anti-poverty objectives.

2. Need for a decision

- 2.1 A decision is needed now because there is an opportunity to move forward from the outline scheme recently commissioned and capitalise on the potential availability of Towns Fund moneys. Moving quickly at pace now is necessary if funds likely to become available are to be deployed within this window of opportunity.

3. Recommendation

It is recommended:


- 3.1 That Cabinet approve the outline scheme attached at Appendix 2 as a basis for development of land around Rose Street in Todmorden.
- 3.2 That Officers develop a RIBA Stage 3 more detailed design and Outline Business Case to be presented to Cabinet by October 2020, subject to the availability of Towns Fund money to finance the design work,
- 3.3 That further discussion is held with the Calder Valley Land Trust and Weave regarding project delivery.

Legend

Add ticks below to display the data

☒ Council asset holdings

☒ Calderdale boundary

 formation



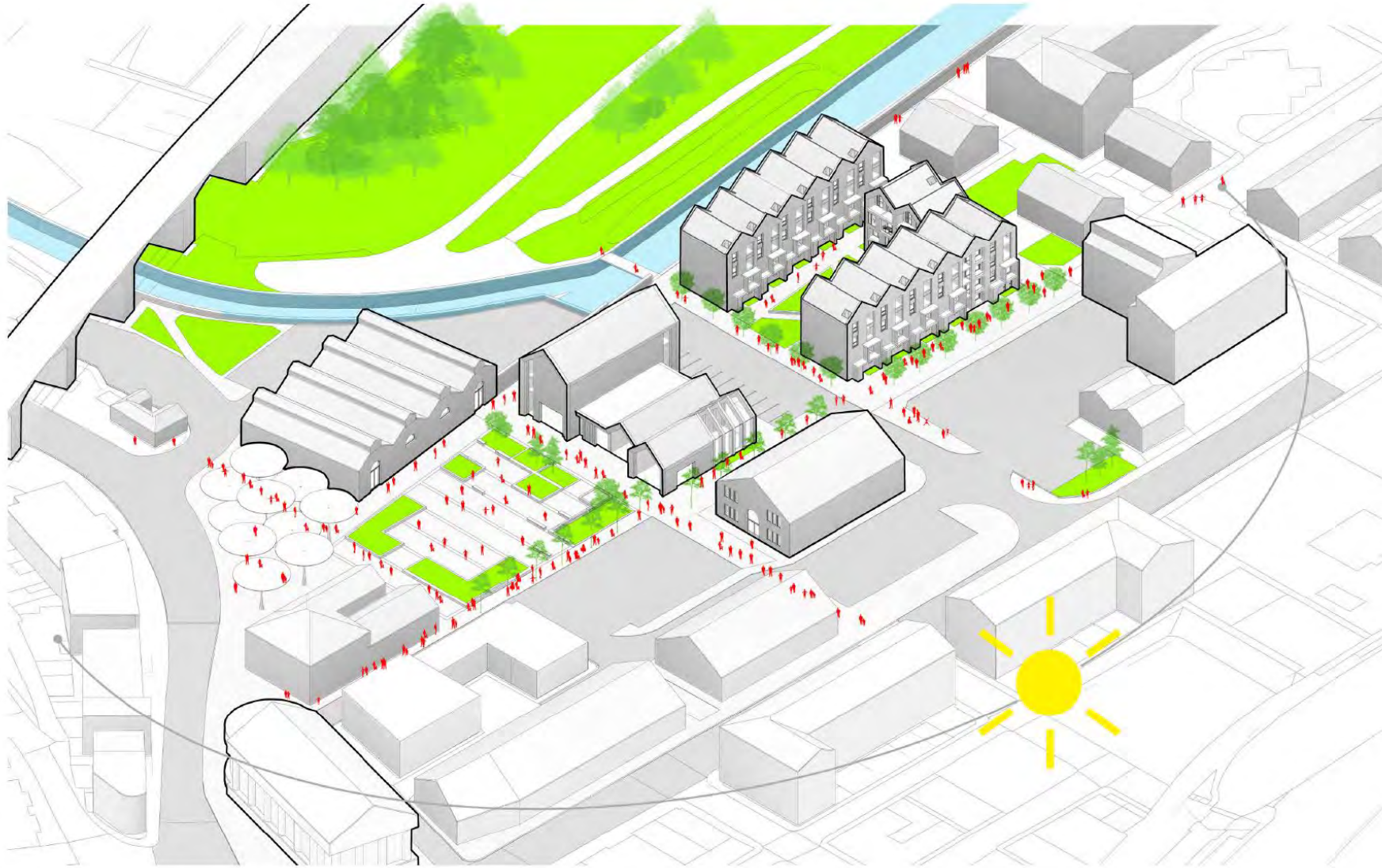
5. Options considered

- 5.1 Re-tender the Rose Street site on the open market. This proved unproductive in the past, generating few firm expressions of interest. Where proposals were received they were characterised by standard corporate proposals with little if any reference to Todmorden's particular identity and the potential of this key town centre site.
- 5.2 An alternative scheme has been outlined by 'Straw works' for a straw bale hotel on the Rose Street site. The scheme has some interesting features. However it would require a more or less 100 per cent build subsidy of around £3,000,000 and does not deliver any housing or other uses on the site as indicated in the Local Plan consultation. The business model is unproven. Overall it is less comprehensive than the recommended Outline Scheme.
- 5.3 The Outline Scheme commissioned by the Council and designed by AHR Architects is the preferred option to proceed to the next stage. It can provide a variety of accommodation appropriate to this town centre site and attract a range of finance including Homes England and potentially Towns Fund finance, as well as generating rental income to service borrowing



Rose Street Mixed-use Development
Rose Street_ Todmorden





Vision For New Green Space

Expanded Green spaces maintain the biodiverse nature of Todmorden, while providing clear circulation and improved connections between the High Street, Market, Town Hall and Methodist Church. The expanded green space also provide areas for Incredible Edible to expand operations.



Rose Street Outline Scheme**Report of the Director for Regeneration and Strategy****Introduction**

Members of the Board will be aware of the recent history of work to bring forward a development in the Rose Street area of Todmorden town centre. Much of the site has been vacant for the best part of ten years and bringing forward a scheme needs to be a priority for Todmorden Town Board, Calderdale Council and other local interested parties.

Members received a substantial report from Consultants Aspinal Verdi in 2018 examining various options in both design and viability terms.

Since receiving the Aspinal Verdi study, a number of strands of activity have been underway to move towards a viable development:

Discussions with development sector and stakeholders

Informal Meetings have been held as follows :

- Meeting with Straw Bale Group
- Meeting with PlaceFirst developers and Weir Group
- Meeting with Calder Valley Land Trust (CVLT) , and local architect Tony Deakin

These meetings have taken place purely to explore ideas and re-action to the Aspinal Verdi work rather than as part of any formal procurement route activity.

Key issues emerging included:

- Confirmed demand for an improved accommodation offer in Todmorden
- Need to focus on addressing the Flood Zone status of the site in terms of practical implications for building and design
- Potential of a comprehensive approach to development to dramatically change Todmorden's offer and image agreed
- Need to handle parking issue sensitively but factor in Climate change emergency
- Continued interest from straw bale group in hotel but currently without funds for major build
- Potential for apartment market and interest from parties such as Calder Valley Land Trust
- Substantial opportunity for place making and formation of new public spaces

Other Emerging factors

In recent months there have been three significant developing policy issues which can influence what happens on the Rose Street site:

- 1) The **Local Plan** for Calderdale has put an increasing emphasis on provision of housing on accessible and sustainable town centre sites. This has included a specific allocation for Rose Street with a target of 38 new homes. This site forms part of wider proposals which are being issued for consultation as part of the ongoing Local Plan Examination.
- 2) The Council declared a **Climate Emergency** on 11 February 2019 with a target of reducing emission to a Carbon Neutral position for the Borough by 2038 (Cabinet Paper to approve this target going in February 2020). Achieving this goal will require a range of Place responses with an emphasis on sustainable travel and building design and construction.
- 3) In November 2019 Government announced that 100 towns had been selected for receipt of up to £25 million through a **Towns Fund** to assist in regeneration, employment and skills, and connectivity investment. Todmorden is one of the selected towns and a Town Investment Plan will need to be developed by June 2020 for submission to Government.

Town Fund long
list of projects

TO BE A GLOBALLY RECOGNISED ECONOMY WHERE GOOD GROWTH DELIVERS HIGH LEVELS OF PROSPERITY, JOBS AND QUALITY OF LIFE FOR EVERYONE



PRIORITY 1

Growing Business

- a) Business Growth Hub (LEP Growth Service)
- b) Innovation
- c) Access to finance
- d) Digital
- e) Supply chain development
- f) Enterprise
- g) Trade and investment

Skilled People, Better Jobs

- a) More and better apprenticeships
- b) Great education, connected to business
- c) Employability, access to jobs and realising potential
- d) Building workforce skills and attracting talent
- e) Addressing skills gaps and shortages



PRIORITY 2



PRIORITY 3

Clean Energy and Environmental Resilience

- a) New energy generation
- b) Resource efficient businesses
- c) Energy efficiency and empowering consumers
- d) Green infrastructure

Infrastructure for Growth

- a) Integrated spatial priority areas:
 - Urban Growth Centres
 - Housing Growth Areas
 - Employment Growth Areas
- b) Transport infrastructure and services
- c) Integrated flood risk reduction
- d) Digital infrastructure



PRIORITY 4

GOOD GROWTH

- 35,700 NET ADDITIONAL JOBS BY 2036
- AN EXTRA £3.7 BILLION ANNUAL ECONOMIC OUTPUT BY 2036
- AMBITIONS TO EXCEED NATIONAL AVERAGE ON HIGH LEVEL SKILLS AND TO BECOME A 'NEET-FREE' CITY REGION
- PROGRESS ON HEADLINE INDICATORS OF GROWTH AND PRODUCTIVITY, EMPLOYMENT, EARNINGS, SKILLS AND ENVIRONMENTAL SUSTAINABILITY



Todmorden Town Hall

A community resource for the 21st century

Our Vision is to breathe new life into Todmorden Town Hall and to re-establish it at the centre of civic and community life.

We want to build upon our successful work in establishing a local heritage resource at the Town Hall and to exploit the local passion that is so evident for this fine Victorian building.

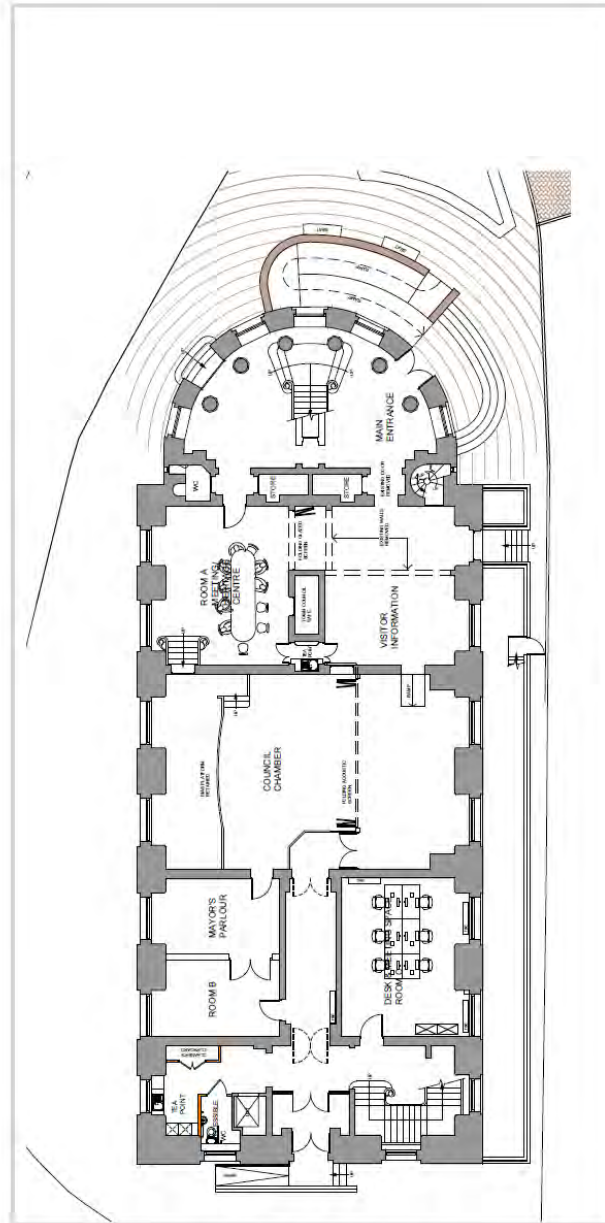
The Town Hall was built in 1875 to designs by the nationally renowned architect John Gibson, to serve as the administrative and civic centre of the town. It was funded and given to the people of Todmorden by the local Fielden family who were instrumental in transforming Todmorden from an agricultural settlement to a prosperous cotton town.

The Town Hall is a Grade 1 listed building and lies within the Todmorden Conservation Area. It is a prominent landmark within the town

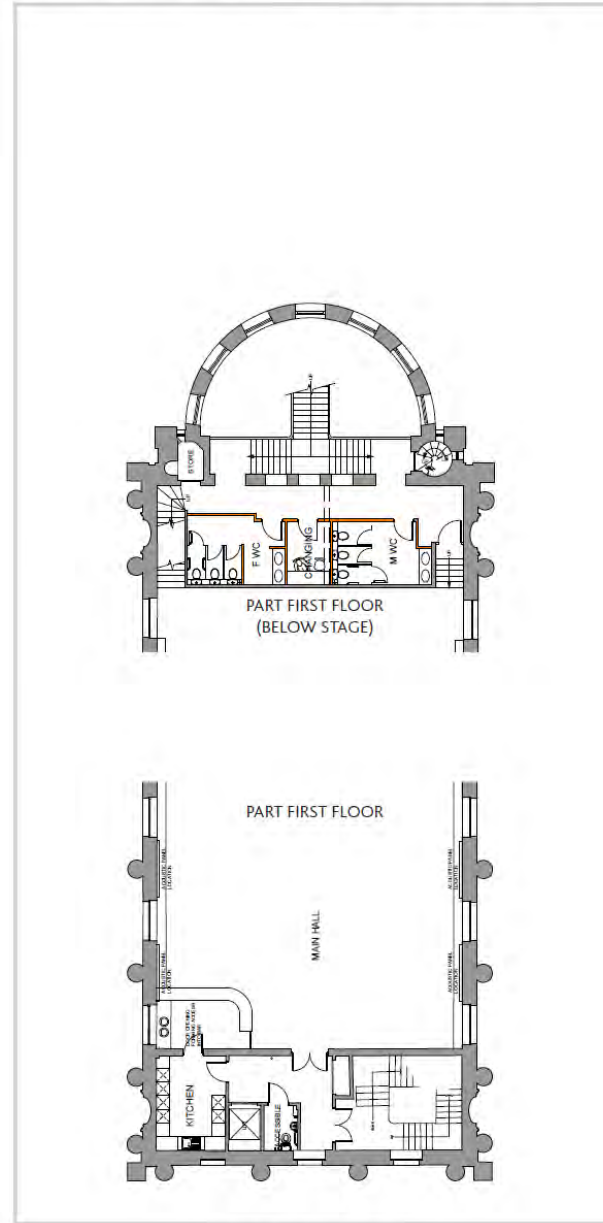
and has exceptional national architectural significance as a building by an eminent Victorian architect. The fine first floor ballroom or main hall and the imposing apsidal north entrance hall with imperial staircase are particularly noteworthy, and the south staircase and lobby, Council Chamber, Mayor's Parlour and committee rooms are also deemed to be of significant historical importance.

However, our vision is about looking forward, not back. The key to preserving this architectural gem is to make it relevant to modern life, to ensure the building does not become a neglected irrelevance, only glanced at admiringly from the outside.

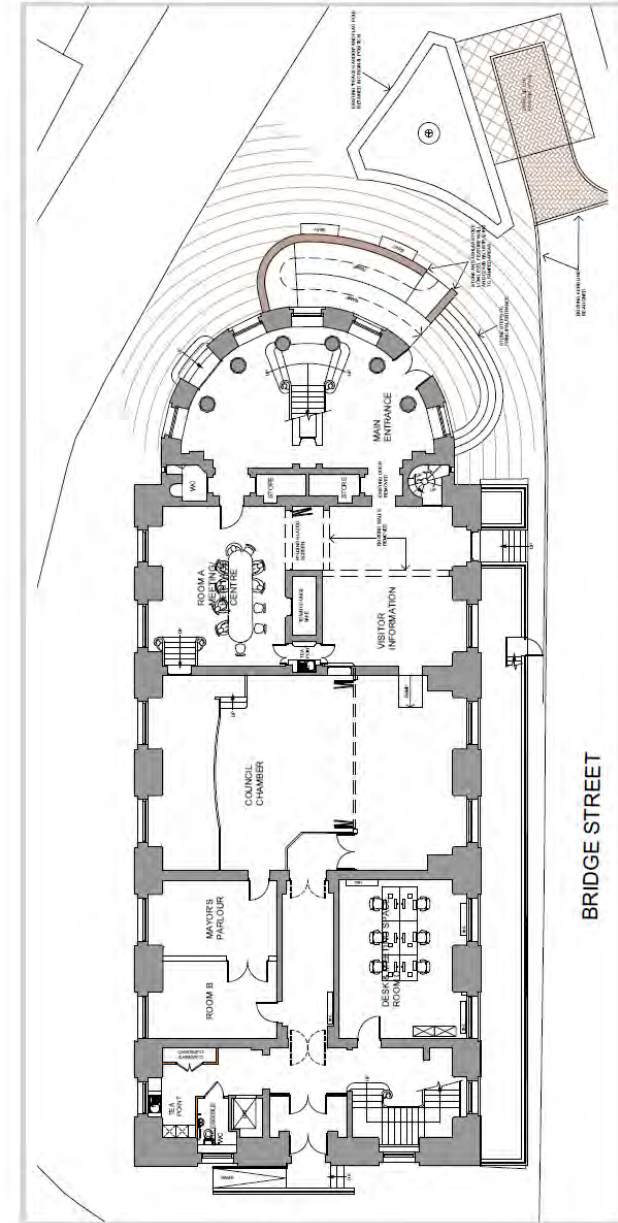
Todmorden Town Hall - Our Vision



GROUND FLOOR



FIRST FLOOR

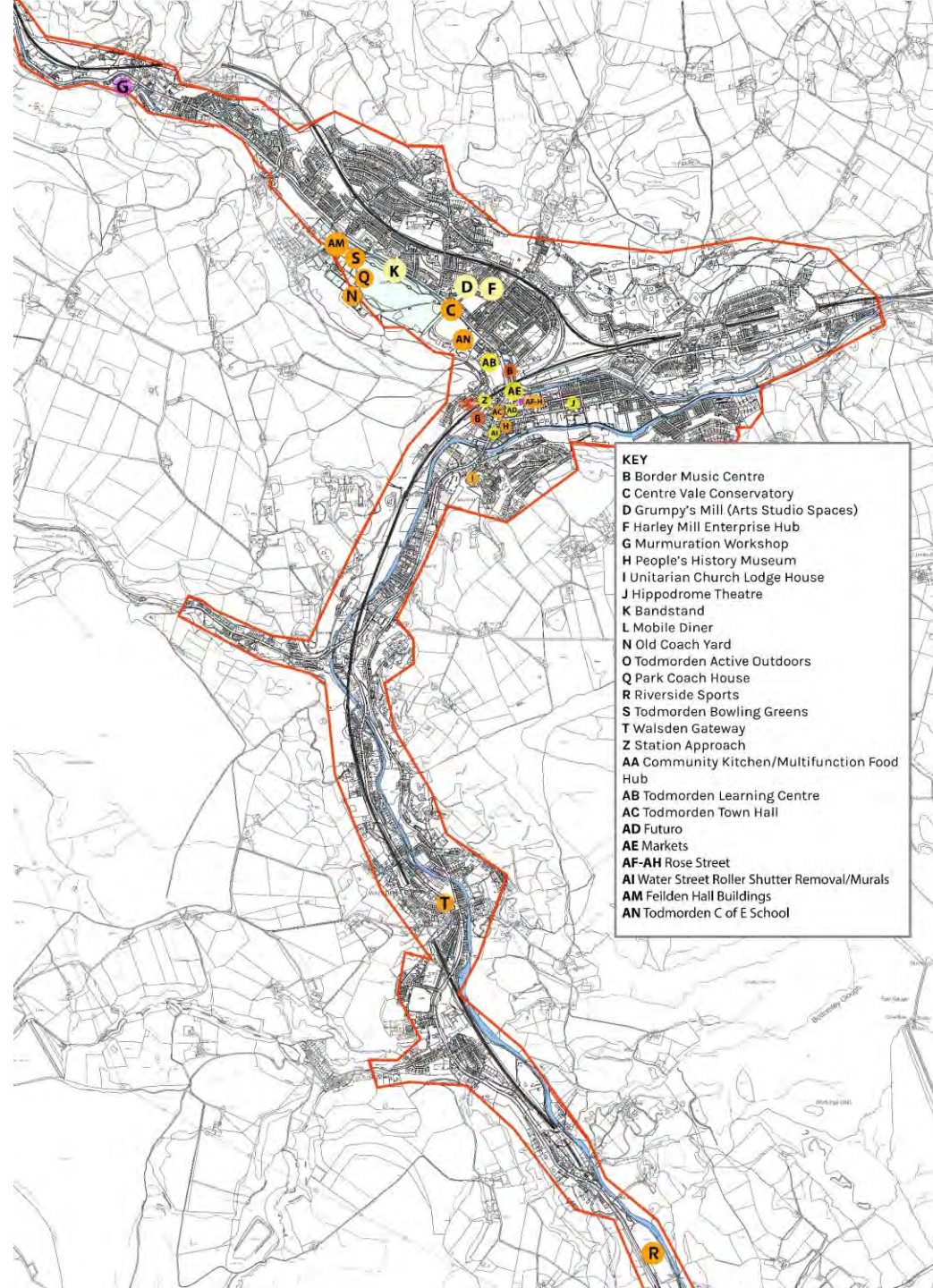


SITE PLAN
(Peace Garden retained in original position)

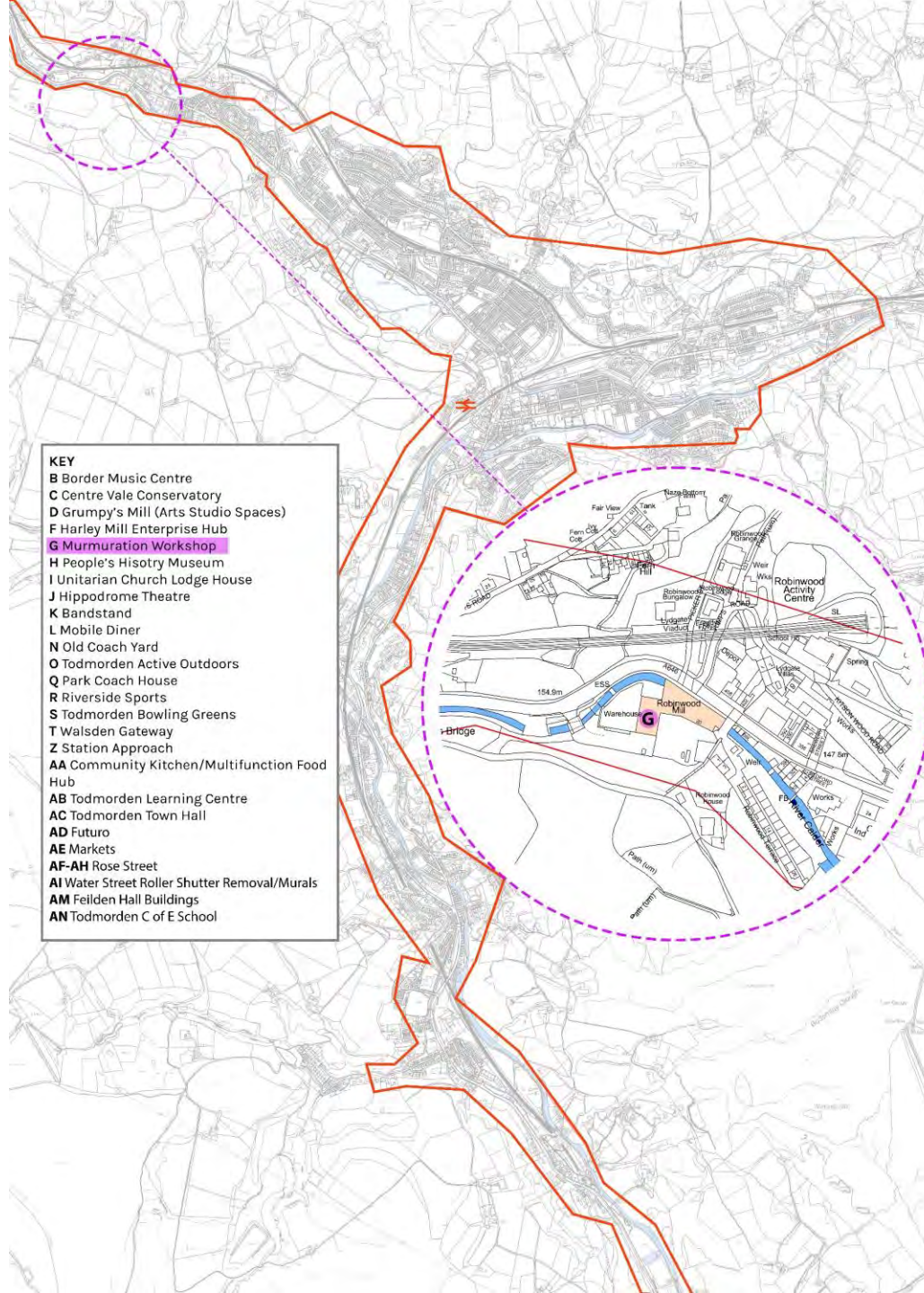
GREEN BOOK

Clause 7 – Annex 3 to those that are minded to attempt the calculation of societal value. This states that “The valuation of a site should be based on the most valuable possible use, rather than the highest value that could be obtained for its current use. The valuation should include an assessment of the social costs and benefits of alternative uses of a site, not just the market value.”

Heart of Town
Centre, Town Hall
and Rose Street

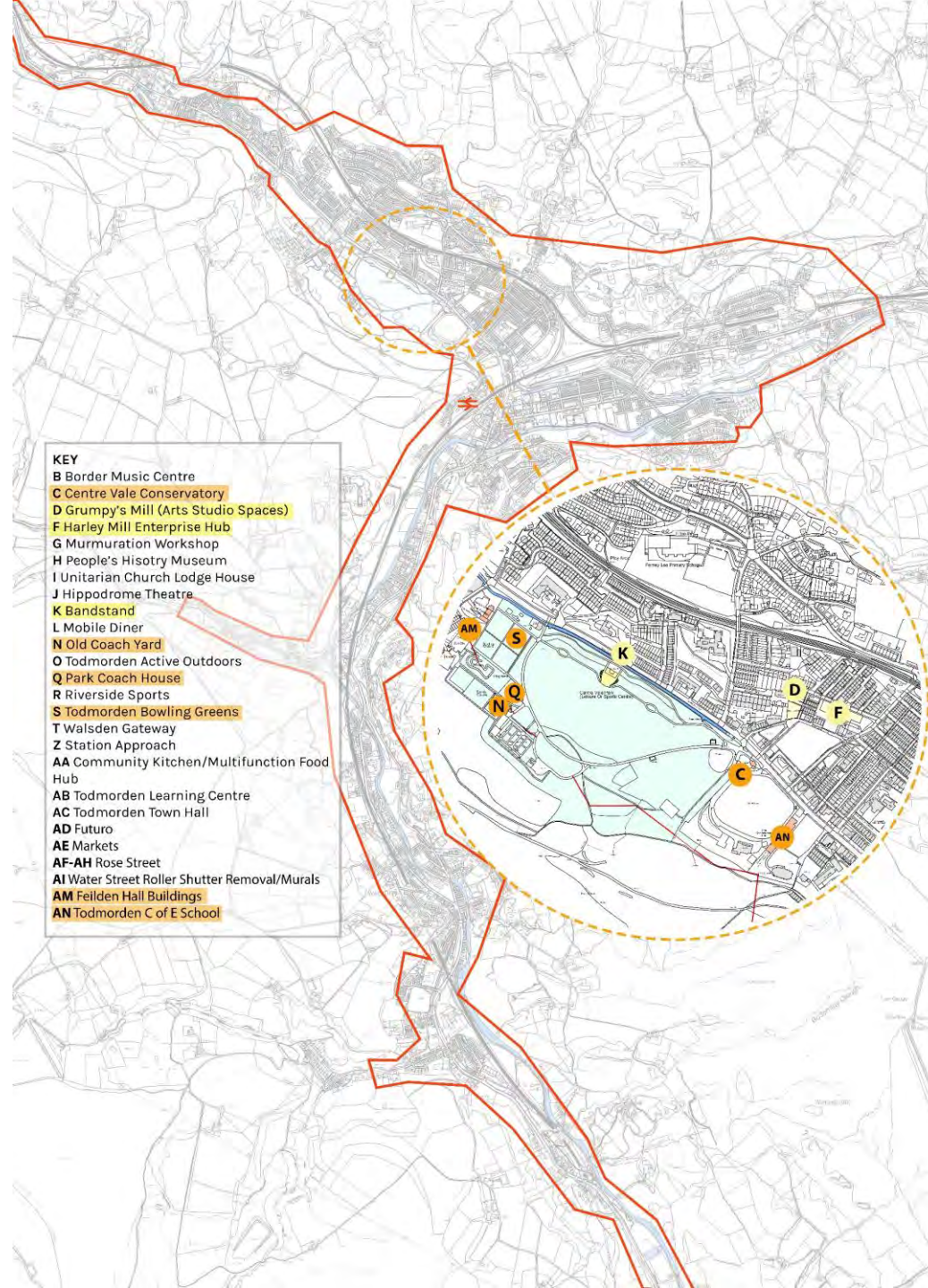


- KEY**
- B** Border Music Centre
 - C** Centre Vale Conservatory
 - D** Grumpy's Mill (Arts Studio Spaces)
 - F** Harley Mill Enterprise Hub
 - G** Murmuration Workshop
 - H** People's History Museum
 - I** Unitarian Church Lodge House
 - J** Hippodrome Theatre
 - K** Bandstand
 - L** Mobile Diner
 - N** Old Coach Yard
 - O** Todmorden Active Outdoors
 - Q** Park Coach House
 - R** Riverside Sports
 - S** Todmorden Bowling Greens
 - T** Walsden Gateway
 - Z** Station Approach
 - AA** Community Kitchen/Multifunction Food Hub
 - AB** Todmorden Learning Centre
 - AC** Todmorden Town Hall
 - AD** Futuro
 - AE** Markets
 - AF-AH** Rose Street
 - AI** Water Street Roller Shutter Removal/Murals
 - AM** Feilden Hall Buildings
 - AN** Todmorden C of E School



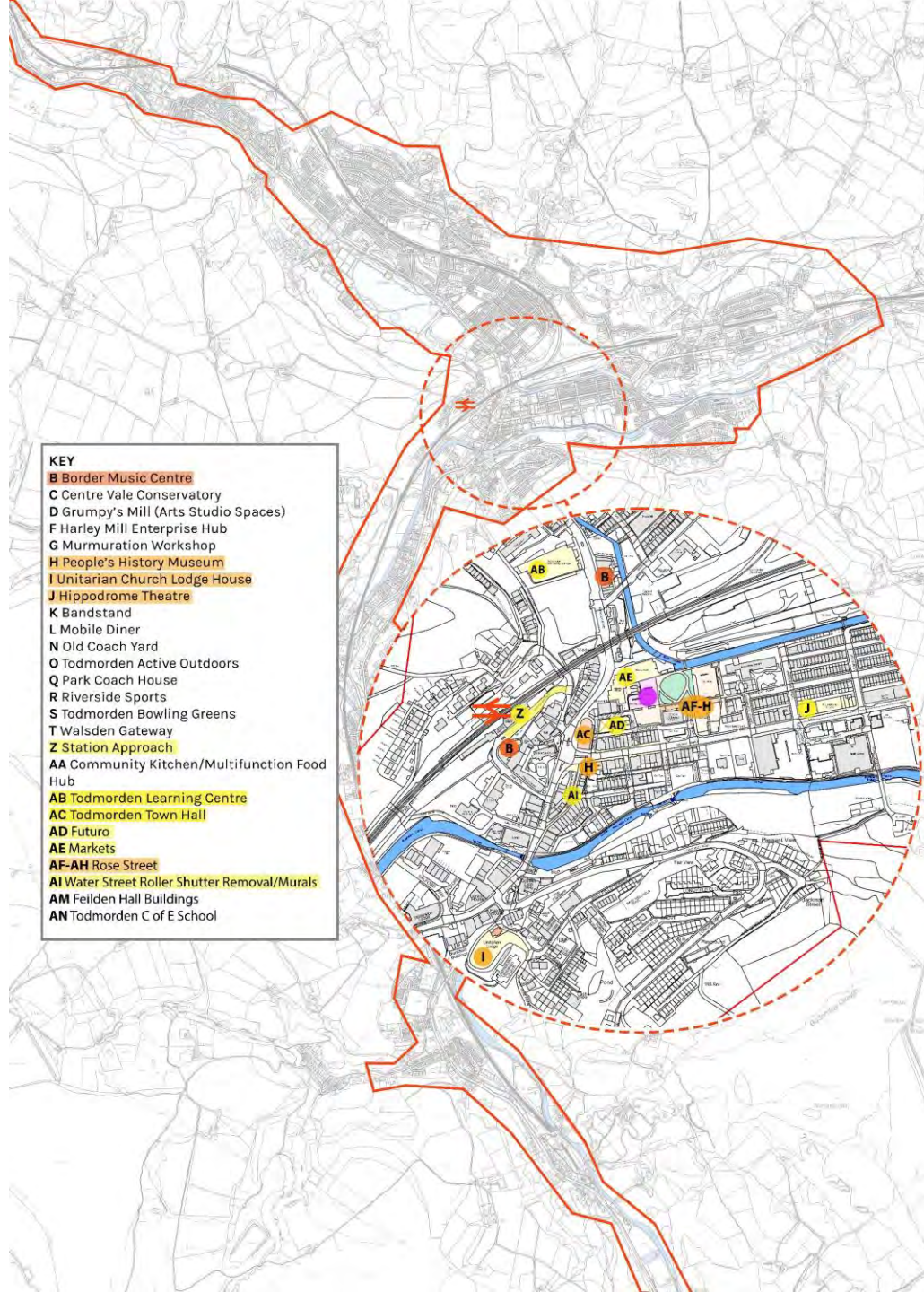
- KEY**
- B** Border Music Centre
 - C** Centre Vale Conservatory
 - D** Grumpy's Mill (Arts Studio Spaces)
 - F** Harley Mill Enterprise Hub
 - G** Murmuration Workshop
 - H** People's History Museum
 - I** Unitarian Church Lodge House
 - J** Hippodrome Theatre
 - K** Bandstand
 - L** Mobile Diner
 - N** Old Coach Yard
 - O** Todmorden Active Outdoors
 - Q** Park Coach House
 - R** Riverside Sports
 - S** Todmorden Bowling Greens
 - T** Walsden Gateway
 - Z** Station Approach
 - AA** Community Kitchen/Multifunction Food Hub
 - AB** Todmorden Learning Centre
 - AC** Todmorden Town Hall
 - AD** Futuro
 - AE** Markets
 - AF-AH** Rose Street
 - AI** Water Street Roller Shutter Removal/Murals
 - AM** Fellden Hall Buildings
 - AN** Todmorden C of E School

- KEY**
- B** Border Music Centre
 - C** Centre Vale Conservatory
 - D** Grumpy's Mill (Arts Studio Spaces)
 - F** Harley Mill Enterprise Hub
 - G** Murmuration Workshop
 - H** People's History Museum
 - I** Unitarian Church Lodge House
 - J** Hippodrome Theatre
 - K** Bandstand
 - L** Mobile Diner
 - N** Old Coach Yard
 - O** Todmorden Active Outdoors
 - Q** Park Coach House
 - R** Riverside Sports
 - S** Todmorden Bowling Greens
 - T** Walsden Gateway
 - Z** Station Approach
 - AA** Community Kitchen/Multifunction Food Hub
 - AB** Todmorden Learning Centre
 - AC** Todmorden Town Hall
 - AD** Futuro
 - AE** Markets
 - AF-AH** Rose Street
 - AI** Water Street Roller Shutter Removal/Murals
 - AM** Feilden Hall Buildings
 - AN** Todmorden C of E School

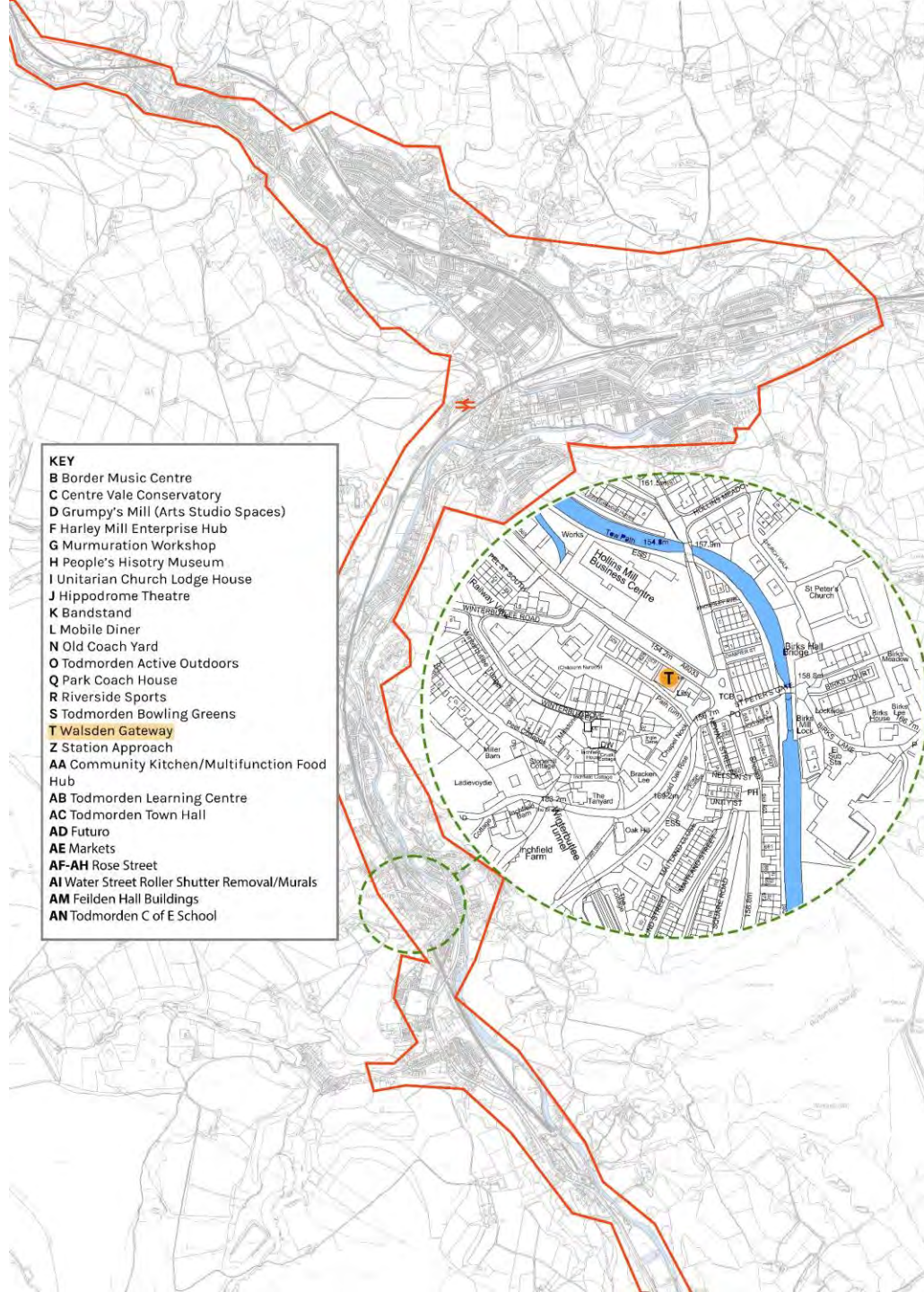


KEY

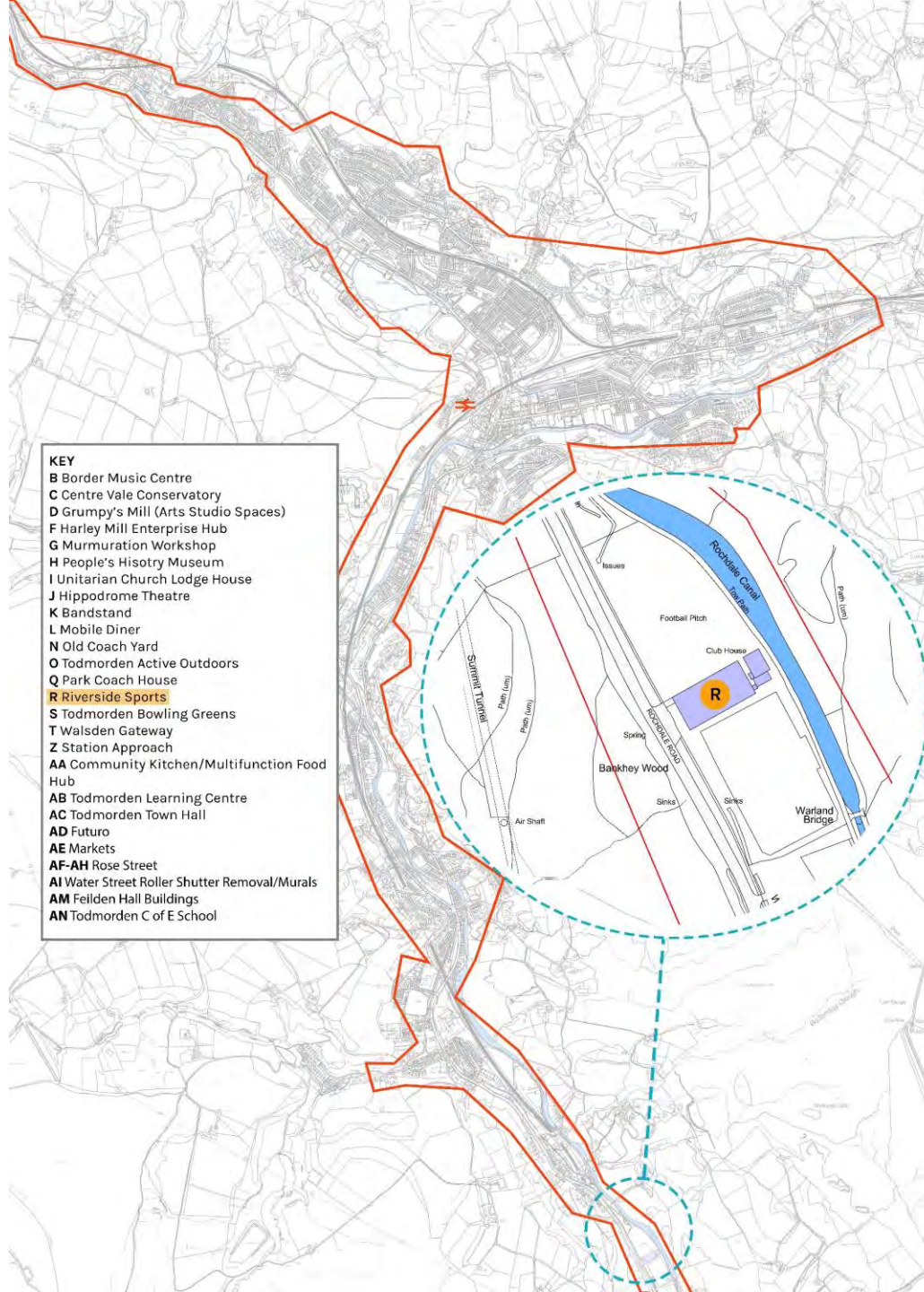
B Border Music Centre
C Centre Vale Conservatory
D Grumpy's Mill (Arts Studio Spaces)
F Harley Mill Enterprise Hub
G Murmuration Workshop
H People's History Museum
I Unitarian Church Lodge House
J Hippodrome Theatre
K Bandstand
L Mobile Diner
N Old Coach Yard
O Todmorden Active Outdoors
Q Park Coach House
R Riverside Sports
S Todmorden Bowling Greens
T Walsden Gateway
Z Station Approach
AA Community Kitchen/Multifunction Food Hub
AB Todmorden Learning Centre
AC Todmorden Town Hall
AD Futuro
AE Markets
AF-AH Rose Street
AI Water Street Roller Shutter Removal/Murals
AM Feilden Hall Buildings
AN Todmorden C of E School

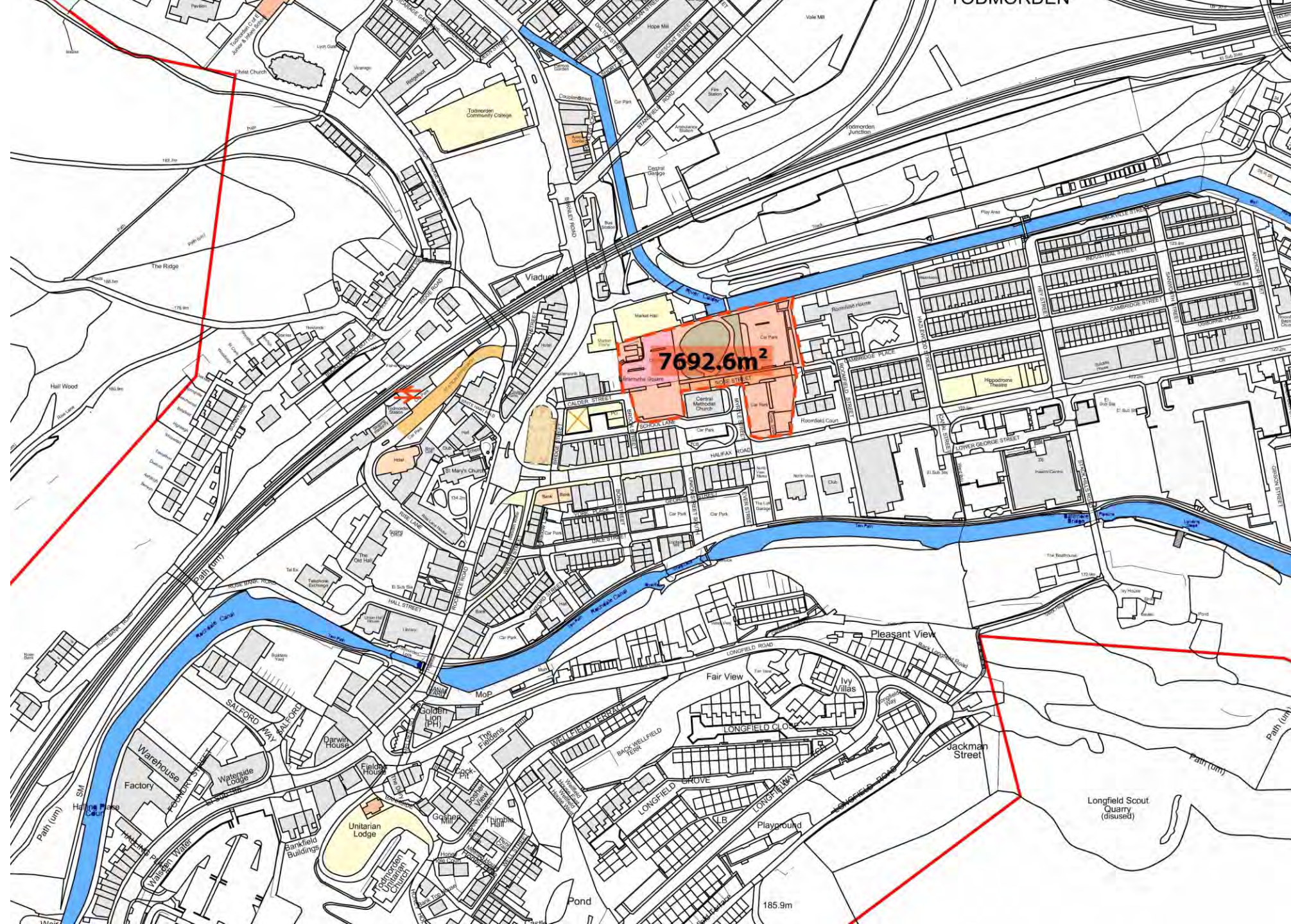


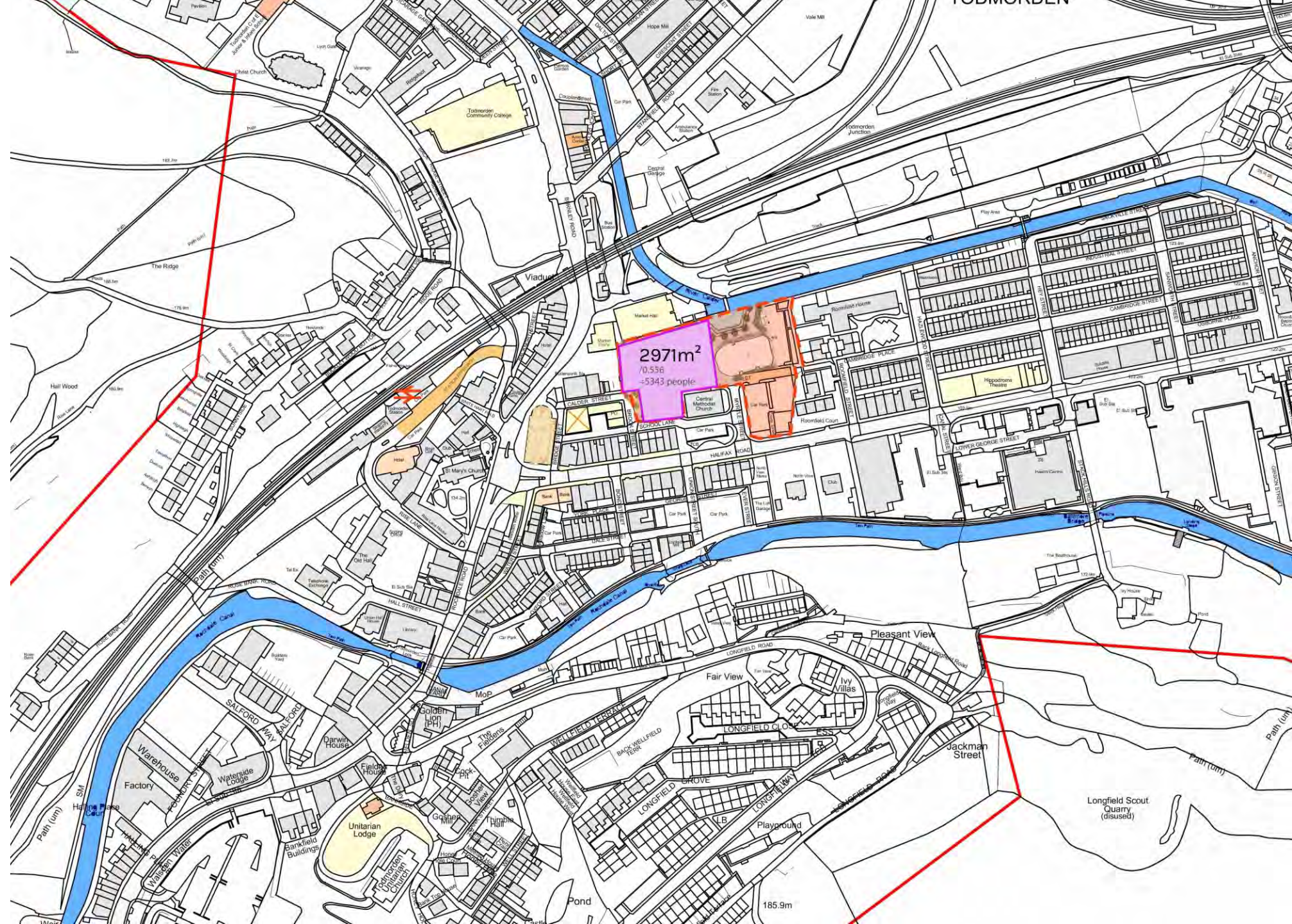
- KEY**
- B** Border Music Centre
 - C** Centre Vale Conservatory
 - D** Grumpy's Mill (Arts Studio Spaces)
 - F** Harley Mill Enterprise Hub
 - G** Murmuration Workshop
 - H** People's History Museum
 - I** Unitarian Church Lodge House
 - J** Hippodrome Theatre
 - K** Bandstand
 - L** Mobile Diner
 - N** Old Coach Yard
 - O** Todmorden Active Outdoors
 - Q** Park Coach House
 - R** Riverside Sports
 - S** Todmorden Bowling Greens
 - T** Walsden Gateway
 - Z** Station Approach
 - AA** Community Kitchen/Multifunction Food Hub
 - AB** Todmorden Learning Centre
 - AC** Todmorden Town Hall
 - AD** Futuro
 - AE** Markets
 - AF-AH** Rose Street
 - AI** Water Street Roller Shutter Removal/Murals
 - AM** Feilden Hall Buildings
 - AN** Todmorden C of E School

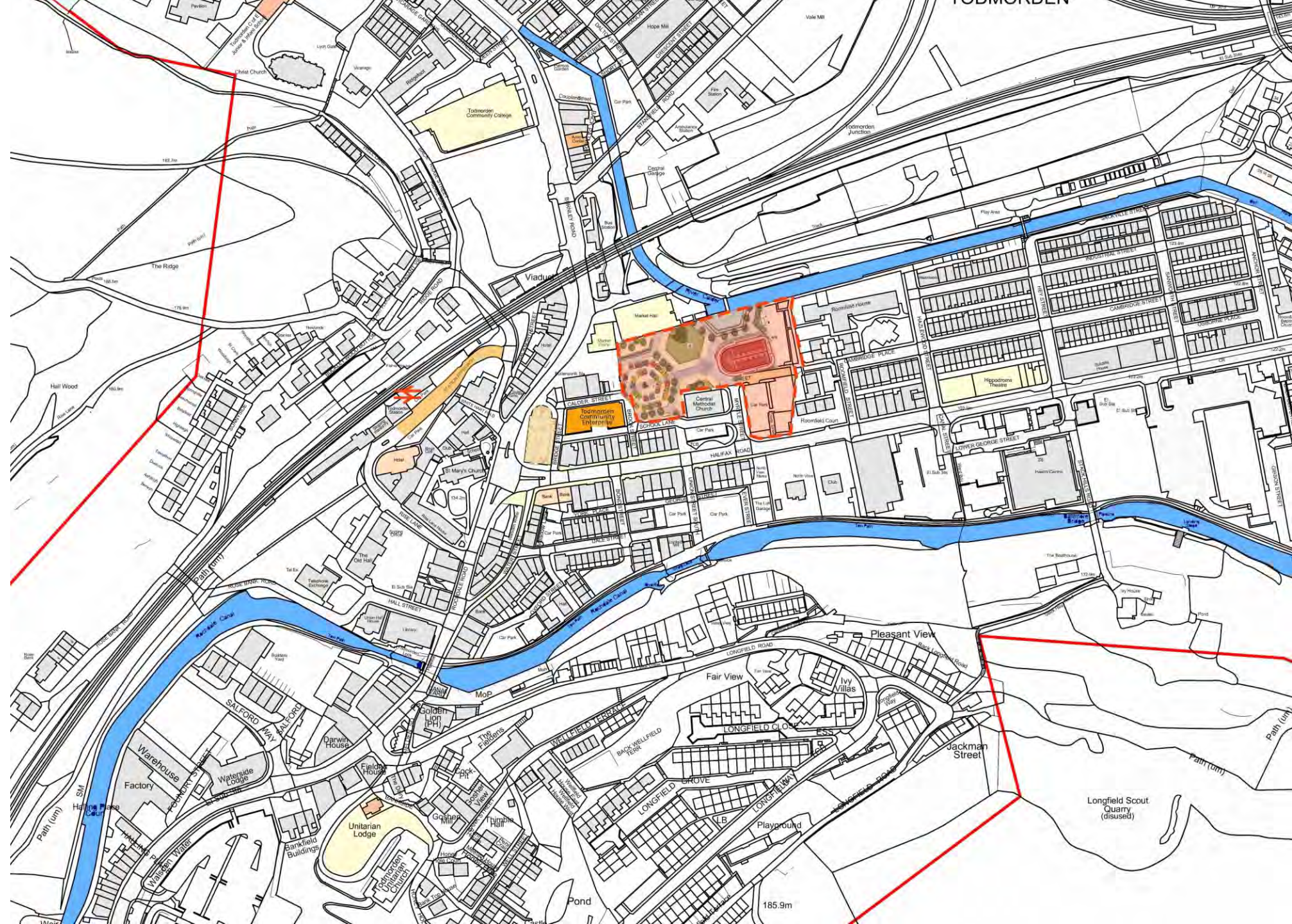


- KEY**
- B** Border Music Centre
 - C** Centre Vale Conservatory
 - D** Grumpy's Mill (Arts Studio Spaces)
 - F** Harley Mill Enterprise Hub
 - G** Murmuration Workshop
 - H** People's History Museum
 - I** Unitarian Church Lodge House
 - J** Hippodrome Theatre
 - K** Bandstand
 - L** Mobile Diner
 - N** Old Coach Yard
 - O** Todmorden Active Outdoors
 - Q** Park Coach House
 - R** Riverside Sports
 - S** Todmorden Bowling Greens
 - T** Walsden Gateway
 - Z** Station Approach
 - AA** Community Kitchen/Multifunction Food Hub
 - AB** Todmorden Learning Centre
 - AC** Todmorden Town Hall
 - AD** Futuro
 - AE** Markets
 - AF-AH** Rose Street
 - AI** Water Street Roller Shutter Removal/Murals
 - AM** Feilden Hall Buildings
 - AN** Todmorden C of E School









LEGEND

1. Proposed straw-bale hotel with cafe
2. Proposed Biomass storage for hotel
3. Proposed shared surface (to accommodate coach access)
4. Proposed cycle parking
5. Existing car parking
6. Proposed car parking
7. Proposed 'Pollination Hexagon' with sculpture to centre and amphitheatre steps to side
8. Proposed Market Place with bosquet of trees
9. Proposed Pollination Gardens
10. Proposed Workshop Street
11. Propose Calder Basin steps to river
12. Proposed public toilets
13. Proposed entrance to indoor market (service area relocated and improved)
14. Proposed new retail buildings to accommodate post office and one stop shop
15. Future park proposed



LEGEND

1. Proposed straw-bale hotel with cafe
2. Proposed Biomass storage for hotel
3. Proposed shared surface (to accommodate coach access)
4. Proposed cycle parking
5. Existing car parking
6. Proposed car parking
7. Proposed 'Pollination Hexagon' with sculpture to centre and amphitheatre steps to side
8. Proposed Market Place with bosquet of trees
9. Proposed Pollination Gardens
10. Proposed Workshop Street
11. Proposed Calder Basin steps to river
12. Proposed public toilets
13. Proposed entrance to indoor market (service area relocated and improved)
14. Proposed new retail buildings to accommodate post office and one stop shop
15. Future park proposed

Plan Scale 1:500 @ A1 / 1:1000 @ A3



MARKET PLACE - Bosquet of trees creates a shaded space in summer and welcoming threshold into the new town centre. Market stalls set up here regularly.



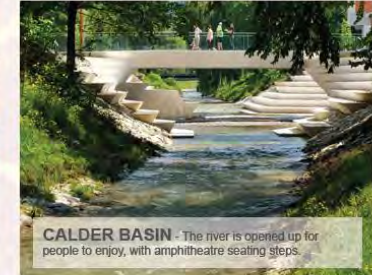
POLLINATION GARDENS - Exhibition of Todmorden's finest Incredible Edible - a working garden with produce available to public.



POLLINATION HEXAGON - versatile open space for pop up market stalls, festivals and performances.



WORKSHOP STREET - Small businesses, start ups and craftspeople alike can inhabit these structures.



CALDER BASIN - The river is opened up for people to enjoy, with amphitheatre seating steps.



NATURAL

Natural building techniques and sustainable urban drainage are promoted, town is opened up the river and the first European Straw Bale hotel is exhibited.



BUSY

Active frontages populate the hive day and night.



WORKING

Workshops, start up businesses and craftsmen are encouraged and hotel and shops provide work.



FORAGING

Incredible Edible envelops the central open space.



BUZZING

Central open space hosts festivals and markets and is central to the towns Lamp Lighter Parade.

TOD HIVE

A proposal to develop Todmorden town centre, based on natural building and Incredible Edible by the Todmorden Straw Bale Hotel Community Benefit Society
December 2017

Designed by REED STUDIO
Lower Hawkstones Farm, Kels Road, Todmorden, OL14 8SB
www.reedstudio.co.uk | emma@reedstudio.co.uk | 07867 747393

REED STUDIO
A PRACTICE FOR IMAGINE AND ACTION



Todmorden Town Hall

A community resource for the 21st century

Our Vision is to breathe new life into Todmorden Town Hall and to re-establish it at the centre of civic and community life.

We want to build upon our successful work in establishing a local heritage resource at the Town Hall and to exploit the local passion that is so evident for this fine Victorian building.

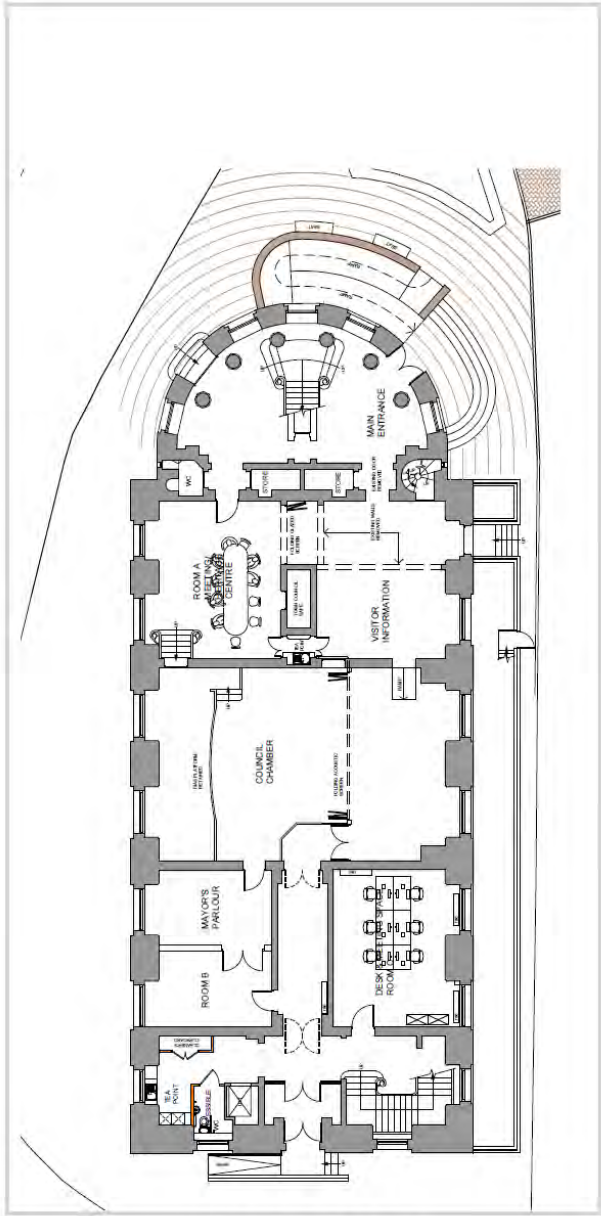
The Town Hall was built in 1875 to designs by the nationally renowned architect John Gibson, to serve as the administrative and civic centre of the town. It was funded and given to the people of Todmorden by the local Fielden family who were instrumental in transforming Todmorden from an agricultural settlement to a prosperous cotton town.

The Town Hall is a Grade 1 listed building and lies within the Todmorden Conservation Area. It is a prominent landmark within the town

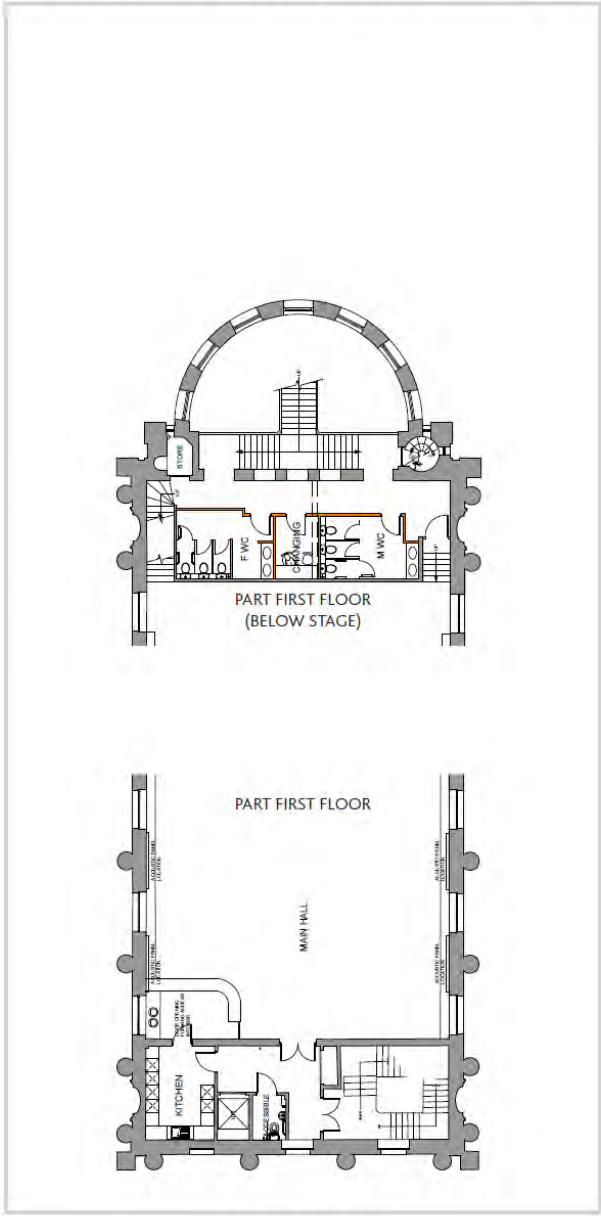
and has exceptional national architectural significance as a building by an eminent Victorian architect. The fine first floor ballroom or main hall and the imposing apsidal north entrance hall with imperial staircase are particularly noteworthy, and the south staircase and lobby, Council Chamber, Mayor's Parlour and committee rooms are also deemed to be of significant historical importance.

However, our vision is about looking forward, not back. The key to preserving this architectural gem is to make it relevant to modern life, to ensure the building does not become a neglected irrelevance, only glanced at admiringly from the outside.

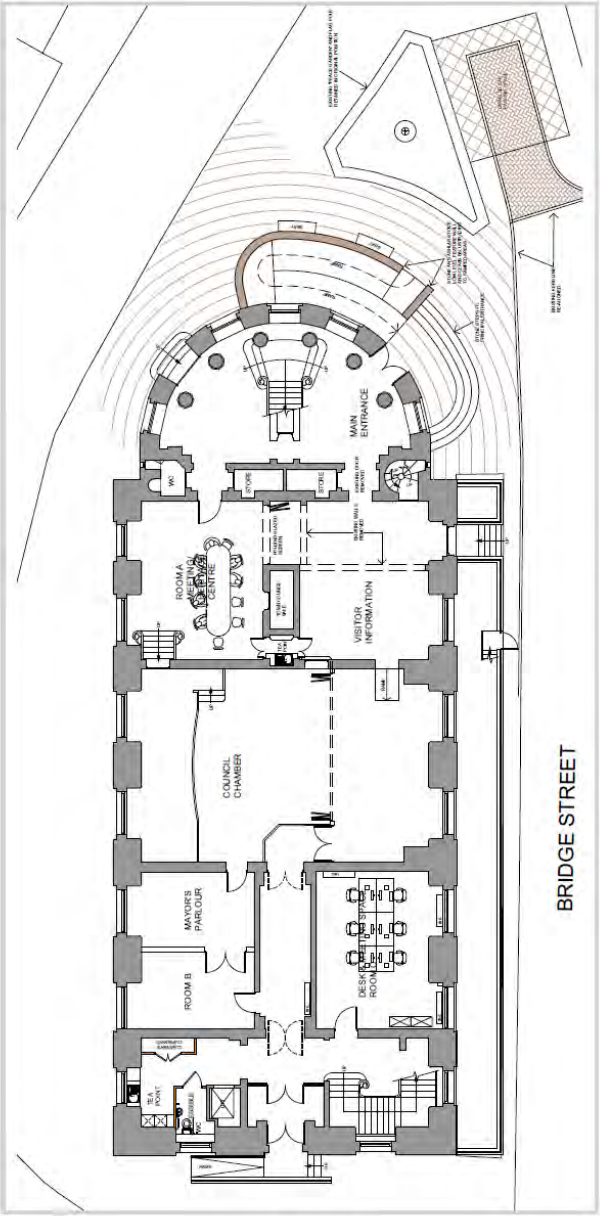
Todmorden Town Hall - Our Vision



GROUND FLOOR



FIRST FLOOR



SITE PLAN

(Peace Garden retained in original position)
Our vision- with updated plans- Sept 2017.pdf - Adobe
Acrobat Reader DC

	NB the lower the score, the high	
<u>Rose Street Functions</u>		
Open space	1	
Market	5	
Riverside park	5	
Retail	3	
Hotel	6	
Restaurants	3	
Car parking	4	
Housing	8	
<u>Rose Street proposals</u>		
Reconfiguration	1	
One Stop	2	
Town Hall	3	
Futurohaus	5	
Canal	6	
Lighting	7	
PHM	4	
Shop fronts	8	

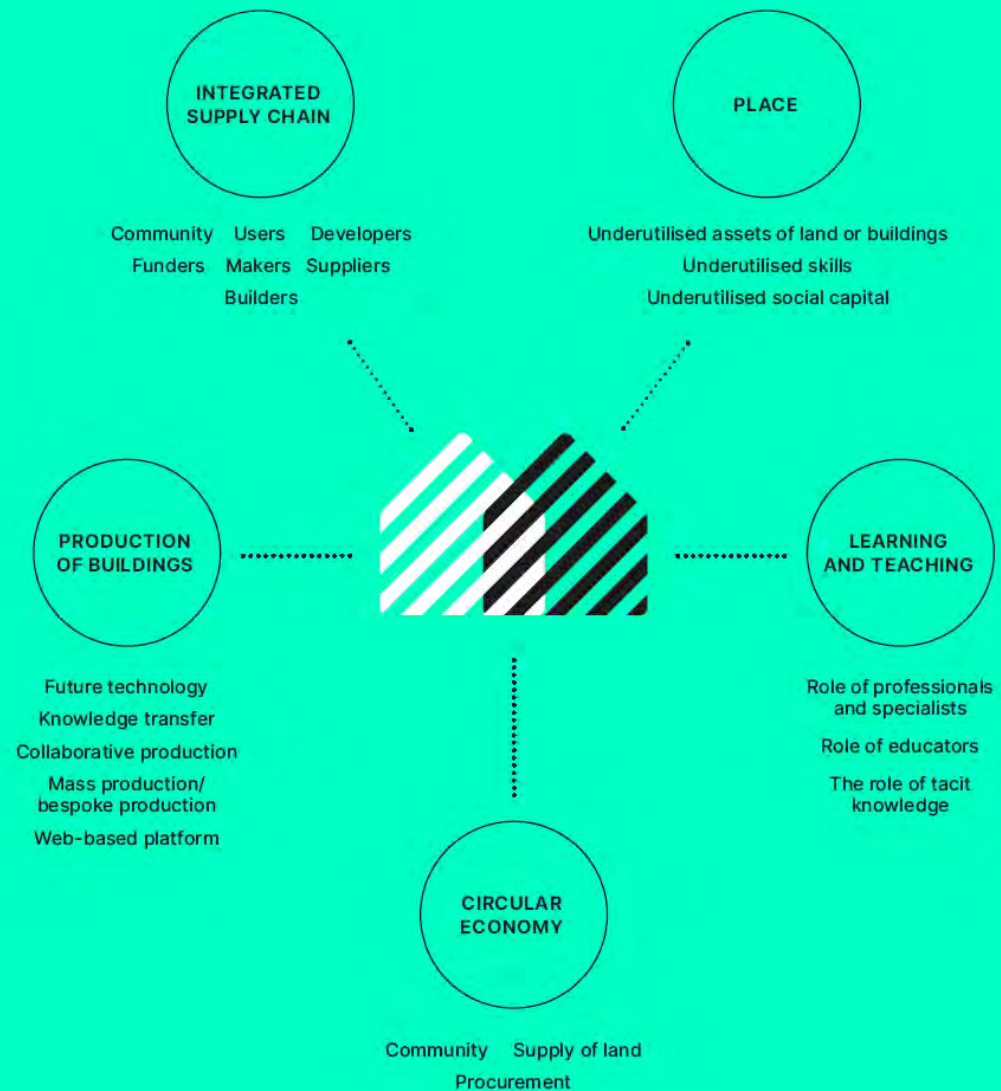


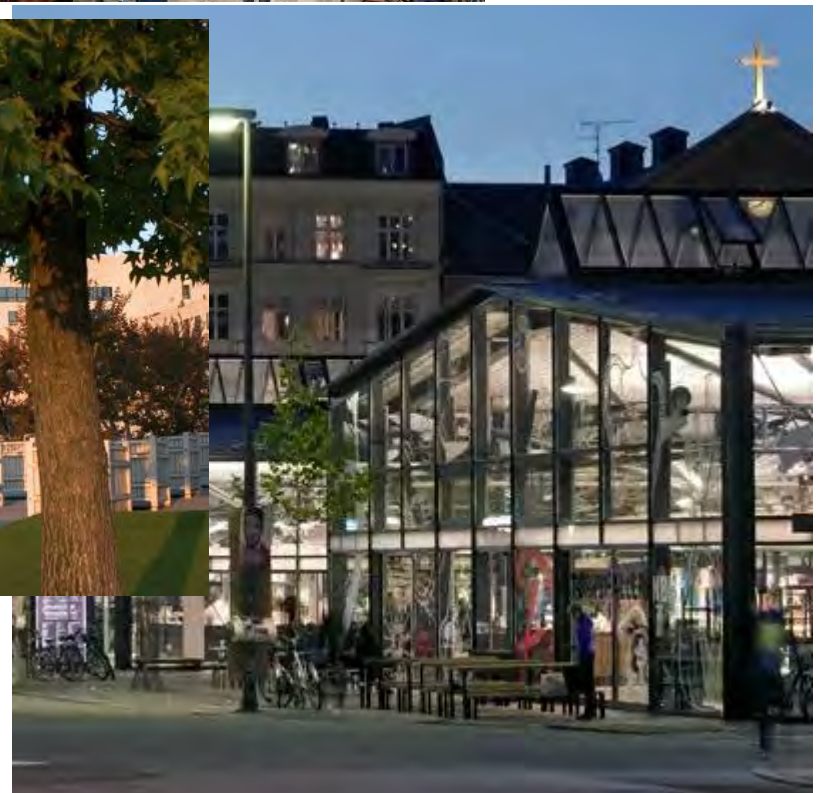


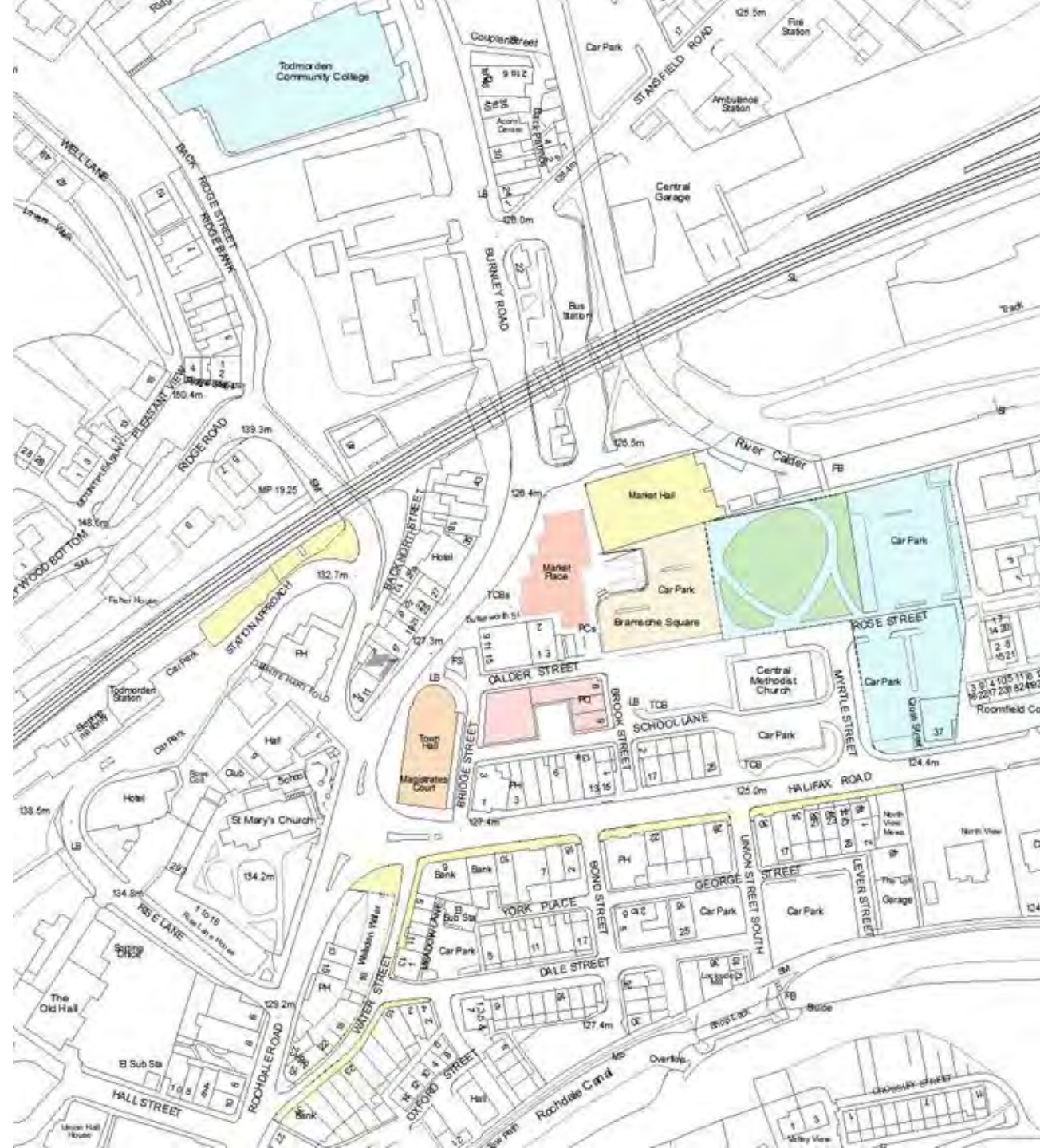


Ecology of Built InCommon

The ecology of Built InCommon demonstrating the variety of neighbourhood based social and economic value that would be generated by a country wide network of community-owned fabrication workshops.









2016



LEEDS CITY REGION
ENTERPRISE
PARTNERSHIP



WEST YORKSHIRE
COMBINED AUTHORITY

LEEDS CITY REGION STRATEGIC ECONOMIC PLAN

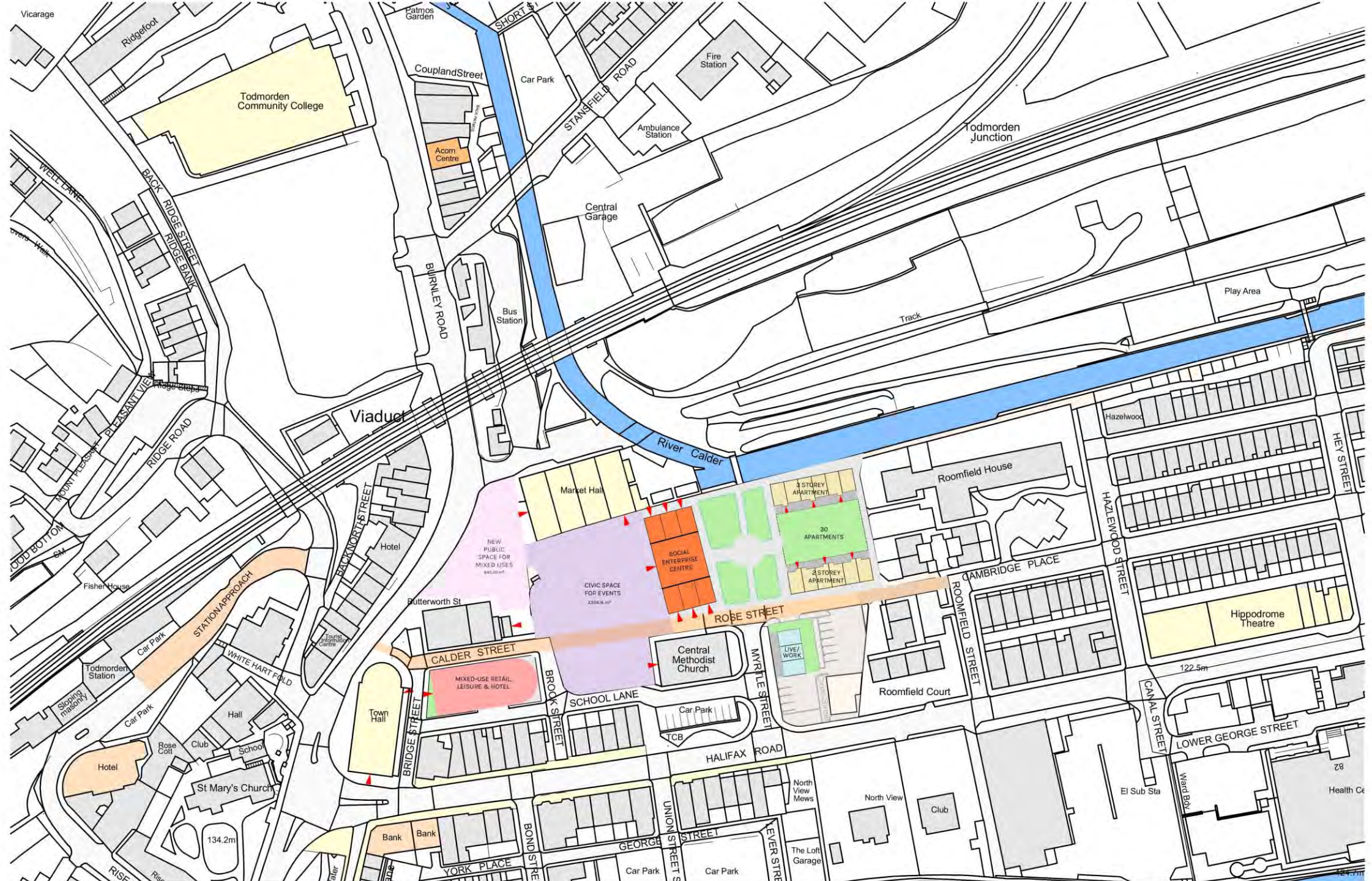
2016-2036

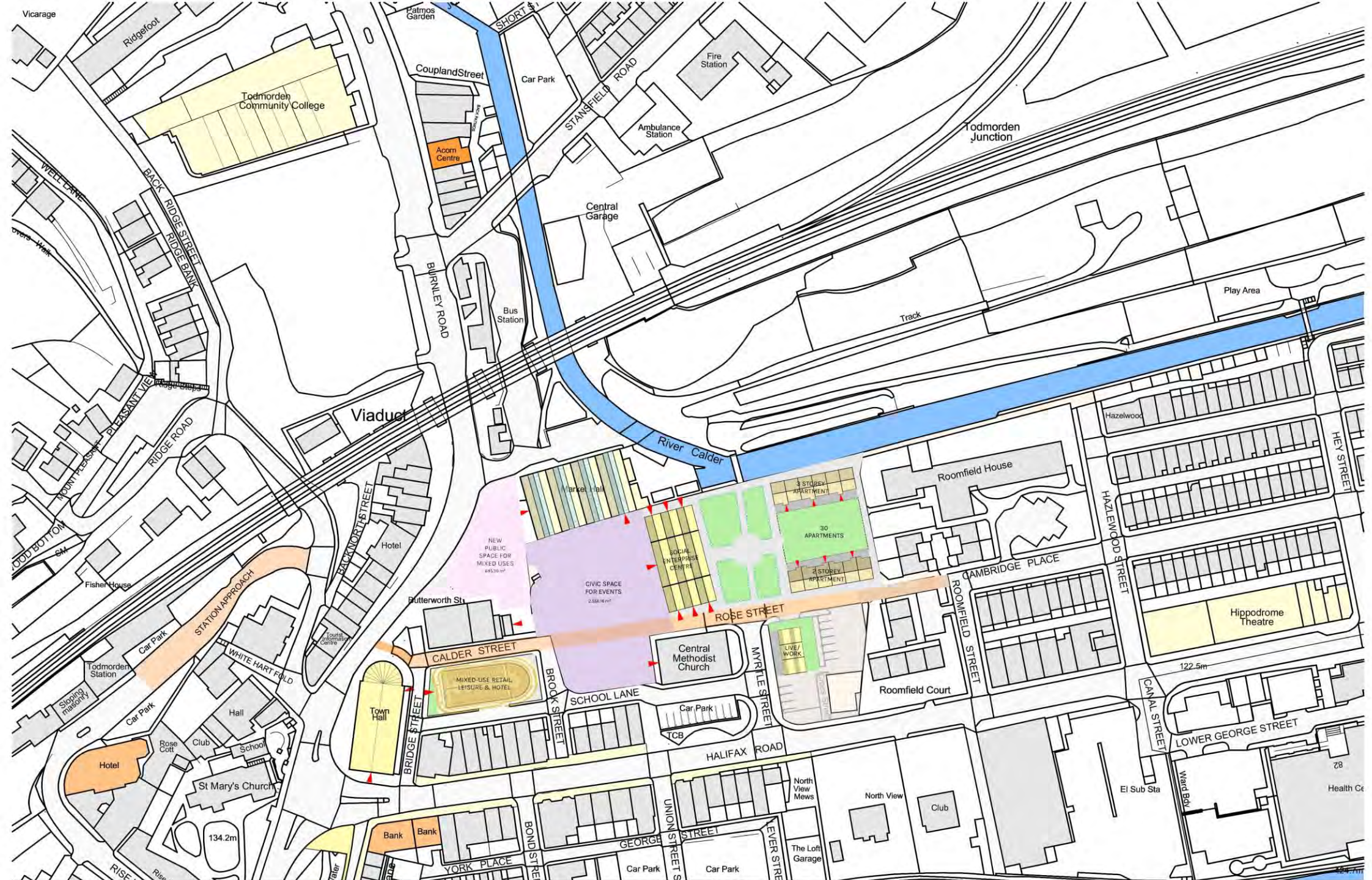
CHAPTER 3

56

STRATEGIC PRIORITIES

- STRATEGIC PRIORITIES
- HEADLINE INITIATIVES
- PRIORITY 1: GROWING BUSINESSES
- PRIORITY 2: SKILLED PEOPLE, BETTER JOBS
- PRIORITY 3: CLEAN ENERGY AND ENVIRONMENTAL RESILIENCE
- PRIORITY 4: INFRASTRUCTURE FOR GROWTH





APPENDIX 4

YOUTH AND COMMUNITY ENGAGEMENT REPORT

Youth Strategy for the Todmorden Town Fund

Created by Shannon Jackson, 24. Born and raised here in Todmorden.

<https://www.linkedin.com/in/shannon-jackson-364a3613a>

Contents

1. Foreward, Acknowledgements and Town Praise for this work	
2. Executive Summary	5
3. Strategy Introduction	10
3. Mapping the Town	14
4. Summary of Findings: Community Aspirations, Barriers, Networks & Places	36
5. The Fives Areas of Work Proposed	38
6. Suggested Schedule and First Steps	44



Photo taken from the EU Youth Partnership.¹

¹ EU Youth Partnership. 2019. 'Study on the Political Participation of Young people in society'. Available at: <https://pjp-eu.coe.int/en/web/youth-partnership/study-on-political-participation-of-young-people>

Acknowledgements and Foreword

The youth of Todmorden are a force to be reckoned with. They are the epitome of this Town's growing legacy: **a creative, resilient enterprising and ever ambitious part of our community.** I hope this strategy shows that they are individuals to find inspiration in, and which we share a collective responsibility, to further inspire in our actions going forward.

I have found that young people – because of the legacies of **adultism** in our society - often struggle to gain voice and influence over projects that can and will affect their lives deeply.



As I will show in the below, by not integrating young people into projects such as this, we are wasting invaluable passion, skills, strengths and expertise that youth do bring towards bettering their communities.

This is why I am so happy to have been invited to Todmorden to produce this strategy for engaging the youth of our Town in the event of the wider funding bid's success.

The initiatives taken to begin thinking about youth engagement at the beginning of this process, is important and should be recognized. So should the decisions taken to set aside the necessary resources to create the following plan, as this strategy represents 40 dedicated hours of paid time.

In the attempt to create a document which is also useful for the members of the Town Board, and potentially others in the community later along the timeline: my goal was to keep this strategy in plain English, easily structured and including the stories that remind us why this plan is important.

I thank everyone who has been involved, and especially wish to acknowledge the following champions who have paved the way for youth to be prioritised in the Town Deal's delivery:

- **Irena** and the team at Aspinall Verdi, for first inviting me into this process
- **Stephen**, for our initial conversations about being young, and every phone call since. You've been brilliant leading the way.

- **Karen, Franki, James and all in the wider Communications Sub team**, for continuing to be inspired and run with last minute presentations and ideas about how we can support youth with this bid. It's been heartening to work with you.
- **Pam**, for your introduction to Gill and the wonderful student at Todmorden High, as well as the invaluable work you do across our Town.
- **Melvin**, for being the first community connection made and ever since continually checking in to hear updates and stories.
- **Cllr Silvia Dacre**, for your emailing to show your priorities for young people in this area despite the busy schedule.
- **Gill, Simon** for bringing absolute stars and bringing everything together on a tight deadline at Todmorden High.
- **David, John, Lisa, Billy, Sophie, Harry, Olivia, Harry, Ellie** – for being the first conversations had, and essential people in mapping this vision.
- **Lynn Jackson**, for the endless support and connecting up locally these past weeks.

Thank you all.

Youth community praise for this work

Gill Shirt, Headteacher at Todmorden High School

‘Thanks to all involved, the plan looks tremendous. Please keep our involvement at a high level’.

Amelia, Year 7

‘I love the idea of everything and todmorden will be a better and stronger place with the help of us all.’

Amilia, Year 11

‘It was amazing for us to see the potential plans for Todmorden, I know I’m not the only one who was very inspired by the group and there passion for their project. I cant wait to see the results!’

Billy, 24.

‘This is epic. Thank you’



A big thank you to Simon, Gill and all students at Todmorden High for providing photos and quotes.

SECTION 2: Executive Summary

Scope of this strategy:

To create a plan to engage and integrate youth across the 40 proposed projects and within broader governance of the Town Deal's delivery over the next 12 months.

Summary of Proposal:

This proposal has worked from principles of best practice from a variety of sectors already engaging successfully with young people. This includes fields such as youth work, community development, healthcare provision, civil society campaigning and sports and activities coaching. The strategy proposes series of accumulative and mutually reinforcing interventions which will work towards maximising **the aspiration building** for Todmorden's youth community through the delivery of the Town Deal. As will be acknowledged, that community includes a real wealth of youth living here, as well as a much wider set of stakeholders who will be key to connecting with young people all across our Town. It has been acknowledged that there will be differences in people's abilities and willingness to participate, and that therefore diverse options allowing for different levels of responsibility and involvement, must be offered. A final recognition is that the engagement of under-represented youth such as care leavers, homeless young people, and youth not in education, employment or training, must be a priority if we are to ensure that all youth can benefit from the resources brought by this regeneration proposal. Making up just under a third of our Town, integrating youth is an essential part of our democratic mandate for

every child's 'right to be heard'², and will be key to the long term success and legacy of this project going forward. As Oscar told us:

“It is great that the Todmorden Town Fund are including young people from the area on where to spend this money, as we are a large part of the community who will benefit from this investment in the future.”

Oscar, Year 11. Todmorden High School.

To summarise the best practice principles worked towards in this strategy, they are:

✓ **Positive Youth Development and Aspiration building with young people**

Ensuring that engagement is focused on recognising and building the strengths, aspirations and skills of young people is a key best Positive Youth Development principle within the field of youth work here in the UK³, the EU⁴ and the US⁵. It has risen to counter to a previous “deficit focused approach”, where needs or solving what was lacking in young people, often took the focus of youth and community interventions⁶. Working from the positives that youth can bring and what we can bring to supporting youth aspirations and development, is not only a responsibility to sharing benefit brought by new resources, but has been shown to be a very effective engagement approach for securing long term motivation and participation from young people in activities⁷.

² UNICEF. 2011. 'Every Child's Right to be Heard'. Available at:

https://www.unicef.org/files/Every_Childs_Right_to_be_Heard.pdf

• ³ UK Coaching. 2012. 'Ways to Promote Positive Youth Development'. Available at:

<https://www.ukcoaching.org/resources/topics/tips/four-activities-to-promote-positive-youth-developm>

⁴ EU Youth Partnership. 2019 Revision. 'Youth Policy Essentials'. Available at: https://pip-eu.coe.int/en/web/youth-partnership/policy/-/asset_publisher/LEWvPOD8axRP/content/youth-policy-essentials?_101_INSTANCE_LEWvPOD8axRP_viewMode=view/

⁵ ACT for Youth Center of Excellence. 2015. 'Positive Youth Development 101'. Available at:

http://www.actforyouth.net/youth_development/professionals/manual.cfm

⁶ Greater Manchester Public Health Innovation Unit. 2016. 'Developing asset based approaches to primary care with young people and families'. Available at: <https://www.innovationunit.org/wp-content/uploads/2017/05/Greater-Manchester-Guide-090516.pdf>

⁷ ACT For Youth. 2020. 'Positive Youth Development Principles'. 2020. Available at: <https://youth.gov/youth-topics/positive-youth-development>; BMC Public Health. 2015. 'Positive Youth Development: reducing youth substance abuse and violence: qualitative results.' Available at: <https://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-016-2817-3>

✓ Inclusive Best Practice

At the same time as beginning the work of exploring some of the aspirations of youth and youth connected individuals in the Town of Todmorden, working towards a principle of inclusive best practice requires that all youth have an equal opportunity to benefit and participate in the Town Deal delivery. There therefore needs to be a more significant mobilization of the currently non-engaged, and a rejecting of the “hard to reach” label. Youth from all walks of life, including those who are the recipients of specialist services or support (such as those working with current Local Authority provision in our area), as well as youth coming from minority identity communities (such as queer youth, youth from people of colour communities, disabled youth etc) must be included within this strategy.

✓ Degrees of Participation / Stepped Care Approaches

Working from mental health support principles of “stepped care”⁸ which emphasises the importance of differentiating options to participate according to the specific young person in question, this strategy will similarly emphasises the need to work towards having different degrees of involvement, responsibility and diverse options for activities that youth can get involved in. This is key to success, and also to ensuring young people can engage in ways that best suit them during the strategy’s delivery.

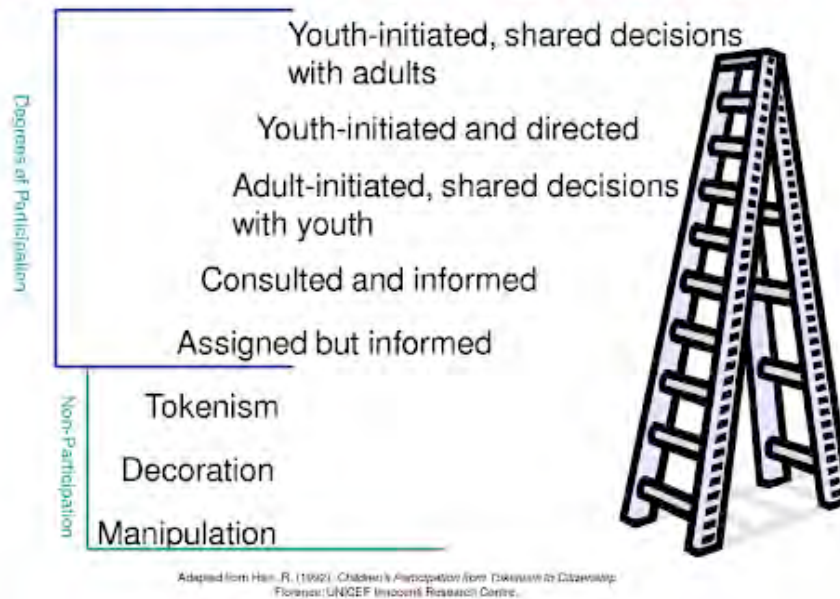
✓ Avoiding Tokenism & Promoting Youth Agency

Following the foundational work of Roger Hart and UNICEF on how to avoid adultism and promoting genuine youth agency through the ‘Ladder of Participation’⁹, this strategy will ensure that opportunities for promoting the higher ladder levels - of supporting young people to have direct decision making control over activities and actions that relate to them - are prioritised in this strategy. This is a key part of avoiding tokenistic engagement with young people in our community.

⁸ BCM. 2012. ‘Implementing Stepped care in primary care approaches’. Available at: <https://implementationscience.biomedcentral.com/articles/10.1186/1748-5908-7-8>; Firth and Kellett. 2015. ‘The clinical effectiveness of stepped care systems for depression in working age adults: A systematic review.’ Available at: <https://doi.org/10.1016/j.jad.2014.08.030>.

⁹ Roger Hart. 1992. ‘Children’s Participation: From Tokenism to Citizenship’. UNICEF Children’s Fund Essay. Available at: https://www.unicef-irc.org/publications/pdf/childrens_participation.pdf

Ladder of Youth Participation



Adapted from Hart, R. (1992). Children's Participation from Tokenism to Citizenship. Florence: UNICEF Innocenti Research Centre.

Aiming towards the higher “rungs” of youth participation. Roger Hart. 1992.

✓Fun and creativity

We will ensure that fun and creativity are maintained as the essential building blocks for all activities. This is particularly key for working with younger youth, and especially so in a time of Covid19, when there is a real desire of hands on and fun activities¹⁰.

✓Integration with existing services and stakeholders

This strategy will focus on working with existing stakeholders and in spaces where youth feel safe and are in trusted relationships. It will create shared interests and roles with youth and those already working with young people who are trusted in this community. Integrated practice has been key to successful service delivery across healthcare, youthwork¹¹, and community development.

¹⁰ Arizona Commission on the Arts. 2018. The importance of Creative Youth Development. Available at: <https://azarts.gov/news/jaec-2018-creative-youth-development/>

¹¹ Social Care Institute for Excellence. 2020. 'Integrated Care Research and Practice'. Available at: <https://www.scie.org.uk/integrated-care/research-practice/enablers/asset-based-places>; FRAYME. 2020. 'Lessons learning on integrated youth services'. Available at: <https://frayme.ca/learning-institute-wrap/lessons-learned-integrated-youth-services-implementation-norwest-youth-hub>; Halsall. 2018. 'Examining Integrated Youth Work Practice'. Available at: <https://www.ijic.org/articles/10.5334/ijic.4165>.

✓ Enabling environment

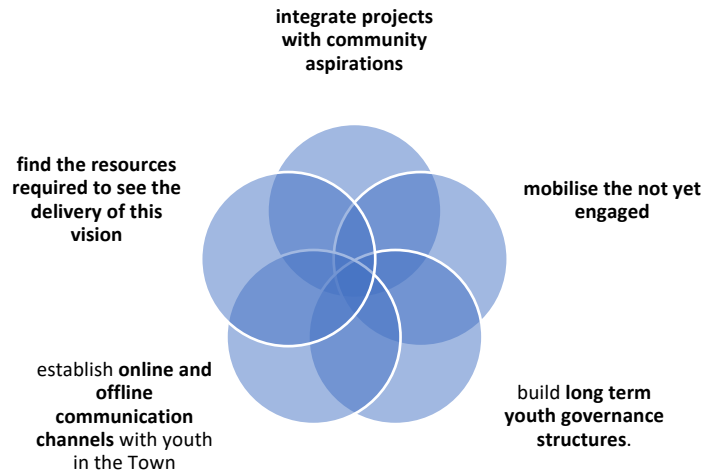
Also from Positive Youth Development principles¹², this strategy will consider not only the aspirations, but also look at the enabling environments that need to be established to ensure youth are able to make these aspirations a reality over the next 12 months. This will include the removal of barriers to participation, as well as establishing governance, support and training structures that may also need to be in place.

Actions and Areas of Work proposed

Working towards these principles, from the initial consultations and mapping that has been done within the Town (Section 3), the following strategy proposes 5 themed areas of work to be completed to engage and integrate youth across the Town over the next 12 months:

- 1 **integrate community aspirations into projects** – start with the most immediate aspiration for more free indoor spaces and activities, particularly in the Heart of the Town.
- 2 **mobilise the not yet engaged**, particularly through sources of funding and new creative competitions for young people to get involved in the Town.
- 3 **build long term governance structures led by the youth**. This will ensure youth decision making is embedded, and will aid broader trust is built with the Town and these projects.
- 4 **establish online and offline communication networks** to stay connected with youth in the Town. Current knowledge is very low among key stakeholders. Establishing these networks will be key to ensuring people know about and get involved in opportunities being created.
- 5 **find the resources required to see the delivery of this vision**. Key to the success of this vision is ensuring that capacity and deliverability is built – through ensuring funding, staff, training and other required resources are created to meet aspirations for youth in the Town.

¹² UNICEF. 'Enabling Environments'. Available at: <https://www.unicef.org/environments.html>; YouthPower, 'Enabling Environment'. Available at: <https://www.youthpower.org/youthpower-issues/topics/4-enabling-environment>



First Strategy Steps:

The first steps suggested for the Town Board are to begin with Area Work 5 - finding the resources for the delivery of this plan. This includes suggested actions for each Town Deal stakeholder:

1. **Town Board and Todmorden Town Council** to approve that a proportional amount (just under a third) of the total community engagement budget for the Town Fund's delivery is allocated towards youth related engagement and activities.
2. **Current youth engagement lead Shannon Jackson** to bring together an initial team of youth recruits to begin work across the 5 areas.
3. **Calderdale Council** to approve that these initial roles are given professional status for future career development. For example as a Council internship.
4. **Town Board and Initial Youth team** to establish clear protocol for paid and voluntary (where expenses and training are covered) work so that opportunities for can be offered for youth in the Town.
5. **Initial Youth team, Town Board and Todmorden Town Council** to work towards finding the resources required to hire a number of 18-24 yo part time paid development workers to continue delivery of the work areas within the next 3 months.

For a full summary of all actions and Work Areas proposed, see pages 34-39.

SECTION 3: An Introduction

In this strategy, the most globally accepted definition of “youth” has been used to outline the group of people that we wish to engage over the next 12 months. That being the UN definition of anyone aged 0-24 years¹³.

In the Town of Todmorden, this age group is a significant demographic within the community: **making up just under a third of the total population** that live here¹⁴.

On the ground, there is a real desire among youth in our Town to get involved in bettering their community. As shown in a focus group with students at Todmorden High, all suggested that they would love to be further involved in the Town Deal projects, and in fact showed a diverse interest across the full range of ideas on display:

“One thing that I think is really great is the idea of having some sort of hotel for travellers to go to if they just want a quick place to stay overnight. I think this is a good idea because there is a lot of people who go out cycling or even just walking here and they still need somewhere to stay overnight.”

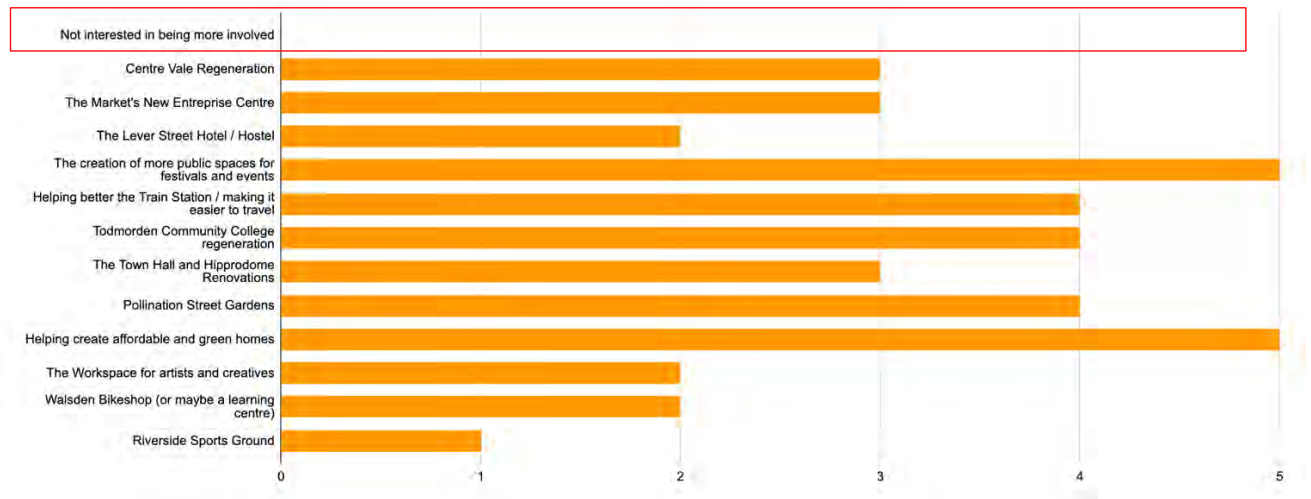
Margot, Year 8

“Keeping places like the hippodrome open is so important [as] it is used for many things such as dance recitals and performances in the Town. It gives people opportunities to potentially change our lives”

Eve, Year 10

¹³ United Nations. 2020. ‘Who are the youth?’ Available at: <https://www.un.org/en/sections/issues-depth/youth-0/>

¹⁴ Calderdale Data Works. [online]. ‘Todmorden Ward Profile’. Available at: <https://dataworks.calderdale.gov.uk/dataset/todmorden-ward>



‘Mapping student interest’, Questionnaire feedback given after our student focus group session.

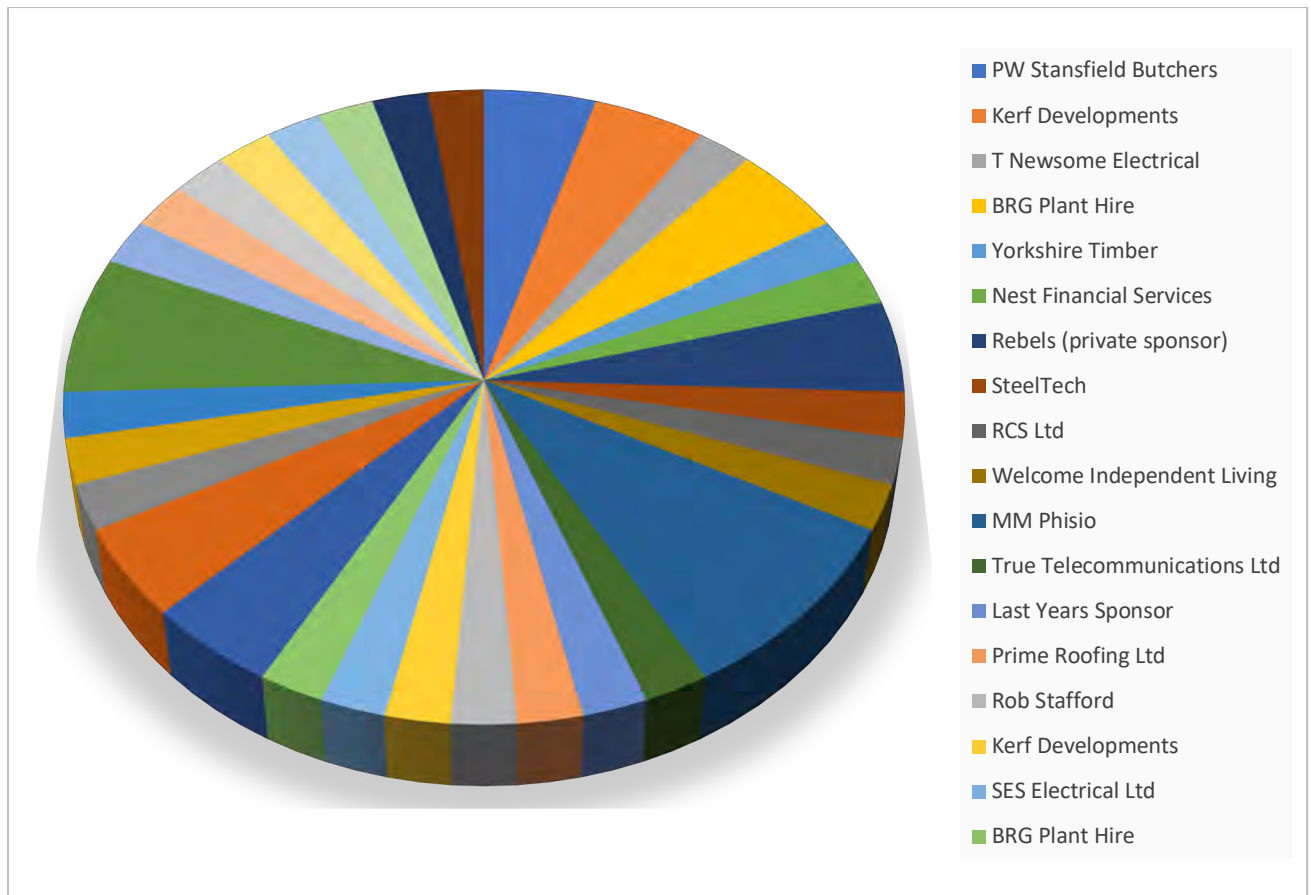
This supports much broader findings which shown that young people today, while feeling disillusioned with many forms of “old politics”, are increasingly excited by and participating in local community engagement and political efforts¹⁵.

This means that while we saw **less than 2% of Citizen Assembly attendees coming from the under 24 age bracket**¹⁶ in early January, there is a **huge opportunity** to do more with the youth of our Town: elevating the importance of this strategy for bringing youth into this project’s delivery.

If we can fulfil our democratic mandate to integrate the youth voice into this delivery plan, we can also maximise the skills, expertise, broader community buy in, and therefore capacity to deliver this plan’s legacy in our Town. Our local football team have shown so clearly how youth can bring much wider community connections to create sustainable long term support and even long term financing of future activities. Through their parent network, they have gained a staggering 30 local business connections to fund team kits and trainers needed each year.

¹⁵ EU Youth Partnership, 2019. ‘Study on Political Participation’.

¹⁶ Attendee figures provided by Todmorden Town Board Communication Sub Group.



‘Youth as a network of influence’, looking at the success of Todmorden Football Club.

(A huge thank you to Lisa and John for providing this data)

This is the potential that youth integration can bring. Moving forward, this is win-win strategy for the Town Deal’s delivery.

Section 2: Mapping the Town

When mapping the Town for our potential stakeholders, it is important to begin from the understanding that like all of us, youth do not exist in a bubble, but rather, in various degrees of influence and relationships with others (Figure 1). Each of these points of entry present an opportunity for engaging young people in our activities, and so are an important source of information to be included in our mapping of the Town.

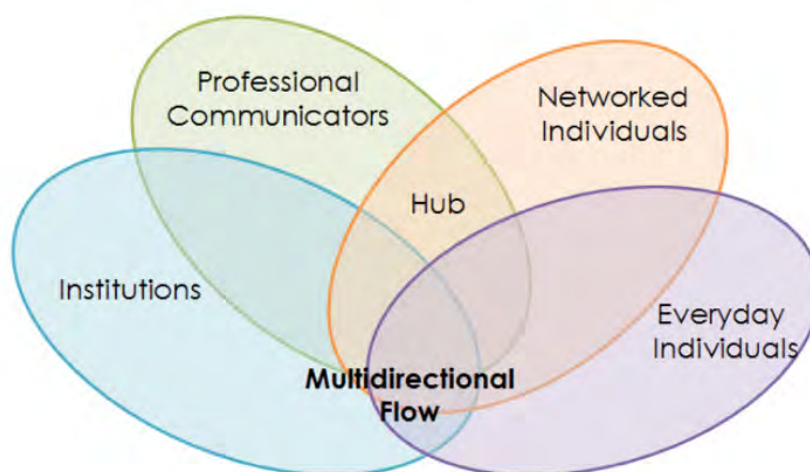


Figure 1: The multi-directional nature of influence
Chin-Fook and Simmonds, 2011.¹⁷

A widely celebrated approach for comprehensively documenting these multi-directional flows existing across communities is a tool called 'Asset Based Community Development', or taking an ABCD approach. ABCD has been used successfully in regeneration projects in UK Local Authority programmes across Croydon¹⁸, Glasgow¹⁹, Preston²⁰ as well as a number of broader public health related interventions²¹.

¹⁷ Chin-Fook and Simmonds. 2011. 'Redefining Gatekeeping Theory For A Digital Generation'. Available at: <https://journals.mcmaster.ca/mjc/article/view/259>

¹⁸ 'The 'glass half-full' approach to community empowerment' Croydon Borough Council, London. Available at: <https://www.croydon.gov.uk/community/advice/abcommunity-dev>

¹⁹ Glasgow Centre for Population Health. 2012. 'Putting Asset Based Approaches into Practice'. Available at: https://www.gcph.co.uk/assets/0000/3433/GCPHCS10forweb_1_.pdf

²⁰ Preston City Council. 2018. 'Community Wealth Building in Action'. Available at: <https://www.preston.gov.uk/article/2179/Cookies>

²¹ People and Communities Board, NHS. 2016. Six principles for engaging people and communities. Available at: <https://www.nationalvoices.org.uk/publications/our-publications/six-principles-engaging-people-and-communities>; Rippon and South. 2017. 'Promoting Asset Based Approaches for Health and Wellbeing: Exploring a Theory of Change and Challenges in Evaluation'. Leeds Beckett University. Available at: <http://eprints.leedsbeckett.ac.uk/4497/>

ABCD begins from encouraging areas to understand and map out the particular “assets” that already exist in the community, specifically knowing those **individuals, associations, institutions, places and networks** that act as influential spaces for the communities in question.

ABCD Institute, 2018²²

‘The Essential Elements of An Asset Based Community Development Process’

- **INDIVIDUALS** – These are residents of the community who have been identified as having particular gifts, skills and social capital which needs to be recognized and identified.
- **ASSOCIATIONS** – These are informal groups of people, such as clubs or volunteer societies, who are often key parts of mobilizing people in their communities. Rather than being paid, they come together over shared interests and power is exercised by consent rather than any authority.
- **INSTITUTIONS** – Structured organisations generally made up of paid professionals. They can include government agencies, private businesses and schools.
- **PLACES** – The spaces and places where people choose to go. Lands, buildings, green spaces, hubs of activity, transit connections, or a marketplace – all can be held as valuable places in a community.
- **CONNECTIONS / NETWORKS** – This is understanding the networks of trust, information sharing and connection in a community. This can take time to understand, and requires person to person conversations.

Mapping Todmorden

These ABCD categories were therefore used to map the Town, with data collected through a number of specific searches (Figure 1) on via online repositories, including:

- **Calderdale Council’s Childcare and Family’s Services Directory**
- **Google and Google Map Searches**
- **Social Media – Facebook & Instagram**

Youth Todmorden

²² ABCD Institute, 2018. ‘The Essential Elements of an Asset Based Community Development Process.’ Available at: <https://www.centreforwelfarereform.org/uploads/attachment/626/4-essential-elements-of-abcd-process.pdf>

Youth activities Todmorden
Bored Young Todmorden
Young people Todmorden
What to do youth Todmorden

Figure 2: Searches used

Online repository searches were then supported with a number of **Person to Person Conversations** with youth or youth connected contacts working in the Town. Contacts were made through community relationships already established by the Town Board and Aspinall Verdi from initial community engagements, as well through personal community connections from the researcher. A Facebook post via the popular Town Facebook Group ‘TOD CHAT N’ THAT’ was also used to reach to find specific Under 25s in the area that could act as sources of connections and influence.

Findings

In total, the initial mapping brought back **105 relational connections** that are useful stakeholders points for engaging youth across the Town. **6 potential places and networks** were also identified as useful for aiding the delivery of the engagement message.

Breakdown

- 20 individuals
- 24 associations
- 61 institutions
- 3 places
- 3 networks

Town Aspirations and Barriers Mapping

To leverage greater information for the vision of an aspiration focused youth strategy: as well as exploring **who** stakeholders were, the following questions were also explored in the mapping process:

- What are the **current desires and aspirations** in the Town?
- What are the **barriers to aspiration achievement**?
- What are potential **barriers to Town Deal participation**?

The next Section explores the detailed insights gathered.

Individuals

Erin Walton	14
Billy Demowitz	23
Kerrie Stevenson	21
Billie Stansfield	21
Sophie Ingham	21
Isaac Pearson	26
Olivia Coates	21
Harry Howarth	21
Ellie Doyle	18
Harry Berry	17
Amber Smith	24
Megan Hatton	24
Megan Smith	24
Nathan Dennett	24
Bethany Roscoe	21
Joss Wright	25+
Cally Fieldhouse	25+
Micheal Powell	25+

Associations

St Mary's Youth Club, Todmorden
Methodist Church Youth Club
TOD Together
Todmorden Football Club
8th/26th SCOUTS of Todmorden
Tod 20th Scouts of Todmorden
ABC Centreville Cycling Club
Todmorden Prince's Trust Team Programme (based in Tod Learning Centre)
Walsden Cricket & Bowling Club
Todmorden Cricket Club
Tod Harriers / Young Toddlies Running Club (Based at Tod High School)
Independent Modellers Club
Todmorden Judo Club
Todmorden Tae Kwan Do
Cornholme Recorder Choir

Todmorden Food Drop In
Cornholme Old Library Food Bank
Hippodrome Youth Theatre (owned and run by TAODS)
West Calderdale Junior Orchestra
Tod Orchestra
Calderdale Youth Jazz Orchestra
Northern Lights Youth Church Todmorden
Todmorden Community Brass Band
Todmorden Muslim Society / Masjid-e-Hamza
Northern Lights Youth Church Todmorden

Institutions

Private Businesses (24)
Golden Lion Todmorden (queer - https://wyqs.co.uk/stories/young-queer/)
House de Lowe
Maxwell's Fun House Todmorden (Soft Play Gym & Ball Pool)
Climbing Skool
Sarah Hitcherson School of Dance
Driven By You
Longfield Equestrian Centre
Robinwood Activity Centre
DC Dance & Performing Arts
Jo Jingles (Music & Movement)
Kip McGrath Education Centre (private tuition service)
ABC Nursery
Harley Street Nursery
Hollins Day Care
Caterpillar Day Care
BATS (Lumbutts Baby and Toddler Group)
Centre Vale Playgroup & Toddlers
Little Angels Parent and Toddler Group
Old Library Cornholme Parents and Toddler Group
St Josephs Parent and Toddler Group
Walsden Toddler Group
Baby's and Tweenies Stay And Play Todmorden Health Centre

Oaktree Childminders
Rachel Talbot (Childminder)
Veronica Anism (Childminder)
<i>Northern Powerhouse Boxing Academy</i>
YHA Makinholes
Education Related
Nurseries
Castle Hill Day Nursery
Tinderwood Trust Forest School
Woodlands Nursery (Tod I&J School)
Out of School Groups
Castle Hill Out of School Club
Ferney Lee Out of School Club
M&A Club (Shade Primary School)
St Joseph's RC Breakfast Club
Todmorden C of E Junior and Infant Nursery School Holiday Scheme
Todmorden C of E Junior and Infant Nursery School Out of School Club
Primary Schools
Cornholme Juniors and Infants School
Sharneyford Primary School
Saint Joseph's RC Catholic
Tod CofE Infants and Juniors
Castle Hill School
Ferney Lee
Shade Primary School
Walsden St Peters
Secondary Schools
Todmorden High School
Council Services (19)
Todmorden Children's Centre & Nursery

Branching Out (Youth Alcohol, Tobacco and Drug Recovery Service)
Young Carers Service
Looked After Children / Children in Care
Youth Works / Duke of Edinburgh - Young People's Service / Carers Conference
Right Home / Young Persons Housing Access Team
Calderdale Youth Offending Team (YOT)
SENDIASS (Special Educational Needs and Disabilities (SEND) Information, Advice and Support)
Sleep on it (short stay service)
Identity - Gay & Lesbian Youth in Calderdale
Special Educational Needs (SEN) Team - YPS
Voice and Influence Team
Calderdale and Kirklees Careers (Apprenticeships and Post 16 Training)
Open Minds (children and adolescent mental health services)
Special Inclusion Service (YPS)
Bipolar Support Group (Healthy Minds)
Todmorden Sports Centre
Todmorden Learning Centre
Citizen's Advice Bureau, Todmorden

SECTION 2.2:

Individuals, A Summary

- Community mapping in this section found many direct connections particularly with older youth in the Town who showed a deep array of assets (including skills and connections), but were yet to be representatives of wider associations or institutions.
- Despite being well connected and the majority interested in getting more involved in the Town Fund's delivery, before being contacted: **none** had awareness of the Fund before being contacted: suggesting current knowledge about the Town Deal is low, and that **information barriers** may be preventing participation from key and interested individuals.
- For older youth (18-24s) of the Town, a consistent theme of **needing to find work and new sources of income** due to the impacts of Covid19, was noted. This suggests **economic barriers** may exist youth who may not be able to engage on a voluntary basis, as well as **time barriers** – due to the added barrier of searching for work.
- **Aspirations for building careers and developing skills** in an array of noted areas – including business start-up / entrepreneurship, online promotion, marketing, music and youth and community development were noted across this group.
- A **desire to give back to their communities** was also consistent among this age category.

Group Aspirations:

- Building careers and skills
- Finding work
- Giving back to their communities

Group Barriers:

- Information / awareness barriers
- Economic / income barriers
- Time barriers (related to needing to find work)

Sophie, 21 (From Cornholme, Todmorden)



- Sophie was working in nearby Burnley pursuing a career in travel, before her job was lost as a result of the travel industry's collapse due to Covid19.
- While finding a job at Morrisons, Sophie has also taken on extra work establishing her own wax melt business – **S Diamonds & More by Soph** - as a representative for a bigger company.
- Since March Sophie has attained over 3,000+ follows for the Facebook hosted business, in £5000 worth of personal sales in January 2021 -



Billy, 24 (Born in Lydate, Todmorden)

- Billy has used his experience and connections growing up in the rave scene to build his own Events Management company, **Illusive Events UK**
- His original aspiration was to 'give back' to his hometown and returned to host events to support friends who were DJ, artists and bands struggling to find work.
- 'they couldn't get sets, couldn't get their foot in the door. That's' where I got the idea'.
- Billy's entrepreneurship also supports a increasingly large team of part time paid friends – including events promoters, ticket sellers, tradespeople (to build stages + equipment), and a growing team for security.
- The lack of attractive venues has pushed Billy to the cities of Manchester and Leeds - 'it took me two events to realise I couldn't do it in Tod', and that 'success came in the cities... that was the plan for 2020'
- Billy is struggling to find work due to two redundancies as a result of Covid19.
- He is keen in sharing his and his team's skills to offer courses on business set up, marketing, music production and other things in Town Fund projects.
- He h **Olivia, 21 (Living in Cornholme, Todmorden)**

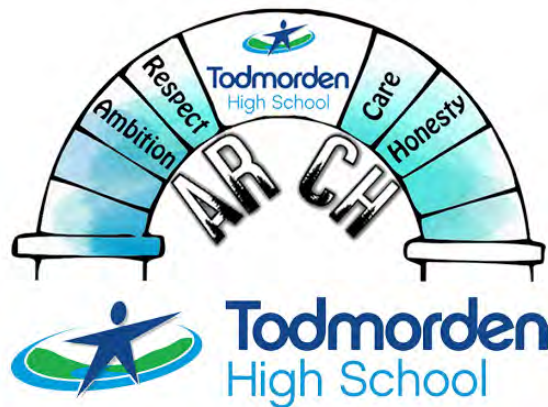


- Olivia was originally born in Manchester, but moved to Todmorden at the age of 6 and has since stayed in Cornholme after attending Todmorden High.
- She is studying Hospitality and Catering at the Learning College,
- She is a professional footballer, playing for Burnley FC and being selected to travel to Sweden for the Gothica World Cup with Burnley College when she was studying there.
- Olivia likes the peace and hills of Todmorden and is committed

SECTION 2.3

Associations, A Summary:

- Todmorden displayed a high number of voluntary associations across the Town.
- While specific in their interests, they each appear able to attract significant numbers (in the 100s) and as a group could cover quite a large amount of youth in the Town.
- One association – Todmorden Together – led by Gill Shirt (headteacher at Todmorden High School), stood out in particular as it involved a consortium of over 30+ stakeholders working collectively ‘to raise aspirations for youth in the Town’.
- Despite showing a great potential to lead on youth matters, Gill noted that there still was an ambition for **more specific activities or campaigns** to direct the group and others in focusing priorities for youth related work in the Town.



Todmorden Together

A consortium of youth facing organisations, including the local Mayor, Councillors, Police, Youth groups and Mosques and Churches.

- Aspirations **for more funding** and resources to support different association needs were widespread, as was a desire **for more spaces** in the Town - either to train, perform, store things and host events and activities.
- This was particularly so for organisations continuing in person meetings and outdoor activities during Covid19, with these groups seeing membership grow – implying that there was a youth aspiration in the Town for more **in personal socialising and hands on activities**.



Local Scout group leader David Payne the reason for the group's increased recruitment over lockdown:
'young people like having things to *actually do* right now. It's rare.'

- Issues of access was noted within association activities. Barriers such as **needing to pay for activities** and **gender inequalities**, were noted by some youth for example in relation to the local football team:

'I contacted them [ages ago] and they said they didn't have a women's team. It was a bit frustrating to be honest. They are also expensive to be honest, that's just another issue.'

Olivia, 21.

Group Aspirations:

- Specific activities and campaigns to get involved in
- Spaces
- Funding

Group Barriers:

- Narrowly focused interests
- Economic barriers (needing to pay for activities)
- Gender barriers

SECTION 2.3

Institutions, A Summary

- This group was by far the most extensive and diverse category that existed working with young people in the Town.
- **Private businesses** covered the full range of youth categories, with an extensive parent and toddler, nursery and day care network of services offering the opportunity to engage families with young children.
- More **activity focused businesses** offered the opportunity to re-engage youth across different interest areas, such as women's boxing, climbing and recreation play pits.
- Interesting finds in the older youth category were the popularity of particularly recreation spaces, the **Golden Lion** and the **House de Lowe** – which appealed particularly to the older youth categories, but was obviously not available for younger youth due to the alcohol served in these premises.
- The **School Network** across the Town appeared particularly strong and well connected to the area's single High School head - Gill Shirt. Gill noted that all the Town's headteachers have regular meetings and are connected through Facebook and specific forums on social media. The primaries and secondary are also formerly connected as feeder schools.
- **Local Authority Services:** Recent restructuring of Calderdale Council away from a policy of open access to a *needs-based service delivery*, has meant that an increasingly small amount of Council funded youth support services physically exist in the town of Todmorden.
- In late 2020, Todmorden's only remaining youth centre was closed as a result of the restructuring and the loss of funds: sparking an online campaign and street protest from families and young people in early 2021 (Figure 3).



Figure 3: Youth and families stand by Todmorden Youth Centre, January 2021.

- There are some local officers and local bases that remain, in particular the Branching Out Service for youth recovering from substance abuse, the Healthy Minds group (for bipolar youth support), Todmorden Children's Centre and Nursery (the only free nursery service in the town), and Todmorden Sports & Leisure Centre.
- Other services continue to operate for youth in Todmorden, but from head offices in Halifax.
- The Director of Children and Young People's Services suggested there an aspiration for **more partners and projects** to support the Local Authority in meeting the various needs for youth support in education, life chances and job opportunities following the impact of the Covid19 pandemic (Figure 4).
- As they are working to provide a number of more specialist services for commonly under-represented groups, partnership building will be necessary to ensuring that the Town Deal includes a focus on engaging the following essential youth stakeholders:
 - Looked after children / children in care
 - Youth facing homelessness
 - Young Carers
 - Youth recovering from substance abuse

- Disabled youth
- LGBTQ+ Youth
- Youth experiencing mental health problems
- Youth not in work, education or employment

At the same time as providing much needed services, barriers of access particularly in relation to the **need to pay** emerged again within the provision of institutional services in the Town. This became apparent both across the daycare provision network of services, as well as within the health and wellbeing provision offered by Todmorden Sports Centre in out of school hours.

‘They have a football pitch but you have to pay. I like badminton but I’m not paying for their court. If I went with school I wouldn’t have to pay, but with my ADHD I found school hard so if I was there now I wouldn’t go with school or in school hours.

I just don’t get it. If you’re promoting health and wellbeing for young people, then why charge?’

Olivia, 21.

Group Aspirations:

- More partners and projects
- More transparency over the governance of Town Fund projects (see next)

Group Barriers:

- Economic barriers (needing to pay for activities)
- Lack of communication (see next)

**A Cross – Group Aspiration:
Greater Transparency of Governance with the Town Fund**

A common thread between the aspirations of associations and institutional leaders in the community aspiration was a shared desire for **more transparency over the governance Town Fund projects**.

A number of comments suggested a **lack of communication** to date had created worries over the intentions and governance of the proposed regeneration work. This was noted as a potential barrier to future participation if left unhealed with the community.

- ***‘You need the right staff’*** – One comment by Todmorden Youth Centre staff member to highlight what they felt had been poor attempts made by Town Fund project leaders to engage the young people in the Learning Centre’s Regeneration.
- ***‘I am surprised it’s gotten so far without young people being involved or contacted’*** – Todmorden Institution Rep.
- ***‘It seems projects are being set up by people who want to do their own thing. I get a bit worried about governance... know where things like money is being spent, and under control etc’*** – A local Youth Association Volunteer



SECTION 2.4

PLACES IN THE TOWN

Rather than a wealth of existing places, a shared aspiration felt across individuals, association and institutions working with young people in the Town of Todmorden was for **more spaces to be available for youth related activities.**

Places for Older youth (18-24)

For older youth, there was an expressed desire for **age specific and attractive night-time venues.** There was mention that the only existing club in the town was considered '**seedy**' and unattractive by most young people, and that potentially attractive venues were often bought up for property and other developments too quickly to be captured. This left a feeling of frustrated among older youth in the area:

'We are a dis-enfranchised group with no places to have a good time. We are not like the 30-50 demographic .. they are pretty well taken care of. If you want a chilled night, to grab Thai food, that's okay. But otherwise most of the time for us, we have to go to Manchester and Leeds.'

– **Billy, 24.**

One venue did stand out as a saving grace in the Town. Among older youth, **the Golden Lion Pub** was noted of the only venues in the Town that was 'close to the vibe' being looked for:

'... a music venue and a little DIY, not a club per se. But like the Tradesclub in Hebden'



Photo taken from @ goldenliontod Instagram account.

The venue also appeared popular with youth who did not live but liked to visit the Town. A **growing reputation among the young queer community** of West Yorkshire helped aid the venue's creation of a large online following (with over 17,000 followers across both Facebook and Instagram).

'We particularly like the Golden Lion, it's a pub that does these insane music nights. It's not a pub, but a community. A community place where anyone can walk through the door. You can be weird and wonderful there.'

Leah and Kiya on the Golden Lion, *'Young and Queer in Todmorden'*

<https://wyqs.co.uk/stories/young-queer/>

Places for Younger Youth

For younger youth, spaces like the Golden Lion were restricted to access due to the need to be accompanied by an adult in alcohol serving spaces. Instead a number of outdoor spaces such as the **Town's market stalls** and **the local park (and skate park)** seemed the only places left for under 18s in the area. This created **a deep desire for more indoor spaces** where youth can hang out with their friends, particularly in winter and in the evening after school.



Todmorden's market stalls: The only place left for under 18s in Todmorden.

'I think that people our age would like a youth Centre where you can go inside because there's not a lot of place to go with your friends that is dry.'

Bryony, Year 8. Todmorden High School.

The **need to pay** for services emerged again in relation to existing indoor spaces, particularly after schools clubs and the local gym that are open to youth during these evening hours.

On weekends, **to the aspiration for recreation activities in the Town** was noted to be sending youth to other cities if they wanted to have a good time with friends:

'They just built Aldi, but it's not like a fun day or night out. You always have to go out of Town, to Halifax to Burnley, just to go to the cinema. There's too many pubs here to be honest... not enough facilities for young people and for the community to just go to'

Olivia, 21. Todmorden Community College.

'Unless we're walking or cycling, we don't hang around in Tod. We go usually to Manchester. There's stuff to do.'

Harry, 18. Morrisons employee.

Places for Families and Children

For families and young children, the network of day care and childcare provision was extensive in the Town, though the majority of services similarly **appeared to charge for attending**. To counter this, it appears that churches have become a hub of activity for this subsector of the community - offering low cost access such as £1 entries for youth group sessions and parent and toddler groups. Due to the array of activities that are being hosted by Churches however, services appear restricted to **one off, short sessions split across disparate spaces each week**:

- St Mary's / Methodist Church Youth Clubs **(1-2hrs, Friday Nights Only)**
- Methodist Church Babies and Toddlers Group **(1hr, Tuesday mornings Only)**
- Cornholme Church Parents and Toddlers' Group **(1hr, Monday mornings Only)**



Methodist Church, Todmorden.

Potential aspirations for **free or low cost daycare and family provision that is located in one space** is therefore suggested to benefit this group of child-connected community members. These stakeholders may also be a great beneficiary (and potential engagement partner) for ideas on Town Deal projects that are looking to ease travel and movement across the Town due to experiences of having to navigate travel to and from disparate Town areas most days of the week.



Cornholme Old Library Church, Todmorden.

Place Aspirations

- attractive night-time venues for 18+ youth
- Free indoor spaces for younger youth after school and in the evening
- Free or low-cost family services located in one place
- more recreation specific activities

Place Barriers

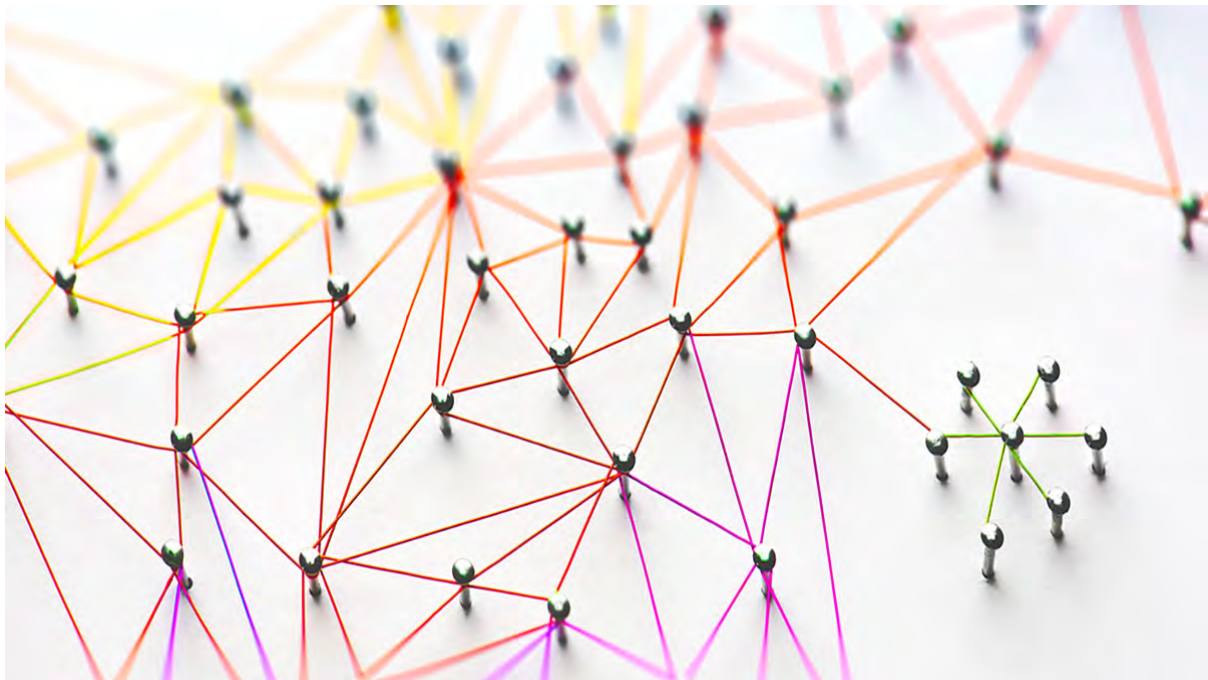
- Needing to pay for services
- Stigma of spaces seen as unattractive and under resourced

SECTION 2.5

Town Networks

Youth to Youth / Peer to Peer Connections

One of the key learnings in the mapping was that in a town of Todmorden's size, connecting to one young person had a great effect in reaching others and more skills very quickly. Looking at are individual case studies in Section 2.1: Billy's network of 'local lads' who help run his events company Illusive– which include a network of tradespeople, ticketers, promoters and others who are all friends dotted across the Town - illustrate this well. So too does Sophie's connections to at least 10 other similar online beauty and wellbeing businesses being through Facebook by friends locally. Working with these peer to peer networks will be therefore be a key way of establishing a strong offline communication network with Town youth.



Online Networking

Billy and Sophie's medium of entrepreneurship – businesses that have been set up, marketed and successfully run entirely through social media – also shows the real value that can be harnessed through online networks in successfully reach youth across the Town, as does the success of the local pioneer, the Golden Lion. The power of these mediums to reach youth directly was also supported by a test post conducted in this research through on the popular local group "TOD CHAT N' THAT", which harnessed 8 immediate connections to young people 18-24 across in the town in less than 24 hours. Bulding strong online

networks will also be key to supporting inclusive best practice, with wider studies showing the importance that these digital networks for enabling access and participation among youth who otherwise may be under-represented and be unable to access mainstream institutions and social organisations²³.

Employment Hub Connections



A final connection which was noted as particularly successful in bringing direct engagement (particularly with 18+ youth) in the Town was reaching out to employment hubs. In this research, a test case was undertaken for a two-week period using an existing direct connection to one of the staff members at the local Morrisons. Within the two weeks, 5 direct connections were made: suggesting this as a great resource for reaching youth in the area. Places of work should therefore remain a key stakeholder place for consideration when thinking about network of information within the Town's youth community.

²³ EU Youth Partnership. 2019. 'Study on Social Inclusion, Digitalisation and Young People'. Available at: <https://pip-eu.coe.int/en/web/youth-partnership/study-on-social-inclusion-digitalisation-and-young-people>

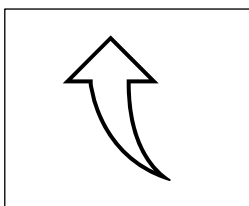
SECTION 2.6

FINDINGS OVERVIEW

From the mapping exercise undertaken, the below list of community aspirations, potential barriers for engagement and places and networks that are best suited to utilize the youth message were documented and taken as the basis for deciding the five areas of work proposed in the next Section of the strategy. Working from the principles of best youth work, community development and civil society engagement practice, the strategy assumes that by aiming towards these three mapping areas, a strong mobilization and long term integration of the youth community can be achieved across Todmorden:

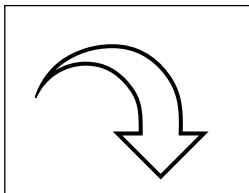
- a) **Opportunities to achieve community aspirations will be maximized** across the Work Areas to ensure a strong mobilization and motivation building among the Town with the Town Fund projects.
- b) **Potential barriers to engagement will look to be counted or minimized** where possible to enable maximum youth community participation.
- c) **Identified Youth networks and places will be used as key channels of communicating** with young people throughout the strategy to ensure message reach is maximized within the our target community.

Next Section: Impact Mapping Guide



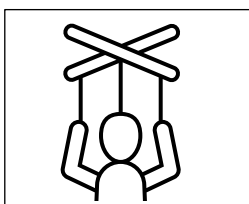
Aspirations Maximised

Marker highlights aspirations worked towards in a Work Area.



Barriers Minimised

Marker highlights barriers recounted or minimised in a Work Area.



Networks or Places Used

Marker highlights which networks or places are used in a Work Area.

Full list of Summarised Aspirations, Barriers, Networks and Places:

Community Aspirations

- careers and skill building (for youth)
- paid work & income generation (for youth)
- hands on, fun activities during Covid19 (for youth)
- focused activities and campaigns that bring youth groups and services together
- more funding for youth related activities, ideas and groups
- more indoor spaces offering free youth and family activities – inc. recreation
- the opportunity to have commonly located activities and a multi-use central space
- greater transparency between Town Fund projects and community partners
- attractive night time venues for 18+ youth

Potential Engagement Barriers:

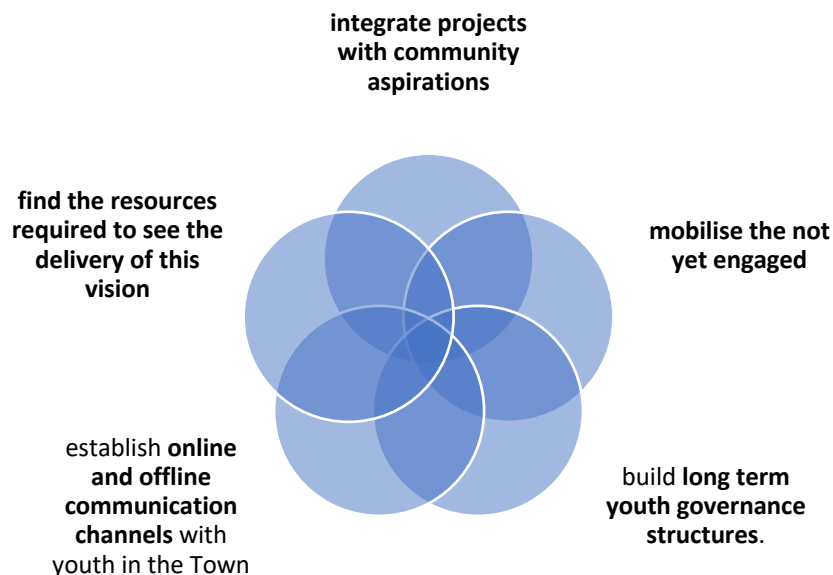
- Information / awareness about Town Fund projects
- Lack of trust over Town Fund Governance
- The need to pay for service use
- Time barriers
- Gender barriers
- Stigmas associated with under-resourced services and spaces

Local Places and Networks to Leverage:

- Golden Lion Pub (Older Youth)
- Employment Hubs (Older Youth)
- Church Hubs (Families and Children)
- Peer to Peers Connections (All Youth)
- Online / Social Media (All Youth)

SECTION 3:

SUGGESTED AREAS OF WORK



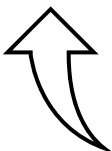
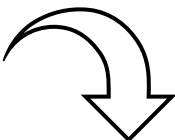
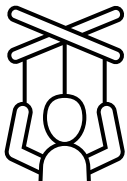
The Five Work Areas.
Todmorden Town Deal Youth Strategy, 2021.

Area 1: integrate projects with existing community aspirations for space and free activities.

- 1.1. A programme of free activities for youth and families with young families must be offered in each project created by the Town Fund
- 1.2. Centrally located indoor Town Fund projects should become hub like facilities, open to youth every night of the week, and families during the day.
- 1.3. To ensure accessibility and attractiveness, venue use and activities should include specific and mixed age sessions, e.g. youth only sessions (where youth can lead activities), yoga and brunch mornings for parents with young children, alcohol licenses nights for 18+ youth pop up events.

- 1.4. Partnerships should be built with the local authority services to ensure under-represented youth are involved and have provision included - e.g. spaces offered for short stay accommodation, and specialist services to be co-located.
- 1.5. Partnerships with all associations and business hubs should be built through the offering of space for taster sessions, job recruitment nights etc.
- 1.6. Youth should be given the opportunity to lead sessions, events and activities and a protocol for rewarding youth (through pay, expenses, other) should be established.
- 1.7. All projects must establish a schedule to offer free or subsidised space hire for entrepreneuring under 24s in the area. This should include licenses to serve alcohol to open up the use of spaces for 18+ evening opportunities.

Work Area 1 Impact Mapping Guide

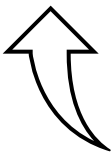
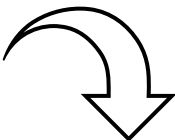
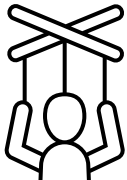
	<ul style="list-style-type: none"> • + centrally located indoor spaces • +free youth and family activities located together • +Youth skill building and options for paid work • +More hands on, fun and recreation activities • +Opportunities for youth groups and service partnerships • + venue spaces for 18+ youth
	<ul style="list-style-type: none"> • - New space use reduces stigma barriers of previous spaces • - More trust built between Town Fund and stakeholders through shared space use and activity delivery • - Need to pay for services removed • - Drop in access allows for those with minimum time to also benefit • - Specific sessions can ensure gender accessibility
	<ul style="list-style-type: none"> • Peer to Peer Networks – as youth begin using the service, organic peer to peer sharing will enable natural communication channels. This is enhanced by invitation to have youth and youth connected people hosting sessions. • Employment Networks – linking up with businesses as well as associations, will ensure mixed age youth hear about activities.

Area 2: Mobilise the not yet engaged by offering new funding and creative projects for young people to get involved in.

- 1.8. Host a Spring Youth Innovation Festival offering a cash prize for all individuals, associations and institutions in the community to put in applications for how Town Fund projects could best adapt one or more of the projects to better benefit young people from the Town.
- 1.9. Provide opportunities for youth skill building and decision making power by recruiting youth to the Festival planning Committee, and setting bid criteria for youth led only teams to enter.
- 1.10. Offer 1-2-1 application support and host workshops for applicants to partner with businesses, enhance youth skill development and build relationships between the community and Town Fund projects.

- 1.11. Encourage communications with local businesses by giving additional weighting to applications that find match funding opportunities from businesses for ideas proposed.
- 1.12. Offer minimum levels of involvement such as a fun public voting event which people can buy free tickets to help decide the winner of the competition.

Work Area 2: Impact Mapping Guide

	<ul style="list-style-type: none"> • +more funding for youth related activities and campaigns • +free youth and family activities • +Youth skill building and options for paid work • +More hands on, fun and recreation activities • +Specific opportunities to focus youth group partnerships
	<ul style="list-style-type: none"> • Awareness / information sharing about Town Fund projects aided by the campaign momentum • Relationship building between Town Fund and existing community stakeholders in making applications • Need to pay for activities removed • Lower intensity levels of participation for time poor stakeholders
	<ul style="list-style-type: none"> • Youth led team will encourage peer to peer network sharing • Online: Festival event page can easily be hosted to document campaign. • Employment hubs: brought in through application workshops and match funding opportunities. • Church / Golden Lion: could be offered to host workshops or final public event for small fees.

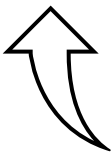
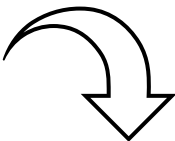
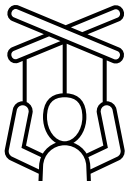
Area 3: build long term governance structure with the youth of the Town.

- 1.13. Establish a 'Youth and Young Person Branch' of the Town Board and / or in the Town Council to govern the funds and vision related to youth activities within Town Fund delivery. Best practice example beyond Todmorden: **Young Essex Assembly** - <https://www.young-essex-assembly.org.uk/>
- 1.14. Local youth expertise from Todmorden High School Student Council and Calderdale Youth Council should lead the training and development process with other youth elected locally (peer to peer learning).
- 1.15. Elections could occur through school network and employment hubs to reach under and 18+ youth.
- 1.16. Branch can be supported by the Town Board (with political expertise from those such as Cllr Silvia Dacre and MP Craig Whittaker) and a Community Support Board (to bring in youth connected community individuals).
- 1.17. Workshops and talks led by inspiring youth from across the country and locally could be invited. E.g. Ben Miller is from Calderdale and a UK Youth Parliament

Representative. Annwenn Thurlow, from nearby Otley (Leeds) is a regional leader in the UK Youthstrike4Climate Movement.

- 1.18. Ensure online transparency over governance of projects and funds to build trust with the community. Over time this may lead to opportunities to crowdfund youth ideas for individual projects online. Best practice example: JustGiving / other platforms.

Work Area 3: Impact Mapping Guide

	<ul style="list-style-type: none"> • Significant youth-youth political skill building • youth owned funding for youth related activities, ideas and groups • Free, focused activities aiding youth group collaborations across Town • Shared governance and transparency between Town Fund projects and community partners is created
	<ul style="list-style-type: none"> • Involvement of many Town youth and school network will aid information sharing across the Town. • Lack of trust over Town Fund Governance aided by new governance structure and youth control over funds • The need to pay for activities is removed (expenses and training will be covered).
	<ul style="list-style-type: none"> • Integration with Todmorden High and Calderdale Youth Council will utilise diverse youth networks for information sharing across Town. • Town Board and Community Support Committee business connections will aid dissemination of messaging into local employment hubs. • Online: focus on transparency over governance through Youth Branch website will enable easier connections online.

Area 4: create online and offline networks to ensure long term communications with young people in the Town.

- 1.19. A person to person offline awareness raising campaign must be led across all institutions, associations and existing individuals in the community to ensure information surrounding these activities is known by youth and those working with youth across the Town. (Current information / knowledge is very poor).
- 1.20. This could be led by young people acting in a voluntary or paid capacity (e.g. the project development workers mentioned below) to create youth skill building and potential income generating opportunities.
- 1.21. A free card network with discounts to local services should be developed to attract youth and families and establish a capacity to communicate with all youth (through a sign up process) about future volunteering or paid project opportunities long term.

Best practice example: Leeds City Council's Breeze Card:

<https://breezeleeds.org/about-breeze/breezecard>



‘Breeze Card is the **free** [LeedsCard](#) membership scheme for children and young people. Your BreezeCard will give you fast track access to Breeze events and early bird information about them, as well as **discounts** to other events, activities and attractions across Leeds and in your neighbourhood. Sign up online and pick up at your nearest leisure centre’

- 1.22. Online and especially social media communication channels must also be established. This could be integrated with the hub activity events or nights to help build an initial follower base (e.g. offers to youth extra space or local card benefits if they sign up via a “guest list” on your social media page beforehand).

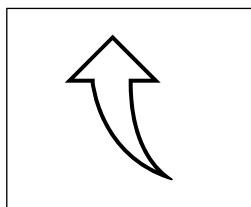
Work Package 4: Impact Mapping Guide

	<ul style="list-style-type: none"> • Career, skill building and paid work opportunities for young people to lead online or offline promotion activities • Greater relationship building to aid transparency between Town Fund projects and community partners • Card enables youth to access local activities at subsidised or free rates
	<ul style="list-style-type: none"> • Significantly greater ability to access information about Town Fund projects for youth across Town • Awareness does not require significant time to benefit
	<ul style="list-style-type: none"> • Online: establishing Facebook and Instagram and building online following through hub events and space use, will allow for older and younger youth online networks to be built. • Employment: as well as schools, card network could be delivered through employment hubs to working age youth. • Golden Lion / Churches: could become card collection points.

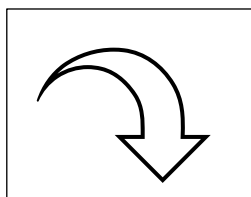
Area 5: ensure resources required are available to see the delivery of this vision through.

- **Proportional engagement budget** allocated towards youth related engagement and activities.
- **Initial team of youth recruits** to be brought in to begin the work areas
- clear **protocol for paid and voluntary work** (where expenses and training are covered) to be established
- initial roles given Council **internship or other professional statuses**
- Within 3 months, **a team of skilled part time youth development workers** are hired.

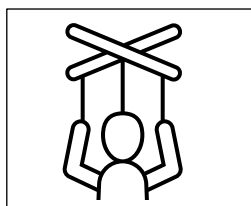
Work Package 5: Impact Mapping Guide



- Secure funding for youth related activities
- Careers, skill building, paid work & income generation opportunities for young people
- hands on activities
- greater transparency between Town Fund projects and existing community partners



- The need to find work – reduced through greater youth opportunities for short and long term paid opportunities
- Time barriers – different lengths and intensity of opportunities offered, e.g. voluntary, internship, part time roles.
- Gender barriers – a commitment to equality in recruiting youth teams will be prioritised.



- Peer to Peers Connections – by establishing a youth led team from the beginning, the ease and pace of message to other youth can be maximised through trusted and immediate Town connections.

SECTION 4:

SCHEDULING AND FIRST STEPS

For seeing the delivery of this strategy, the proposed schedule for prioritizing the five themed work areas has been proposed, beginning with work area 5:

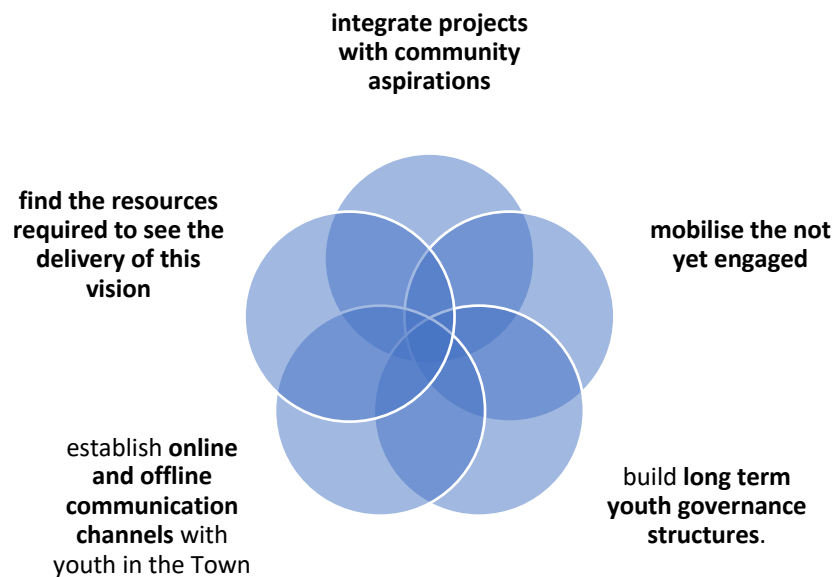
Task Priority	Work Period	Areas of Work Inc.
Step 1: Gather Resources	January – February	5
Step 2: Mobilise the community	March - June	1, 2, 4
Step 3: Create long term participation	July - November	3

Month / Work Area	WA1	WA2	WA3	WA4	WA5
January					
February					
March					
April					
May					
June					
July					
August					
September					
October					
November					
December					

For relevant accountable bodies, this means a consideration of the following first actions:

1. **Town Board and Todmorden Town Council** to approve that a proportional amount (just under a third) of the total community engagement budget for the Town Fund's delivery is allocated towards youth related engagement and activities.
2. **Current youth engagement lead Shannon Jackson** to bring together an initial team of youth recruits to begin work across the 5 areas.
3. **Calderdale Council** to approve that these initial roles are given professional status for future career development. For example as a Council internship.

4. **Town Board and Initial Youth team** to establish clear protocol for paid and voluntary (where expenses and training are covered) work so that opportunities for can be offered for youth in the Town.
5. **Initial Youth team, Town Board and Todmorden Town Council** to work towards finding the resources required to hire a number of 18-24 yo part time paid development workers to continue delivery of the work areas within the next 3 months.



The Five Work Areas.
Todmorden Town Deal Youth Strategy, 2021.

APPENDIX 5

DELIVERY PROGRAMME

TODMORDEN TOWN INVESTMENT PLAN PROGRAMME

TOWNS FUND PROCESS

TODMORDEN TOWN INVESTMENT PLAN PROGRAMME		2020/21				2021/22										2022/23		
		01-Jan-21	01-Feb-21	01-Mar-21	01-Apr-21	01-May-21	01-Jun-21	01-Jul-21	01-Aug-21	01-Sep-21	01-Oct-21	01-Nov-21	01-Dec-21	01-Jan-22	01-Feb-22	01-Mar-22	01-Apr-22	
		Q4				Q1		Q2			Q3			Q4			Q1	
TOWNS FUND PROCESS			Gateway 1: Agree Draft Heads of Terms with MHCLG															
					Confirmation of projects taken forward		Full Business Case											
			Programme wide mobilisation										Town Deal Summary Document					
			Establish internal planning processes for investment programme															
				Establish Assurance Framework														Gateway 2: Town Deal Agreement
PROJECT	PROJECT LEAD	Key: Internal review																
1.0	Public Places in the Heart of Todmorden	Calderdale Council				Mobilisation & procurement	RIBA 0-1	RIBA 2-3			Planning Approval							
						Project Due Diligence	Full Business Case			Full Business Case			Assurance Review					
1.1	Affordable Living in the Heart of Todmorden	Upper Calder Valley Land Trust (in partnership with Calderdale Council and Connect Housing)				Mobilisation & procurement	RIBA 0-1	RIBA 2-3			Planning Approval							
							Project Due Diligence	Full Business Case			Full Business Case			Assurance Review				
							Stakeholder engagement											
							Draft heads of terms agreement for development agreement											
							Pre-application process on Heart of Todmorden			Engagement and securing of co-funding (Homes England + other sources explored)								
1.2	Enterprise in the Heart of Todmorden	Calderdale Council				Mobilisation & procurement		RIBA 0-1	RIBA 2-3			Planning Approval						
							Project Due Diligence - incl. further feasibility / business planning	Full Business Case			Full Business Case			Assurance Review				
							Draft heads of terms with operator											
1.3	Staying in the Heart of Todmorden	Calderdale Council				Mobilisation & procurement		RIBA 0-1	RIBA 2-3			Planning Approval						
							Project Due Diligence - incl. further feasibility / business planning	Full Business Case			Full Business Case			Assurance Review				
							Draft heads of terms with operator											
2.0	Todmorden Town Hall	Calderdale Council	Planning & Listed Building Consent Secured - Fast Track to FBC			Mobilisation & procurement	Full Business Case		Assurance Review	Mobilisation & procurement	RIBA 4			Tender Works		RIBA 5 - Manufacturing & Construction		
			Fast Track to FBC			Mobilisation & procurement	Full Business Case		Assurance Review	Planning Approval	Tender Works			RIBA 5 - Manufacturing & Construction				
2.1	Hippodrome Theatre	Todmorden Amateur Operatic and Dramatic Society CIO				Mobilisation & procurement	RIBA 4		Planning Approval			Tender Works			RIBA 5 - Manufacturing & Construction			
2.2	Riverside Outdoor Activity & Sports Park	Upper Calder Valley Renaissance (Phase 2) Limited				Mobilisation & procurement	RIBA 0-1	RIBA 2-3			Assurance Review							
							Project Due Diligence	Full Business Case										
							Stakeholder engagement											
							Engagement with FA Premiership Foundation regarding co-funding											
2.3	Centre Vale Park & Fielden Hall	Calderdale Council & Upper Calder Valley Community Land Trust				Mobilisation & procurement	RIBA 0-1	RIBA 2-3			Assurance Review							
							Project Due Diligence	Full Business Case										
							Progress asset transfer of Centre Vale Park to community organisations											
							Explore co-funding opportunities											
							Pre-application process on Heart of Todmorden			Stakeholder engagement								
3.0	Todmorden Learning Centre & Community Hub	Todmorden Learning Centre & Community Hub Limited (Community Benefit Society)				Mobilisation & procurement	RIBA 2-3		Assurance Review			Planning Approvals (where necessary)			RIBA 5 - Phased Manufacturing & Construction + RIBA 6 Handover			
			Asset transfer from Council to TLC Community Benefit Society				Full Business Case								Phased Completions & Use (RIBA 7)			
			No requirement for planning approval - fast track to FBC															
3.1	Murmuration Workshops	Robin Wood Property Services				Project Due Diligence by landowner / prospective tenant		Procurement	RIBA 0-1	RIBA 2-3			Planning Approval					
4.1	Active Todmorden	Calderdale Council				Mobilisation & procurement	Project Due Diligence		RIBA 2-3			RIBA 4			S.278 Approvals & TROs where possible / necessary			
							Heads of Terms between owners and tenant (Murmuration)			Full Business Case			Full Business Case			Assurance Review		
							Explore co-funding opportunities											
							Outline Business Case											
4.2	Walsden Cycle Hub & All Ability Cycle Centre	Chipps Chippendale & Empowered People				Mobilisation & procurement	Negotiate option agreement with landowner		RIBA 2-3			Planning Approval						
							Project Due Diligence - incl. building survey	Full Business Case			Assurance Review							
							Negotiate option agreement with landowner		RIBA 2-3			Planning Approval						
							Project Due Diligence		Full Business Case			Assurance Review						

TODMORDEN TOWN INVESTMENT PLAN PROGRAMME		2022/23			2023/24				2024/25				2025/26				2026/27			
		01-Jul-22 Q2	01-Oct-22 Q3	01-Jan-23 Q4	01-Apr-23 Q1	01-Jul-23 Q2	01-Oct-23 Q3	01-Jan-24 Q4	01-Apr-24 Q1	01-Jul-24 Q2	01-Oct-24 Q3	01-Jan-25 Q4	01-Apr-25 Q1	01-Jul-25 Q2	01-Oct-25 Q3	01-Jan-26 Q4	01-Apr-26 Q1	01-Jul-26 Q2	01-Oct-26 Q3	01-Jan-27 Q4
TOWNS FUND PROCESS																				
		Project Delivery, Monitoring & Evaluation																		
PROJECT																				
1.0	Public Places in the Heart of Todmorden	Mobilisation & procurement	RIBA 4		Tender Works			RIBA 5 - Manufacturing & Construction of Apartments + RIBA 6 Handover				RIBA 7 - Use								
1.1	Affordable Living in the Heart of Todmorden	Finalise Development & Funding Agreements		Mobilisation & procurement	RIBA 4		Tender Works	RIBA 5 - Manufacturing & Construction of Podium		RIBA 5 - Manufacturing & Construction of Apartments + RIBA 6 Handover					RIBA 7 - use					
1.2	Enterprise in the Heart of Todmorden	Mobilisation & procurement	RIBA 4		Tender Works	RIBA 5 - Manufacturing & Construction of Apartments + RIBA 6 Handover					RIBA 7 - Use									
1.3	Staying in the Heart of Todmorden				Mobilisation & procurement	RIBA 4		Tender Works	RIBA 5 - Manufacturing & Construction of Apartments + RIBA 6 Handover					RIBA 7 - use						
2.0	Todmorden Town Hall	RIBA 5 - Manufacturing & Construction + RIBA 6 Handover (Phased)																		
2.1	Hippodrome Theatre	RIBA 5 - Manufacturing & Construction + RIBA 6 Handover		RIBA 7 - Use (Phased completions)																
2.2	Riverside Outdoor Activity & Sports Park	Planning Approval	Mobilisation & procurement	RIBA 4	Tender Works	RIBA 5 - Manufacturing & Construction + RIBA 6 Handover		RIBA 7 - Use												
2.3	Centre Vale Park &	RIBA 4		Planning Approval	Tender Works	RIBA 5 - Manufacturing & Construction + RIBA 6 Handover (Phased)			Complete asset transfer(s) where appropriate											
	Fielden Hall	Tender Works	RIBA 5 - Manufacturing & Construction + RIBA 6 Handover					RIBA 7 - Use												
3.0	Todmorden Learning Centre & Community Hub	RIBA 5 - Phased Manufacturing & Construction + RIBA 6 Handover																		
3.1	Murmuration Workshops	Mobilisation & procurement	RIBA 4	Tender Works	RIBA 5 - Manufacturing & Construction of Apartments + RIBA 6 Handover					RIBA 7 - use										
4.1	Active Todmorden	S.278 Approvals & TROs where possible / necessary																		
				RIBA 5 - Phased Manufacturing & Construction + RIBA 6 Handover																
4.2	Walsden Cycle Hub & All Ability Cycle Centre	Tender Works				RIBA 5 - Phased Manufacturing & Construction + RIBA 6 Handover														
		Mobilisation & procurement	RIBA 4	Tender Works			Phased Completions & Use (RIBA 7)													
		Mobilisation & procurement	RIBA 4	Tender Works	RIBA 5 - Phased Manufacturing & Construction + RIBA 6 Handover					Phased Completions & Use (RIBA 7)										
		Phased Completions & Use (RIBA 7)																		

APPENDIX 6

LETTERS OF SUPPORT



Town Clerk's Office,
Todmorden Community College,
Burnley Road, Todmorden OL14 7BX
01706 548135
townclerk@todmorden-tc.gov.uk
www.todmorden-tc.gov.uk

Cllr S Dacre and Mr T Benjamin
Co-Chairs
Todmorden Town Deal Board

25th January 2021

Dear Cllr Dacre and Mr Benjamin

Town Deal Fund Bid

On behalf of Todmorden Town Council I am pleased to confirm support for the aims of the Todmorden Town Investment Plan.

At a time of economic difficulty, heightened by the current pandemic, the opportunity to invest such significant funds into much needed infrastructure improvement, the improvement of key town assets, the creation of much needed affordable housing and a strong focus on projects that will revitalise Todmorden, would be very welcome.

We see this as critical investment into the local community and are pleased to see the involvement of community partners as part of the proposed delivery mechanisms.

Yours sincerely

CR Hill

Colin Hill
Town Clerk

11th February 2021

TOWNS FUND - TODMORDEN TOWN INVESTMENT PLAN (TIP)

The Leeds City Region Enterprise Partnership (LEP) and West Yorkshire Combined Authority (CA) supports and welcomes the opportunity for local towns to apply for a share of the Towns Fund monies to support the growth and changes required by our towns for the future, with ambitious plans reflected in the submission of the Town Investment Plan. The success of our region as a whole is dependent on all our places being supported to grow and thrive.

At the heart of the North of England, West Yorkshire is an attractive place to live and work. Increasingly drawing highly skilled, knowledge intensive service sector workers, the Region also has a strong tourism offer and outstanding cultural and leisure opportunities. In transport terms, West Yorkshire is ideally placed, within one hour's drive of seven million people. Significant investment is coming to our region through High-Speed Rail and Northern Powerhouse Rail and we already form the key link for transport between the North and the South.

Our towns and communities across West Yorkshire are all interconnected, but they do play different roles, have distinctive strengths, and there is substantial variation in the distribution of wealth. Understanding the contributions that these different places make is important in thinking about the future of our region and in considering what sort of investment we want to attract and where.

The Todmorden Town Investment Plan (TIP) has the potential to deliver a programme of projects including:-

- Rejuvenating Todmorden town centre including projects that will enhance the outdoor market space, provide new affordable housing and new visitor accommodation
- Building on Todmorden's rich culture and heritage including refurbishing the iconic Town Hall and expanding the Hippodrome Theatre to create new space for communities and arts.
- Supporting skills and employment by improving the Todmorden Learning Centre and Community Hub to increase space for new learners, business start-ups and enterprise.
- Enhancing the accessibility of Todmorden town centre by improving pedestrian links across the centre and encouraging modal shift to more active travel including a new cycle hub and centre

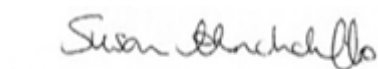
Towns Fund Investment Plans can contribute to the Region's wider growth strategy, plans which create quality and attractive places where people want to live, where businesses can grow providing more jobs and for residents and visitors to spend leisure time in.

The LEP and Combined Authority support investment plans which allow our cities and town centres, to recover, grow and re-build resilience into communities following the impact of the pandemic. Levelling-up investment nationally and across the region is key to ensuring our towns thrive and can adapt for the future. Interventions proposed in the TIP have the potential to provide significant financial support for places which have seen a pace of unprecedented change accelerated by COVID-19. The case for investment has already been well made through the initial Towns Fund selection process. It is now time to fully realise the Towns Investment Plans for long lasting change.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Roger Marsh".

Roger Marsh OBE
Chair, Leeds City Region Enterprise Partnership (LEP)

A handwritten signature in black ink, appearing to read "Susan Hinchcliffe".

Cllr Susan Hinchcliffe
Chair of the West Yorkshire Combined Authority



Councillor Silvia Dacre and Tim Benjamin,
Todmorden Town Board Co-Chairs,
Todmorden Town Deal Board
Todmorden Town Hall,
Bridge St,
Todmorden
OL14 5AA

18 January 2021

Dear Cllr Dacre & Mr Benjamin,

Re: Todmorden Town Fund bid

I am writing to confirm the Canal & River Trust's support for Todmorden's Town Fund bid and in particular the proposal to seek funding to upgrade the towpath on the Rochdale Canal from Todmorden Town Centre to the Riverside Sports Centre near Warland and to look to make improvements to some of the historical side weirs.

This project will provide a continuation of the towpath upgrades recently completed from Hebden Bridge to Todmorden and contribute to active, off-road travel as well as active leisure helping to take traffic off local roads, reduce CO2 emissions and help improve the health and wellbeing of local communities.

We know from previous towpath improvement schemes that by providing an even and sound towpath surface encourages more people to walk and cycle by the canal or to simply to spend time by water. Spending time in nature by water is proven to be hugely beneficial for people's physical and mental health and wellbeing.

Should the Town Fund bid be successful we would work with Todmorden Town Fund board to develop proposals for the towpath upgrade inline with the Trust's own Towpath Design Guide which sets out our aims for making the waterways more attractive and accessible to more people whilst at the same time preserving and enhancing the heritage value of the canal and, where possible also improving the ecological value.

Yorkshire and North East

Canal & River Trust Fearn's Wharf Neptune Street Leeds LS9 8PB
T 0303 040 4040 E canalrivertrust.org.uk/contact-us

Patron: H.R.H. The Prince of Wales. Canal & River Trust, a charitable company limited by guarantee registered in England and Wales with company number 7807276 and registered charity number 1146792, registered office address First Floor North, Station House, 500 Elder Gate, Milton Keynes MK9 1BB

canalrivertrust.org.uk

We are also keen to find a solution to the overflow weirs that are unique to the Rochdale Canal. These are very much part of the character of the canal either side of Todmorden and as well as having significant historical value they are also a vital part of the water control system for the waterway. However, we also know that they pose an obstacle to some users and can make the towpath inaccessible, so we welcome the opportunity to have funding to seek a solution that balances improved access with protecting these heritage structures.

I look forward to hearing the outcome of the bid.

Yours sincerely,



Sean McGinley
Regional Director, Yorkshire & North East

Yorkshire and North East

Canal & River Trust Fearn's Wharf Neptune Street Leeds LS9 8PB
T 0303 040 4040 E canalrivertrust.org.uk/contact-us

Patron: H.R.H. The Prince of Wales. Canal & River Trust, a charitable company limited by guarantee registered in England and Wales with company number 7807276 and registered charity number 1146792, registered office address First Floor North, Station House, 500 Elder Gate, Milton Keynes MK9 1BB

From: [Rupert Douglas](#)
To: [Martin Higgitt](#)
Cc: [Lee Thompson](#); [Paul Bruffell](#)
Subject: Todmorden Towns Fund bid
Date: 25 January 2021 12:48:24
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)

To Councillors Silvia Dacre and Tim Benjamin
Todmorden Town Board Co-Chairs
Todmorden Town Deal Board
Todmorden Town Hall, Bridge St
Todmorden OL14 5AA

Dear Councillors.

Todmorden Towns Fund bid

On behalf of Sustrans - the charity making it easier for people to walk and cycle, and the custodians of the National Cycle Network, I'd like to offer our support for your Towns Fund bid.

We particularly like the look of the Active Todmorden project, especially in relation to improving the section of the Calder Valley Greenway National Cycle Network Route 66 route, an arterial walking and cycling route which connects Todmorden with other towns and countryside through the valley and further afield into West Yorkshire, and with Rochdale and other parts of Greater Manchester in the opposite direction.

We want to create a Network where families can enjoy bike rides away from motor traffic, where those who are less mobile can go at their own pace, and where walkers can fill their lungs with fresh air.

We know that public health concerns and changing tastes will result in individuals cycling and walking more, increasing demand for dedicated, safe cycle routes in towns. Towns able to cater to

these new offerings and demands will be able to attract new businesses and residents while serving existing industries and locals responsibly and efficiently.

So fingers crossed for a successful bid which we look forward to working with you and other partners on.

Kind regards.

Rupert Douglas

Network Development Manager (Yorkshire)

England North

Please note that I usually work alternate Fridays – and am currently working from home.

Sustrans | Leeds Bridge House | Hunslet Road | LEEDS | LS10 1JN

Direct tel: 07876 234112 | Office tel: 0113 245 0006



Sustrans is the charity making it easier for people to walk and cycle. We connect people and places, create liveable neighbourhoods, transform the school run and deliver a happier, healthier commute. Join us on our journey. <http://www.sustrans.org.uk/>

Sustrans Limited. Registered Office - Sustrans, 2 Cathedral Square, College Green, Bristol, BS1 5DD. Registered Charity 326550 (England & Wales), SC039263 (Scotland).
Company Limited by Guarantee No: 1797726 Company Registered in England.

Walsden Hub project proposal: letters of support

Please see below support for the project from local businesses/people.

Manchester Bike Hire

Postal Address:

198-200 Chapel Street, SALFORD, M3 6BY

T: 0161 769 5050

E: info@manchesterbikehire.co.uk

W: www.manchesterbikehire.co.uk



TO WHOM IT MAY CONCERN

Friday, January 15, 2021

Cycle Waggle Ltd, trading as Manchester Bike Hire and Bambino Biking is aware of the Walsden Gateway Project and its potential inclusion in the Todmorden Town Deal Investment Plan.

Having already successfully supplied specialist electric assist cargo bikes in Todmorden and Calderdale during the last year, despite the COVID-19 pandemic, we are pleased to confirm our interest in the establishment of a service that provides for the rental, lease and sale of e-bikes and cargo bikes in the area.

For this to be accomplished effectively, there will need to be access to suitable premises, where a try-before-you-buy fleet could be housed securely, and be easily accessible to the general public and local businesses who are interested in finding out for themselves whether these products would be suitable for their needs. We would also need a professional bike workshop repair and maintenance service to be available.

We look forward to hearing that the old-Library can be repurposed creatively.

Yours sincerely

Richard Armitage BSc FCILT | finance director

M: [REDACTED] richard@c4st.uk

Manchester Bike Hire, 198 - 200 Chapel Street, Salford, M3 6BY | T: 0161 769 5050

Open Tuesday-Saturday 09:00 – 18:00

www.manchesterbikehire.co.uk | Bike Hire | Ebikes, Cargo Bikes | Bike Repairs | Deliveries by Bike

www.bambinobiking.co.uk | Bambino Biking - more ways to cycle with your children

 Kilburn
Whoosh Mountain Biking
25 Adelaide Street
Hebden Bridge
West Yorkshire
HX7 6BT
14/01/2021

To Whom It May Concern,

I write to lend my support to the proposals for a community building including active travel hub in Walsden. I believe this would be an extremely positive development for Walsden and the wider Upper Calder Valley area.

A cafe, bike hire and repair service, and provision of information on local riding opportunities will make Walsden a gateway to Calderdale as a riding and walking destination, encouraging tourism from the large centres of population to the West. The secure bike storage would permit customers to spend additional leisure time pre- and post- activity, likely frequenting other local businesses. Walsden's connection to the rail network means that this need not be at the cost of additional pressure on the roads. All positive for the local community.

As a local business providing mountain bike guiding and skills tuition, much of which is delivered within the Upper Valley, I would also stand to benefit from such a development. Many of my customers come from outside the locality to experience the trails and environment of our region and so the hub would provide a welcome draw to potential clients. It would also help expand the range of experiences I could offer: The cafe and workshop would provide a base for activities in that part of the Valley with useful spares/repairs support in the event of mechanical issues. The availability of hire bikes would open up my services to those without their own bikes or the means to transport them. An E-MTB hire service would allow me to target a new and growing market segment without the financial and logistical challenges of running my own fleet.

I understand there is also the possibility of an accessible skills course being developed. If this could provide safe space dedicated for learning to ride, as well as appropriate progressive features for riders of all levels to develop their riding skills, it would be of huge benefit to Calderdale. Siting such a facility close to the active travel hub would offer the potential for delivering all manner of coach-led sessions for those with additional needs, for disadvantaged children or those outside mainstream education, for aspiring athletes or everyday recreational riders. If in any doubt about the potential popularity of such a facility I would encourage a visit to Pendle Panthers BMX track at Barrowford or to Leeds Urban Bike Park.

Beyond my interest in the leisure and tourism aspects of the proposal, I see it has great potential to facilitate active travel and reduce motor traffic in Walsden and the immediate area. The office space would reduce commute journeys and the option to securely store a bike would boost cycle journeys in Walsden whether as the origin, destination or an interchange point in a multi-modal journey.

I look forward to seeing how this proposal progresses. Please keep me updated of any developments and feel free to contact me if I may be of any assistance.

Yours faithfully,

Chris Kilburn.

From: Heather Ainscough <[REDACTED]>

Subject: Cycling Hub proposal

Date: 8 January 2021 at 14:52:04 GMT

To: hello@todmordentowndean.co.uk

Cc: Beate Kubitz <beatekubitz@gmail.com>

Hi, I am Heather Ainscough and I am co-owner (along with John Ainscough) of Blazing Saddles bike shop in Hebden Bridge.

We are very excited by the proposal put forward by Beate Kubitz with regards to a cycling hub based at the chapel in Walsden. We have long thought that a cycling hub for the valley would be a useful addition and Walsden would be a great starting point. The chapel is also a very interesting proposition with lots of room from which to operate a number of schemes and services.

We are already successfully selling and repairing E bikes as well as other more traditional biking alternatives. We would be interested in exploring setting up a similar operation from the Walsden location and we could undoubtedly transfer trade in addition to growing a new sales base. We are due to relocate our business due to EA work in Hebden over the next 5 years which would provide a great opportunity to focus on developing the Walsden project.

A hire center from a cycling hub such as the one suggested in the proposal would also be of interest to us as we would really like to create incentives for people to park and ride for the whole valley. The use of electric bikes to aid people in exploring the breadth of what is on offer in the area would be something new and potentially very popular.

Cycling as a means of transport for leisure and work is currently undergoing growth for lots of reasons and its good timing for promoting this initiative.

I would be happy to discuss this further so don't hesitate to get in touch if we can be of further assistance.

Kind Regards
Heather Ainscough

From: Laura Hinks <[REDACTED]>

Date: Mon, 18 Jan 2021, 19:55

Subject: Fwd: Would you or anyone you know potentially be interested in local co-working office space?

To: andyhollier75@gmail.com <andyhollier75@gmail.com>

Hi Andy,

I have been forwarded the below email and would very much be interested in being included in any updates regarding this initiative. It sounds brilliant! I live in Walsden, working from home and I am sure this would be a welcome asset to this lovely village.

My email is as above and my telephone number is [REDACTED]

Many thanks
Laura

Get [Outlook for iOS](#)

From: derek davies [REDACTED]
Date: Wed, 13 Jan 2021, 16:08
Subject: Co-working hub in Walsden
To: andyhollier75@gmail.com <andyhollier75@gmail.com>

Hi Andy,

Regarding the proposals put forward by Chips for a hub in Walsden, I was wondering if this facility could extend to educational purposes.

I would be interested in establishing a small centre to support:

- Home schooling hub
- A private study centre
- Private tuition facility
- Homework club

I envisage this would only be for small numbers of students at any one time so office rather than classroom facilities would suffice.

There are a significant number of families home tutoring in Walsden currently and this number is likely to rise. Similar centres in Burnley, Rochdale and Oldham are well supported.

Regards

Derek Davies
Sent from my iPad

On Tue, 12 Jan 2021, 18:21 Sam Mitcham | SJCM Accountancy, <sam@sjcmaccountancy.co.uk> wrote:

Hi Andy

The office space at Walsden library would be of great interest to me.

I am an accountant, established in 2019 with the intention of moving to premises in 2020 but when Covid hit, all my plans changed for obvious reasons.

I would love to hear more about these plans, will any of the offices be permanent rentals or would it be more of a shared space to rent as and when for meetings etc?

Either way I am very interested.

Kind regards

Sam

Samantha Mitcham | FMAAT
SJCM Accountancy
Telephone | [REDACTED]
sam@sjcmaccountancy.co.uk
www.sjcmaccountancy.co.uk

From: **Nigel Barker** <Nigel@dennons.co.uk>
Date: Tue, 12 Jan 2021, 16:56
Subject: Walsden Co-working Hub Proposal
To: andyhollier75@gmail.com <andyhollier75@gmail.com>

Afternoon Andy

Just read the article about the Walsden Hub, great idea.

We are a family run Business Supplies company in Tod, currently have a home office but may be interested in this concept.

If you need any advice or quotes on office furniture, I would be happy to advise.

I have attached a pic of a furniture install we did for Mitsubishi Chemicals who are next to the canal in Tod, this was to replace all the furniture ruined in the boxing day floods 2015

Good luck with this project.

Regards

Nigel

Nigel Barker / DIRECTOR
DDI: 01706 239 071/ Mobile [REDACTED]

nigel@dennons.co.uk

From: **Darren Midgley** <DarrenMidgley@jonesmelling.co.uk>
Date: Wed, 13 Jan 2021, 16:10
Subject: Walsden Co-Working Hub
To: andyhollier75@gmail.com <andyhollier75@gmail.com>

Hi Andy,

I have been passed your details from a member of Tod Connect, who forwarded me your appeal regarding the conversion of Walsden Chapel into a community hub, and I wondered if I could speak with someone to learn more about the proposal.

As a resident of Walsden and living close to the site, I know the building quite well. For a number of years I have wanted to see the chapel sympathetically restored and repurposed for the modern age. From a professional point of view, as a Chartered Building Surveyor I am currently in the early stages of a similar scheme to convert a Grade II listed building into a suite of offices, so I can see the potential in this project in my locality.

If there is anything I can assist with at this stage then I would be happy to help. If the bid is successful and the project gets the green light, the company I work for, Jones Melling, would be more than capable of providing assistance in terms of building surveys, drafting proposed plans, obtaining statutory consents and other professional work if this would be required.

If you have a spare ten minutes or so for a chat about the proposal then could you please give me a call on my mobile number below.

Thanks in advance.

Regards,

DARREN MIDGLEY

BSc (Hons) MRICS

Senior Chartered Building Surveyor
[REDACTED]

From: Mick Keeble <mick@rideelectric.co.uk>

Subject: Support for Todmorden

Date: 15 January 2021 at 09:30:23 GMT

To: Beate Kubitz <beatekubitz@gmail.com>

Good morning Beate,

Was great to catch up yesterday, and for your overview of the Todmorden plan.

To that end, we are interested to hear of the dual hub model you've described as location in which to create an outdoor cycling centre. It seems like a location that offers much for diverse cycling, and one that would benefit both the towns area and the visitors it would attract.

There would be much to understand, however loads to be enthusiastic about in offering support to your initiative. Therefore, this short note is simply to register our interest, and offer any support that might be appropriate to the plan. Keep in touch.

Good luck and regards

Mick Keeble

Director

From: Deborah Jones <[REDACTED]>

Subject: Walsden Library Site

Date: 19 January 2021 at 22:10:01 GMT

To: karen.houghton@calderdale.gov.uk

Cc: Beate Kubitz <beatekubitz@gmail.com>, Lesley NW <[REDACTED]>, Matt NW <[REDACTED]>, Chris NW <[REDACTED]>, Katy Reaston <[REDACTED]>, [REDACTED]

Dear Karen

I am emailing on behalf of the Walsden Watch Neighbourhood Community Group.

In November, 2020 we drew up a Business Plan and projected spend to turn the Walsden library site into a Community Garden. This went to the Todmorden Development Committee and is due to go on the Agenda for the full council meeting in February.

Since then I have watched the presentation on the Todmorden Town Deal and have been in contact with Beate Kubitz as a result. It seems an ideal opportunity for a collaboration between Beate's proposal and ours thus preventing the land becoming derelict or being turned into a car park. It would provide an outside community area that could be enjoyed by all, a central focal point in Walsden with a 'village green' feel. Our business plan goes into a lot more detail but it would be somewhere that the community could be brought together, preventing isolation and loneliness by meeting up and chatting over a coffee or helping to maintain the gardens. I hope we can become involved if your bid is successful.

Kind regards

Deb Jones

