

What is your organisation's main purpose?

This is what the organisation was set up to achieve.

We are the elected third tier local government authority for Todmorden.

Tell us about your organisation's main activities

Include any activities you undertake in order to achieve the organisation's purpose.

You must list at least one, and can include up to three.

Todmorden Town Council does not have any statutory obligations or front-line services to deliver, but actively supports Todmorden by acting in an enabling and facilitating role for the benefit of Todmorden residents.

Through either its Council/Committee meetings, 18 Town Councillors or through direct contact with the office, any issue of concern by residents can be raised and the Town Council which will do its utmost to support residents by raising the profile of issues, directly engaging on their behalf where appropriate, and or signposting to the correct contact to help residents obtain a response to their matters of concern.

More specifically the Town Council seeks to:-

- Work with and encourage Calderdale Council to focus on local issues
 - Work with partners to secure funding for [projects](#) that will enhance and improve life in Todmorden
 - Produce a [Neighbourhood Plan](#)
 - Respond to consultations affecting Todmorden and its Community
 - Liaise with other organisations on behalf of Todmorden and its Community
 - Act as Statutory Consultee on [planning applications](#)
 - Develop localised actions on Climate Emergency
 - Enable Christmas Lights Switch On and Christmas Eve Carol Service.
 - Report on any Footpaths or Rights of Way issues
 - Seek [remedy](#) for issues regarding including footpaths, town centre appearance, pavements, signage, littering etc
 - Support Town Centre events, Culture and the Arts and local voluntary groups though [grants](#)
 - Enable [investment](#) into Todmorden
 - Part fund 2 Town Centre PCSO's (50% contribution for each)
 - Provide substantial funds to [Todmorden Information Centre](#)
 - Manage local sites- Patmos Gardens, Lobb Mill Picnic Area, Land at Vale Baptist Church, Cornholme
 - Support the [Mayor](#) – raising the profile of local groups and fundraising activities.
 - Facilitate a coordinated community response to the [Climate Emergency](#)
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- Sponsor for Centre Vale Park projects as part of the Town Deal Funds allocation to Todmorden

We actively facilitate and enable local groups to deliver their aims and ambitions by provision of grant finance and support the Town Centre through specific larger grants to the Todmorden Information centre and the Police Authority to 50% fund two PCSO posts

The Local Government Act 1972 gives Todmorden Town Council the discretion to give grants to properly constituted, non-profit groups active in our town, for projects that will have direct benefit for the community of Todmorden.

As the money for these grants comes from the taxpayers of Todmorden it is important that funded projects deliver value for money and are distributed in a fair and transparent manner.

Having successfully delivered a new Skate/Wheelspark and Christmas lighting scheme funded from Town Deal Accelerator Funds, The Town Council was approached by the Town Deal Board and agreed to be “Sponsor” for initially up to 6 Centre Vale Park Projects funded under the Town Deal award made to Todmorden by DLUCH.

Works to improve the environmental performance of Grade 11 Listed Fielden Hall.

Acquisition and restoration of two residential properties that book – end Fielden Hall, these will be refurbished to deliver 2 environmentally sustainable affordable rented units.

A new hard – surfaced ball court /multi use games area

A new pavilion with accommodation for tennis and bowling activities that will cater for disabled and non- disabled players , host regional and national competitions and provide accommodation for a growing project involving veterans and Todmorden in Bloom.

Restoration of a Grade 11 Listed Edwardian Bandstand

Renovation of 3 Tennis Courts

Working with local intended user groups the Town Council prepared with consultants the Business Case for approval and subsequently having had the fund approved, entered into delivery stage which consists of:-

- Establishing User Groups to operationally manage facilities on completion of construction.
- Appointing Architects to deliver construction projects RIBA stage 1 to 7
- Monitoring and influencing post construction delivery and responsibility for ongoing maintenance

Organisation information

Previous projects similar to this one

Describe your previous projects

Project 1

The Project Manager is a former Head of Facilities Management at Burnley Borough Council, with a multi disciplinary team where repairs renovation and new capital projects ranged from £20m "Elevate" facelifiting programme, to refurbishment of bus station, £175k roof and external repairs to town hall £250k M& E at swimming pool,(CHP) £125k refurbishment of mechanics theatre £500k , energy conservation measures (solar/bio mass consideration) .

As former Town Clerk of Colne Town Council oversaw grade 2 town hall building and roof repairs c £250k and playground replacement £165k .

As Town Clerk delivered Skate/Wheelspark £250k and xmas lights project £75k.

Current projects Bowling Pavilion and Bandstand will involve Architects who will oversee projects/provide architects certificates for work carried out and under general oversight of Project Manager

Tell us how the asset is currently being used, or how it has been used before, and why it's important to the community

If it has already been lost to the community, tell us how it was used before closure

Currently used as Bowling Pavilion .Poor state of repair , without intervention will deteriorate and become a derelict facility unable to accommodate a growing bowls interest plus an opportunity for other voluntary groups to combine to ensure greater long term viability and sustainability.

Todmorden is the only town with four crown green bowling greens arranged in a quadrant. Attracts many bowlers, from across the region, and beyond. Well used facility in the summer – being in use seven days per week. With over 120 members playing at least twice a week.

Existing pavilion is a small building offering little opportunity to generate ancillary income.

Not in good repair. Lacked investment of any substantive nature for many years.

Existing consists of:

- small club room
- tea making
- toilets, none of which are to 'Doc M' (accessibility) standard.
- storage for equipment, within the caged external seating area and meeting room.

To enable the Pavilion to be seen as the centrepiece for leisure related community activity within Centre Vale Park, providing a hub for user groups to deliver their own ambitions, yet be part of a wider approach towards encouraging greater park use by residents of Todmorden enabling them to obtain health (mental and physical) benefits from outdoor use.

We have growing number of older people in the town. The Bowls Club is one of the lead bodies that supports them.

The Mental health Foundation report [In 2021, there were 5,583 suicides registered in England and Wales](#). Around three-quarters of the suicides were males. Suicide is the largest cause of death for men under 50.

Higher rates of suicide are also found in minority communities, including war veterans, and [those with low incomes](#). [Less well-off middle-aged men are particularly likely to die by suicide](#).

The Bowls Club is one of few places where men can come and “be” without pressure . Bowls, and the associated social activities, provides a sense of purpose to men who, after a lifetime of being the breadwinner, now find retirement and worklessness difficult. In Todmorden, there is also an increasing number of “vets” who need low level support. An activity space will provide the camaraderie and fellowship enjoyed in the military

Aligned to the Military Veterans is the potential, for the Cadets to move from their existing base providing space for youth related activities and a real life opportunity to share experience with time served veterans

Todmorden in Bloom, a enhancing the floral appearance of the Town has no formal base . An increased sized pavilion to grow plants whilst also providing facilities for holding workshops (paid for) will enhance viability.

The Bandstand Group will benefit from a base for their operations including storage..

Friends of Centre Vale Park ,have no formal base to meet or display information and will benefit from a base for their operations.

The Tennis Club intend to play future match tennis at Centre Vale Park and develop a youth based coaching and development programme.

An enlarged Pavilion accommodates these interests into one overall “Community and Volunteer lead Group.

Give a brief summary of your project, including what you hope to achieve

The building occupies a prominent site in the park. The benefits include the vista, of which this is an integral part. By inviting Park Run to use it – and not be involved in the running of it – increases the use and does not over stretch the capacity of the Park Run local organisers who have done a fantastic job of increasing participation in exercise in our town. The other groups have a history of reflecting – with one of the core purposes of the Vets group being “talking”. This building provides an excellent base for their “walk and talk group”. We have made mention of the veranda. This is an ideal location for a “talk” element with a small group of people before they walk. The Park Run have mapped out a 5km route so, for those who want a distance measured walk the work has already been done for them.

We want the building to be used in the evening. People walking through the park reduces the potential for anti-social behaviour. (the bandstand was victim of an arson attack in 1999) which, whilst not a continual issue, can be a nuisance when it does emerge. This is one of the prime drivers for having a wider user group than just bowls.

Located nearby will be a new Multi Use Games area and refurbished Tennis Courts(part of the Town Council delivery under the Town Deal fund) with the opportunity for these users to also use the Pavilion for light refreshment and or social use.

The intention is to provide floodlighting to both of these nearby facilities and if financially viable incorporate some lighting scheme for the Bowling Greens to extend daytime use into evening use.

Delivery by the Tennis Club of a coaching and development programme requiring use of meeting facilities and playing surfaces, as well as social use by all age groups.

Proposed Accommodation to consist of repurpose/reuse of the existing footprint as a base from which to create the opportunity for:-

- enlarged meeting room space
- bar operations and related lounge area
- catering options – commercial kitchen space (excluding equipment)
- toilets including accessible
- delivery capability including hardstanding delivery parking and accessibility into site
- some external food/drink serving capacity

Multiuser groups to include

Bowls, Todmorden in Bloom, Veterans, Friends of Centre Vale park, Bandstand , Tennis Club.

The Town Council will hold the facility, effectively as custodian trustee, leaving the bowls club to deliver not only for an increasingly elderly population but also encourage a younger audience to participate. The proposed enhancement of facilities will provide the opportunity for other groups to develop their own use as outlined within this application, through a more holistic approach to ensure additional use for facilities from other specific users and future community groups.

Tell us about the planned activities and/or services that will take place in the asset

Develop the Todmorden Bowl Association to become a Centre of Excellence, using their unique position as the only club with 4 crown greens and full accessibility to attract regional and national competitions.

Encourage interest of under 18 bowlers through development of an Academy and to actively participate in developing links with schools and colleges to achieve this aim. To encourage and provide opportunities to include hard to reach groups, including the Asian and possibly Ukranian/Polish Community and Veterans to partake in Bowling as a therapeutic measure to help with both mental health and physical wellbeing, as individuals and families, through activity-based exercise.

Provide the community with a low-cost option to participate in crown green bowling either as a casual or regular competition-based user, and in doing so enable social use and interaction to help with both mental illness and physical ability challenges.

Encourage Military Veterans to become active members of the Bowls Group.

Capitalise on ancillary income opportunities necessary to support the financial viability of the Bowls Association.

Todmorden in Bloom, Veterans Group and Friends of Centre Vale Park

Provide a permanent and environmentally friendly base for Todmorden in Blooms horticultural endeavours to continue, through the provision of plant growing, workshop and general meeting space.

Provide a programme of activities for members to benefit from at a place of safety and solace for all to use.

Through education to promote the public understanding and appreciation of the natural environment and history of Centre Vale Park.

Improve people's skills and understanding of woodland management, simple horticulture, seed bank storage and home growing.

Work in partnership with the local community, local agencies and local organisations to foster a sense of ownership and responsibility for the appearance of both the Town Centre and Centre Vale Park.

Improve and restore the parkland environment, and to help develop new and existing facilities at Centre Vale Park, including community recreation.

Promote the public understanding and appreciation of the natural environment and history of Centre Vale Park through education.

Encourage and provide opportunities to engage both physically and mentally as individuals and families through gardening activities, promoting movement through gardening, embracing local history, cultivating, digging, weeding walking in the park, by encouraging use of the park heritage trail.

Support military veterans in a wide spectrum of ways, from personal issues to physically assisting and contributing to projects within the community, including speaking to schools and the public on the history of the towns military history during past wars, why the garden

of remembrance exists and the contribution the townspeople of Todmorden have made through the last century.

Include formation of a Veterans “gardening group” to specifically look after the Garden of Remembrance.

Encourage the use of facilities by Air Cadets and in doing so provide an opportunity for interaction between those who have experienced military action and those who may in the future be involved in such action.

Provide sufficient space to capitalise on ancillary income opportunities necessary to support the financial viability of these groups.

Describe the expected sale process, or the proposed terms of your lease if you are planning to rent the asset

Community Asset Transfer

30 year lease.

No lease premium (no capital receipt generated)

:Peppercorn rent £1 per annum - if called for

Asset information

Local service provision

Tell us how the commercial aspect relates to the other services you provide

A kitchen area (with external serving hatch) to enable basic catering to be provided by volunteers, teas , coffees sandwiches cakes etc plus an area capable of external caterers looking to hire overall facility for small size events.

Small lounge area with limited bar to enable sale of soft and alcoholic drinks (no draught sales requiring cellar infrastructure)

Community use

Who uses the asset

Who in the community currently uses the asset, or has used it in the past? Include any specific uses and how many people take part in these activities.

Reference any statistics you have to reinforce this. For example, data on footfall.

The asset is mainly used in the summer months during the bowls season. One of the oldest structures within the park. It has many affections for long term residents, at one time the veranda was the only shelter available in the park. This was appreciated by teenagers seeking space away from the family home.

The main purpose of the building was to provide facilities for bowls players. This project will upgrade the gents, provide facilities for ladies, clean the stonework and encompass the existing footprint within a much-enlarged facility offering greater potential for community-based use.

The venue for many competitive bowls matches and tournaments. This element is in decline and are no longer on par with neighbouring towns. The Town Council sees huge scope for day trip tourism based around special interests. Bowls is one of them with the facilities being capable of use by walking groups. Todmorden is well served by cafes and catering outlets and we will be encouraging use of these for catering purposes. The facilities, within the building, will be sufficient for beverages and cold snack serving. With limited cooking facilities. One of our roles is to support local business so we have no desire to counter this policy by encouraging extensive on-site catering.

There are many reasons, beyond being there, why it is important to the community. These include

- Space for men to enjoy a recreational pastime.
- Enables women to have time, free of partner, to explore their own hobbies. This is particularly the case where the marriage has been based on the man being breadwinner and woman being home maker. Each has had their role and, after 45+ years of this the changes brought about by retirement can be challenging.
- Ability to host Todmorden in Bloom with plant growing facilities.
- Ability to host the Vets Association and potentially the cadets, with opportunity to partake in Bowling and plant growing activities.
- Potential to work closely with Todmorden Bandstand – a listed structure that has £500k in place to restore it and deliver events in the park. The Bowls Pavilion is the nearest building to the band stand. An element of cross-body working within the park would be hugely beneficial.
- Ability to host The Friends of Centre Vale Park including providing on site information including the Heritage Trail and Timeline of Todmorden.
- Scope to provide rest facilities for the many “green” based courses on offer at the community college – many being delivered in the park.
- Ability to service Todmorden Park Run.
- Scope to hire out facilities for community use
- Scope to hire out facilities for events-based use.

A seemingly feeble wooden structure has a long history of serving, and significant scope to further serve our vibrant town in an enhanced format.

Bowling Club - 120 members - April to Oct use minimum three uses per week (matches plus social)- annual average say c 2500 uses

Centre Vale Park runners - weekly run up to 170 participants say average c 3000 per annum

Tell us how losing the asset would affect, or has already affected, people in the community

Where possible give examples of these effects, such as important services ending or having to travel a significant distance to use a similar asset

There is no nearby Bowls offer so 120 elderly users would be disenfranchised if no pavilion to use - even if just as weather shelter, let alone storage for bowls and equipment.

It is the opportunity to increase its use as part of a wider offer in the park and increased user group use that will provide greater community benefit.

Why will the asset be lost without community intervention?

Include any evidence you have that its use by the community will be threatened.

For example, by the owner's intention or an imminent sale

Poor building condition, increasing cost of occupation driven by CMBC ownership to recoup costs and lack of appetite to invest in bringing up to standard. Impact of likely increases in occupational costs is to make it unaffordable for the Bowls club to continue.

Presently the building is owned by Calderdale MBC. They lack the financial and human resource to address some of the long-standing issues with the building. The present maintenance regime is reactive and bare minimum. It is not a nice place to be and, frankly, is becoming a disgrace within our soon to be much improved park area.

There have been discussions with the Bowls Club about them taking it on. They recognise both capacity and succession issues and whilst we do not agree with their assessment, we have to respect it. The two issues are explored in the next two paragraphs.

Capacity – for the past 108 years the building, and greens, have been managed and tended to by “someone else”. The club recognises that they can contract in greens care and have skills, themselves, to undertake many of the tasks involved. They can work with the community college to develop expertise – and are looking forward to this. They are less certain about building operation where the building is open to the public. The situation results from a management regime where participation has been discouraged. The Town Council will operate, as we do in most things, in a participative manner.

Succession – there is a fear that an operation, populated by older people will eventually close. Perhaps it might – but this one has operated for 108 years (as have Churches, Rotary Clubs etc) and replenished itself. The main fear is the general membership may, in the future, lack capacity to manage an important community asset. The importance has been recognised and it has created an element of fear.

The addition of other user groups will add more capacity and resource. Whilst each group will retain their own identity, the Town Council will provide oversight and strong governance possibly through the formation of a “Foundation” Charitable Incorporated Organisation (CIO) with Trustees drawn from the user groups and Town Council.

The Town Council (a community based third tier local government entity) is well placed to provide a supporting role, release the fears of the Bowling Group as well as increase viability, further reinforced by its decision to become involved in an ownership model with management agreements to be in place for each group, and provide an annual revenue support commitment of up to £25k per annum and a one off pump prime of £5k to help the Oversight group develop its aims and ambitions and operational processes associated with operating premises, with the ultimate aim for groups to be self-financing.

Explain how the community will be better served with the asset under community ownership

Include why this is preferable to any other type of ownership.

Local control, by local people, increases a sense of stake holding in the local community.

All Town Councillors are resident in the town. They shop in local shops, eat in local cafes and restaurants, attend town churches, drink in town pubs, ride the town bus routes, get stuck in the town traffic, use the town railway station and participate in town activities. Not all do everything on this list and there are many items not on the list. The point is that they are visible which enables people to be vocal.

We have district councillors, but they are voices in a wider community and have to “compete” against louder voices caused by increased numerical representation of larger towns in the borough. And, we have a local MP who is liberated by his impending retirement – yet he is one voice in 650 and has to represent an area far greater than “Tod”. So, we stand, or fall on our local actions.

The Town has a strong track record in community activism. The global movement “Incredible Edible” started in the town. We have the largest amateur theatre in the country – which has operated, on this basis, since 1956. We have a thriving Cricket Club which has a huge junior section and has developed a tourism operation by developing a five-van caravan site which runs at almost 100% capacity. These successes can inspire others, they can intimidate others because the visible is too successful.

These are issues over which we have thought long and hard. The hybrid model of operation we propose provides the support needed to liberate the operation.

Options are being considered for ownership of the Bowling Pavilion which could range from ownership by way of a 30 year lease with each group operating under a Management Agreement responsible to the Town Council, or to a newly formed CIO where if in this form, ownership will still tie legally the Town Council into the ongoing building liabilities thereby ensuring proper maintenance continues.

The decision as to which model is used may very well depend upon the treatment of Business Rates which may only emerge once we have a more developed scheme with intended uses, by which to seek a more formal pre assessment of likely costs. The attraction of operating through a Charitable structure may not only be financially beneficial in terms of reduced Business Rates liability but also provide a better status from which to then apply for future grant award assistance.

This concept of CIO status is also being considered by each voluntary group in terms of their own attractiveness to apply for grant funds relevant to their own individual activities.

Todmorden Town Council will be the Accountable Body for the securing of all permissions, receipt of grant award funds, defrayment of expenditure, securing delivery of the physical building improvements and all monitoring returns.

As a Town Council we are already subject to good governance and transparency in all of our dealings.

Tell us how you have engaged with the community about your intention to take ownership of the asset

Give examples of the different ways you've engaged with people, and how this has shaped your project plans.

The entire Town Deal process has required extensive consultation and engagement. A full business case, for the named projects (of which, this is one) was forwarded to DHLUC. This was assessed and funding was agreed. That decision was the catalyst for much community activity. Knowing that funding was in place brought a whole new purpose to conversations. No longer were we having to say that “it might be possible” – we could move to “it is now possible”.

In turn this led to some projects expanding and others contracting. The net result was an increase in costs over those proposed in the Town Deal bid. This is almost solely down to increased scope of projects – driven by community consultation. In this project the issue of mobility impaired access was forcefully advanced and there was an obvious need to react.

Likewise, the Veteran’s Club wanted somewhere to meet. There is a United Services Club in the town and this serves an important purpose. However, for those who have suffered problems with alcohol and are (or want to be) in recovery it is the very last place that one wants to be. Even when alcohol is not being served there is the aroma and associated paraphernalia in situ – two of the five senses engage with this. The message was heard and the solution found to be able to part of the Bowling Pavilion group where any sale of alcohol will be limited and likely relate for external hire of facilities.

There were plans for Friends of Centre Vale Park/Todmorden in Bloom to take over a redundant conservatory in the park. When the costs of rectification were known it was unanimously decided, by all stakeholders, that a value for money threshold had not been reached and the project should not proceed.

In obtaining approval under the Town Deal Fund for the Centre Vale Park Project it was necessary to form an overarching group to involve representatives from six groups to work on the Business Case with the Town Council. Apart from collective working on an overall plan the Bandstand, Bowling, Todmorden In Bloom and Friends of Centre Vale Park also considered their own requirements and out of this emerged what is now the Bowling Pavilion Project.

During the Town Deal public consultation events proposals for Centre Vale Park projects were presented and well supported by the public.

To check that the public were also on the same wavelength regarding the intended use by voluntary groups an on line survey was carried out in Dec 23 with over 300 responses reaffirming proposed use by the groups.

Community engagement

Your fundraising activities

Describe your fundraising activities

We have been an enabling body for other projects in the town. We will seek funds from organisations to which we can apply for project elements once identified and costing known. As a statutory body we are limited in the scope of application and hence why considering establishing an oversight group by way of CIO to be able to the apply for other funding.

At this stage of the project we have not sought to fundraise from the public other than through the precept a revenue commitment of £25k per annum by the Town Council to underwrite premises costs .

As each group develops their own operational plans and financial viability fundraising whether by seeking external grants , public participation or sponsorship will need to be considered.

Contribution of c£450k towards overall costs of c £700k will be met from Town Deal Funds

Tell us about any partnerships you've formed, and how they'll help the project be successful

For example, any agreements you've reached with other local businesses or community organisations.

f partnerships mean willingness to work together, we have established working partnerships with voluntary groups- Bandstand(previously funded viability study that formed basis of Bandstand Renovation successful application to National Heritage Lottery Fund), Bowls Club (previous grants made to assist operational cost/equipment purchase), Todmorden in Bloom (budget revenue provision of £10k to help them deliver their work in town), Friends of Centre Vale Park (event grant assistance provided. There is also joint working with the buildings owner Calderdale MBC to facilitate the transfer, at NIL lease premium and a peppercorn rental. We recognise that this may be driven by an element of “liability transfer” but, from our perspective, it is something that we can turn (with community support) into an asset.

There will be a constitution and possible eventual registration, as a CIO, for the operating stakeholder group.

As Sponsor for the Centre Vale Park projects the Town Council already has through its funding agreement a formal partnership with Calderdale MBC and the Town Deal Board.

Informal partnership are already established with the proposed user groups but will be formalised by way of Management Agreements with each group . It is proposed to establish

a new foundation CIO with user group and Town Council Trustee representation as an overarching body.

Tell us how your project supports any wider local plans

These could include plans led by the council, local businesses or the community.

This project is match funded by Todmorden Town Deal Board. All 5 projects in Centre Vale Park under the town deal fund are within sight lines of us offering an opportunity for a nucleus of improvement work to take place in this sector of the park that will have meaningful critical mass and opportunity for a holistic approach to activity in this area.

The overall Town Deal investment in the town is £17.5m. Some of these investments are outside of the park. We see scope for working with the Hippodrome Theatre as we can provide rehearsal space for the time that they are closed for building works. We hope that this will lead to outdoor productions, with us providing infrastructure, dressing room and other performer support services for performances that take place in the future – resulting from “having” to perform outside to “wanting” to perform outside.

Calderdale Council has declared a climate emergency. This does appear to be more than rhetoric. Plans and policies are working within this umbrella. We will be available as a learning zone. We are not eligible for funding from the West Yorkshire MCA climate fund. The current round of funding is limited to £125,000 for the entire Calderdale borough and is revenue focused. If, as we suspect, that this will result in a climate change post being created, we will work with the person appointed so that they can accelerate their impact.

This project also impacts on the National and Local Government military covenant in providing support and care for veterans. Additionally, it resonates with Sport England and exercise. There is a local health initiative addressing obesity, type 2 diabetes and issues resulting from that. This project provides scope for increased gentle exercise as well as companionship which can reduce instances of binge eating brought about by loneliness. It is quite salutary to find out, when consulting on this project, how many lonely people there are. John Lennon and Paul McCartney were very prescient when they wrote Eleanor Rigby some 58 years ago.

This directly supports the Town Deal Fund initiative to deliver a key component of the Centre Vale Park project

Tell us about the local support for your project

This can include:

- **surveys of the community**
- **minutes of town hall meetings you have run**
- **the estimated number of volunteers you have for your project**
- **a letter from your local MP**

On line survey carried out in Dec 23 affirming support for proposals- see Business Plan for detail.

What community benefits do you expect to deliver with this project?

Select all that apply

Community pride and perceptions of the local area as a place to live

Social trust, cohesion and a sense of belonging

Participation in community life, arts and culture, or sport

Local economic outcomes, such as employment and volunteering opportunities, and employability and skills

Delivering positive impact in physical and mental health, and reducing loneliness and isolation

Tell us about these benefits in detail, and how the asset's activities will help deliver them

Include how you gathered feedback from local people on which activities to run, and how each will address a specific community need

This project will restore pride in a community asset that was absorbed in the Local Government reorganisation of 1974 and somewhat lost since then. The transfer by way of a NIL premium and peppercorn rental reflects the coordinated approach to rectifying this situation. Discussion has been underway for many years – first being ignited by the Localism Act.

We are now at the stage where Calderdale MBC show trust in communities to manage their own assets. We do not speculate on other pressures that may have assisted the journey. We just rejoice in being able to manage an asset for the benefit of the town.

Because we recognise our own capacity issues, and the failure of a centralised approach, we have invested much time in discussion with interested parties and facilitating meetings between groups, both bi-lateral and multi-lateral. Calderdale MBC, as part of their due diligence, have also invested in some capacity building and ability testing. This is to satisfy themselves that this project is not being set up to fail. It isn't but they wanted more than a statement of two words.

There are cafes and catering outlets within walking distance of the venue. There are no plans to install significant catering facilities at this venue, but sufficient to meet a passing trade demand. It is our hope that catering will be bought in for significant events. If the Veterans Group want to bring in a ring for making butties that will be OK.. Beyond this the use, as a green room, during band stand events will enhance the quality of those events leading to an increase in dwell time and potential sales from food vendors on site for those events. These will all be local.

The overall aim is to ensure sustainable and positive change for this asset. The combination of groups widens the stakeholder base, leading to increased capacity. The Town Council sees itself as the oil that lubricates the activity – and providing an element of back stop for several capable community groups who, occasionally, lack confidence in their own ability to manage

things. This is not a skills-based issue. It is a reflection of the top-down nature of asset management that has been prevalent since 1974.

Explain how you plan to deliver and sustain these benefits over time

Include the key milestones you intend to meet in order to deliver these benefits.

The stakeholder/user group model (whether a CIO or alternative) with the council as a backstop should ensure continued operation. This group will meet at least four times a year and hold at least one meeting per year which will be open to all users of the building. It will be up to the individual groups to provide members of the user group. We hope that there will be an element of user group refresh with those serving have limited terms and not be appointed by virtue of office in their sending group. We envisage three members from the Town Council and then one from each user group – eventually reaching a stage where they serve for three-year terms.

This will be supported by the Town Council undertaking preventative maintenance inspections on a twice-yearly basis with ongoing delivery effected by way of Management Agreements. These, external eyes, will notice the gradual decline that occurs in all buildings and can be not noticed by regular users. Statutory compliance will remain the responsibility of the Town Council and a Planned maintenance programme developed in addition to reactive need as identified by building users.

Every five years there will be an overall condition survey carried out by a qualified building professional, at which time any defects and issues will be highlighted and addressed as part of a future maintenance programme. This inspection will be in addition to statutory inspections required in public buildings.

Whilst the Town Council will lead on this it will involve user groups, in improving their own knowledge and understanding of facilities management issues

Finances will be ringfenced with an element of sinking fund allocated each year to reduce the need for external funding, or sudden increases in council tax, to meet the need to fund repairs and upgrades. The Town Council will be aware of bid-writers who can undertake such tasks if they are needed. The plan is that they will not be needed.

Tell us how you'll make sure the whole community benefits from the asset

For example, people who have not used the asset in the past, and other people who live in the local area.

Where possible, reference any data you have on protected characteristics and equality impacts.

At present the asset is barely accessible for people with mobility issues. The provision of wheelchair bowls is excellent news. The participation in ancillary social activities is risible. By creating new entrances, with associated hard landscaping, to this building improves this matter immeasurably.

The building occupies a prominent site in the park. The benefits include the vista, of which this is an integral part. By inviting Park Run to use it – and not be involved in the running of it – increases the use and does not over stretch the capacity of the Park Run local organisers who have done a fantastic job of increasing participation in exercise in our town. The other groups have a history of reflecting – with one of the core purposes of the Vets group being “talking”. This building provides an excellent base for their “walk and talk group”. We have made mention of the veranda. This is an ideal location for a “talk” element with a small group of people before they walk. The Park Run have mapped out a 5km route so, for those who want a distance measured walk the work has already been done for them.

We want the building to be used in the evening. People walking through the park reduces the potential for anti-social behaviour. (the bandstand was victim of an arson attack in 1999) which, whilst not a continual issue, can be a nuisance when it does emerge. This is one of the prime drivers for having a wider user group than just bowls.

Located nearby will be a new Multi Use Games area and refurbished Tennis Courts(part of the Town Council delivery under the Town Deal fund) with the opportunity for these users to also use the Pavilion for light refreshment and or social use.

The intention is to provide floodlighting to both of these nearby facilities and if financially viable incorporate some lighting scheme for the Bowling Greens to extend daytime use into evening use.

Delivery by the Tennis Club of a coaching and development programme requiring use of meeting facilities and playing surfaces, as well as social use by all age groups.

Ahead of post construction on the ground core data gathering will take place to ascertain where visitors come from, purpose and basic demographics including ascertaining whether any users have any protected characteristics . This will be supplemented by an on line survey that will be promoted through the Town Councils social media channels and a follow up survey carried out 6 and 12 months after opening to gauge response..

Environmental sustainability

How you've considered the environment

Tell us how you have considered the environmental sustainability of your project

This could include:

- **any low or zero carbon approaches you will adopt during construction**
- **how the asset will align with Net Zero initiatives in future**
- **how you will measure and reduce the asset's environmental impact**

As part of the Tender process Architects were asked to consider how to reuse materials, employ local labour (to reduce travelling imprint) and introduce energy saving initiatives for example options of air source heat pumps or ground source heat pumps, solar panel or solar brick plus rainwater discharge systems as well as led lighting and smart meter reading as standard. There will be no gas supply.

These will be systematically considered as we move towards final design, informed by a process of understanding costs.

We will be introducing insulation to a previously uninsulated roof with the aim of getting as close to warm roof standards as possible. We will be replacing existing, old windows, with thermally efficient new ones to C21 standards. Likewise, external doors will be replaced and will fit properly. The existing ones have suffered from almost 100 years of use. There will also be the enclosure of an existing entrance canopy which will reduce draughts. We will be introducing water saving welfare facilities. Motion sensors and reduced energy lighting will be installed - with a brief to retain adequate illumination for the visually impaired. Lights will switch off after a period of inactivity in any space. A manual switch system will also be in place.

We have base line data which we can convert into consumption per operational hour . We will use this data to measure efficiencies going forwards.

Your capital costs

Description	Amount	Money from COF grant	Match funding amount
Construction	£704000	£250000	£454000

Your secured match funding

Source	Amount
Town Deal Funding	£454000

Your revenue costs

Description	Amount
Utilities	£10000
Repairs and renewals provision	£5000
Water	£4000
Business rates	£5000
Insurance	£4000
Alarms, extinguishers, legionella testing	£6000
staffing	£13000

Tell us how the revenue funding you've requested will help run the asset
Include the specific needs it will meet, and how you'll meet these needs once you've spent the funding.

Revenue funding is requested to help groups transition into sufficient income generating activities to arrive at ultimately a zero net cost, and to understand practically the costs they will face. These costs cover estimated initial facilities costs with the Town Council providing a measure of comfort to help groups move toward this over if necessary up to a ten year period. A provision for staffing has been included which if awarded may lead to a part time position being included.

Feasibility

Feasibility studies you've carried out

Help with feasibility

Tell us about the feasibility studies you have carried out for your project

This is a combination of old (existing user) and new project (existing plus new user groups. Financial forecasts are based on individual group estimates and were considered to be realistic by external consultants Turner Townsend as part of the Town Deal Business Case approved by DLUH

The construction element will be overseen by Buttress Architects of Manchester including fixed price tendering.

Feasibility

Further feasibility work

Help with feasibility

Describe the feasibility work you still need to complete

Include details of your plans and when you expect to complete them.

Until a project is fully delivered there are always elements of feasibility to consider. There are improvements in materials, there are practical issues around layout of facilities to consider which will all be picked up as part of our appointment of Architects and completion of RIBA stages 1 to 3, which will involve the user group in arriving at solution that is acceptable operationally and affordable.

Specifically, we recognise that we do need to provide trustee/group member training and bottom out succession planning for the operating group.

All completed before construction tender documents issued

Risks to your project (document upload)

Upload a document detailing any risks your project may face.

You should include:

- a description of the risk
- the likelihood of it happening
- when it may occur
- how you intend to mitigate it
- the likelihood of it happening after mitigation

Do not include any risks to the asset or why it may close, which we asked you about earlier in your application.

Risk Area	Specific Risk	How to reduce the risk	Likelihood	When it may occur
User Group Participation	Groups withdraw from Projects before construction phase	Groups have been actively involved in the initial TD Funding Business Case stage and are keen to take forward the opportunities arising	Low given participation in process so far	Ongoing throughout life of project

		– see letters of support. TTC as part of overarching structure position to keep oversight and intervene if necessary .		
	Groups do not have the appropriate skills base to move project forward	Existing Membership has wide range of skillsets. TTC working with CMBC to undertake “capacity building”	Low given experience of volunteers and capacity work at outset to define skills gaps.	First 12 months of operations
	Groups withdraw post-handover of premises	Todmorden Town Council will seek to help build resilience and through direct land ownership and management agreement process will identify early warnings of group fatigue	Med- there will be a need to keep a close eye on this at the outset.	First 6 months of operations
Operational Delivery	Groups do not have experience in running facilities.	There is some existing knowledge in running current Bowling Pavilion. TTC in conjunction with groups to develop operational plans for individual groups as well as collective oversight.	Low given experience of volunteers and capacity work at outset to define skills gaps	First 6 months of operations
Facilities Management	Groups do not have specific knowledge of requirements.	TTC as property owner will have legal responsibility but will work with user groups to develop a “Building Users Plan” and through a Management Agreement define practical responsibilities.	Med- there will be a need to keep a close eye on this at the outset	Ongoing throughout life of project

Permissions, Construction Costs and Delivery	Planning Permission not given	Calderdale MBC as the Local Planning Authority have indicated willingness to work with Todmorden Town Council to obtain such permissions	Low	Pre construction period
	Environment Agency Permit (EA permission sought before work can commence)	There will be an increase in mass/volume of construction as within 16 metres of river and 2 metres above hight of river flow. Flow escapes into culverted area into Flood Alleviation Area,(FAA and Pavilion location is not within basin on FAA ..	Med Whilst informal conversations indicate likely adherence, these are technical calculations to be carried out .	Pre construction period
	Fields in Trust Permission	As part of overall land ownership Fields in Trust will need to provide permission for development in Centre Vale Park. Given recent precedent with the Wheelspark, it is not anticipated that there will be any objection	Low- previous permissions given for park improvements	Pre construction period
	Transfer of land from Calderdale MBC (at nil premium – no capital receipt generated)	Agreement given to Community Asset Transfer to Todmorden Town Council Heads of Terms agreed.	Low- CMBC support transfer and HOT agreed	Pre construction period
	Todmorden Town Council not agreeing	Resolution passed at Full Council on 15 th June 2022 to	Low- TTC support	Pre construction period

	to assume Land Ownership or applying for grant funds	assume land ownership responsibility through formal lease terms and to act as principal grant applicant.	transfer and HOT agreed	
	Increase in construction cost of schemes post Covid/World events	Updated costs will emerge as part of RIBA process and where feasible, elements of discretionary spend removed from project cost to tailor construction costs to meet budget requirements.	High-	Pre construction period
	Procurement of contractor(s)	Through Architects an open tender procurement process will be followed to secure a fixed price contract	Low – will follow TTC procurement process	Pre construction period
Financial Viability - Revenue	Groups individual financial forecast are not initially realised to enable Management Agreement contributions to be met	TTC is providing up to £25k revenue support per annum to help smooth out initial shortfalls (over a 10 year period)- supplemented by an initial request for revenue support of £25k as part of COF application	Low- given TTC revenue support and part of established precept budget	Ongoing – possibly first 10 years.
	Anticipated costs exceed estimates	Close monitoring at outset of costs to identify issues to enable intervention. TTC has financial reserves to smooth out initial concerns and will work with groups to apply for other grant funds to support their own activities.	Low- given TTC revenue support and part of established precept budget and payer of costs	Ongoing – possibly first 10 years.

Operational costs

Forecasted income and operational costs to run the asset

Help with operational costs

Summarise your income and operational costs for the running of the asset
Include how this will work over the next 3 years. You must use your business plan to provide a forecast of figures.

	Yr1	Yr2	Yr3
Income			
Bowls	£27,293	£28,914	£31,814
TIB/Veterans	£11,000	£14,740	£17,700
Total estimated income	£38,293	£43,654	£49,514
Expenditure			
Bowls	£27,275	£28,724	£31,288
TIB/Veterans	£12,938	£14,315	£16,495
Total estimated Expenditure	£40,213	£43,039	£47,783
Net	£1,920 shortfall	£615 surplus	£1731 surplus

Arriving at a forecast income and expenditure is difficult given that what is in place at the moment will not bear any reality to what is proposed including the opportunity for future ancillary income generation such as:-

- Meeting room hire
 - Bar and social area
 - External refreshment capability
 - Event hire
 - Wedding venue
-
- Outside Bar provision to Fielden Hall- nearby larger wedding venue

Underpinning any financial forecasting is a commitment from Todmorden town Council to fund up to £25,000 revenue costs on an annual basis until such time as the groups become more financially self-sufficient with the ambition to reduce the call on Todmorden Town Council over a 10 year period.

Breakdown of estimated costs are provided in detail by way of Appendix, but in summary if all forecast is achieved, including trading income from bar and food sales and room hires, years 1 to 3 are forecast to be as above:-

Skills and resources

Your experience running similar assets

Help with skills and resources

Describe any relevant experience you have delivering similar projects or running an asset

The Project Manager for Todmorden Town Council was former Town clerk and is a former Head of Facilities Management of Burnley Borough Council, where “hard and soft” was involved and numerous planned and reactive maintenance across a wide range of buildings was involved. Capital project up to £20m were overseen as part of the role. NEBOSH construction Health and Safety qualification is held in terms of oversight of practical projects on the ground. Previous employment involved management of public halls for hire.

The Town Clerk has overseen capital projects including listed building renovation, new playgrounds construction and holds the CITB(SMSTS)Site Management Safety qualification. She has managed a Grade 11 Town Hall, a Community Centre, and holds a personal licence with prior employment having managed several public houses.

Roles you’ll recruit to help you run the asset

Help with skills and resources

Tells us about the roles you'll recruit

These should be positions which will help you effectively run the asset during community ownership.

Include the:

- **role**
- **main responsibilities**

You can use your business plan to provide evidence to support your answers.

Given experience within the groups involved and the opportunity to help develop such skills ahead of construction completion, this will be managed by way of formal Management Agreement with the groups.

This has yet to be decided but financial forecasts will include provision of a paid for “part time cleaner” likely outsource provision to remove any employment obligations. If the groups decide they can deliver this internally then the allowance of c£13k would be used towards additional support to assist the initial opening period, however this is determined by the groups .

Community representation

How you'll run the asset

List the members of your board

Please include their:

- **role**
- **main responsibilities**

You can use your business plan to provide information that supports your answers.

Town Councillors

Cllr M Carrigan School Governor, Retired Senior Education Adviser, other trustee positions

Cllr S Cheraghi-Sohi, Health Services Researcher University Manchester. School PTA

Cllr A H Greenwood, Retired Head Teacher, Magistrate, other trustee positions.

Cllr T Hanley, Political Adviser, Musician

Cllr A Hollis Former lecturer in German Salford University, School Governor other trustee positions

Cllr B Jancovich, TV drama script writer, Board Member Script Yorkshire and Hebden Bridge Arts Festival

Cllr G Kent, Semi retired methodist minister. Other trustee positions

Cllr S Martin, retired grants and community officer CMBC, other trustee positions

Cllr M Molteno, consultant national and local programmes.

Cllr S Press, Former CMBC Executive Member, Journalist, other trustee positions

Cllr R Rea Film and theatrical consultant

Cllr P Ripley, food bank volunteer

Cllr D Skelton , retired adult services lead, other trustee positions

Cllr P Taylor, bed and breakfast business owner, experienced helper in depression, alcoholism, mental & physical domestic abuse, Asperger's, Alzheimer's, physical disability

Cllr L Thorpe, Retired nurse and social worker, various voluntary positions

Cllr J Turner, retired senior manager Libraries Essex CC. Various volunteer and trustee positions.

Cllr K White, disability adviser, former Bus Services Manager , various volunteer roles.

Cllr J Williams, retired dementia advisor Alzheimer's Society , Various volunteer and trustee positions.

Responsibilities

Operational responsibility will be developed from within a collaboration between the volunteer groups members /committees, oversight from Town Councillors and the Town Council Clerk

Tell us about your governance and membership structures

There are elections every four years and any eligible resident is able to stand for election. In 2023 all wards were contested and this council will serve until 2027. In common with many other areas candidates stand on party tickets and we have a majority Labour council. Party politics are worn lightly and, even though there were no Conservative candidates standing for

local election, we have a cordial and constrictive relationship with our Conservative MP. Party politics emerge higher up the food chain.

We have a committee structure with members volunteering to serve on committees that interest them. We have a Mayor, a ceremonial role but chairs meetings, who is active in the community. Almost all Mayors use their Mayoral Year to raise money for a local community group. All Town Councillors are active in the local community. It is doubtful that they would be elected if they were not.

Administration is governed by Standing Orders and Financial Regulation and schemes for delegation for Committees and Officers

Frequent meetings are open to the public to attend are held for Full Council, Development committee, Resources Committee and Climate Emergency Committee.

The Town Council is subject to two internal audit visits per annum (provided by an independent auditor) and one External Audit (appointed for all Town and Parish Council Annual Governance and Accountability Return)

There is a small paid staff of 4 (mix of fulltime and part time) who deliver on council priorities. One of these is the Towns Deal project – of which this project is part – an overall investment of £17.5m in town facilities in Todmorden of which £1.138m relates to Centre Vale Park Projects.

The Town Council will use its experience to assist groups in either their current or future structure to improve governance. If adopting a CIO status governance documentation will fall in line with govt recommendations.

See business plan for proposals.

Explain how you'll consider the views of the community in the running of the asset Include how they'll be involved in decision making, and how you'll measure public support for your decisions.

Town Council meetings are open to the public with a time allocated for public questions. There is a formality involved in the meetings and we recognise that this can be intimidating. Consequently we note comments that appear on the three Todmorden Facebook pages (these attract 30+ posts per day and have a combined membership of greater than the population of the town). Over the past years there have been many comments about the poor state of this asset.

The operation will be in the hands of user groups and, in due course, there will be a formalised united structure to enable clear lines of responsibility. At this stage the user groups have had informal conversation and mapped out how they think that the asset could work. It is the day to day operation that will guide the lines of responsibility. The Town Council will broker the discussions that lead to an effective operating group and is being supported by a “capacity building programme” funded by CMBC. We envisage that there will be representatives from each group reflecting the community driven nature of the Council (with likely overall 9 but to include 3 Town Council Members to inform proper governance) and the vibrant activism that already operates across the town. Indeed, it could

be argued that the vibrancy has caused the gradual decline of this asset – it has always been there; never shouted as a problem; shows good signs of love and attention so has been left behind in the activism agenda. Now is the time to bring this asset higher up the agenda and into the main swim of the wider community.

During group meetings, user groups wished to Gauge local support for what they were proposing, following which a recent online survey elicited over 300 responses with the majority welcoming the proposed uses of the enhanced Bowling Pavilion- more details of this survey are included within the Business Plan

Inclusiveness and integration

How you'll make the asset inclusive

Tell us how the asset will be accountable to local people, and involve them in its running

This means how you'll involve everyone in key decisions, such as how the asset is used.

The ultimate accountability is that of the ballot box at elections which are held every four years. We are open to that risk and do not see it as a bar to action. Our role, as a Town Council, is to facilitate and deliver for the town.

We do listen to views expressed on social media as these are instant. We have a social media policy which does enable a response. However, this must be a considered response. A knee-jerk response to what may be a knee jerk comment does not always help matters.

For the pavilion we will create a dedicated user group, supported by the council in secretariat matters and served by the town council by at least one member being part of the group. We have worked hard with user groups to ensure that they are aware that the Town Council will not be a majority on the group unless there is a complete failure of group structure and process. There is provision for new, regular, users to be part of the user group – and we would welcome Park Run when they feel that they have capacity.

The Town Council has budgeted for the running of this facility once it is refurbished and operating. We do not see, and cannot afford, a massive level of financial support over and above an overall commitment of £25k per annum for this and the Bandstand, User groups are aware of this and will be working, together, to maximise income (balanced with user affordability) to ensure sustained operation. We see this has a key element of stake holding.

Describe anything that might prevent people from using the asset or participating in its running

For example, high membership costs or exclusive eligibility criteria which prevent people from participating.

We identified the main reason preventing local people from participating in the running of this asset. That was fear of getting it wrong and therefore unwillingness to step forward without support. The Town Council has spent considerable time in providing building blocks

to enable the support. Our established pattern of working is that of listening and acting. In this case we have embryonic user groups in place and will involve them in all decisions relating to the delivery of this project. Formal votes, as required, will reflect the views of the wider user group. The user group will have the Town Council (whether elected members or staff members on a voluntary basis) represented because of the need to recognise ownership and liability but intend that this will be chaired by other than a Town Councillor. At this stage it is not possible to write this into any initial statement of terms/user group constitution which may very well follow the Foundation Model derived from the Government/ Charity Commission website.

We have already mentioned some of the physical limitations of the infrastructure. The works planned build on the work done by the Bowls Clubs and wheelchair bowls.