

Todmorden Learning Centre & Community Hub

A Centre of national importance, with local focus, use and benefit

Todmorden Learning Centre & Community Hub Ltd
A Charitable Community Benefit Society



'Calderdale Council has a vision for Todmorden. Together we can make that happen'

www.socit.org.uk

If we had the community college in the hands of the community

We could dare to dream.

We could make things happen,

The college is a symbol of all that was good in the town, industry and learning can be developed.

Supermarkets can have lots of chances, communities very few.

The big guys must be brave and take a punt, on community, on growth, on the ability of ordinary Joes to do amazing things.

Todmorden is a town of Creative hard working folk, who have been squeezed in the recession.

The college could be the spark that fires up hope for bold actions.

There is nothing to lose in empowering communities, the possibilities for good are endless.

Mary Clear, Chairperson, Incredible Edible Todmorden – a Community Benefit Society

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Executive Summary

Calderdale Council's vision for Todmorden...

“Todmorden has become increasingly **self-sufficient** and has developed a **strong identity around sustainable living, ...embracing alternative energy generation, reducing its carbon footprint and trading in locally sourced goods.**”

“Todmorden is a **lively and attractive place to live ...has a good level of economic, social and environmental well being... with the facilities to accommodate the increase in tourism.**”

That's their vision. That's our vision. Together we can.

Our vision is to bring Todmorden Community College into community ownership, and see it fully used for the purposes of education, business and the community. We anticipate TLC will act as gateway for Todmorden and Calder Valley residents to access a diverse range of courses and services to suit individual need. TLC will encourage business enterprise, personal development and community engagement, in so doing enhancing the wellbeing and employment choices of its users. Central to our vision is the maintenance of the existing Children's Centre and Youth Services in a thriving hub, whilst considering ways to support and develop their provision.

A three-fold purpose:

1. **Education:** to provide a wide range of learning opportunities including agroecology and natural building, basic skills, enterprise, vocational qualifications that will provide real and marketable skills, and include opportunities for other learning e.g. art and ceramics, cookery, personal development and well-being.
2. **Business:** to nurture business enterprise by providing affordable rental opportunities of various sizes. The first floor is more suitable for smaller businesses, with co-working space and offices, and the ground floor workshop spaces are suited to larger enterprises requiring vehicle access. All businesses will benefit from the provision of Superfast fibre optic broadband.
3. **Community:** to provide space and opportunity for community based services and activities. TLC will act as a gateway for local residents to meet, converse, learn, be creative, artistic, innovative and energetic. Diverse activities under one roof, with a community café, encourages multiple uptake of services such as the Children's Centre, Healthy Minds, Social Services and Todmorden Community Counselling together with learning.

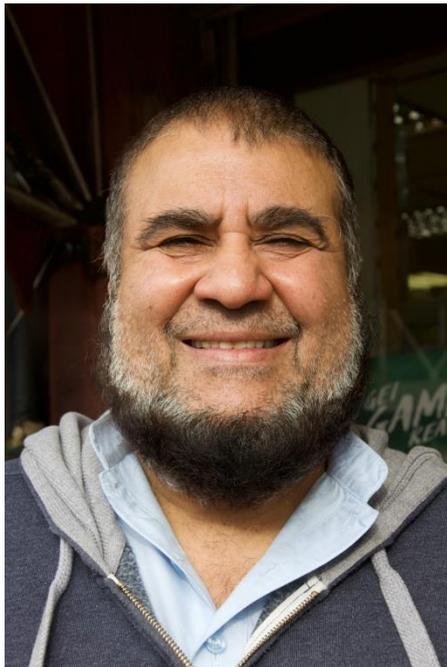
A Centre of national importance, with local focus, use and benefit

We envisage TLC as a centre of national importance, bringing together under one roof businesses, research projects and development initiatives linked to agro-ecology, sustainable living and natural building. As a result of interest and research investment from the Northern 8 Group of Universities, we believe this initiative will greatly benefit and raise the profile of Todmorden, building on the work of existing innovative projects such as Incredible Edible, Incredible Farm and Incredible Aqua Garden. Those with similar interests will be drawn to TLC to learn from the experience of those housed and connected here. The presence of SNaB, with its extensive networks in natural building and sustainable construction, brings partnerships with other national and regional organisations who see TLC as an opportunity to expand their own reach, and to hold workshops, courses and conferences.

Benefits of TLC

TLC will improve general and specialist facilities and services, and will contribute in a major way to achieving

- Increased skill levels in the workforce in order to achieve quality employment
- Increased employment for disadvantaged groups
- Increased attainment levels of young people
- Increasing the numbers of sustainable and new businesses
- Increasing the vibrancy of Todmorden town centre
- Help to reduce the differences in health, quality of life and economic prosperity within the town and Upper Calder Valley.



Abid Hussain, former Mayor of Todmorden, studied English as a second language and English and Maths O-Levels: “I love that place. We had three family weddings and a friend’s wedding in the old hall. It was a nice big hall with a big parking space and it’s easy to find. I’d like to save the college and make the hall like it used to be. You could rent it out for weddings and parties to make money. Now our family weddings are outside the town in Bradford, Oldham or Burnley. We rented Burnley Football Club for over £5000 a day.”

Realisation of vision and purposes

TLC is convinced that Todmorden Community College is a vital asset for Todmorden and is ripe for regeneration. Our conviction is that with effective planning, management and investment largely generated from space rental, TLC can become a business, education and community hub with transformative impact for the town and wider Calder Valley.

TLC has developed a clear set of educational, business and community objectives described in the following section in order to realise its vision and expressed purposes. Targeted market research, participation in local business network events and additional consultation with businesses has given TLC a clear understanding of the infrastructure needs for enhancing local business opportunities. What we repeatedly hear from all such research sources is that there's a lack of affordable and accessible quality business units and office space in Todmorden.

Providers of community based services have again highlighted the need for premises that are multi functional, house a variety of services are socially inclusive. Education providers have described the impact of course closure or relocation to Calderdale College – the concern here is that those who have the most to gain by educational advancement are unable or unlikely to travel to Halifax, especially for evening courses. We have learned a great deal about the needs and views of local residents from the 6 public meetings organised, from 5 fundraising events, promotional events and stalls, and from direct communication by letter, email and residents' engagement on social media sites. Broadly the message we hear is that there are many who would like to attend and utilise a variety of courses and events if available and promoted at TLC, and most would prefer services to be housed in Todmorden in this building. Such views have been linked to a number of features of the college building:

- Central location and good accessibility, including excellent disability access throughout
- It is well known as a community building housing education courses and other services

Our own evaluation offers additional reasons for the location of TLC in the college building:

- It is the only purpose built adult educational facility in Todmorden
- It is of good design and sound, built to last construction
- It has been well maintained as council maintenance schedules have been adhered to
- It is definitely fit for our purposes

TLC's marketing and communications Lead, Emma Leeming, and other members of TLC steering committee, have secured significant interest and commitment for hire of space in the building from businesses, education and service providers during the 6 months since TLC was constituted. To date there have been over a 100 expressions of interest for hire of space from organisations and individuals. Of these 53 have given a firm commitment for rental of space, 16 for exclusive hire of space and 6 for co-working space.

The interest of these organisations and individuals has highlighted the advantages to having a genuine community hub in the heart of Todmorden. In an era where we have come to realise the disastrous economic and social impact of exclusion and isolation from services and community, the potential for social inclusion and heightened community engagement is a powerful advantage of the TLC project. It is believed that co-location of services will enhance uptake and cohesion between them.



Mayor of Todmorden Councillor Christine Potter's says:

"Saving the college is financially viable. There will be funding for training and apprenticeships. There will be income from lets. We should reinstate the IT suite. Older people need that. There will be funding for that. A lot of people in this town would use the building.

The council exaggerated the state of the building. It needs TLC and updating, all of which can be done over a period of years, but it isn't in a poor state of repair.

Through a community share issue we could raise say £60,000 a year. If we could get through the first two or three years, with enough publicity and volunteers, we can do it."

Careful costing and financial projections indicate that the TLC project is viable and growth producing. We are convinced we can attain year upon year growth in income to deliver our business, educational and community based objectives. Whilst we have raised over £5,000 in fundraising and membership since February 2017, there are planned start-up costs which would be required for TLC's phase 1 opening. These amount to £50,000 - £66,000 to cover:

- hall restoration to original size (enabling hire for larger and more lucrative events such as concerts and weddings)
- pop-up community café
- a new reception area
- installation of superfast fibre optic broadband.

However significant savings are anticipated for the above building work using our growing and committed team of volunteers who can be trained by School of Natural Building.

Despite projecting to break even within 1 year of opening, we will need some upfront capital to meet the start up expenditure requirements, and have 2 ways of fundraising open to us:

- 1) community shares
- 2) grants

As detailed in the resources and financial assessment section, our legal structure offers an ideal platform to realise both income sources and an active fundraising committee has already been established.

TLC has undertaken a detailed risk assessment over each phase of the project. We have consulted with financial managers to gain a realistic appreciation of risk and its mitigation. In conclusion we believe that as is the case for all new ventures, there are some inherent risks, but that their alleviation can be adequately planned for and financed. Following professional assessment, our evaluation is that risk is low.

1. Background

Todmorden is a post-industrial Pennine market town with a population of 15,000, situated 25 miles north east of Manchester; it was a centre of innovation in the industrial revolution. Despite the decline over the last century it has retained its innovative spirit. Eight years ago a group of Todmorden people got together to found Incredible Edible Todmorden with the aim of galvanising the whole community around the food agenda. This initiative developed three social enterprises Incredible Farm, the Aquagarden, and the town centre community group, Incredible Edible Todmorden. As a result the town has become the focus of the Worldwide Incredible Edible movement. In parallel to this a pioneering natural building company founded in Todmorden has become Straw Works Ltd whose reputation and buildings are now Europe Wide. On this dual foundation we are setting out to build a future for Todmorden and its people. As a result of interest from the Northern 8 Group of Universities, we believe this initiative will not only benefit the town, but also could be the start of a northern initiative to create a centre of innovation for living sustainably with Todmorden at the centre of it all.

The college used to be a vibrant, thriving hub at the heart of Todmorden but in recent years, with the withdrawal of Calderdale College and other tenants, the building has become under used. CMBC is under great financial pressure but their asset review of November 2014 suggested that the college should be retained. Together, we believe we can make that happen...

2.The Organisation and Governance Structure

Todmorden Learning Centre and Community Hub Limited (TLC) is a charitable community benefit society (BenCom), which means that it is a charity, a not for profit organisation, and a social enterprise owned by its members on the basis of one member one vote. It has an Asset lock in its constitution which means that assets cannot be sold to benefit individuals or companies, and if the society were to fail for any reason, its assets can only be handed over to another organisation with similar aims and an asset lock. Members can invest in the society by buying community shares, but they are still only entitled to one vote per member.

The society was registered on the 26th June 2017 (FCA Reg No 7585) for the purpose of seeking an asset transfer of the Todmorden Community College building and to put this asset to use for the benefit of the Todmorden and Upper Calder Valley community. (For the letter of registration and constitution see Appendix).

Board of Trustees

Short CVs

Dr Robin Asby, trained as a research physicist, 20 years' experience as a university lecturer in business and management teaching degree masters and doctoral students, 26 years' experience as a secondary school governor including chair and vice chair, founded and ran a small business developing and installing software for small businesses, 16 years' experience as a teacher trainer. (experience: starting and running a business, running an educational establishment, consulting, teaching). Lives in Todmorden, retired.

Barbara Jones, founder and Director of Straw Works Ltd, specialist design company, leaders in natural building. 30 years business experience. Principal of The School of Natural Building, providing education for all in natural building and traditional building skills. Qualified carpenter & joiner, 35 years experience in construction at all levels, international reputation as innovator, entrepreneur, trainer and speaker. (experience: starting and running a business, running an educational establishment, consulting, teaching, running a Bencom with an asset lock). Lives and works in Todmorden.

Dr Nick Green, trained as a research biochemist, joint founder of Incredible Edible Todmorden, founder the Incredible Farm providing research and education for all ages in agro-ecology. Experienced chair, having chaired a successful community group which successfully completed a £10 million housing regeneration project, created public art installation, founder of an engineering business.

Mr David Golding, education consultant, curriculum lead KPMG, college governor, college vice-principal, interim principal, college lecturer. (experience: running an educational establishment, consulting, teaching). Lives and works in Todmorden.

Mrs Janet Peter, retired Project Manager for railway infrastructure developments, and ex teacher (experience: consulting, project management, financial management, teaching). Lives in Todmorden, retired.

Ms Nina Stansfield, - specialist in Public Law, Equalities and Community Care legal casework, experience and consultation in public health and social care decision making; trainer in Public Law and Equalities Law, has worked with Equalities and Human Rights Commission (EHRC). (experience: public law, equality and community care, consulting, teaching). Lives and works in Todmorden.

Secretary - Emma Leeming, business owner, massage therapist, therapeutic background, marketing and communications lead.

(detailed CVs see Appendix

Membership

Membership of TLC is open to all. The cost of membership was set at the time of registration to £10 with support for those who found that amount difficult. The society now has in excess of 150 members and has found no difficulty in recruitment, continuing to recruit members. Once CMBC takes the decision on the options available a General Meeting of the Society will be called to determine strategy.

A general meeting of members will be held annually, this meeting will:

1. appoint /re-appoint trustees
2. establish the strategic direction of TLC
3. receive reports on key TLC activities, including finance

An extraordinary general meeting, in addition to the annual general meeting can be called, based on a written submission by 20% of members.

Trustees are responsible for the day to day management of TLC e.g. the appointment and management of any staff and liaising with external partners to develop and support TLC. Trustees will complete an annual register of interests, to be updated based on any change of circumstances and held by the Secretary of the Board of Trustees.

Policies

The board of trustees of TLC has adopted policies (Appendix) for Health and Safety, Equality and Diversity, Recruitment and Induction, Training and Development, Volunteering, Complaints and Grievances, Disciplinary Policy and Procedure, and Safeguarding. We are also developing a Room Hire policy. This will contain details of policies that tenants must adhere to, behaviours expected, safeguarding, cancellation policy, responsibilities of tenant and TLC etc.

Partnerships and Support

TLC is a member of Locality, a National Support Agency, Coops UK, providing support for cooperatives and BenComs nationally, and has good working relationships with the Mayor of Todmorden and local Councillors, Todmorden Town Council, and other major local community groups including Incredible Edible Todmorden, Incredible Farm, Incredible Aquagarden, , Healthy Minds, Basement Project, DISC, Project Colt, Creative Arts Mental Health Alliance (CAMHA), Mary Loney School of Art, Todmorden Folk Festival and Todmorden Harriers.

Support has been gathered through the 7 well attended public meetings held since February 2017 The supporters list now contains more than 750 names and contact details (Appendix contains letters of support from partners and supporters)

TLC will seek to establish a **partnership group** with other community venues in Todmorden and the Upper Calder Valley to develop and maintain cooperation between venues and prevent damaging competition between venues. A member of the TLC board of trustees would be appointed to this role. We would envisage that this group would meet quarterly to maintain active contact.

Visible Standards

TLC is committed to be a community organisation which: -

- will provide a voice for local concerns and for people whose views may not always be heard.
- is independent and politically neutral with a powerful commitment to democratic principles.
- will deliver services to local people.
- will initiate new projects and services that respond to local needs.
- will build partnerships with other local organisations and groups.
- will provide a strong local network of people and organisations working together and supporting each other.
- will provide ways of engaging people to become active in their communities.

3. Project Objectives

TLC's objective is to bring Todmorden Community College into community ownership, and see it fully used for education, business and the community in as wide a sense as possible, retaining the Children's Centre in the heart of Todmorden.

Education Objectives

- To offer practical training courses in natural building to equip local people and others from wider afield to learn skills so as to find useful employment, set up their own businesses, maintain their own properties and self-build their own houses with flood resilient foundations.
- To offer courses in sustainable food production including flood mitigation farming, integration of wildlife habitat and human food production, soil carbon building methods and high welfare micro dairy farming.
- To provide wellbeing and self development courses and vocational qualifications such as those in counselling and hairdressing.
- To re-introduce an arts programme that will benefit Todmorden and the Upper Calder Valley
- To run courses as part of the CAL and WEA outreach programme.
- To create a National Centre to host other organisations offering similar courses and events
- To create a Community Hub where local people, organisations and businesses can run courses, evening classes, artist schools, and meet and work/learn/socialise together

Business Objectives

- To provide up to 12 offices, a business suite, a co-working space and 3 workshops, for rental to local organisations and businesses
- To provide Superfast broadband, in addition to Reception facilities and meeting rooms
- To achieve 80% occupancy of the working spaces within 3 years

Community Objectives

- To provide rooms for the local community to rent during the daytime and evenings, weekdays and weekends
- To achieve 70% occupancy of the community rooms within 2 years
- To enable the local community to benefit from a range of activities in an fully accessible town centre building

- To provide a welcoming, safe, inclusive and engaging environment for all residents of and visitors to Todmorden
- To listen to the needs of the local community and provide the required space if suitable
- To work in partnership with other providers both inside the college and in the local community

SnAB Objectives and resulting benefits

- To raise awareness offer information and education about natural materials, thus putting Todmorden and the Calder Valley at the cutting edge of current thinking within construction and the built environment
- Raise our profile nationally, as we will be the first to offer provision on a large scale - this has already attracted major interest from national organisations.
- Raise awareness about how materials work. This key to understanding how to renovate and improve buildings
- Offer courses to raise awareness, learn what the causes of damp, mould and condensation are, what materials can be used to combat these
- Teach how to improve insulation and ventilation to create better indoor air quality and comfort, and how to renovate the types of properties we have in the Calder Valley (both traditional and modern)
- Give an understanding of natural materials to understand better ways of dealing with flooding, and the recurrence of flooding (lime plasters do not need to be taken off and replaced after a flood, only washed down and re-limewashed, as they are naturally anti-bacterial).
- Offer educational and training services both theoretical and practical for anyone interested in natural building, particularly for women and others traditionally excluded from the construction industry
- Raise awareness about the benefits of using natural materials in the built environment, in living/working/playing spaces, and for artistic and therapeutic purposes. All SNaB courses are open to anyone, it is not necessary to join the School, but following the School curriculum has extra benefits such as discounted and specialist courses.
- Offers progression for students into work and self-employment, with a mentoring system. At present SNaB does not have a physical base, but once established in the TLC it will set up a social enterprise arm that can build much needed extra space for homeowners and businesses via garden studios, offices and extensions, whilst at the same time training up local people with skills necessary for the 21st century.

This enterprise has been piloted with huge success this year at Hillcroft Residential College for Women in Surbiton, London, where a mobile counselling and therapy room was built during a series of courses.

- Expand SnAB's range of courses to include basic DIY, carpentry for beginners, green woodworking, and special courses to renovate local homes using appropriate materials, improve energy efficiency, teach how to avoid damp in buildings and how to deal with flooding.

SnAB Partners

SnAB has begun discussions with other organisations such as the Princes Foundation, the Society for the Protection of Ancient Buildings (SPAB) and Calico (Burnley) to offer Heritage skills training in lime pointing, lime and clay plastering, and to use these skills with apprentices to renovate, for example, the Town Hall if CMBC are successful in their Heritage Lottery bid. SNaB anticipates that it will be able to run a rolling programme of varied and interesting courses throughout the year, some classroom based and others in the workshop, and some of these will be delivered by national prestigious partners, see the appendices for further detail.

- Promote SNaB's other local projects – SNaB has worked on several strawbale buildings within Calderdale in past years, including the Library at Shelf, The Outback Centre in Halifax, a 2 storey house in Todmorden and a strawbale extension to a listed building.

SNaB has recently received a share of 6.3million Euros from Interreg funding to help build a Visitor Centre in Hastings, and run educational seminars about natural building, especially for public buildings, for professionals involved in construction, some of which would be held at TLC.

Agro-ecology

Objectives:

- To promote practical and theoretical knowledge of agro-ecological practices
- To stage an annual conference in collaboration with N8 Universities and the Real Farming Trust
- To deliver a range of training courses in collaboration with the Incredible Farm for practical experience and the Incredible Aquagarden for laboratory experience
- To provide a base for researchers in agro-ecological practices
- To provide a repository of information on agro-ecological practices

Calderdale MBC's local plan states:

'Community growing schemes can help people to access sustainable, affordable diets. These also offer a range of other benefits – they provide people with the opportunity to enjoy

regular physical exercise, meet new people in their neighbourhood and benefit from a healthier diet, regardless of income. Growing food locally also increases biodiversity, helps to manage rainwater and creates a greener urban landscape'

This is exactly the agenda of Incredible Farm (IF), which is now a not for profit Community Benefit Society, having existed with a CLG company structure since 2011. The excruciatingly poor financial rewards of small scale farming under the current hydrocarbon gobbling global food systems make farming a poor career choice in the short term. Incredible Farm believe this will change rapidly and radically. A two metre sea level rise by the end of this century is widely predicted and will have major implications to the way we live. Our upland farms will be transformed.

The Incredible Farm works within Calderdale's priorities including improving skills, health outcomes, the environment, and sustainability. The Farm is a response to climate change, food insecurity, skills shortages and degradation of the biosphere.

The recent news concerning devastation of insect populations, and accelerating atmospheric carbon levels alongside the possible food security implications of Brexit bring a new urgency.

The farm uses Agro-Ecological methods to turn farm land from "Poor", as designated by DEFRA, to super productive using natural methods that enhance biodiversity, soil carbon capture and flood resilience.

The Farm is experimenting with food production methods and passing the knowledge on to a stream of community volunteers, international guest workers and children from local special and mainstream schools.

Partnerships

The Incredible Farm is now working in partnership with the Northern Eight Group of Universities (N8) within their Agrifood Project, in particular with Lancaster University and Durham University. It is also working with the Real Farming Trust which is based in Oxford and which runs an annual "fringe" conference in January, attendance at which is greater than the simultaneous industrial farmers event; Michael Gove is headline speaker this year.

The N8 University group is providing researchers and students, the Farm provides a model for super intense environmentally sensitive farming and practical know how and the college is a portal for the community to using the land in a positive way.

TLC

In the first instance the IF will rent a seminar/lecture space on the first floor of the college building as a base for Agroecology in the building. The base will provide a space for:

- The building of an agroecology information resource
- A base for interaction between visitors and local people can interact
- A base for researchers from the N8 group – undergraduate, masters and doctoral students, and others undertaking joint research projects.
- A seminar room for visiting parties on fieldtrips from Universities
- A discussion workshop and lecturing space for small numbers

As the project develops for larger and/or multiple groups additional classroom/s will be required.

A range of courses are planned to be offered:

- Growing, landscaping, and farming methods for flood management
- Agro-ecological principles
- Applying agro-ecological principles
- Exploring the interaction of land, air, water with solar energy
- Understanding and measuring soil health
- Developing and maintaining soil health
- Promoting better eating
- Basic skills of cooking
- Sharing community experience of producing, cooking, and eating
- Workshops to produce learning materials for teachers

All courses will aim to include field trip work, to include entrepreneurial opportunities, to mix young and old, as well as visitors and local people.

Need for accommodation

SNaB's reach extends throughout the UK into other European countries. It has participated in several EU initiatives including (currently) Interreg, and Leonardo Partnerships, and takes students from the Erasmus training programme. It currently has 46 students following the School curriculum, and several hundred more who attend one day courses and practical workshops each year. It has strong links and networks and is expanding to work collaboratively with natural building training centres in other parts of the world.

Offering bunk room type accommodation at TLC would be a distinct advantage in order to continue to bring students from outside Calderdale into the area, and to increase numbers on courses. SNaB currently runs courses in Todmorden and students often find it difficult to find local accommodation. The provision of accommodation for IF will enable students to

remain on site for weekend and week-long courses to maximise interaction with each other and local people.

One of the rooms on the second floor of TLC can easily and cheaply become a dormitory for up to 16 students. There are toilets and showers in good working order on the same floor, and there is a separate entrance to this floor via the side alley of the building. The room next door, formerly the cookery room, can be upgraded as a kitchen/dining area that can also be used for cookery classes during the day.

Todmorden Children's Centre provision in TLC

One of TLC's key objectives is to maintain and support the development of all services and organisations currently housed in Todmorden Community College: Todmorden Children's Centre is therefore central to TLC's vision.

This proposal details the potential provision of courses useful and accessible to the local community, and to locate these in a community hub. The provision of important services in isolation reduces their attraction to users and reduces their effectiveness. In a central community hub, users of one service can easily be drawn to (or in some cases referred to) other services, including education and training courses. Furthermore, when located in a community hub, managers and workers in the various services and organisations running courses can work together at reviewing community needs and access, whilst identifying gaps in provision which need to be addressed.

To contextualise this key TLC objective, parents using the Children's Centre may more readily consider and access family support provided by social services if both are co-located, visible and promoted in the same Learning Centre and Community Hub. Such parents might choose to undertake adult learning courses provided by CAL or the wellbeing and self-development courses to be provided by Todmorden Community Counselling. If parents of those using the Children's Centre have mental health needs, they may be drawn to initiatives provided by CAHMA, Healthy Minds, or access professional low cost

counselling from Todmorden Community Counselling. This latter service aims to provide counselling to couples and families as well as to individuals. There are many more examples of TLC's tenants offering opportunity for parents to develop skills and community engagement. This linkage between services and courses can only enhance the individual growth, education and employment potential of parents, and this in turn will be embedded and transmitted within families, some of whom are vulnerable.

The alternative proposal for a Children's Centre and Youth Service building isolated from other services and courses represents the very antitheses of planned and cohesive service and education provision. According to Richard Needham, Sure Start Locality Manager in Kirklees, responsible for 12 Children's Centres with 17 years in the initiative, *'The test is whether a Centre fulfils the core purpose of a Children's Centre which is: Improving outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities in: child development and school readiness; Supported by improved: ...child and family health and life chances.*

The improving of health and life chances is so important to the Centre's purpose and healthy eating is a critical part of this. Healthy eating before and during pregnancy and during the early years is the biggest determinant of health and life expectancy (see Professor Barker's work at Southampton University). I do not know the current Centre well, but having a community kitchen or access to one, would be a huge asset, linking this to Incredible Edible in town would be a big opportunity. Centres should run healthy eating courses, we have two: Big Cook Little Cook and Great Food for Pregnancy.'

Parents using the Children's Centre in TLC might be tempted to use the affordable community café at TLC, benefitting from its healthy meals and snacks. Indeed parents would again be more readily be able to consider undertaking the kinds of healthy cooking courses (or access work placements) which TLC cafe hopes to run. They would see in the green vision and physical environment (planting and vegetable beds) at TLC the benefits of healthy living and agro-ecology courses provided by Incredible Farm.

TLC recognises the crucial role of safeguarding in respect of the Children's Centre. The policy and staffing framework currently utilised by CBMC will be maintained and where necessary enhanced, to assure that children are safe and protected from harm. The Children's Centre has been safely accommodated in a community college thus far, and there is see no reason why safety cannot be maintained if housed in TLC. The existing door entry systems, security personnel and signing in procedures are important elements of this which would be maintained with necessary diligence set out in TLC's own policies, including the Safeguarding Policy, which is aligned to those of the Calderdale Children Safeguarding Board and includes the requirement for use of Disclosure and Barring Service (dbs) checks.

TLC intends to further address safeguarding and security issues by having procedures in place to ensure safety and safeguarding with regard to the reception area: internal sliding doors will be locked during any period when the main reception is not staffed; reception staff will use the reception hatch to liaise with the public; a telephone will be kept in the vestibule to ring in house services, where staff can come to the main entrance to collect their clients.

Outdoor provision and space for Todmorden Children's Centre: Eightspace Initial Drawing for Consultation

There is a recognition that the outdoor provision for Todmorden Children's Centre is limited. TLC is keen to work with Halifax Opportunities Trust and managers and staff at Todmorden Children's Centre to improve this facility. Some preliminary consideration has been given to this matter: TLC has had preliminary discussions with Sean Creagh of Eightspace to scope the issue.

The drawing below is an initial idea from Eightspace that would incorporate the existing play space with a ramp on the right of the drawing. On the left, the play area has been extended to retain the current dis-ability and parent car parking spaces, with an assumption that they could be opposite and to the left of the College entrance instead. The play area would include a play tower that is the regulatory six metres away from the building.

What has been identified here is an initial idea for extending the current play provision outside the Children's Centre at Todmorden College. TLC is keen to work Halifax

Opportunities Trust and managers and staff at the Todmorden Children’s Centre to explore options more fully. Consultation is of paramount importance to TLC and Eightspace, so all needs and ideas will need to be considered to provide an improved and enhanced facility to meet the needs of children at the Centre.



Work space

‘At the moment the lack of modern, affordable business premises is an obstacle to development of small businesses relocating from the large conurbations of Greater Manchester and Bradford/Leeds.

Todmorden needs a small business incubation centre as well as other managed workspace, providing office, workshop and shared facilities. The development of high speed broadband is essential to this development.’

Town Plan for Todmorden 2013

Rental space in TLC will be made available to individuals and organisations for offices, co-working, hot desking and workshops.

The work spaces would be managed by the TLC organisation. The Operations Manager would ensure the smooth running of all aspects from initial enquiries from potential tenants through to arranging the contracts and any practical day-to-day issues. The office and workshop tenants would be responsible for furnishing and cleaning their own space. A hot

desking facility would be provided in the co-working area, where furniture and cleaning would be provided.

Project Objectives

Within 3-5 years:

- To provide up to 12 offices, a business suite, a co-working space and 3 workshops, for rental to local organisations and businesses
- To provide Superfast broadband, in addition to Reception facilities and meeting rooms
- To achieve 50% occupancy of the working spaces by the end of the first year rising to 70% by year 5

5. Impact

Benefit for TLC:

The rental of workspaces provides a regular income to TLC.

In addition, these tenants will rent meeting rooms in the college and bring income to the cafe.

Benefit for tenants/local people:

TLC would provide centrally based, fully accessible office space that is currently lacking in Todmorden, bringing similar small businesses together. A supportive, friendly environment would be provided, enabling these businesses to easily form partnerships working together, network, obtain and give advice. For individuals the benefits also include an opportunity to work away from home and socialise in a warm environment.

It is hoped that the college would become the Business Centre/Hub in Todmorden, hosting, for example, business network meetings.

Benefit for Todmorden:

Brings people (and their money) into town centre

Employment:

It is hoped that by providing workspaces in the college, individuals and organisations will grow their businesses and provide additional employment and training opportunities for the Todmorden Community. We would expect to provide space for up to fifty working people.

Any tenants having business meetings or conferences in the college would require some kind of catering. This will either be provided by TL Cafe or a local catering company.

Training businesses:

Currently there are three firm expressions of interest from organisations that already provide training outside of the area and will use their experience training people in Todmorden. In 3-5 years, we would expect to see several businesses offering apprenticeships.

Volunteer Programme:

TLC will offer a varied volunteer programme, involving volunteers in many aspects from reception, to redecoration and construction craft skills. This will upskill the local community, provide better opportunities into employment, bring a greater sense of social inclusion, camaraderie, health and wellbeing.

The Asset

There are already a number of offices in the college which could be used immediately. If funding to install wi-fi is not available when the college is transferred to TLC, tenants would install their own wi-fi.

It is currently proposed to create up to 12 offices, a business suite, a co-working space and 3 workshops, but this will be clarified when TLC begins to operate.

Marketing

In the initial survey carried out by UCVR at the pre-feasibility stage of the project, 55% of the 522 respondents (288) felt that office and workshop space should be provided in the college.

A recent survey to find out more about the level of interest in renting and using space in Todmorden College for business was undertaken. It was set up online using Survey Monkey running for 4 weeks, closing two days after the Open Day on Sunday 9th October 2017. It was a systematic mechanism for collecting information from people and organisations about their interest in using the building, in addition to other contacts.

As anticipated, this revealed a wide range of areas in which respondents are working: the largest majority of the businesses (over 75%) are broadly “creative” (advertising, graphic designers, writers etc). Several social care-type organisations responded, wanting to both use the College for activities but also take space in it (eg for offices).

The response seems to show that there are a sizeable number of people and organisations looking for suitable space to establish and develop themselves. For example, in this survey, there are 12 expressions of interest in offices, 26 in workshops, 3 in the business suite. There are 6 people interested in co-working.

The positive response to this survey promises well for the development of Todmorden Learning Centre and Community Hub.

UCVR have undertaken a Todmorden Business Network survey (2017). Over 130 businesses responded to the survey, many of which are lone workers (around a quarter), who work

from home or are mobile (around a fifth overall). This also indicates that there are a significant number of small businesses who may want to rent a desk or space in the college. In addition to the surveys, many conversations and consultations have taken place resulting in more Expressions of Interest in renting work space in the college. More details are in Appendix.

A - Lead delivery partners

Partner	Nature of partnership	Current estimated hours of delivery	Proposed indicative programme: year 1	Proposed indicative programme: year 3
Calderdale Adult Learning	<p>Current deliverer of English and mathematics courses at TCC, with an additional proposed family learning course.</p> <p>Proposed deliverer of a wider range of courses at TLC, central focus to remain on functional English and maths and related Family Learning themes, plus consideration of IT arts/crafts subjects in addition to practical courses leading to qualifications to increase</p>	<p>4 hours per week x 36 weeks = 144 hours</p> <p>Total student numbers = 24 students</p>	<p>2 courses x 2 hours per week x 36 weeks = 144 hours</p> <p>12 students per course x 2 courses = 24 student enrolment numbers</p>	<p>2 courses x 2 hours per week x 36 weeks = 144 hours 12 students per course x 2 courses = 24 student enrolment numbers</p> <p>Plus</p> <p>4 courses x 2 hours per week x 12 weeks = 96 hours 12 students per course x four courses = 48 students</p> <p>Total course hours = 240 hours</p> <p>Total student enrolment numbers = 72 student enrolment numbers</p>

	<p>employability and earning potential.</p> <p>Courses are publically funded. Some courses are free, dependent upon the nature of the course and the financial circumstances of the applicant</p>			
Mary Loney School of Art	<p>Delivery of a range of art related courses.</p> <p>Painting (including water colours) Drawing Textiles Ceramics Print Sculpture</p> <p>Courses are full costed and not dependent upon public funding.</p>	N/A	<p>5 courses x 2 hours per week x 12 weeks = 120 hours</p> <p>4 taster courses x 2 hours = 8 hours</p> <p>10 students per course x 9 courses = 90 student enrolment numbers</p>	<p>10 courses x 2 hours per week x 12 weeks = 240 hours</p> <p>4 taster courses x 2 hours = 8 hours</p> <p>10 students per course x 14 courses = 140 student enrolment numbers</p>
Workers' Education Association	<p>Proposed delivery of a range of courses, taken from the national bank of approved WEA</p>	N/A	<p>4 courses x 2 hours per week x 12 weeks = 96 hours</p> <p>12 students</p>	<p>6 courses x 2 hours per week x 12 weeks = 144 hours</p> <p>12 students per course x 6 courses = 72 student enrolment numbers</p>

	<p>programmes.</p> <p>Possible themes include: progression from CAL English and maths provision. WEA courses are around the following themes: Arts and Crafts Community and Family Health and Lifestyle History and Culture Languages and Writing Natural and Social Sciences Performing Arts</p> <p>Courses are publically funded. Some courses are free, dependent upon the nature of the course and the financial circumstances of the applicant</p>		<p>per course x 4 courses</p> <p>= 48 student enrolment numbers</p>	
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B - Education partners

Potential partner	Detail of organisation	Education and related programmes	Potential future partnership opportunities
Halifax	Todmorden	Halifax	<ul style="list-style-type: none"> ▪ Based at TLC

<p>Opportunities Trust</p>	<p>Children’s Centre, is currently based in TCC and the wish is for education and related support programmes to continue and if possible develop</p>	<p>Opportunities Trust run a number of parent related programmes, these include: Play and Learn Crafty Creatures Yoga Some courses are by invitation</p>	<ul style="list-style-type: none"> ▪ Partnership links to HOT and the Children’s Centre to support engagement and progression onto identified provision.
<p>Healthy Minds</p>	<p>Healthy Minds is the working name of Calderdale Wellbeing, a mental Health Charity based in Halifax. Healthy Minds currently delivers courses locally and has a presence in TCC. The intention is to develop this partnership, support future delivery and support progression onto other education and training.</p>	<p>Courses run locally in 2017 include: Well Aware; Allotment for Wellbeing; Writing for Wellbeing; Self-Acceptance; Managing Anxiety; Yoga Photography; Visual Storytelling</p>	<ul style="list-style-type: none"> ▪ Based at TLC ▪ Partnership links to support engagement and progression onto identified provision
<p>Key potential business partners with training opportunities Calico Homes ELM Hairdressing Academy</p>	<p>There are a range of local businesses who have offered training for local young people.</p>	<p>Calico Homes, which works with CITB for the development of apprenticeships and other training has the potential to work locally and has links with the School of Natural Building to provide training in heritage and natural building, including apprenticeships.</p>	<ul style="list-style-type: none"> ▪ Partnership links to support the recruitment of apprentices and the delivery of apprenticeships for local young people and adults.

		ELM Hairdressing Academy currently offers apprenticeships, which may benefit from local delivery	
Project Colt	Project Colt is based in Elland is a registered charity and social enterprise selling and recycling furniture	Training and work placements to support men and women with addiction problems	<ul style="list-style-type: none"> ▪ Base at TLC ▪ Partnership links to support engagement and progression onto identified provision.

C - Strategic Partners

Partner	Nature of partnership	Potential areas of partnership development
School of Natural Building	<p>The School of Natural Building is a key local strategic partner that has been involved in TLC since its inception; it provides a practical part of the overarching approach that helps form the vision for TCC.</p> <p>The School currently runs a large number of courses, both locally and nationally e.g. Preparing to Build with Bales; The First Straw; Essential Plasters; Building a Small Strawbale Building</p>	<ul style="list-style-type: none"> ▪ Support for existing courses ▪ Location for new courses ▪ Residential accommodation for students ▪ Support in recruiting local students ▪ Progression onto accredited provision with partners.
Incredible Farm/ N8 University Group: Durham University Lancaster University Liverpool University Leeds University Manchester	<p>Incredible Farm is locally based and is a key local strategic partner that has been involved in TLC since its inception.</p> <p>Incredible Farm itself has a key relationship with the N8 University Research Partnership (Durham University and Lancaster University). These N8 partners have a research funding partnership with Incredible Farm with research students studying in Todmorden.</p> <p>In relation to Incredible Edible,</p>	<ul style="list-style-type: none"> ▪ Base at TLC. ▪ Todmorden seen as a central hub for N8 and will support the progression of students onto linked education and training programmes in agro, ecology, environmental issues.

<p>University Newcastle University University of Sheffield University of York</p>	<p>Incredible Farm and Aqua Gardens</p>	
<p>Freire Institute: UCLan</p>	<p>Agreed strategic partnership, based on a community based educational approach</p>	<ul style="list-style-type: none"> ▪ To support the range of educational delivery organisations based in TLC in the development of a joint, over-arching participatory educational approach. ▪ To support the development of community initiated projects, that will be based on using the skills and knowledge of current community based groups in Todmorden e.g. schools, children’s centre, youth centre, church groups and the local mosque. ▪ Have a physical and staffing presence in TLC, including use of office space and seminar room.
<p>Alliance for Sustainable Building Products</p>	<p>The Alliance is a champion for the products that are better for the environment. It holds regular knowledge sharing events in conjunction with regional universities. The Alliance has a working relationship with the School of Natural Building and is keen to build further links in relation to natural building.</p>	<p>To work with the School of Natural Building and TCC.</p>

A cross section of firmly committed ventures

All 1 Collective are a newly formed social enterprise based in Todmorden. They are working to connect refugees, minority groups, young and old to find commonality and core values. Their work also focuses on empowering people with skills and knowledge that enable them to take social action within their community. They are working in North Halifax but would like to expand their work to include their home town of Todmorden.

The Basement Project is a social enterprise dealing with those suffering with addiction problems. In partnership with DISC, they would like to start with an office/meeting room in TLC with a view to moving more of their service into TLC in the future. Based over the road at Todwell, their service users cannot access anything else whether it be sports and leisure facilities, education opportunities or a community hub. The directors feel this is a great detriment and are looking to address this.

Creative Arts Mental Health Alliance is a new community interest company who run music events aimed at anyone with mental health and dis-ability issues. They would like their own fully accessible venue that would provide a safe and adapted environment for people to express themselves through the arts. Through this awareness drive, they aim to alleviate stigma by giving people the opportunity to get involved. They also provide a Gig Buddies scheme to help people with social anxieties feel comfortable enough to attend events. They run events in the Golden Lion, but there is no disability access, and the Cricket Club, which is often unavailable. However they do intend to run music events at other venues too as they continue to grow. The college is the only obvious venue in Todmorden that would fully suit their vision.

Disability Support Calderdale Disability Support Calderdale is a user led organisation that seeks to empower and enable disabled people to make informed choices by providing them with information and support. The service is run by and for disabled people and they currently run a drop-in at the Health Centre. They desperately need a local base and really like the feel and accessibility of the community college.

E.L.M hairdresser's academy are a young dynamic and new organisation who's aim is to provide hairdressing apprenticeships to 16-24 year olds. Currently housed in the college, they feel insecure because they do not know what is happening to the building so are extremely reticent to plough money into the facility at the moment, something they'd need to do to provide a salon which would also act as a training facility. They are looking for a secure tenancy.

Mary Loney was the former head of art at Todmorden Community College and taught there for twenty years following a six week pilot scheme. Now retired, she set up Northlights' teaching programme and would like to replicate that in Todmorden. She estimates that 35% of the Northlights' students live in the Todmorden area and now that Northlights is growing and the classes are often full, she'd like to bring that teaching facility and heartfelt passion back into Todmorden.

Pam Barmby runs bespoke trainings for businesses and the general public; assertiveness, team building and conflict resolution. She has a background in the public and private sector and has run courses for over 20 years in the UK, Kenya and South Africa. Having recently moved into the area, she believes that TLC would provide the best local venue in which to run her courses.

Project Colt are a registered charity and social enterprise that helps people with addiction problems. Currently they have a successful shop in Elland and see Todmorden as an opportunity to replicate that. Many of their customers live in Todmorden and travel to Elland so there is a strong demand. They also provide training and work placements for those with complex problems who need additional help back into mainstream society.

TLC therapies is a new project founded by board member Emma Leeming as an expansion to her current therapeutic studio, based in Hebden Bridge. She has co-run this for the last ten years, delivering her own bodywork therapy practice as well as providing a rentable space to other therapists. The aim is to provide a facility for local therapists including new therapists to start their practice.

Todmorden Community Counselling is a new venture founded by Wayland Gilley and Hugh Knopf that aims to provide an affordable, professional counselling service to the residents of Todmorden and the Calder Valley with a view to providing counselling training with a nationally recognised qualification programme.

Impact

Short Term Impact

- A thriving community hub
- Substantially tenanted business floor
- A fully restored Hall
- A new TLCAfe
- Responsive local management
- Provide local employment
- Longer opening hours
- Educational, Business and Community rentals provide adequate income to pay all running costs
- Increased community engagement and reduced levels of social isolation
- Annual programme of courses and activities
- Community buy-in with over 150 members
- Full volunteer programme
- Upskilling of local people
- Bunk house accommodation
- Partnership with other community venues to enhance and support provision

- Town centre car parking

If this building is brought into community management, it will be able to thrive. It will benefit from hands-on management informed by the local community. It will provide more services and jobs and attract more inward investment to Todmorden and the Calder Valley. For example, according to the Report of the Economy and Investment Council of Calderdale's Cabinet, 2nd October 2017, Locality has already helped its member organisations attract £1.4m.

This asset is unique to Todmorden and complementary to other existing facilities. Todmorden lacks a central multi-purpose community facility, especially one with full disabled access. TLC presents an opportunity to develop and provide a wide range of multi-purpose services and activities, educational programmes and support for business; starting with the current services (Children's centre, Youth centre, Healthy Minds, social work, CAL), TLC will develop and expand on these by providing a community Hall for sporting and cultural activities, a reception area and community café, a business floor, workshops and meeting rooms for education, business, social inclusion and networking both formally and informally. It is anticipated that the building will be open every day and many evenings as local community management makes it possible.

Education Impacts

1. SNaB

- Within two years to have trained an extra 12 full curriculum students bringing the total to 60.
- To run the 4 x 1 day theoretical SNaB courses 4 times per year
- To run the Build a Mini Building SNaB course 3 times per year
- To run an introduction to Natural Building 4 times per year
- To run a seminar on healthy buildings twice a year
- To host the International Strawbale Gathering in 2020
- To train a group of local people to be able to build small garden buildings made from natural materials and develop this as an enterprise, selling 1 building in the first year, increasing by 1 building per year.
- To run Away days for business 4 times per year
- To create a National Centre to host other organisations with similar aims
- To work with local schools and colleges, raising awareness about natural building

2. Incredible Farm

- To host student research projects, sociology, biology, geography, engineering
- To hold mini courses for undergraduates
- To supply TLC café with sustainable locally grown produce

- To develop indoor growing spaces within college
- To develop mini business models selling indoor growing systems
- To engage TLC users in the farm
- To host art activities from TLC at the farm
- To develop edible garden in partnership with Surestart

3. Northern 8 Universities

- N8 will be holding an annual conference,
- There will be several student projects
- Their learning programme will run throughout the year

4. Adult Education

- CAL and WEA will be running courses throughout the year
- There will be an enhanced programme of foundation English and Mathematics
- ESOL provision and Family Learning will be prioritised
- The education programme will be co-ordinated with providers to ensure that there is no duplication of the education offer, gaps in provision are addressed and all courses have progression routes, either internally or externally
- Other education providers will be engaged to develop links to higher level training, including apprenticeships
- A combined target of 72 student enrolments in year one and 144 when full programme is in place in year 2

5. Art

- The Mary Loney School of Art will offer a wide range of art and craft related provision
- Target enrolments for programmes are 90 enrolments (including taster courses) in year one and 140 enrolments in year 2.
- The programme will be designed to support engagement and therefore include short courses as well as more substantive programmes
- Courses will flag progression opportunities, including onto higher level programmes with other providers

Business Impacts

- Provision of centrally based, fully accessible office space and workshops currently lacking in Todmorden
- Partnerships formed between businesses using same building for networking, advice, support
- TLC to become the Business Centre/Hub in Todmorden, hosting, for example, business network meetings.

- More workspace in the town centre will enable businesses to grow, providing additional employment and training opportunities

In addition, tenants will rent meeting rooms in the college and bring income to the cafe.

Community Impacts

1. Community buy in

Increased membership from 150 today up to at least 250 in first year

2. Basement Project, Disc, Healthy Minds, Project Colt

- Some of their clients are in recovery and will no longer be isolated
- Clients will have access to the range of courses and activities on offer at TLC
- Greater access to networking provisions

3. Music and theatre

Regular music events will run in the hall

4. Sport and Leisure

The gym will have been brought back into regular use

5. Volunteering

- There will be plenty of opportunities for local people to become involved with their community and give back
- Some volunteers will progress in to employment

Long term Impact

- A National Hub in Todmorden
- Increased Tourism to the Calder Valley
- Rise in employment throughout Calder Valley
- A large public building leads the way in environmental insulation methods
- Todmorden becomes an even more attractive place to live
- Todmorden and the Calder Valley become Nationally recognised
- TLC promotes the whole of Calder Valley not just Todmorden
- Increased local pride
- Increased custom for local businesses - locals remain and outsiders are attracted
- Greater footfall in Todmorden
- Help to regenerate local Todmorden business both inside and outside TLC
- Prestigious organisations are brought to the area
- An opportunity to work away from home and socialise in a warm environment.



- A sense of inclusivity, community ownership, pride of place and positive action will be felt throughout the town
- 60% of beneficiaries using TLC will be from Todmorden and the Calder Valley

5.The Asset

- A well-designed College, well built and still fit for purpose
- Well maintained. Gas, electricity and water systems serviced regularly
- An 11 year old heating system, well maintained with at least a 10 year future life
- Full disabled access to all parts of the building
- Contains a hall, stage, gym, classrooms, conference rooms, workshops, offices and a purpose made Surestart children’s centre
- Poor ventilation, remedied in some areas with extract fans and air conditioning
- Need for re-decoration in parts, and broken windows mended
- TLC plans to continue maintenance and repair schedule of CAFM
- TLC to install wifi system and restore the hall to original size in first year
- TLC to improve insulation and ventilation within 5 years
- Future plans for affordable housing and apprenticeships/training with Calico Enterprise
- See appendix for surveys, floor plans etc

History

In its day, Todmorden Community College was cutting edge design, by one of the country’s leading architects, Sir Hubert Bennett. He was the County Architect for the West Riding, who later went on to be the chief architect for ILEA (Inner London Education Authority) – probably the most important civic architect in the UK. He had a real passion for making schools and colleges the very best he could for students. He had a major impact on British public architecture; in the 1940s he went to the USA to study their public architecture and discovered that their schools were much more generous in space per pupil than any school in Britain, as well as better in other ways. He built Ilkley school to these standards and went on to build over a hundred other schools that were better for children.

Work started on the College in 1951 and was formally opened in 1955 by a local man, Sir John Cockcroft, the atomic scientist and nobel prize winner.



The legacy of Sir Hubert’s great design can still be seen today. The building is light and airy, ceilings in common areas are high, stairways and areas of movement are spacious. The external brickwork is decorative and very well executed and the windows are still in good condition almost 70 years later. Buildings constructed in the 1950s were far better built in general than ones constructed in the 1970s, and the former are durable whereas the latter often only had a

life of 20 years and are being torn down. Many former students of Todmorden College remember it fondly as a great place to learn, whether that was City and Guilds carpentry and joinery workshops, car mechanics, or the programme of Adult Education courses, and more recently, Mary Loney's extremely successful Art courses from Routeway to Degree level.

Fit for Purpose

There is no doubt that the design of the Community College, with its ground floor workshop spaces, plenty of daylight, conference rooms and classrooms, stage, hall and gym, full accessibility for disabled access throughout, 2 lifts (one service) and separate entrances is eminently fit for the purpose of the TLC.

Calderdale council has said that it requires £750,000 spending on it to make it fit for purpose. Looking at these figures, £250,000 of this would be for asbestos removal should there ever be any major refurbishment of the roofs/ceilings. TLC is not planning to do this. Other sums such as £80,000 for upgrading the windows, are for desirable but not essential works. If they were *necessary* to make it fit for purpose, they would not have remained undone on CMBCs Stock Condition Report since 2006, as there have been plenty of tenants in the College over the last 11 years.

TLC would be able to take possession of the building tomorrow, and immediately start running most of the projects and enterprises that have said they'd like to rent space. TLC and others have conducted surveys of the College building (see appendix), all of which say the same thing. Yes, it's old, but it was well built. It has been well maintained throughout its lifetime, repairs have been done when necessary – it's been well looked after. Some areas are in need of re-decoration, but nothing is in need of urgent attention. It would be wise to allow for a contingency fund to replace equipment as it reached the end of its life, and some changes would be desirable, but they are not necessary. Desirable changes would be to increase thermal efficiency e.g. by adding wall insulation – wrapping the building - and adding secondary or double glazing, and to increase ventilation. The main effect of these changes would be to reduce running costs and increase user comfort. Being a Charitable Community Benefit Society makes it possible for TLC to access funding streams that CMBC cannot, and it is expected that TLC will successfully fundraise to carry out some or all of the desirable refurbishments.

As environmentalists and pragmatists, we aim to improve the efficiency of the building as soon as we can. As a charity we can pass these savings on to the community rather than profiteering.

Heating and ventilation

The present heating system was installed in 2006, 3 x Potterton Commercial Gas Boilers with an expected lifespan of about 25 years. The 2 circulation pumps, both Grundfoss, have been replaced within the last 2 years, the mother board on the hot water system was replaced last month. This is a good quality heating system with good quality components that has been well maintained. Most of the steel pipework and radiators throughout the building date back probably to the 1950s, but this does not mean they need to be replaced. They are not showing any signs of rust or leaks and could continue to be used for another 20

years. This is testament to the good management and maintenance regimes of Calderdale CAFM. It is fair to say that a more modern heating system could respond to different needs of the tenants more easily, but the way it has been used over the last 50 years or so can continue for a long time if need be. In some parts of the College, more modern radiators have been installed, with copper piping and TRVs (temperature regulating valves) allowing for users to increase or decrease temperatures. In other parts of the College eg most of the first and second floors and the workshops, the old single pipe system prevails. This is zoned so parts of it can be turned off, but certainly upstairs this still often means the building is too hot.

The main impact of this heating system is that it is costing quite a lot to heat the College, therefore rents/service charges need to be sufficient to cover this.

In the 21st century, our needs are different to those in the 1950s, and we now require our buildings to be more thermally efficient, and better ventilated. Sir Hubert's original design included many opening windows for fresh air, but over the years these have been closed off or changed, to allow for sealed air conditioning systems or to protect against burglary and vandalism. In 2014 the College was given an energy performance rating of D – that's not bad! Most houses in the Calder Valley are D, occasionally E. New build houses are rated C or B. It's at ratings of F and G that we need to be very concerned. The D rating tells us that it would be a good idea to increase the thermal efficiency of the College, (eg by adding insulation) but it is not essential, and it is definitely not a risk to health as it is. Improving the insulation of the College would reduce the cost of fuel spent on heating, and improve the comfort of the users, who state that it can be too hot and stuffy. This is a consequence of a powerful heating system, well designed but single glazing that lets in the light, and not enough open windows and through draughts.

Modern demands for higher working temperatures are at odds with the need for fresh air – ventilation – and this has often been 'solved' by installing extractor fans and air conditioning.

The College would benefit from an overall ventilation, insulation and heating assessment, with a planned programme of implementation. But this is not a necessity, only desirable. The worst consequence of not implementing such a system is business as usual.

TLC policy

Maintenance and repair

TLC will work closely with CAFM to implement all of the regular maintenance and service schedules currently in place at the College. They will employ a caretaker to work with volunteers, and their role would be to carry out this schedule, learn the building well and keep a close eye on it, and to undertake repairs within their skills capability. Liaising closely with the Board, they would raise up-coming maintenance and repair issues, deal with emergencies, and have face to face contact with users to understand their needs from the building.

Existing contracts would be maintained in the short term for intruder and fire alarms and reviewed during the first year.

The School of Natural Building will be on site much of the time and is committed to support the maintenance and repair of the building. Where possible, these tasks would be part of a teaching programme for local people, to learn basic repairs and equip them for work on

their own homes. SNaB trainers have a lot of experience of this type of work, and their Principal sits on the Board. Trainers on site would be available for guidance in carrying out building tasks, and help in emergency. The Principal would take responsibility for monitoring the caretaker's role, checking the standard of repairs, and advising on future needs. TLC has allowed for these roles within its budget and 5 year forecast.

Community involvement

TLC already has a database of volunteers, and will extend this to include local firms willing to step in at short notice for repairs either as volunteers, or on a delayed payment regime. It will also work with local businesses to encourage them to train their own personnel and/or local people in essential skills such as glazing, window manufacture, painting and decorating, plumbing and electrics using the College building as a training ground.

Desirable changes within first year

TLC will restore the hall to its original size so that it can be used for sports, music and theatre events, larger gatherings and conferences etc. It will take advice on the ventilation system in the hall and adapt/upgrade it if necessary. It will also conduct safety checks on the equipment in the gym and bring all up to a modern standard. Initial discussions with Sport England indicate that TLC will be eligible for grant funding to carry out both these improvements. However, if this proves not to be the case, the work will be carried out by volunteers with help and supervision from the Board.

TLC has sought a quotation for wifi throughout the building, using superfast broadband for business on the first floor. Subject to a successful fundraising campaign, this will be installed as a priority. However, in the short term, businesses renting office space can install their own wifi systems.

Subject to planning permission (if required), TLC will furnish a classroom on the second floor as a dormitory for student accommodation, and adapt and upgrade the cookery room to become a kitchen/dining area that can also be used for classes.

The current Customer First area will be altered to become an independent café in the short term that will service the needs of TLC tenants. Ultimately the size and location of the café will be decided according to a review of use and any proposed alterations.

Costing exercise by Calvert & Webster, Chartered Quantity Surveyors (see appendix)

Following on from ideas for refurbishment by Richard Stora, local architect, Calvert & Webster drew up an approximate estimate of building costs for this refurbishment. Whilst TLC is not committed to any or all of these proposals, the costings allow for realistic assessments of costs and alternative ways to complete the works should it be decided to take them forward.

TLC would first consult with the Community, its members, and users of the building as to which changes would be desirable and advantageous, and would make a decision based on business case analysis of the options. A discussion of these costs laid out by Calvert & Webster serves to highlight the advantages that a Community organisation has in managing the College that are not available to CMBC. For instance, TLC can mobilise its many volunteers to carry out some of the work, thus saving labour costs. It can also organise training courses through SNaB or local companies to carry out the work as a supervised

training exercise, thus saving on labour costs. Here we have looked at the first two refurbishment options

1. Re-statement of former Hall back into a Hall

Calvert & Webster calculate this at £26,000, it is very likely that £18,000 could be saved by using volunteers and offering training.

2. Conversion of existing First Floor classrooms into Office/Business units

Initially, TLC will not make any changes to this floor, and existing rooms will be available to rent as-is. In the longer term, the rooms may require refurbishment, upgrading and re-decoration. Calvert & Webster calculate this at £70,000. It is very likely that £25,000 of this could be saved by using volunteers and offering training.

Desirable changes in the longer term

TLC is committed to improving the facilities for the Children's Centre where possible. To this end they have sought the services of a professional playground designer who has produced an option to improve the existing facilities of the outdoor play area currently used by the C/C. TLC has also consulted with a local architect, Richard Storah, who has made suggestions that include an interior courtyard that could be accessed by the C/C. Please see appendices for these.

As occupation of the College increases, so will the need for a café to support it. The area formerly occupied by Customer First will not be suitable or large enough for such a café. Richard Storah has provided outline designs showing how a café could be incorporated into another area of the ground floor. This idea needs careful thought, and will require consultation with the Youth Service which currently uses this space. TLC may decide to take another route with this.

Phase 2

It is possible that Aldi, who have planning permission to build a store on the land adjacent to the College, will relinquish this land at some time in the future. If this was the case, TLC would be interested in developing their services and amenities further, by looking for a partner to redevelop this site in sympathy with the aims of TLC. Discussions have already taken place with Calico Enterprise, Burnley (see appendix) to build affordable housing that incorporates apprentice training and dovetails into the work of SNaB. They would also be interested to build a training centre/wholefoods shop that works with the independent producers of Todmorden and the Calder Valley, and with IET and IF. This would be a very exciting addition to the work of TLC.

6. Marketing

CMBC states:

'Our ambition is to be the 'Best Borough in the North', focusing on three priorities:

- *Grow the economy;*
- *Reduce inequalities;*
- *Build a sustainable future.'*

TLC has the same ambitions and aims to support Calderdale's objectives by providing a space where learning, training, working, socialising, gaining access to support services, creativity, sports, leisure and cultural activities take place in a central location that is fully accessible and open at hours to suit the community.

The need for this is supported by Healthy Minds who conducted a networking seminar with social interest organisations that clearly recognised the need for a community hub making particular reference to the accessibility of the college both inside the building and due to its close proximity to town centre with its own car park (see Appendix)

The existing services for children, parents and young people will continue to run at the college. The Children's Centre has over 40 children in attendance. Open on weekdays, there are also daily activities for parents that include play sessions, baby massage, breastfeeding support, baby clinic and homeopathy.

Calderdale Adult Learning currently run functional English and Maths courses at the college but the numbers of students are low due to lack of marketing. Our research shows that most people in Todmorden are unaware that these courses still exist. These will continue and be augmented by additional courses. The demand for these will be determined by running taster days as well as consulting with the local community.

To ascertain the real demand for a Community Hub, combined with a National Learning Centre providing training in skills in natural building and agro-ecology, the steering group carried out research and promoted the aims of TLC via many different avenues; events, social media, emails, surveys, networking plus banner, posters flyers etc. (for details see Appendix).

As a result of this more than a hundred organisations have expressed an interest in hiring space in TLC. Of those, fifty three have expressed a firm commitment, sixteen organisations would like an exclusive space and a further six people would like co-working spaces.

Organisations and individuals expressing an interest include journalism, marketing, retail, HR, the arts, photography, design, education, business support, IT, ecology, building, therapy and social support. (See Appendix)

Other venues in Todmorden:

It is appreciated that offering spaces for hire in the college could be seen to harm other local venues.

However, there are no public building facilities in the town centre Burnley Road area and the college is in the best catchment area to provide an educational and support service for the most vulnerable in Todmorden who mainly reside around Patmos and the Ashenhurst Estate.

There are no dedicated adult teaching facilities in Todmorden. The college is unique in that it has flexible use spaces: classrooms, workshops, offices and community spaces as well as being one of only a couple of public buildings in Todmorden with full disabled access.

Community and local business consultations indicate that there are insufficient office spaces in Todmorden. Many of them are awkward and inaccessible.

Many of the Expressions of Interest have come from groups, organisations or individuals who are setting up new ventures. For those who would be moving from elsewhere in Todmorden it would be because their current venue is not available at the right time, is inadequate or insufficient (for example for sports). Some services chose to be in the college and would like to remain even though it may appear preferable to be elsewhere. For example, there is not enough space at the Health Centre for Healthy Minds who require a permanent office for 4 plus space to house more of their groups. Additionally, many people are wary or even fearful of attending mental health-related events or activities that are based in a Health Centre; they are much more comfortable attending support groups in community venues. Because of the stigma associated with 'mental illness', Healthy Minds has found it works best to focus on emotional wellbeing and this is best done in an inclusive community venue not a medical venue. Part of the work Healthy Minds is doing in Todmorden is about creating, developing and supporting a network of organisations that support Wellbeing in Todmorden. This is based in community venues to encourage a wide range of people to attend and this is proving very successful. They are working to increase communication between different groups in Todmorden and promote joint working; the college building feels the best base to do this from with its long history with individuals attending for a variety of reasons and its links over time with many organisations and groups in Todmorden.

However, in order to ensure that other venue's revenues are not affected, TLC would have a policy to work with in partnership with other community venues, e.g. the Town Hall and Fielden Centre, to support each other to create more business rather than divert business away from them.

Additional Support

As well as the Expressions of Interest, letters of support have come from several individuals and organisations; Geoff Tansy, Alliance for Sustainable Building Products, Class of Your Own, Real Farming Trust, Freehand Landscapes, Low Impact.org, Ebuki, J&S Paterson, Blushfullearth, Together We Grow, Freire Institute (UCLAN). These are included in Appendix.

Benchmarking TLC against other projects

A National Learning Centre providing training in skills in natural building and agro-ecology is a new development in the UK so it is impossible to compare this part of the project to a similar one in this country.

However, there have been other assets transferred to communities to be run by local organisations as Community Hubs. TLC has been in close contact with the Town Hall Hebden Bridge, Carlile Institute in Meltham, Oblong in Leeds and Locality and is now aware of the following:

- Community involvement from the start of a project of this type is a determining factor in the overall success of the project. As can be seen in this document, the Todmorden community has been very much involved and will continue to be, thus helping to ensure a thriving hub
- The skills, commitment and approaches required from the trustees varies at different stages of the project. TLC's constitution reflects this with Directors having to stand for re-election, whilst ensuring continuity as all Directors cannot resign at the same time.
- Tight financial control is required at all times. The treasurer will ensure that this is the case.
- It is preferable for all aspects of the operation to be run either in-house or by a sister company
- The take up of office space and community rooms can be greater than expected. When a building is ready to be occupied and started to be used, the genuine interest is higher than at planning stage
- Obtaining sufficient income from a large space such as the hall or gym can be difficult. TLC aims to minimise this risk by making the hall and gym available for sports activities in addition to, for example, conference and leisure activities. If the gym is underused, it could be converted to other uses e.g. studios, accommodation, classrooms
- People are very happy to volunteer for a large number of roles and tasks
- Avoid producing a hard copy prospectus. TLC will use their website and flyers to keep all information up to date
- If carpeting is required use carpet tiles as these can easily be replaced if damaged
- A hanging system for displaying artwork is the best method for preserving the fabric of the building

7.Promotion

TLC's current marketing has been successful and they will continue to build on that and develop the relationship with the community and partners.

TLC will be promoted via:

- Producing an annual Prospectus
- Developing a website
- Dissemination and communication via social media including facebook and twitter
- TLC tenant networks
- Word of mouth
- Press releases
- Regular newsletters
- Emails to supporters
- Posting on other websites

TLC will also

- Hold open day events
- Attend other conferences and community events
- Hold public meetings
- Seek other partnerships

And produce

- banners
- posters
- flyers

Discounts and offers will be available for the tenants and members from time to time.

In addition many of the tenants and users will promote TLC via their own networks, for example SNaB, IF, Mary Loney, Healthy Minds Todmorden Harriers and Todmorden Folk Festival all have extensive networks and reach on social media and attract publicity in their own right.

All out of town organisations e.g. N8, SPAB etc have their own promotion strategies

Working together with users and partners, TLC will be able to promote itself widely and effectively.

8. Resources and Financial Assessment

People

The project will be managed by the board of Trustees as set out in the section above Organisation and Governance.

Individual members of the Board will be allotted to individual projects as and when required according to the expertise required.

Work teams will be established either by contracting out or by appointing appropriately skilled people. Any volunteer work will be supervised by appropriately qualified people and signed off with appropriate testing, if required, by a person with the appropriate credentials.

The Treasurer will ensure that the accounts are regularly reviewed and audited at the end of the year by a qualified accountant.

An administration volunteer will record transactions and run the HMRC PAYE system on the Brightpay software system. Interest has already been expressed to take on this role.

Capital Costs and Income

Fundraising started in February 2017 and we have raised over £5,000 in membership and donations. Fundraising will carry on in a similar vein until the CMBC make a decision. This has been more than adequate to pay for the costs incurred so far.

Strategy Fundraising

Even though we anticipate to be breaking even within year 1 and to return a surplus from year 2, we will require some upfront capital to make key changes to the building at the start of our occupancy.

This Strategy outlines the approach to be taken to ensure that Todmorden College has sufficient funding to set up and develop its functions in the first 5 years of operation after asset transfer (aimed to take effect on 1 April 2018)

Therefore this strategy is primarily about acquiring the necessary funding for capital work to bring the building up to standard for its planned uses:

Education: classrooms and dormitory (second floor)

Business: workshops (ground floor), office space and meeting rooms (first floor) including WiFi

Community: reception area, hall, gym, cafe

In the longer-term, it is anticipated that our annual maintenance budget as well as a building “sinking fund”, will be established out of the surplus income.

Funding sub-committee: It is proposed that a subcommittee will be established, chaired by a Trustee, with membership consisting of people with skills and expertise in fundraising.

Timescale: this subcommittee will be established in early November 2017 as soon as the Business Plan is completed and submitted to CMBC. It will report to the Trustees and the general Membership.

Priorities

First priority in order to start to use the building, to seek funding for:

- Reorganising and refurbishing the entrance hall as Reception/community cafe (including moving CMBC's drop-in office to the first floor)
- Reopening the hall on the ground floor and the gym on the second floor
- Installing WiFi (to enable business use to begin to use the offices on the first floor)
- Redecoration where required throughout the building

Timescale: immediate/within 3 months

Second priority:

- Re-furbishing the teaching kitchen on the second floor
- Re-furbishing the offices on the first floor where subdivision is required
- Drawing up plans for reconfiguring the ground floor for catering kitchen/community cafe and any necessary realignment of the workshops

Timescale: within 3 months if possible, end of year 2 if not.

Third priority:

- Drawing up plans to ensure the future sustainability of the building especially insulation/use of energy
- Investing in strawbale wraps and solar panels to keep running costs down

Timescale: by end of year 3.

Phases

We anticipate 2 phases of fundraising:

Phase	1a Set up	1b Maximise activities	2 Environmental
Year	1	1	2
Development required	Restore Hall Install broadband Pop up café space Reception area Cookery room	Ground floor Café Courtyard Level access playground	Solar panels Strawbale wrap
Cost	£50,000 - £66,000 (depending on availability of	£50k £35k £15k £100k	£150k maximum

	volunteers and local tradespeople)	maximum	
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A blend of investment

We clearly have 2 ways of fundraising open to us:

1. **community shares**
2. **grants**

We have sought advice from Locality, the national network for enterprising community-led organisations and partner of many funders in the field. www.locality.org.uk

We know that our legal structure gives us unprecedented access to community shares, which will also give our members an even bigger stake (financially) in our organisation. We would be the first community share issue linked to a local authority asset transfer in Calderdale! <http://communityshares.org.uk/share-offers>

A new round of the Power to Change Community Shares Booster programme will be open in early 2018 to applications for grant match to community shares secured by community organisations all over England, as well as paid for support to run the actual shares offer. The fund has not been oversubscribed in the past, and we feel we are in a good position in that respect. <http://www.powertochange.org.uk/news/community-shares-booster-programme-second-window-funding-open/>

Our local European LEADER programme is also open until 2020 to applications which will help increase tourism and jobs, so we feel we have a good prospect of applying to Pennine Prospects for our second phase. <http://www.pennineprospects.co.uk/projects-programmes/south-pennines-leader-2015-2020>

Small Grants: We are not considering small grants as part of the capital fundraising strategy but grants from charities and organisations for specific small-scale items and work, including Calderdale and Todmorden Town Council, Calderdale Community Foundation, Staying Well, windfarms could be useful for other general & running costs. Generally up to about £10,000.

Quotes

We have had guide quotes from several suppliers, which can be obtained on request.

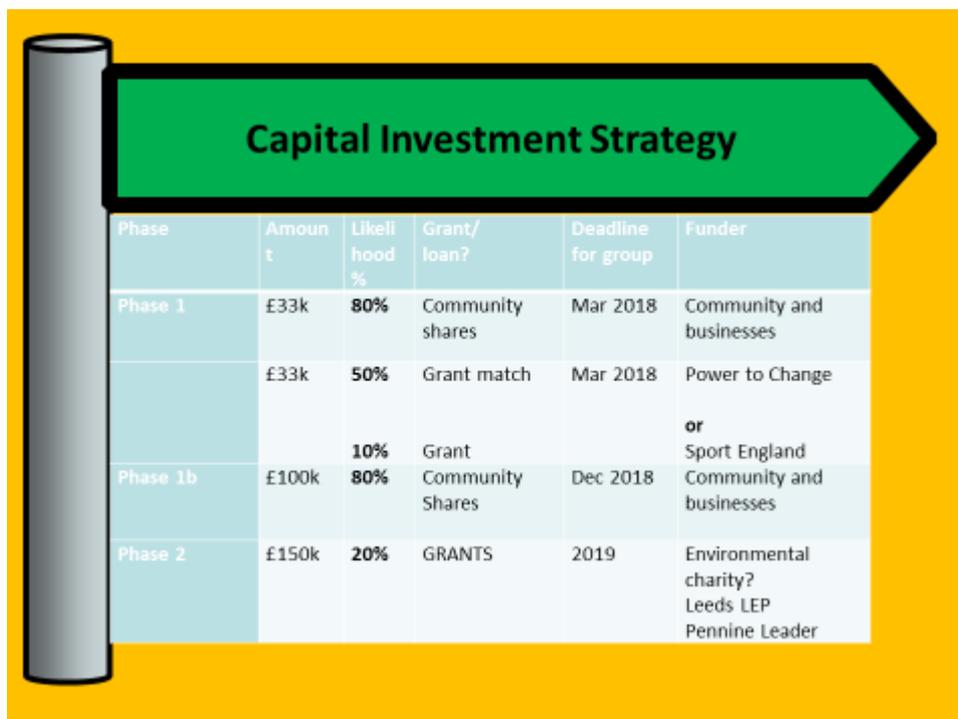
Contingency

Our business plan through tenancies is also strong enough to allow us to approach social investors like Key Fund Yorkshire to support our working capital requirements. This could form part of the contingency in March/April 2018 should we not raise part of the relevant initial funding in time of taking occupancy in the building. <http://thekeyfund.co.uk/>

We have already secured 2 days of support from a community shares practitioner for early 2018.

We believe our proposition will be really attractive to our members, the local community and businesses, and therefore we anticipate fundraising all the amount for phases 1a and 1b early in 2018, but our contingency is to only secure phase 1a) to get ourselves set up, and do a 2nd share offer later on in the year should we not have reached our overall target of £166,000 for the full amount.

Revenue Costs and Income



Phase	Amount	Likelihood %	Grant/loan?	Deadline for group	Funder
Phase 1	£33k	80%	Community shares	Mar 2018	Community and businesses
	£33k	50%	Grant match	Mar 2018	Power to Change
Phase 1b	£100k	10%	Grant	Dec 2018	or Sport England
		80%	Community Shares		Community and businesses
Phase 2	£150k	20%	GRANTS	2019	Environmental charity? Leeds LEP Pennine Leader

Costs

Costs have been estimated by reference to CMBC figures which we have received and, where necessary, quotations received.

Maintenance and Renewals Financial Forecast

Full details are in Appendix RFA1 and RFA2

Roof and Chimneys – as per Calderdale estimate

1. Rainwater Goods – essential works to be carried out immediately and then checked on regular basis with small repairs made as and when required by volunteers if possible
2. Wall External – grant to be obtained to insulate walls externally in the long term
3. Windows External – a rolling programme of secondary double glazing using local joiners, apprentices and volunteers
4. Doors External – essential works to be carried out immediately to hall and workshop doors before they are brought back into use

5. Decoration External – to be carried out once external insulation has been put in
6. Walls Internal – rolling programme of decoration using volunteers – cost of materials only
7. Not applicable
8. Ceilings – as per Calderdale estimate
9. Floors – as per Calderdale estimate
10. Floor Finishes – as per Calderdale estimate
11. Internal decorations – as per Calderdale estimate
12. Not applicable
13. Not applicable
14. Not applicable
15. Not applicable
16. Not applicable
17. Boiler Plant – expect to last until 2025 – contingency to be accumulated for £30,000 for then
18. LPHW Distribution and Emitters – figure for 6 to 10 years dependent on long terms solutions
19. DHWS Heaters – new motherboard recently installed
20. DHWS Secondary System – as per Calderdale estimate
21. Cold Water services – as per Calderdale estimate
22. Ventilation
23. Controls
24. Not applicable
25. Not applicable
26. Electrical Supply – as per Calderdale estimate
27. Electrical Distribution – as per Calderdale estimate
28. Earthing – as per Calderdale estimate
29. Lightning Installation – as per Calderdale estimate
30. Emergency Lightning Installation – as per Calderdale estimate

The total estimated costs for Year 1 is £134,233

This has been calculated from the following figures:

1. Rates and Insurance – this is significantly reduced from the CMBC figures for rates, based on the fact that 80% statutory business rate relief will apply TLC. Insurance is as per quotation in Appendix 2 and is increased as it now applies only to the TLC and therefore does not get economy of scale
2. Employment – It is planned that a caretaker and security staff will be employed from the start. The security staff sum has been lowered as there are number of willing volunteers who will undertake some of the role. It is planned that an Operations Manager will be employed from the second half of the year, depending on need.
3. Utilities – As a community benefit society we will not be subject to carbon tax and this has been removed. We have estimates for electricity and gas and have used these figures rather than the CMBC figures. Sewerage and water are as per the CMBC figures with a slight uplift.
4. Cleaning is as per CMBC figures in general

5. First Aid/Fire Precautions and Equipment – as per CMBC figures. The water cooler contract will cease.
6. Repairs and Planned Maintenance – there is a budget for £16,900 which will be increased by any surplus money at the end of each year
7. Intruder Alarms – it has been assumed that this contract will continue but this will be subject to review
8. An estimate of £5,000 has been included to cover legal set-up costs.

Income

Income has been calculated by taking the revenue from current occupation and expressions of interest. The calculation has not taken into account all expressions of interest but those who have indicated firmness of purpose. These have also been calculated at £80 per square metre not including VAT. It is proposed eventually to charge a higher business rate of £160 per square metre. This is not reflected in the current figures for the first floor rentals, thus providing a substantial contingency figure currently.

Assumption: that each service operating in the building will be charged a rental rate that reflects the cost of their occupation in the building.

Calderdale Council functions (Children Centre, Family Support Team, Child Protection Team, Youth Centre, drop-in office space) will be assumed to make an appropriate contribution to the capital cost of their area.

Any surplus will be invested in a “buildings sinking fund” in order to build up reserves. A contingency is formally set at £15,000 per year.

Full details are at Appendix RFA3

Description	Annual	Day	Session	Hour	
Hall and Stage	£0.00	£12,705.00	£11,880.00	£4,554.00	£29,139.00
Gym	£0.00	£360.00	£0.00	£10,160.00	£10,520.00

Ground Floor

Workshops	£33,246.00	£0.00	£280.00	£200.00	£33,726.00
Other Ground					
Floor Rooms	£10,226.00	£0.00	£0.00	£0.00	£10,226.00
Sure Start					
Children's					
Centre	£36,506.40	£0.00	£0.00	£0.00	£36,506.40

Mezzanine

First Floor

Office Spaces	£15,855.20	£3,350.00	£0.00	£0.00	£19,205.20
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Second Floor

Classrooms
and Cookery
Room

£886.00 £4,830.00 £12,780.00 £2,100.00 **£20,596.00**

Mezzanine

£3,273.00

Basement

£800.00

**Total for
Building**

£163,191.60

It is assumed that these rooms will be available to occupancy with the following exceptions:

1. There will be some need of refurbishment of the cookery room prior to usage. It is envisaged that this room will become a dining area/cookery room which will serve a double purpose. It will be usable by cookery classes and demonstrations. It is also intended to use one of the rooms and the adjacent shower facilities to serve as dormitory accommodation for students attending courses. They would have use of the cookery room as well in the evenings.
2. The gym will require a safety check
3. The hall will be available once the offices which are now currently built into one half are removed, as detailed above.

Sensitivity Analysis and Breakeven

The breakeven and sensitivity analysis has been done on the basis of the income and expenditure analysis above exploring the way in which income varies with occupation rate. However it should be noted that the occupation rate figures are based on the worst case scenario in which all rooms are hired out at £80 per square metre per year. This calculation underestimates income and overestimates occupation rate. As an example the following table for the gym illustrates this effect.

RATE	Amount	Rental total period	Total generated	Occupation rate
Per Year	£13,569	One year	£13,569	100%
Per Day	£90	200 days	£18,000	57%
Per 4hr session	£54	400 sessions(2 sessions per day; 3 are possible)	£21,600	57% (38%)
Per hour	£18	1600 hours (8 hrs per day; 12 possible)	£28,800	57% (38%)

Full details are at Appendix RFA4. The analysis shows that a 10% variation in average occupancy levels leads to a variation in income of approximately £20,000. Breakeven in the first year occurs at an average occupancy rate of 62.5% with an income of £140,050.

Cash Flow Analysis

Full details are at Appendix RF4

Assumptions

1. Major works are not included because these will only be undertaken if appropriate extra funding is obtained as detailed above under the section fund raising strategy.
2. That CMBC is able to aid the start-up of the project by paying for the space occupied by CMBC associated activities at the outset of the project at the low community charge rate of £80 per square metre occupied. This enables an immediate establishment of the first year's contribution to the contingency fund.
3. No other income is received in the first month of operation.
4. The gym comes into use in month 3, the Hall in month 5.
5. All other income spreads evenly from the second month.
6. That TLC has an initial start of £5,000 from fund raising and membership up to startup.
7. The initial legal fees will be no more than £5,000.
8. An operations manager will be appointed to start in month 6. Prior to that the role of operations manager will be taken by a board member or a trained volunteer.
9. Caretaking and security will continue much as previously but now aided by volunteers.
10. Insurance will be payable at the start, business rates payable monthly for the first 10 months as normal.
11. Utilities and cleaning will spread evenly over the first year.
12. There will need to be an initial outlay for renovation and maintenance but then this will reduce whilst income consolidates, later to increase again as income settles to a advantageous pattern. Where possible volunteers will be used to enable the speeding up of the renovation and maintenance programme. If income allows this programme will be extended as detailed in the previous section.

The first year cash flow analysis shows that with support from CMBC it is possible to achieve a positive first year with a final surplus of £14,750 which then can be added to the contingency fund in order to prepare for the necessary larger refurbishment and maintenance projects.

Five Year Cash Flow Analysis

The five year cash flow assumes a substantial increase in the revenue from the hall and gym (20%) with a full year's operation and increase occupancy levels. For the other areas an increase of 10% is assumed due to improved occupancy levels. For the third year it is assumed that there is a 5% income and a 3% inflationary increase in costs. For the subsequent 2 years an allowance is made for a small change in both income and costs.

Todmorden Learning Centre and Community Hub Ltd						
Five Year Cash Flow Projection						
	Available sqm	Year 1	Year2	Year 3	Year 4	Year 5
Occupancy rate		£1	£1	£1	£1	£1
INCOME						
Hall, Stage, and gym	500	£39,659	£47,591	£49,970	£51,469	£51,469
Ground Floor	1200	£80,458	£82,872	£87,016	£89,626	£89,626
Mezzanine	41	£3,273	£3,371	£3,540	£3,646	£3,646
First Floor	350	£19,205	£21,126	£22,182	£22,848	£22,848
Second Floor	350	£20,596	£21,214	£22,275	£22,943	£22,943
Basement	10	£800	£824	£849	£849	£849
Total Income	2451	£163,991	£176,997	£185,831	£191,380	£191,380
EXPENDITURE						
Employment						
Operations Manager		£12,000	£12,360	£12,731	£12,731	£12,731
Caretaking		£17,000	£17,510	£18,035	£18,035	£18,035
Security		£12,500	£12,875	£13,261	£13,261	£13,261
Marketing				£10,000	£20,000	£20,000
Administration			£16,000	£16,480	£16,480	£16,480
Rates and Insurance		£12,000	£12,360	£12,731	£12,731	£12,731
Utilities		£23,000	£23,690	£24,401	£24,401	£24,401
Cleaning		£32,700	£33,681	£34,691	£34,691	£34,691
First Aid/Fire Equipment and other		£300	£309	£318	£318	£318
Repairs and planned maintenance		£16,900	£17,407	£17,929	£17,929	£17,929
Intruder Alarms		£7,833	£8,068	£8,310	£8,310	£8,310
Legal Fees		£5,000				
TOTAL EXPENDITURE		£139,233	£154,260	£168,888	£178,888	£178,888
Contingency year 1		£15,000				
Net		£9,759	£22,738	£16,943	£12,493	£12,493
Cash in Hand	5000	£14,759	£37,496	£54,440	£66,932	£79,425

Note: Occupancy rates are calculated here on the basis of £80 and £160 per square metre.
Short term hiring will be done at a higher rate as set out in the occupation and income spreadsheet.



As a general principle, upfront payments from anchor tenants will be sought which will provide ease for cash flow in the first 2 years of operation whilst we firm up our income and expenditure assumptions.

9.Risk Assessment Tables

Risk	Likelihood (1-5)	Impact Description	Impact (1-5)	Risk rating (LxI)	Risk control: Mitigating actions	Risk Control: Proposed countermeasures
Prolonged negotiation with CMBC	3	No asset transfer Delayed start of project Lose potential tenants therefore reduced 1 st year revenue Damage to building fabric by disaffected youth	1	3	Timescale agreed at start of negotiations Option to dispose of building	Tenants and users commence prior to completion of negotiations Marketing to recruit more tenants Clear and regular communication with tenants and users
PROPERTY						
Unexpected repairs over & above those planned for	1	Worst case £7k impact on budget, Possible impact on education timetable Eg 1: Boiler breaks down Eg 2 roof leak, Closure of part of building	1	1	Contingency of £8k included in budget. Survey/building condition report already available. SNaB on site can carry out many repairs Eg 1 call in local plumber (already volunteered in case of emergency), transfer heat load to other 2 boilers, get quotes & repair Eg 2 SNaB to make repairs and call in local roofer if necessary	Ensure on-going communication with CAFM, sharing of information on material and labour sourcing Regular maintenance checks
Hall		Reduced			Detailed plan	Increase

renovation takes longer than planned	1	1 st year revenue Lose potential clients	1	1	prepared, including contingency	person/hours
Security insufficient	1	Building damaged or items stolen by intruders. Staff, volunteers and members of the public put in danger £16k to employ extra security	1	1	Receptionist on duty Minimum of 2 staff/Board/volunteers on site Vestibule doors locked, hatch in use CCTV in building Tenants to be responsible for their clients	Employ security guard Increase number of staff/Board/volunteers on site

Risk	Likelihood (1-5)	Impact Description	Impact (1-5)	Risk rating (LxI)	Risk control: Mitigating actions	Risk Control: Proposed countermeasures
FINANCIAL						
Capital funding cannot be found	1	Delays, or inability to proceed, with: Installing WiFi Appointing staff Renovating hall	1	1	Fund-raising already commenced. Contacts made with, eg, Community Foundation, Power to Change, major local employers, Issue Community share offer	1.Businesses install their own wifi 2.Volunteers run the building 3.Volunteers carry out renovations
Revenue from tenants and users insufficient to meet overheads	1	£30k deficit in budget in first year	3	3	Detailed business plan prepared. Groundwork already done with many tenants Make firm contracts as soon as transfer agreed	Review rental rates Increase promotion & marketing of TLC Continue contacting prospective tenants
Children's Centre closes or moves	1	£32k deficit in budget	3	3	Agreement/contract with HOT (or other organisation)	Recruit more tenants
TLC fails after 1 year	1	Building has to be sold or returned to CMBC, Budget shortfall £30k	1	1	Community share issue will raise at least £30k	1.If leasehold, goes back to CMBC 2.If freehold, building is sold to organisation with similar aims eg Calico
PEOPLE						
TLC organisation and/or Board collapses after 1 year	1	Project halted Budget shortfall £30k	1	1	Robust governance in place Varied skills on Board Sufficient number of trustees Agreed vision and plan	Advice sought Recruit new trustees 1.If leasehold, goes back to CMBC 2.If freehold, building is sold to

						organisation with similar aims eg Calico
Key persons missing eg sickness/can't recruit/resign	1	Impact on ability of Board to deliver project £3k for agency staff	1	1	Ensure strength in depth of Board Avoid one person playing too key a role. Tasks carried out by fewer staff + volunteers/Board	Continue with joint project coordinators Key partners to ensure that more than one person is involved

Risk	Likelihood (1-5)	Impact Description	Impact (1-5)	Risk rating (LxI)	Risk control: Mitigating actions	Risk Control: Proposed countermeasures
Wrong or inappropriate appointment of paid Manager	1	Lack of financial control Discontented tenants and users	1	1	Manager to be recruited after business commences operation so requirements of the job are fully understood. Board has recruitment experience. Care in recruitment process, take advice and train Board members as necessary. Ideally promote a volunteer.	Regular, frequent reporting to Board. Open dialogue with Board. Trustees often on site and would take on role. Trustee given responsibility for managing staff
Wrong/inappropriate appointment of paid caretaker	2	Building not properly maintained £3k to cover recruiting new caretaker	1	2	Care in recruitment process, take advice as necessary. Maintenance schedule from CAFM SNaB on site who will check all work carried out	Recruit new caretaker
Insufficient number of volunteers with required skills and availability	1	Reduced ability to run the building £22k	2	2	Large number of volunteers already	PR campaign Ensure new volunteers constantly

		required to hire staff			involved.	recruited. Recruit paid staff
COMMUNITY						
Lack of anticipated support	1	Reduced revenue Planned community benefits not delivered	1	1	TLC and its partners have reached many community groups and is gaining increased community support all the time through word of mouth and SOCIT campaign. Regular updates to local community via Social media and local newspaper	PR campaign