



TOD LEARNING CENTRE  
& COMMUNITY HUB

# COMMUNITY

STRATEGY

# COMMUNITY



- There are three key Community themes for the hub and learning centre that are core to its purpose.
- This document sets out how we will deliver and measure them based upon the “Theory of Change” model



# THERE ARE FOUR DIMENSIONS TO OUR APPROACH



## We will provide Learning:

- **Space:** Through providing classrooms
- **Outreach:** Through promoting the TLCCH to providers and those who would like to provide courses
- **Collaboration:** With Calderdale Adult Learning and Workers' Educational Association (WEA) to provide courses

Learning

## We will support the Community Development:

- **Nurture:** Through supporting existing groups and encouraging new groups
- **Include:** Through ensuring all groups are as inclusive, open and welcoming as possible
- **Celebrate:** By encouraging hiring for events and occasions

Development

## We improve The Building:

- **Use :** Renovate the building to create additional spaces
- **Improve:** Introduce WiFi in public areas, renovate areas, decorate, insulate and increase efficiency
- **Offer:** Work with educators and groups to bring their courses to market by producing a prospectus/advertising/social media

The Building

## We encourage Participation:

- **Take part:** By offering the community the opportunity to participate in the management and running of the TLCCH
- **Welcome to all:** Ensure that members, lessees, hirers, teachers and users of the building have a say in its running
- **Social space:** By providing an environment where people can work, learn and have fun along with new people

Participation

# ACTIONS TO DELIVER OUR COMMUNITY OBJECTIVES



Learning	<p><b>Community Hub:</b> Skills and recreation</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> New spaces for learning taken up by current &amp; new courses</li> <li>▪ <b>Years 3 to 5</b> Established as a Learning Centre in the Upper Valley</li> <li>▪ <b>Long term</b> Recognised as a centre of excellence</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Existing courses continue</li> <li>▪ New courses established</li> <li>▪ Universities and similar involved</li> </ul>
	<p><b>Local Business:</b> Need local skills</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Understand local business' needs and aspirations</li> <li>▪ <b>Years 3 to 5</b> Assets used to support local business skill development</li> <li>▪ <b>Long term</b> Established as source of skilled people</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Consensus on local skills needed</li> <li>▪ Provision of relevant courses</li> <li>▪ People getting useful skills</li> </ul>
	<p><b>Youth:</b> Beyond school</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Provide local learning and skills for young people</li> <li>▪ <b>Years 3 to 5</b> Asset is used by young people to develop their skills</li> <li>▪ <b>Long term</b> Enable relevant skills for young people to thrive</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Liaise with young people on needs</li> <li>▪ Provide skills-based courses</li> <li>▪ Provide alternatives to University</li> </ul>
Community Development	<p><b>Community Hub:</b> A place to be part of</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Through community engagement create corpus of activities</li> <li>▪ <b>Years 3 to 5</b> Increase participation of diverse people and groups</li> <li>▪ <b>Long term</b> Asset is led and delivered by diverse people and groups</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Core of regular groups established</li> <li>▪ Further groups introduced</li> <li>▪ Established in Town events calendar</li> </ul>
	<p><b>Local Business:</b> To improve local opportunity</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Provide collaboration forum and knowledge exchange</li> <li>▪ <b>Years 3 to 5</b> Asset is used for new business start-ups</li> <li>▪ <b>Long term</b> Facilities and knowledge used by local business</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Working with businesses</li> <li>▪ Provide incubation support</li> <li>▪ Established as local business asset</li> </ul>
	<p><b>Youth:</b> Youth will own this</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Link up with youth groups and establish Hub "council"</li> <li>▪ <b>Years 3 to 5</b> Young people are active in making things happen</li> <li>▪ <b>Long term</b> Continue</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Council established</li> <li>▪ Youth events established</li> <li>▪ Active participation in TLC direction</li> </ul>

# ACTIONS TO DELIVER OUR COMMUNITY OBJECTIVES



The Building	<p><b>Community Hub:</b> Places to have fun and passion</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Complete the urgent works and make appealing spaces</li> <li>▪ <b>Years 3 to 5</b> Improvements based on needs of local groups</li> <li>▪ <b>Long term</b> Venue of choice for learning and community</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Urgent work completed</li> <li>▪ Funded ongoing improvements</li> <li>▪ Building fully utilised</li> </ul>
	<p><b>Local Business:</b> Places to work</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Make the building practical for business</li> <li>▪ <b>Years 3 to 5</b> Expand the offer</li> <li>▪ <b>Long term</b> Continue</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Install WiFi</li> <li>▪ Create hot-desks</li> <li>▪ Refurbish offices and meeting rooms</li> </ul>
	<p><b>Youth:</b> Recreation</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Renovate the existing youth areas</li> <li>▪ <b>Years 3 to 5</b> Expand youth provision</li> <li>▪ <b>Long term</b> Continue</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Consultation on what's needed</li> <li>▪ Active participation in improvement</li> </ul>
Participation	<p><b>Community Hub:</b> TLCCH with the whole community</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Establish volunteer groups to "run" the building</li> <li>▪ <b>Years 3 to 5</b> Establish "council" to support the Board</li> <li>▪ <b>Long term</b> TLCCH is community run</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Established regular user meetings</li> <li>▪ Council drawn from all groups</li> <li>▪ Core of events through the year</li> </ul>
	<p><b>Local Business:</b> TLCCH with the business community</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Engage with businesses and organisations</li> <li>▪ <b>Years 3 to 5</b> Set up community business forum</li> <li>▪ <b>Long term</b> Continue community business forum</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Seen as a benefit not a threat</li> <li>▪ Businesses active in the TLCCH</li> <li>▪ Representation on full Board</li> </ul>
	<p><b>Youth:</b> TLCCH with the youth community</p>	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Engage with existing youth groups to get them involved</li> <li>▪ <b>Years 3 to 5</b> Establish youth "board" to direct the use of the TLCCH</li> <li>▪ <b>Long term</b> Continue youth board</li> </ul>	<p>MEASURE</p> <ul style="list-style-type: none"> <li>▪ Active engagement from groups</li> <li>▪ Youth Board set up</li> <li>▪ Representation on full Board</li> </ul>

# CONTACT DETAILS



## email

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## Address

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## HMRC















• Charity Exempt Reference EW89916

**COMMUNITY**

**TARGETS TO ATTAIN**

# YEARS 1-2









	 MEASURE	 TARGET
Community Hub	 Existing courses continue, new courses established	Existing courses continue, four new courses established, dialogue with Northern 8 Universities initiated
	 Core of regular groups established	Circa 15 regular groups with 50+ individual participants
	 Urgent work completed	Hall completed, Gym completed, all hireable rooms at acceptable standard
	 Established regular user meetings	Four events or meetings a year for members, regular users, hirers, lessees and volunteers for consultation and participation
Local Business	 Consensus on local skills needs	Annual survey of local businesses and organisations to understand their skills needs and half-yearly consultation meetings
	 Working with businesses	Two business networking events in year one with forum established in year two
	 Install WiFi and create hot-desks/co-working spaces	Usage of hot-desks/co-working spaces is 10% in year one and 20% in year two
	 Seen as a benefit not a threat	Survey of businesses to assess their perception of the TLCCH in year 1 and repeat in year 2 with expected improvement
Youth	 Liaise with young people on learning needs	At least 30 young people consulted on learning needs. Must include different backgrounds*
	 Council established	A group of circa 10 young people who will actively direct the TLCCH's youth provision set up within 18 months
	 Consultation on what's needed	At least 30 young people consulted on needs and hopes for the TLCCH. Must include different backgrounds*
	 Active engagement from groups	Youth groups engaged with TLCCH, e.g. scouts, Youth Group, etc.

\* This is not an exhaustive list including, ages, ethnicities, orientations, genders, well-off, poorly-off, beliefs, etc.

















# YEARS 3-5



	 MEASURE	 TARGET
Community Hub	 Existing and new courses established	Circa 20 courses running and one a jointly run accredited course run with one or more of the Northern 8 Universities by year five
	 Further groups introduced	Eight self-developed local interest groups or projects supported by TLCCH facilities
	 Funded ongoing improvements	Insulation, solar panels and energy efficiency measures
	 Council drawn from all groups	Representative council drawn from across membership and user community to advise Board - set up and established
Local Business	 Provision of relevant courses	As directed by business needs but examples may include business planning, simple book-keeping, IT skills, etc.
	 Provide incubation support	Office or workshop space at our community rates for two to three start-up businesses each year (normal rates once established)
	 Refurbish offices and meeting rooms	Refurbish five rooms as office and meeting rooms – subject to analysis of demand
	 Businesses active in the TLCCH	Six local businesses regularly participating in the design and delivery of activities in the TLCCH
Youth	 Provide skills-based courses	Circa 10 courses running specifically for young people's needs
	 Youth events established	Youth council established their own programme of four or more annual events
	 Active participation in improvement	Circa 10 young people actively involved in the building improvements
	 Youth Board set up	Decision making authority delegated from main Board on youth matters – representative of main Board attends.

# BEYOND 5 YEARS



	 MEASURE	 TARGET
Community Hub	 Universities and FE bodies recognise TLCCH	TLCCH is an established partner of the Northern 8 Universities
	 Established in Town events calendar	Organisers of at least four festivals or events in the Todmorden year use the TLCCH as a resource
	 Building fully utilised	Occupancy above 60%
	 Core of events through the year	Direction of TLCCH is set by community through two open meetings and two public consultations each year
Local Business	 People getting useful skills	Survey of users and businesses in years three and five to see if TLCCH is providing required skills for local businesses
	 Established as local business asset	Survey of local businesses in years three and five to see if TLCCH is providing the assets they need
	 Continue business offer	Eight businesses or community businesses operating from building – subject to analysis of demand
	 Representation on full Board	Formalised representation of local businesses on TLCCH Board
Youth	 Provide alternatives to University	10+ courses running with 40+ students
	 Active participation in TLCCH direction	Three or more annual networking events established
	 Active participation in building development	One review per year including consultations and design sessions with Youth Board
	 Representation on full Board	Youth Board now has representation on main Board, no longer needs main Board member to attend Youth Board



TOD LEARNING CENTRE  
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# SUSTAINABILITY

STRATEGY

# SUSTAINABILITY



- There are three key sustainability themes for the hub and learning centre that are core to its purpose.
- This document sets out how we will deliver and measure them based upon the “Theory of Change” model



- We will demonstrate how to farm on a human scale
- We will promote techniques and methods that are sustainable and efficient
- We will empower people to grow their own food for themselves and their community
- We will create career-paths for people into sustainable farming and agriculture

- We will demonstrate how to build and renovate using natural and recycled materials
- We will develop and promote building methods that are sustainable and efficient
- We will give people the skills to help themselves with small-scale building and repairs
- We will create career-paths for people into building and repairs

- We will demonstrate how to reduce energy consumption
- We will demonstrate how to locally generate energy
- We will give people the skills to help themselves and their communities become more carbon efficient
- We will make the college as energy efficient as we are able

# THERE ARE FIVE DIMENSIONS TO OUR APPROACH



## We will provide career-paths:

- **Training:** Through courses and accredited learning
- **Partnerships:** We will encourage partnerships with local businesses and educational providers
- **Experience:** Through hands-on doing

Careers

## We will support the disadvantaged:

- **Empowerment:** By offering interest and ambition
- **Skills:** Through our Career-paths
- **Support:** By building confidence and ability

Support

## We will enable group action on Climate Change:

- **Information:** Providing access to current research
- **Inspiration:** Through demonstrating how things must be different
- **Action:** By engaging with the community

Climate

## We will enable individual readiness for the impacts of Climate Change:

- **Empowerment :** We will show that we can make changes and these will have an effect
- **Skills:** We will offer the skills to make those changes
- **Support:** We will provide a forum to share experiences

Readiness

## We will make Todmorden the “go to” place to learn and observe:

- **Demonstrate:** By having put in practice what we teach
- **Communicate:** Through demonstration and outreach
- **Collaborate:** Through partnerships with other organisations

Excellence

# ACTIONS TO DELIVER OUR SUSTAINABILITY OBJECTIVES



Career Paths	<b>Agroecology:</b> Learning on the land and in the classroom	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Promote sustainable agriculture development</li> <li>▪ <b>Years 3 to 5</b> Deliver practical skills of small-scale agriculture</li> <li>▪ <b>Long term</b> Protect, enhance and rehabilitate farming and growing</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ More people producing own food</li> <li>▪ People getting jobs in agriculture</li> <li>▪ New entrants to sustainable farming</li> </ul>
	<b>Natural Building:</b> Learning on site and in the classroom	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Promote Natural Building</li> <li>▪ <b>Years 3 to 5</b> Set up National Natural Building Centre</li> <li>▪ <b>Long term</b> Todmorden is UK centre of excellence for training</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ Training paths launched</li> <li>▪ Centre launched</li> <li>▪ Hub of national training</li> </ul>
	<b>Low Carbon:</b> Hands-on learning and in the classroom	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Promote individual energy efficiency</li> <li>▪ <b>Years 3 to 5</b> Deliver practical skills of small-scale generation</li> <li>▪ <b>Long term</b> Building as experimental site for low-carbon initiatives</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ People making efficiency changes</li> <li>▪ People getting jobs in low-carbon</li> <li>▪ New low-carbon start-ups</li> </ul>
Supporting Disadvantaged	<b>Agroecology:</b> Support for real lives	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Outreach &amp; support to disadvantaged groups</li> <li>▪ <b>Years 3 to 5</b> Tailored courses and materials</li> <li>▪ <b>Long term</b> Supported Career Paths for disadvantaged groups</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ Enrolment on Career Paths of people from disadvantaged groups</li> <li>▪ People getting jobs in agriculture</li> </ul>
	<b>Natural Building:</b> Support for real lives	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Outreach &amp; support to disadvantaged groups</li> <li>▪ <b>Years 3 to 5</b> Tailored courses and materials</li> <li>▪ <b>Long term</b> Supported Career Paths for disadvantaged groups</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ Enrolment on Career Paths of people from disadvantaged groups</li> <li>▪ People getting jobs in building</li> </ul>
	<b>Low Carbon:</b> Support for real lives	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Outreach &amp; support to disadvantaged groups</li> <li>▪ <b>Years 3 to 5</b> Tailored courses and materials</li> <li>▪ <b>Long term</b> Supported Career Paths for disadvantaged groups</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ Enrolment on Career Paths of people from disadvantaged groups</li> <li>▪ People getting jobs in low-carbon</li> </ul>

# ACTIONS TO DELIVER OUR SUSTAINABILITY OBJECTIVES



Climate Change	<b>Agroecology:</b> Local action for global change	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Demonstrate and explain current research</li> <li>▪ <b>Years 3 to 5</b> Identify, lead and support group initiatives</li> <li>▪ <b>Long term</b> Transfer roles to local businesses and start-ups</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ Increased public awareness</li> <li>▪ New complimentary local initiatives</li> <li>▪ Local food production established</li> </ul>
	<b>Natural Building:</b> Local action for global change	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Demonstrate and explain current research</li> <li>▪ <b>Years 3 to 5</b> Identify, lead and support group initiatives</li> <li>▪ <b>Long term</b> Transfer roles to local businesses and start-ups</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ Increased public awareness</li> <li>▪ Local building initiatives set up</li> <li>▪ Local natural building established</li> </ul>
	<b>Low Carbon:</b> Local action for global change	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Demonstrate and explain current research</li> <li>▪ <b>Years 3 to 5</b> Identify, lead and support group initiatives</li> <li>▪ <b>Long term</b> Transfer roles to local businesses and start-ups</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ Increased public awareness</li> <li>▪ Local initiatives set up</li> <li>▪ Local energy generation established</li> </ul>
Individual Readiness	<b>Agroecology:</b> Indoor food, garden farming, community sharing	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Normalisation of indoor and garden food</li> <li>▪ <b>Years 3 to 5</b> Skill people to farm for themselves</li> <li>▪ <b>Long term</b> Farming</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ People growing and exchanging food</li> <li>▪ People growing food for others</li> <li>▪ Farm Collective</li> </ul>
	<b>Natural Building:</b> DIY building and repairs	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Normalisation of DIY and basic property maintenance</li> <li>▪ <b>Years 3 to 5</b> Skill people to build for themselves</li> <li>▪ <b>Long term</b> Building</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ People doing their own maintenance</li> <li>▪ People able to build garden buildings</li> <li>▪ Building Collective</li> </ul>
	<b>Low Carbon:</b> Home energy efficiency	<ul style="list-style-type: none"> <li>▪ <b>Years 1 to 2</b> Normalisation of using less energy</li> <li>▪ <b>Years 3 to 5</b> Skill people in home energy-efficiency measures</li> <li>▪ <b>Long term</b> Low-Carbon Town</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>▪ People actively reducing their use</li> <li>▪ Home insulation and generation</li> <li>▪ Town Energy production</li> </ul>

# ACTIONS TO DELIVER OUR SUSTAINABILITY OBJECTIVES



Excellence	<b>Agroecology:</b> National Recognition	<ul style="list-style-type: none"> <li><b>Years 1 to 2</b> Recognition at Oxford Real Food Conference</li> <li><b>Years 3 to 5</b> Development of courses with Northern 8 universities</li> <li><b>Long term</b> On-going bidirectional knowledge exchange with N8</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>Presence at ORFC</li> <li>One course co-run</li> <li>Integrated with Northern 8</li> </ul>
	<b>Natural Building:</b> International Recognition	<ul style="list-style-type: none"> <li><b>Years 1 to 2</b> Hold International Straw-Build conference</li> <li><b>Years 3 to 5</b> Development of courses with Northern 8 universities</li> <li><b>Long term</b> On-going bidirectional knowledge exchange with N8</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>Successful conference</li> <li>One course co-run</li> <li>Integrated with Northern 8</li> </ul>
	<b>Low Carbon:</b> Exemplar Legacy Building	<ul style="list-style-type: none"> <li><b>Years 1 to 2</b> Install solar panels and introduce efficiency actions</li> <li><b>Years 3 to 5</b> Replace one boiler with combined heat &amp; power</li> <li><b>Long term</b> Insulate building, additional efficiencies</li> </ul>	<b>MEASURE</b> <ul style="list-style-type: none"> <li>Reduction in pro rata energy use</li> <li>10-20% reduction in energy use</li> <li>Halve building's energy use</li> </ul>



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HMRC

• Charity Exempt Reference EW89916








# SUSTAINABILITY

TARGETS TO ATTAIN


















# YEARS 1-2



	 MEASURE	 TARGET
Agroecology	 More people producing own food	Survey of those people who have been through, how many have started and after 12 and 24 months how many are still continuing.
	 Enrolment of people from disadvantaged groups	10% of people from one or multiple disadvantaged groups on career-paths with a drop-out of fewer than 25%
	 Increased public awareness	Baseline survey taken at launch of TLCCH and followed up at 12, 18 and 24 months. Minimum 10% uplift by final survey
	 People growing and exchanging food	Survey of those people who have been through, how many have started and after 12 and 24 months how many are still continuing.
	 Presence at Oxford Real Farming Conference	Stall in year one, on platform in year two at ORFC
Natural Building	 Planned training launched	One or more trainees enrolled
	 Enrolment of people from disadvantaged groups	10% of people from one or multiple disadvantaged groups on career-paths with a drop-out of fewer than 25%
	 Increased public awareness	Baseline survey taken at launch of TLCCH and followed up at 12, 18 and 24 months. Minimum 10% uplift by final survey
	 People doing their own maintenance	Survey of those people who have been through, how many have started and after 12 and 24 months how many are still continuing.
	 Successful conference	Qualitative based on feedback and press coverage
Low Carbon	 People making efficiency changes	Survey of those people who have been through, how many have started and after 12 and 24 months how many are still continuing.
	 Enrolment of people from disadvantaged groups	10% of people from one or multiple disadvantaged groups on career-paths with a drop-out of fewer than 25%
	 Increased public awareness	Baseline survey taken at launch of TLCCH and followed up at 12, 18 and 24 months. Minimum 10% uplift by final survey
	 People actively reducing their use	Survey of those people who have been through, how many have started and after 12 and 24 months how many are still continuing.
	 Reduction in pro rata energy use	Measured from meter readings at 0, 12 and 24 months. Divided by occupancy.


# YEARS 3-5



	 MEASURE	 TARGET
Agroecology	 People getting jobs in agriculture	Survey of those people who have been through, how many have or are planning a job in energy efficiency.
	 As years 1-2	10% of people from one or multiple disadvantaged groups on career-paths with a drop-out of fewer than 25%
	 New complimentary local initiatives	New or extended local growing initiative complementary or integrated with IET
	 People growing food for others	Survey of those people who have been through, how many are growing food for others, either commercially or voluntarily
	 One course co-run	A jointly run accredited course run with one or more of the Northern 8 Universities
Natural Building	 Centre launched	Centre launched
	 As years 1-2	10% of people from one or multiple disadvantaged groups on career-paths with a drop-out of fewer than 25%
	 Local building initiatives set up	Survey of those people who have been through, how many are doing building or maintenance work for others, either commercially or voluntarily
	 People able to build garden buildings	Survey of those people who have been through, how many have or are building their own buildings.
	 One course co-run	A jointly run accredited course run with one or more of the Northern 8 Universities
Low Carbon	 People getting jobs in low-carbon	Survey of those people who have been through, how many have or are planning a job in agriculture.
	 As years 1-2	10% of people from one or multiple disadvantaged groups on career-paths with a drop-out of fewer than 25%
	 Local initiatives set up	Survey of those people who have been through, how many are doing energy management work for others, either commercially or voluntarily
	 Home insulation and generation	Survey of those people who have been through, how many are insulating their homes or generating their own energy
	 10-20% reduction in energy use	Measured from meter readings at 0, 3, 4 and 5 years. Divided by occupancy.

# BEYOND 5 YEARS



	 MEASURE	 TARGET
Agroecology	 New entrants to sustainable farming	Local farmer set up
	 People from disadvantaged groups getting jobs in agriculture	Survey of those people who have been through, how many have or are planning a job in agriculture.
	 Local food production established	Food production in the town is approaching levels able to sustain the population
	 Farm Collective	Farm Collective established
	 Integrated with Northern 8	TLCCH is an established partner of the Northern 8 Universities
Natural Building	 Hub of national training	Set up and recognised
	 People from disadvantaged groups getting jobs in building	Survey of those people who have been through, how many have or are planning a job in building.
	 Local natural building established	One or more buildings in Todmorden are built of natural materials
	 Building Collective	Building Collective established
	 Integrated with Northern 8	TLCCH is an established partner of the Northern 8 Universities
Low Carbon	 New low-carbon start-ups	Local firm set up
	 People from disadvantaged groups getting jobs in low-carbon	Survey of those people who have been through, how many have or are planning a job in energy efficiency.
	 Local energy generation established	Todmorden generation
	 Town Energy production	Todmorden generation
	 Halve building's energy use	Measured from meter readings at 0, and 7 years.