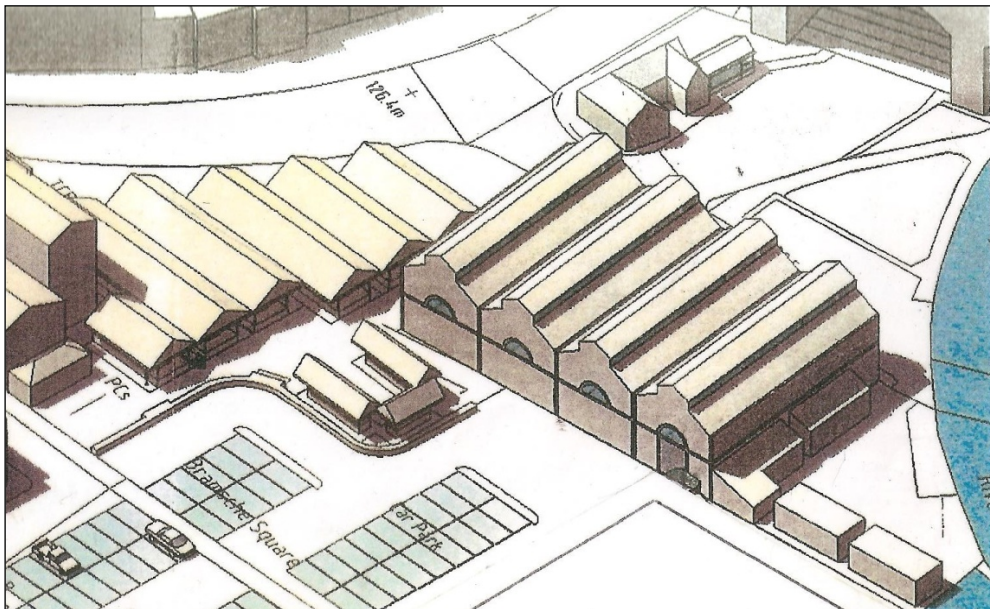


A FEASIBILITY REPORT ON THE FUTURE OF TODMORDEN MARKETS



TODMORDEN MARKET FUTURES STEERING GROUP
January 2014

A FEASIBILITY REPORT ON THE FUTURE OF TODMORDEN MARKETS

A report on the opportunities and challenges facing
the Todmorden Markets and an exploration
of alternative operating models for the future

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The report has also been supported by Locality: Community Ownership and Management of Assets Training and Networking Programme*

1. INTRODUCTION

Pre-feasibility studies for community asset transfers are designed to explore a community's attitude towards the asset in question, the social and economic benefits of such a transfer and any appetite for change. They are undertaken prior to an organisation entering into lengthy and expensive business cases which examine transfer proposals in greater detail.

In this instance the remit of the Steering Group was to determine the value of the Todmorden Markets to the local community and explore a variety of possible future operating models. The resulting report is designed to prompt and inform further conversations between interested stakeholders.

Although this is a short study, the brief consultation exercise carried out by the Group clearly demonstrated how much the Markets mean to the people of Todmorden and visitors to the town.

Todmorden has a growing reputation worldwide as a food economy town. The Markets are, and should continue to be, at the centre of the town's ambitions to improve employment, skills, economic growth and to support the local supply chain.

Although numerous options exist for alternative operating models, the Steering Group chose to focus on the five most obvious routes to sustainability in the future. Consideration of these options was informed by research into markets elsewhere, alongside knowledge and understanding of the local context.

This study presents a real opportunity to get this important issue onto relevant agendas. It is the Steering Group's hope that the political will, together with dynamic local civic leadership, exists to drive the changes needed for the future.

I would like to give my thanks to all Steering Group members for their time, commitment and contributions. My thanks also to the Social Investment Business, Locality and Integreat Plus. Their invaluable contributions enabled this study to take place.

Kate Moreton-Deakin DL - Chair
Todmorden Market Futures Steering Group
January 2014

2. CONTEXT

The world recession and economic downturn experienced since 2008 has meant that the UK public spending boom of the previous decade is unlikely to re-emerge in the foreseeable future. This places all public bodies, including Local Authorities, in the unenviable position of needing to deliver comprehensive services on considerably reduced budgets. There is also the added pressure of dealing with increased demand for services such as health and social care due to the growing elderly population and the general demand for increases in the quality of public service provision.

All Local Authorities are therefore being asked to consider alternative options for the sustainability of Council owned assets and services, wherever different operating models may be considered.

These alternatives can include transfer of the asset to a community group or Trust, sale to private developers or partnership arrangements that enable access to finance and skills that may not be available to statutory public bodies. This approach is enshrined in a policy framework supporting asset transfer and the right of community groups to bid for sites and services in their locality.

Calderdale Council is the current owner of the Todmorden Markets and the surrounding land. The indoor and outdoor markets are well managed, but the Council has limited finances available for investment in modernisation, innovative developments or capital projects that would improve and sustain the Markets into the future.

The wider economic benefits of ensuring the sustainability of the Markets in terms of employment, skills, local agriculture, supply chains and tourism are well recognised.

The purpose of this study has therefore been to explore the alternatives that are available to support the future sustainability of Todmorden Markets within the policy and fiscal contexts described above.

The study has been carried out with the involvement of all key stakeholders through a representative Steering Group (for Todmorden Market Futures Steering Group member's biographies, see *Appendix B*).

Calderdale Council is aware of the potential benefits of alternative operating models for the right projects and has supported such initiatives, including asset transfers, elsewhere in the Borough over recent years.

3. BACKGROUND

3.1 The Steering Group

Funding for the pre-feasibility study was drawn down from the Social Investment Business [SIB] fund by Incredible Edible Todmorden [IET]. A Steering Group led by an independent Chair and including representatives from indoor traders, outdoor traders, Calderdale Council, Todmorden Town Council, IET, Todmorden Pride, Todmorden Civic Society, Todmorden Rotary Club and local business, first met in April 2013 to agree a project plan for the study. A project coordinator was appointed shortly after.

The bid to SIB promised public consultation on the value of the markets to the town and research into food economies elsewhere, particularly those with markets at the centre of the economy.

The group therefore commissioned 'Integreat Plus', a local social enterprise consultancy [see *Appendix C*] to undertake research on its behalf.

Public consultation was carried out on the market, at other locations within the town and with market traders.

The Steering Group also commissioned 'Locality', a national organization supporting community groups in governance and management of previously publicly owned assets [see *Appendix C*], to run training sessions on what such an initiative might mean for the Markets in Todmorden. 'Locality' is also contracted by Calderdale Council to provide in depth support to community anchor organisations in the Borough. These training sessions included information on models, governance and funding streams. The final facilitated training day was constructed to consider all of the information available and to agree the 'options for the future' section of this report.

The Steering Group met weekly to oversee the work and during the process invited representatives from other projects to talk about their experiences. This included Heywood Markets and Hebden Bridge Town Hall.

Conversations also took place with local politicians and senior officers to determine their perspective on this initiative.

3.2 The Todmorden Markets

The Markets are owned and managed by Calderdale Council. The Todmorden Markets include a market hall with well-established permanent tenants and outdoor stalls with a variety of traders operating on different days.

3.2.1 The Indoor Market

Todmorden Market was built in 1879 and was opened on 29 December, construction having been commenced in April the same year. The speed of the development being notable, and is perhaps reflected in the quality of the original construction.

The Market Hall is a traditional construction built of coursed Yorkshire stone around a cross braced steel frame, which provides support to the roof and mezzanine floor. The market is constructed over the river. Since construction, changes have been made to the front elevation to create a shop unit.

The roof has patent glazed ridge tiles and has 4 bays. There are 3 valley gutters and 2 parapet gutters. There is evidence that ad-hoc repairs to the roof structure have taken place over time.

Anecdotal evidence would suggest that significant problems exist with the structure, particularly the roof, which is not watertight. Concerns have also been expressed with regard to the service infrastructure within the building most notably the electrical wiring. There are also a number of temporary buildings in the yard to the rear of the main Market Hall, which require attention and remedial works to be undertaken.

There are some 31 permanent stalls in the Market Hall offering a selection of food, non-edible goods and services. Although some traders are open 6 days per week, most only operate from Wednesday through to Sunday.

3.2.2 The Outdoor Market

Seventy stalls are permanently erected on the paved area in front of the Market Hall. Traders can rent the stalls from Calderdale Council on a casual or long-term basis and may visit on one or more days per week. Many stallholders also trade from markets elsewhere in the country, most commonly other outdoor markets in West Yorkshire or East Lancashire.

The outdoor market offers a variety of goods, including a weekly second hand market, but is gaining a reputation for the quality of the food offer. Charities and community groups are also encouraged to take stalls in order to promote their cause.

Both markets routinely engage in town centre activities and events. Local, regional and national initiatives are also supported by the Markets management and traders.

3.3 The Todmorden Town Plan and previous studies

The interest in building on the success of, and support for, Todmorden Markets is not new, nor is the interest of promoting 'local food' as a strong component of a local economy.

In 2011, Todmorden Town Council carried out a survey to inform a new 'Todmorden Town Plan'. Some of the questions were about the Markets, and it is useful to note some of the results here.

61% of respondents said that 'the market and shops' were what they liked about the town. 20.6% said that they used the market for their 'main weekly food and grocery shopping' [45.5% said they used a local supermarket], but 52% said they used the market for 'top-up food and grocery shopping'.

When asked how often they used the market, 99 people answered the question, and 61% of them used it weekly. Similar themes to those in the recent consultations emerged, with 77.4% of respondents commenting that more events [e.g. Farmers Market] would improve the markets and 60.2% thinking that longer opening hours would be beneficial (Todmorden Town Plan, 2011).

In 2012 Integreat Plus produced, '**Local Food Study: Examples of food based community action**', which helps place the development of Todmorden markets in the overall context of 'local food economies.'

4. CONSULTATION

4.1 The Views of the Public

The first part of the public consultation was carried out using a market stall with short questionnaires and a general comments board. Further consultation was undertaken using an on-line 'Survey Monkey' questionnaire and printed postcards, both of which contained the same three questions. The postcards were handed out to members of the public at key locations throughout the town, including the railway station, sports centre, park and health centre (copies of the Survey Monkey questions and the Consultation Postcard are in Appendix E).

The questions were agreed by the Steering Group and designed to elicit general attitudes to the Markets, rather than detailed responses to specific proposals, and to explore potential support for community ownership, should there ever be agreement on pursuing a full business case for asset transfer.

When added together, the surveys of Traders and members of the public resulted in 566 responses.

4.1.1 Analysis of the Results of the Consultation with Members of the Public

(from Postcards and Survey Monkey)

The responses to the three main questions were as follows:

Q1. Do you use the market?

Yes - 462 (91.8%) No – 41 (8.2%)

This demonstrates that the vast majority of those questioned use the market. More than 50% of the postcards were completed by people passing through Todmorden Railway Station, the rest were either filled in on a table in the outdoor market or elsewhere within the town centre.

Q2. Are you interested in the future of the Todmorden market?

Yes – 482 (95.6%) No - 22 (4.4%)

This shows that nearly all those who completed the survey expressed an interest in what might happen to the market in the future.

Q3. Do you think it should be owned and run by the community rather than Calderdale Council?

Yes - 332 (65.7%) No – 93 (18.7%) Don't Know – 79 (15.6%)

A majority of those completing the survey support this principle and nearly a fifth did not. A substantial number of people said they could not respond in a positive or negative way without more detailed information as to what, exactly, was meant by 'the community'.

Q4. Do you have you any other comments on Todmorden Market?

A total of 296 additional comments were recorded and these fall into the following categories:

- 97 – We love the market
- 72 – Comments on Council or community group-related issues
- 37 – A wide range of suggestions and improvements to the facilities and services, including more artisanal/craft based food
- 36 – The market needs to open for longer hours and during more days
- 18 – It needs more events and promotions
- 15 – The market is too expensive and unfriendly
- 11 – Repairs needed to the fabric of the building (indoor market)
- 10 – Cheaper and/or free parking should be provided

Again, these responses show the local community have a high level of affection for the Markets, a wide range of positive ideas as to how it can be improved and are generally happy with the idea that the future of this important local asset be reviewed and explored (*copies of the full set of responses can be made available on request*).

4.1.2 Overall Summary of the Views of the Public

This consultation of members of the public demonstrates considerable support for the Markets and an appetite within the town for innovative developments in the future, including increased opening hours and the restoration of the existing building.

This limited consultation exercise serves to demonstrate that the local community, the current and potential users of the market, represents an important and substantial resource for suggestions and ideas as to how the market should evolve and further capitalise on its potential.

4.2 The Views of the Market Traders

Although an indoor market stall was acquired in order to consult with traders, take up for the conversation was poor and Steering Group members therefore visited stalls to talk directly to the traders about their thoughts and feelings.

Interviews were undertaken with as many Indoor and Outdoor Traders as were available and willing to talk and answer questions.

This included talking to 12 Indoor traders, a total of 35 Outdoor traders trading on Wednesdays, Fridays and Saturdays and some on Sundays, and 12 traders from the Thursday Second-hand Outdoor Market (*the full set of the questions presented to these traders can be read in Appendix F*).

4.2.1 Summary of the Traders Views

Indoor Market Traders

These traders have a varied product line, with little repetition. They trade a minimum of 4 and a maximum of 6 days per week. They have been traders for between 18 months and up to 90 years (Dawson's). They have traded for an average of 20 years, though this figure is skewed by the longevity of the Ironmonger's tenancy. All plan to stay and believe they trade for enough days at present.

There were a wide range of responses to questions as to how the market could be improved, the most popular being to repair the roof, and the issues of who should own and manage the market.

Outdoor Market Traders (Thursday's Second-hand Stalls)

These traders sold similar products, as they were all selling second-hand goods. Their tenancies on the market ranged from 1-30 years duration, with an average of 6.2 years. Suggested improvements are that it should be less like a car boot sale and that there needed to be more consistency in the nature of traders and the goods on offer, though it was generally considered to be a better market than most of its kind.

Amongst the ideas for improvements were those for better loading and parking arrangements and the creation of a 'community café'.

A wide range of views were expressed in response to questions relating to other possible improvements and the future ownership and management of the Market.

4.2.2 Overall Summary of the Views of the Market Traders

The vast majority of traders have a positive view of Todmorden Market and the benefits they derive from trading therein. The indoor market traders are concerned about the fabric of the building, and especially the poor condition of the roof. The outdoor traders would like to see improvements to the arrangements for loading and parking. Indoor traders seem more concerned than their outdoor peers to be involved in future plans for the market and to have their say and influence how it is owned and managed.

A more comprehensive and detailed survey of trader's views, and the gathering of their ideas and opinions, should form an integral part of any

future business plan for the Markets. This initial survey serves to demonstrate the high level of commitment the existing traders have to Todmorden Market, their willingness to help generate positive ideas for its future and the value of their expert input.

As part of this process, the Steering Group drafted a number of press releases for the local paper and one of the trader representatives on the group produced a number of newsletters specifically for the traders. Despite the reasons for this study having been clearly articulated with all stakeholders from the outset, the conversations with traders caused some concern and confusion amongst some, who erroneously thought that the exercise implied their livelihoods were at risk. Trader representatives on the Steering Group subsequently wrote to Calderdale Council with a petition articulating a lack of confidence in the Group. Unfortunately the Steering Group have never seen this correspondence and have therefore been unable to respond formally to the concerns raised.

The Chair and other steering group members offered to meet with traders to discuss the study, but this offer was declined. At the request of the Traders a meeting between themselves and Calderdale Council representatives also took place.

5. RESEARCH INTO ALTERNATIVE OPERATING MODELS

The Steering Group commissioned Integreat Plus to undertake a short desktop research project on examples of community owned Markets and Market Halls, including those which have been subject to community asset transfer and those which have undergone recent re-design and innovative refurbishment.

The case studies demonstrate how varied operating models can be, ranging from continued ownership by the Council and total asset transfer to a Community Trust, through to complex partnership arrangements involving a number of different organisations from the public, community and private sector.

A summary of the 11 short case studies can be seen at *Appendix G*. A copy of the full report can be made available on request.

Although all of the case studies and operating models are very different, there are some recurring themes and findings which are of value to this report : -

Regardless of the catalyst for change all of the markets studied have received considerable financial investment, either through the Council, grants or private finance.

In almost all cases, where the markets were owned by the local Council, it is the Council that has taken the first step towards change. Even in the case of Heywood Market, it was the proposed closure of the market by the Council that galvanized traders into action.

In all cases, visionary, innovative and determined leadership has ensured that first step business cases, governance, business plans and partnership arrangements have been seen through to completion.

Whilst all of the markets will have a slightly different demographic to the Todmorden Markets, it is clear that there is no reason why Todmorden could not enjoy the kind of renaissance experienced by others, should the above principles and qualities be fulfilled.

6. ALTERNATIVE GOVERNANCE AND MANAGEMENT MODELS

The Steering Group recognised the importance of this section of the report to readers and consequently spent a full day carefully considering the 5 chosen options. The day was facilitated by Locality, who had previously supported the Steering Group training and study days. During the initial session the Steering Group had explored and studied governance, funding streams and operating models for community owned and run assets. [See *Appendix D*]. This knowledge and understanding was therefore used to inform discussions relating to the recommendations.

The Steering Group identified some key principles and values, which were considered to be essential to the ranking of the options considered:

- *Local aspirations and a sense of empowerment.*
- *Credibility of Todmorden as a town within the Borough*
- *Success of the traders, both now and in the future*
- *Employment and training*
- *Security and resilience*
- *Ability to attract investment*
- *The markets as a catalyst for regeneration*
- *The markets as a unique selling point for the town*
- *Focus on food at the heart of the economy*

The strengths, weaknesses, opportunities and threats relating to each option were considered along with the impact of the option on different stakeholders. Options were then weighted and ranked according to the benefits identified. The following exploration of the options is written according to how they performed against these criteria.

6.1 Option 1 – Continued ownership and management by Calderdale Council

This option did not rank highly in terms of its ability to meet the values and principles identified. It was recognised, however, that the Markets are currently well managed and have a history of continuity that provides security and comfort to existing traders.

There is also a perception that the rents for traders are low, but it should be noted that the Steering Group did not carry out a bench marking exercise to test this out.

There may well be opportunities for increased investment with this option, but these are likely to be limited and, in terms of the Council's own priorities are unlikely to be pursued in the near future.

The weaknesses of this option far outweighed the benefits. There has been a lack of investment over recent decades, resulting in infrastructure difficulties with the building that contribute to poor aesthetics, reduced

marketing ability and fear of dereliction. In our view this is also likely to have had a direct effect on innovation and developments by tenants.

The Steering Group's fear is that a continuation of the above could result in reduced footfall and consequent loss of income.

This study did not take into account current operating costs, or the present profitability of the Markets, an examination of which would constitute an important part of any future business plan.

6.2 Option 2 – Traders buy-out

This option attracted little more support than Option 1. There are undoubtedly key strengths in terms of knowledge of the Markets, customer focus, responsiveness and product control. Based on this, the opportunities for distinctiveness, diversification, flexibility and local partnerships are considerable.

Success of this operating model has been clearly demonstrated in Heywood. A trader led initiative was prompted by the threat to close the market by the Local Authority. The traders have since been highly successful in turning around a failing organisation and creating a highly profitable commercial enterprise.

The Steering Group felt that, whilst this might represent a very desirable way forward, the Todmorden Markets traders might find it hard to access the scale of finances needed for a buy out and would need considerable support in order to achieve this ambitious option.

6.3 Option 3 – Sale to a private company

This option attracted a medium amount of support, even though its potential to attract investment and innovation was recognized.

It might bring a refreshed approach to management and operations, improving the markets presence in the town and improving marketing of the asset for tourism.

'The Goods Shed' market in Canterbury is a good example of a privately owned food market thriving on innovation.

The major weaknesses of this option include potential lack of empathy with the town through absentee ownership, lack of local control, absence of compatibility with other town plans / initiatives and the likelihood of profits generated by a Todmorden asset being invested elsewhere or going directly to external share holders.

Risks include the long-term future of the venture being linked to the financial health of the owning company or external financial market forces. Negotiation of rents could be problematic and the decision to close the mar-

kets or sell them off for development to a different commercial enterprise would be out of local control.

These risks are not exclusive to this option and it is unknown as to whether or not any of these could in fact have a positive rather than a negative effect on the town.

6.4 Option 4 – Asset transfer to a Community Trust

This option, together with Option 5, received the most support when considered against the evaluation criteria.

All investment would remain in the local community. Provided the Trust could attract the right skills sets, local governance and ownership could enable more efficient and effective management, by establishing a more local feedback loop for decisions made. The ability to attract considerable funding not available to the Local Authority, such as that from The Lottery, SIB or The Key Fund, could allow innovative and visionary development and operations that would revitalise the town centre and attract new traders and customers from elsewhere. The Trust could work with other local organisations to ensure that the regeneration of the Markets became the catalyst for energising the town centre and adjacent sites.

There are, however, risks associated with this option that would only be overcome by dynamic and visionary leadership. Apathy, disagreement on a strategic plan, resistance from stakeholders unwilling to change and political tensions could result in the Trust's inability to attract available funding.

6.5 Option 5 – Partnership arrangement

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

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

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

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

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

ther than development. The strength of the partnership will always be reliant on the ability of the weakest partner to sustain their share, as well as the number of partners in the consortium.

7. CONCLUSION

This report provides an opportunity for Todmorden and Calderdale's leaders to commence a robust debate on what the art of the possible might be in terms of the Markets future.

The business case for transfer would need to demonstrate that the Markets continued to be commercially viable and capitalize on their considerable potential, but at this initial pre-feasibility stage no figures have been examined or reviewed.

Substantial funding would be required to enable a full business plan to be drawn up, and this would need to include a structural survey of the Indoor Market building and costings for its modernisation and refurbishment. Such finance is available, but would need to be accessed by an incorporated body. It was the intention of the Steering Group to move towards incorporation to the 'Todmorden Markets Trust' as part of the pre-feasibility processes. This hasn't happened to date and will now await the outcome of discussions following publication of this report. Any concerns about the asset no longer 'belonging' to the people of Todmorden can be addressed through asset lock or leasehold arrangements.

There is little doubt that maintaining the status quo without more investment is not sustainable and places the Markets at risk. Should this be the case, the impact on the general well being of the town and local community would be considerable.

The people of our town and their elected representatives need to work together as a cohesive body to safeguard the future of its unique assets, one of the most important being Todmorden Markets. It would be disappointing for this work to result in yet further inaction.

It is hoped that this feasibility report will therefore be viewed by those making decisions on the town's future as both a gift and opportunity.

7.1 The Next Steps

Following publication, copies of this report will be made available to all stakeholders and the Todmorden community. Steering Group members will attend meetings and public events where this issue is on the agenda. The Steering Group will then have done its work and fulfilled its promise to deliver this study. The Steering Group will be disbanded at the end of January 2014.

Ideally the findings and recommendations in this report will be adopted by Todmorden and Calderdale Council. If the Todmorden Town Council were to lead on discussions with Calderdale Council, market traders and other interested parties, a sustainable proposal for the future could be developed which should prompt the preparation of a full business case and strategic plan for the Markets.

A request for a copy of this report in a different format should be made, before March 31st 2014, to Todmorden Tourist Information Centre, Burnley Road, Todmorden where the request will be forwarded to the Chair of the Steering Group.

This document is available in electronic format via the following websites

Todmorden Pride www.todmordenpride.org.uk

Todmorden Civic Society www.todmordencivicsociety.org.uk

Incredible Edible Todmorden www.incredible-edible-todmorden.co.uk

Todmorden Tourist Information Centre www.visittodmorden.co.uk

Social Investment Business Fund Bid

The initial bid to the Social Invest Business Fund (under their 'My Community Rights' scheme) included the following outline of the main steps towards producing a Feasibility Report:

"The feasibility study will consist of these key elements, which the project needs in order to move forward:

- 1. Coordination of the project by a local resident*
- 2. Public consultation, including regular outreach at the market 1 to 1, and 1 to many through local media*
- 3. Production of visuals for consultation and workshop*
- 4. Public events, including design workshop and findings/reports event*
- 5. Printing/administrative costs: forms for consultation etc.*
- 6. Research on best practice around food-based economies*
- 7. Visit to other community-run market hall(s)*
- 8. Governance/asset transfer training, including practicalities and options for legal entities*
- 9. Filming/vox pop, to include young people in the consultation*

The pre-feasibility study will get the project to a stage in May 2013 where Todmorden will know how its residents envisage the project to develop, and there will be an informed and fit-for-purpose steering group with options for legal entities."

Todmorden Market Futures Steering Group

Kate Moreton-Deakin DL – Independent Chair

Kate is a former Associate Director in the NHS and former member of the University of Huddersfield Business School Advisory Board. Kate was a member of the Sustainable Development Commission expert advisory committee on public sector regulation and a contributor to Foundation Trust Network publications on sustainability. She is an experienced charitable sector Trustee at local and national level and is a Deputy Lieutenant for West Yorkshire.

Simon Brearley – Vice-Chair – Todmorden Pride

Simon is a Chartered Surveyor with more than 20 years experience working in the local property market. Simon is a longstanding member of Todmorden Pride and sat on the Todmorden Town Centre Renaissance Partnership Board. He lives in Todmorden and his wife Jayne is a local solicitor.

Pam Warhurst – Incredible Edible Todmorden

Pam is a community leader, activist and environment worker. She is currently Chair of Incredible Edible and was formerly Chair of Forestry Commission Great Britain, which is the largest land management commission in the country. She is also a Fellow of the Royal Society of Arts & Manufacturing and Chair of their Yorkshire region, and is an Honorary Fellow of Landscape Institute

Lindsay Smales – Incredible Edible Todmorden

Lindsay is the Placemaking Lead for Incredible Edible Todmorden and Senior Lecturer in Urban Design and Planning at Leeds Metropolitan University. For the last 25 years he has been involved in a wide range of initiatives to help regenerate the towns of the Calder Valley including key sites and buildings in Todmorden.

Stephen Curry – Todmorden Civic Society

Stephen has been a member of Civic Society for two years and has taken an active part with that community group in protecting the heritage of, and promoting civic pride in, the town. He also brought to the steering group, his experience of being a trustee of the Hebden Bridge Town Hall project, one of the first successful asset transfers from Calderdale into community ownership. Stephen is a Director of the Hebden Town Team Partnership and was previously a Chair of the Upper Calder Valley Tourism Action Group.

John Pendlebury – Todmorden Rotary Club

John Pendlebury was President of Todmorden Rotary Club 2011/2012 and is Managing director of Prinz Construction.

Jayne Booth –Calderdale Council / Todmorden Town Council

Jayne Booth is Mayor of Todmorden Town Council and a Calderdale Councillor.

Joe Rez – Todmorden Town Council

Joe has lived in Todmorden all his life and has been a Todmorden Town Councillor for 18 years and is currently the Chairman of the Amenities Committee. As a councillor he has worked closely with a wide range of local community groups.

Andrew Hartley – Todmorden Town Council / Indoor Trader

Andrew has successfully owned and operated businesses on Todmorden Indoor and Outdoor markets for nearly 20 years, as well as running a successful e-commerce business. He is an active local councillor, including roles as Vice-Chairman of the Todmorden Development Board (previously the Town Renaissance Board). He is the current Chair of the Council's Development Committee and also sits on several charities and trust boards. He is a devoted husband and father of two boys.

Jean Hartley – Indoor Trader

Jean has been both outdoor trader and indoor tenant for 35 years. Starting with home made produce and ending up as a cheesemonger . She took her son Andrew in as a partner 20 years ago and they have gone from strength to strength. They do their best to promote local businesses. Andrew has taken over the promotional side of the business whereas Jean prefers the contact of dealing with our customers face to face.

Richard Carlton – Indoor Trader

Richard Carlton has developed his chef techniques over the years, since his career began at the Savoy in London shortly after he had left Halifax Catering College. He now runs a successful catering company with a stall on the Indoor Market at Todmorden.

Gina Clarke – Outdoor Trader

Gina has been running her successful takeaway/sandwich catering business, The Kabin, at Todmorden Market for 14 years.

Tony Ward – Local Businessman

Tony has lived and worked in the area for 40 years. His main interest has been in the field of printing and literary publishing. He has also been involved in the setting up of companies (charitable and otherwise) mainly in the arts but also advising on other commercial projects.

**Alison Eason – Outdoor Trader
From August 2013**

Alison is an award winning chef & former restaurateur, now making a living from Long Causeway Trading Co as a local smallholder. Using her own hand reared meats, eggs &, when available, vegetables in home made goods which are all produced on the farm & sold on local markets.

**Jeff Thomson – Outdoor Trader
April 2013 – July 2013**

Jeff Thomson is an award winning outdoor food retailer with a background in journalism, PR and marketing. He made a valuable contribution to the work of the steering group prior to his resignation in July 2013.

**Anne James – Todmorden Town Councilor
April 2013 – July 2013**

Councilor James was a popular, committed and well-respected member of the community. She maintained an active interest in this issue and worked closely with the Steering Group until shortly before her death in July of this year. She is sadly missed.

Rachel Julian – Project coordinator

Rachel is a community organiser and trainer. She is Chair of the Cornholm Community Hub project, and previously worked with the Community Foundation for Calderdale. She is currently a lecturer and researcher into community peace building at Leeds Metropolitan University.

Kate Witham – Administrative support

Kate is a community activist with experience in cooperatives, community groups and advocacy. She works for the Citizens Advice Bureau and provides support roles for local businesses and organisations.

Integreat Plus



Integreat Plus is a social enterprise working throughout Yorkshire and the Humber to help drive forward the best in quality place making. Integreat Plus supports communities, local authorities and built environment professionals to deliver their strategic ambitions for places.

<http://www.integreatplus.com/>

71-75 Columbia Place, Leadmill Road, Sheffield. S2 4AR | Telephone:
0114 213 0040

Community Ownership and Management of Assets Study modules

Locality organised two study sessions for members of the Steering Group.

These focused on the practicalities of community asset transfers, governance issues, business planning and securing support from residents and funders.

Locality

Locality is the leading nationwide network of development trusts, community enterprises, settlements and social action centres. They are a national network of over 700 inspiring, ambitious and dedicated community-led organisations and 200 associate partners.



www.locality.org.uk 33 Corsham Street, London N1 6DR
Tel: 0845 458 8336 or by email: info@locality.org.uk

**Consultation Questions to the Public from the Postcards and Survey
Monkey**



Todmorden Market: What do you think?

Do you use Todmorden Market?

Yes

☐

No

☐

Are you interested in the future of Todmorden Market?

Yes

☐

No

☐

Do you think Todmorden market should be owned and run by the Community rather than Calderdale Council?

Yes

☐

No

☐

Do you have any other comments on Todmorden Market?

Please hand this completed postcard back to the person who gave it to you or complete the survey form on

*Survey Monkey: www.surveymonkey.com/s/V8BCRYH **Thank You**, Todmorden Market Futures Steering Group*

Consultation questions to traders

Do you trade in indoor or outdoor market?
What is your product line i.e.: food, clothes, jewellery ?
How many days do you trade on Todmorden Market ?
How long have you been trading on Todmorden Market ?
How many other markets do you sell at ?
Do you plan to stay at Todmorden Market ?
What would make you trade more often at Todmorden Market ?
Could Todmorden market be improved, if so how ?
Have you any views on the ownership/management of the market ?
Do think community ownership/management would be a benefit ?

Appendix G

Summary of markets research

SUMMARY TABLE

MARKET	OWNERSHIP	GOVERNANCE MODEL	SOURCE OF FUNDING	CONTACT
C1 Heywood	Transfer to a Community Trust	Operate by community Trust Heywood Magic Development Trust Ltd	New Deal and ERDF(European Regional Development Fund)	Tel: 01706 627802 Email: market.officer@btconnect.com
C2 Bolton	Remains in Council ownership	Operated by local Council (Metropolitan Borough)	Capital money from Council	Tel: 01204 336825
C3 Southport	Remains in Council ownership	Operated by Quarterbridge Project Management Ltd	Public investment	Tel: 01704 525001 hayden.ferriby@quarterbridge.co.uk
C4 Sheffield	Remains in Council ownership	Operated by local Council	Local Council and (SWIPPT) Scottish Widows Investment Property Partnership Trust	Tel: 0114 273 5281 Email: marketsinfo@sheffield.gov.uk
C5 Melton Mowbury	Joint Partnership	Operated by partnership	Capital money of the Markets	Tel: 01664 562971
C6 Leeds	Remains in Council ownership	Operate by Leeds Market team as part of city council	Funded by capital money from the Market and private investment	Tel: 0113 378 1950 Email: markets@leeds.gov.uk
C7 Canterbury	Privately owned by different owners	Privately operated market by The Goods Shed Ltd	Private investment	Tel: 01227 459153 susanna@thegoodsshed.co.uk
C8 Brixton	Joint Partnership	Operated by partnership	Private investment	Stuart Horwood 07960 942060 Email: info@brixtonmarket.net
C9 Acton	Transfer to a Community Trust	Operated by Action Acton (social enterprise and established charity)	London Development Agency Opportunities Fund.	Tel: 020 8993 9605 actonmarket@actionacton.com
C10 Spitalfields	Privately owned	Operated by CBRE	Private investment	Tel: 02073 771496

This is the summary of the information from The Markets Case Study, prepared by Integreat Plus in September 2013. The whole report is available to download from www.integreatplus.com

Financial report

<i>Budget and accounts for Todmorden Market Futures</i>			
<i>Item</i>	<i>Budget</i>	<i>Details</i>	<i>Actual</i>
<i>Project coordination</i>	<i>3000</i>	<i>12 days @£250/day</i>	<i>3500</i>
<i>Public consultation</i>	<i>1500</i>	<i>12 days @£125/day</i>	<i>1298.40</i>
<i>Production of visuals</i>	<i>500</i>	<i>Display board etc.</i>	<i>498</i>
<i>Public events</i>	<i>1000</i>	<i>2 events, room hire, food</i>	<i>900</i>
<i>Printing/admin for consultation</i>	<i>500</i>		<i>507.60</i>
<i>Research into best practice</i>	<i>500</i>	<i>LMU and Integrate</i>	<i>600</i>
<i>Visit to other markets</i>	<i>500</i>	<i>Transport, host fee and refreshments</i>	<i>6.5</i>
<i>Governance and asset transfer training</i>	<i>1000</i>	<i>Locality</i>	<i>1000</i>
<i>Filming/vox pop</i>	<i>750</i>	<i>Calderdale College</i>	<i>0</i>
<i>TOTAL</i>	<i>9250</i>		<i>8310.50</i>

Acknowledgments

The Steering Group would like to acknowledge the following for their contribution to this work : -

Sophie Michelena – Development Officer, Locality

Sophie's excellent facilitation, sensitive approach, commitment and support have been invaluable in supporting this process. It couldn't have been done without her.

Richard Motley – Managing Director, Integreat Plus

Richard and his team have provided excellent expert advice and insight into the potential for future developments in the town with particular reference to its future as a food economy.

Andrew Bibby – Trustee of Hebden Bridge Community Association

Andrew kindly attended a Steering Group meeting to talk about the Hebden Bridge Town Hall's journey to asset transfer.

John Kennedy – Heywood Markets

John spoke at length to the Steering Group about the experience of Heywood Markets and their successful turn around from loss to profit following asset transfer.

Ian Gray – Calderdale Council - Director of Economy and Regeneration

Barry Collins – Calderdale Council - portfolio holder for Economy and Regeneration

Ian and Barry gave their time to attend a Steering Group meeting and subsequently met with market traders to discuss the study.

John Walker - Calderdale Markets Manager

Peter Brennan - Todmorden Market Inspector

The Steering Group would like to thank John and Peter for their support with this process.

