

The Heywood Plan

Pride in Place





This document sets out a shared vision for the future of our community, shaped by the views, aspirations, and priorities of residents, businesses, and stakeholders.

Our plan covers the period April 2026 March 2036 and seeks to ensure that growth and change are managed in a way that protects what we value most, while enabling sustainable development that meets the needs of current and future generations.

It addresses key themes including:

Local Economy – supporting local businesses and employment opportunities.

Environment and Green Spaces – protecting and enhancing our natural assets.

Community Facilities and Infrastructure – improving services and connectivity.

Heritage and Identity – celebrating Heywood's unique character and history.

Safety and Security - we will work to ensure all members of the community feel safe in their neighbourhoods and the town centre

This plan has been shaped by extensive community engagement and reflects the collective ambition to make Heywood an even better place to live, work, and visit.

I am delighted to share this vision for Heywood which is the culmination of a lot of hard work by the Heywood Town Board working with the Council and other key stakeholders. The vision sets out what I believe we can achieve for the town over the next ten years, and I am very grateful for the contribution of residents who have offered views and shared their aspirations which have shaped this document. The Board are committed to continuing the engagement with Heywood residents throughout the next ten years. This is an exciting time to launch this vision as we also welcome investment in the Civic Hall and Square, the planned improvements to the public transport network and the Atom Valley development. I look forward to unprecedented levels of investment, creating a place where people want to invest, live, work, visit and study

Brian Davies J.P - Chair, Heywood Town Board



Section 1: Local context

Heywood can trace its roots back to the Anglo-Saxon period. The Saxons cleared thickly wooded areas into 'Heys' or fenced clearings, which likely gave the area its name. The Anglo-Saxon word "haga" means a hedge, thus Heywood possibly means 'the wood surrounded by a hedge.' At one time Heywood was spelt as 'Eywode' which points strongly to its derivation being from the Anglo Saxon 'ea' meaning water - thus 'the wood surrounded by the stream' is another possible source of the name.

Originally part of the township of Heap, Heywood grew to be the town we know due to the cotton trade. With excellent transport links thanks to the M62 and M66 Heywood has become the centre for the distribution of goods.

The railways are inextricably linked to the area's industrial past, providing vital links to country's network of import, export, raw material, and, most importantly, workers. The East Lancashire Railway is now a 20km heritage steam line, running between Heywood and Rawtenstall, with stations at Ramsbottom and Bury in between. Events are a popular feature of the heritage line including, days out with Thomas, diesel steam gala events and the 1940s war weekend.

As with many other towns, it has suffered from economic decline over recent years and has been identified as a key regeneration priority by local leaders. In 2022 the new Junction 19 South Heywood relief road, linking the M62 with Pilsworth Road in Heywood, was opened, supported by £20m of investment. This has meant the removal of thousands of HGVs from the town centre as well as other passing traffic, which contributed to a noisy and unwelcoming environment for both residents and businesses.

This section outlines some of the key assets in Heywood including its award-winning parks alongside some information on the current economic landscape and Heywood's people, heritage and culture



Physical Assets

Parks & Green Space

Heywood, in Greater Manchester, is home to several green spaces, but the standout is the historic and award-winning Queen's Park—a flagship public park with rich heritage and excellent facilities. The park is supported by the Friends of Queen's Park, a local volunteer group helping with maintenance and events.

Hopwood Park in Heywood is another Green Flag Award-winning community park, known for packing a wide range of facilities into a relatively compact space. It's located at the junction of Coronation Avenue and Manchester Road (A6045), making it easily accessible for residents.

Heywood Civic Centre

The Heywood Civic Centre is a long-standing multi-purpose entertainment and community venue located in the heart of Heywood. It has served the local community since the 1960s, hosting a wide range of events including live music, theatre productions, community meetings, and private functions.

The Civic Centre is undergoing a major transformation, supported by Rochdale Borough Council and Arts Council England:

- New glazed frontage
- Modern café and bar area
- Upgraded performance and community spaces
- Completion expected in February 2026

The redevelopment is part of a broader regeneration effort in Heywood, including improvements to Peine Square and Queen's Park Bridge

East Lancs Railway

The East Lancashire Railway (ELR) is a celebrated heritage railway in Northwest England, running for approximately 12.5 miles (20 km) between Heywood and Rawtenstall in Lancashire, with key stops at Bury Bolton Street, Burrs Country Park, Summerseat, Ramsbottom, and Irwell Vale .

Operated by the East Lancashire Light Railway Company, the ELR offers steam and heritage diesel train rides, attracting around 100,000 visitors annually.

Current Economic Landscape

Heywood’s economy is undergoing a period of strategic transformation, driven by its location, industrial heritage, and inclusion in major regional development plans.

Heywood has a strong legacy in manufacturing and logistics, with several industrial estates such as Heywood Distribution Park—one of the largest in the Northwest.

The town has a higher-than-average proportion of jobs in warehousing, transport, and manufacturing, but lower levels of employment in professional and digital sectors.

Some neighbourhoods in Heywood rank among the most deprived in England, particularly in terms of income, health, and education.

Heywood is one of four neighbourhoods that make up the borough of Rochdale, and includes the electoral wards of North Heywood, West Heywood, and Hopwood Hall.

- **Demographics:** The neighbourhood has just over 29,400 residents and over 12,700 households. The neighbourhood is quite young - just over a quarter (25.5%) are aged 19 or under. Additionally, the neighbourhood is predominantly white - over 91% of residents are White-British. Only 9.0% identify as an ethnic minority compared to 26.0% of the borough.

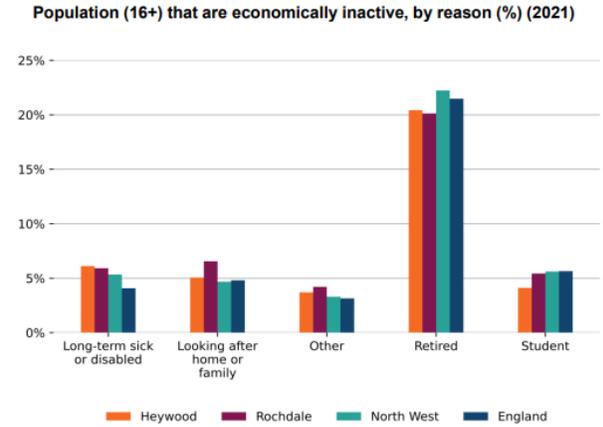
- **Deprivation:** The neighbourhood includes some of the most deprived areas in England, with the town centre being in the most 10% most deprived areas in England: RBC - Index of Multiple Deprivation 2019.

- **Health/Disability:** By neighbourhood, Heywood has the largest proportion of residents with a disability in the borough, as recognised by the Equality Act (20.3%). In those households with a disabled person, 7.7% contain two or more disabled persons.

Indicator	Heywood	Rochdale	North West	England
Gross Value Added per job filled (£) (2022)	50,466	47,994	56,625	62,751
16-64 year olds with level 3+ qualifications* (%) (2021)	45.9	48.1	54.7	56.6
16-64 year olds with no qualifications (%) (2021)	16.4	17.7	13.5	12.4
Employment rate (age 16 to 64) (%) (2021)	69.8	66.0	69.2	71.0
Unemployment rate (age 16+) (%) (2021)	5.8	6.2	5.5	5.4
Economic inactivity rate (age 16+) (%) (2021)	39.4	42.2	41.1	39.1
Job density** (2022)	0.83	0.58	0.75	0.77

* Proportion of 16 to 64 year olds with a [level 3 qualification or above](#), such as 2 or more A levels, 4 or more AS levels, degree (BA, BSc) or higher degree (MA, PhD, PGCE).

** [Job density](#) is defined as the number of jobs in an area divided by the resident population aged 16-64 in that area. For example, a job density of 1.0 would mean that there is one job for every resident aged 16-64.



Source: ONS, 2022

- **Employment:** 55.0% of residents are in employment, which is the second highest employment rate behind Pennines neighbourhood (56.0%). However, of these working, the neighbourhood has one of the largest proportion of workers in elementary occupations (14.3%).
- **Qualifications:** Across the neighbourhood, 23.4% of residents have no qualifications, which, by neighbourhood, ranges from 20.0% in Pennines to 25.4% in Rochdale South. Only 22.6% hold a Level 4+ qualification—the lowest rate in the borough.
- **Housing:** Just over half of residents in Heywood live in property that is rent free (56.4%), 24.4% are in social housing, and 18.6% privately rent. Additionally, 28.4% do not have a car or van in household, which is one of the highest in the borough.

Heywood Town Centre

The town centre emerged as a key priority in our consultation, and we had already done some analysis and planning work for the Town Centre Masterplan

Town Centre Audit

The following represents an observational account of various factors assessed both during the Heywood Masterplan process

Walkability

- A car dominated environment
- Wide carriageway, narrow pavements
- Highways as severance

Activity

- Several shops appear to only operate on certain days of the week/hours of the day
- Dominated by fast food/ takeaway outlets with very few restaurants
- Whilst there was minimal evidence of a significant litter problem, the overall visual appearance was poor particularly due to the low quality of the ground floor frontages.
- There was evidence of street planters and well-kept garden/formal outdoor spaces in some parts, whereas lower quality in others.
- Some high-quality architectural buildings
- Cluttered environment

The Town Centre was the number one priority in both in our polling & engagement and the Zencity poll



People & Culture

In 2022, Heywood had a population of 29,832. Between 2011 and 2022, Heywood's population increased by 5.8%. For context, the population increased by 7.2% in Rochdale, increased by 6.6% in the Northwest, and increased by 7.7% in England.

In 2022, 21.3% of people in Heywood were under 16 years old, and 16.7% were aged 65 and over. For context, the England average was 18.5% and 18.6%, respectively.

Across the Lower Super Output Areas that make up Heywood (either wholly or in part) in 2021, 89.6% of people identified with a White ethnic group, 4.3% as Asian, Asian British or Asian Welsh, 3.1% as Black, Black British, Black Welsh, Caribbean or African, 2.2% with Mixed or Multiple ethnic groups, and 0.8% with other ethnic groups.

In 2022-23, 28.9% of under-16s in Heywood lived in relative low-income families. This is higher than the England (21.3%) average

Annual events include the Darnhill Festival, 1940s weekend, and in July 2025 thousands of people turned out to see huge parade of life-sized puppet animals making its way through Heywood as part of a whopping 20,000km journey across the world.

During our consultation, people in Heywood talked about the strength of community and the many positive things happening in their town, however, government data shows that levels of social trust are notably low and many people also talked about the impact of negative perceptions of Heywood.



Safety & Security

Safety was one of the key areas where people wanted to see an improvement, in our own polling when asked if they felt Heywood is safe only 30% said they felt it was, and this was reflected in the Zencity polling.

People felt much safer in their neighbourhood than in their town centre, but a third of Heywood residents claimed to feel unsafe in the area in which they live.

In Heywood, the top areas residents would like to see improvements in are anti-social behaviour (58%) and Tackling crime (47%).



Among respondents who are not proud to live in their local area, the top reasons are "some people here can be disrespectful or troublesome" (84%) and "safety concerns" (69%).



Rochdale Council Community Safety & Resilience Service has produced a Heywood Neighbourhood Crime & Anti-Social Behaviour Profile 2022 – 2025 . This includes

- A risk matrix illustrating the rate of crime in Heywood vs other neighbourhoods, Rochdale borough, and Greater Manchester.
- Crime rates and trends
- Crime hotspots and density hotspot for ASB within the neighbourhood:
- Analyses of Retail crime, anti-social behaviour (ASB) and violence in the town centre



The Town Board will work with the Council's Public Protection & Neighbourhoods team and the Police and other stakeholders to monitor and respond to any priorities – particularly by working with communities and the voluntary sector to address concerns around crime, anti social behaviour, community cohesion and safety.

Heywood's Community Spirit

The **Heywood 1940s Weekend** is a beloved annual event held in **Heywood Town Centre**, Greater Manchester, celebrating the spirit and culture of wartime Britain. It's a vibrant, family-friendly day that draws visitors from across the region for a nostalgic journey back in time. Local shops and churches host activities, dances, and music throughout the day.



Cartwheel Arts is a dynamic arts organisation based in Heywood, Greater Manchester, with over 35 years of experience delivering creative projects that promote social inclusion, diversity, and regeneration through community participation. They work with individuals, community groups, charities, and public sector organisations to deliver high-quality, inclusive arts programmes



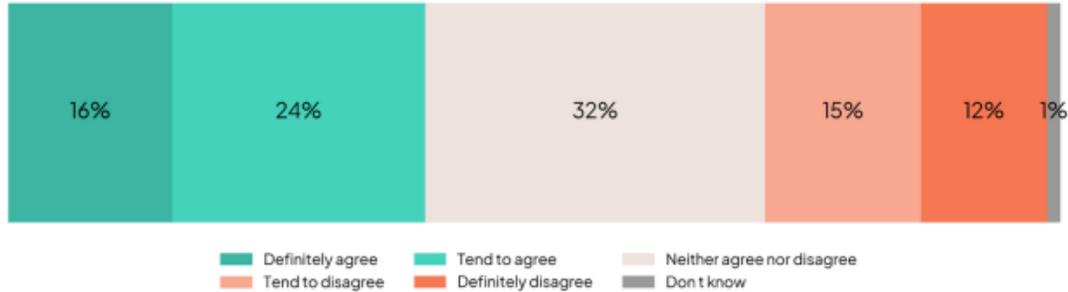
The **Tree House Café** in Heywood is a well-loved community café located in **Hopwood Park**, just off Manchester Road and near Junction 19 of the M62. It's more than just a place to grab a bite—it's a vibrant local hub with a strong social mission.

The café was created through **fundraising and volunteer efforts**, transforming a 1950s bus shelter into a thriving space. It's run by **Sandra and a team of volunteers**, offering young adults opportunities to gain work experience. Proceeds help fund local initiatives led by **Friends of Hopwood Park**



People & Culture

Most respondents in Heywood are proud to live in their local area (40%).



Some perspectives from the Black & Minority Ethnic community as part of our community engagement

1. Respondents were keen to engage with more development and consultant work, but felt that they needed more time to get involved - so they could arrange with work etc.
2. There was a lot of enthusiasm for opportunities to connect, learn and grow, for training in engagement, and social activities that involved food!
3. Cultural sensitivity was important to respondents and the need to build relationships with community leaders was considered essential.
4. Opportunities for young people to share their experiences was felt to be important.

'We love Heywood, we have great hopes for this place.'

PASTOR, BETHEL PLACE

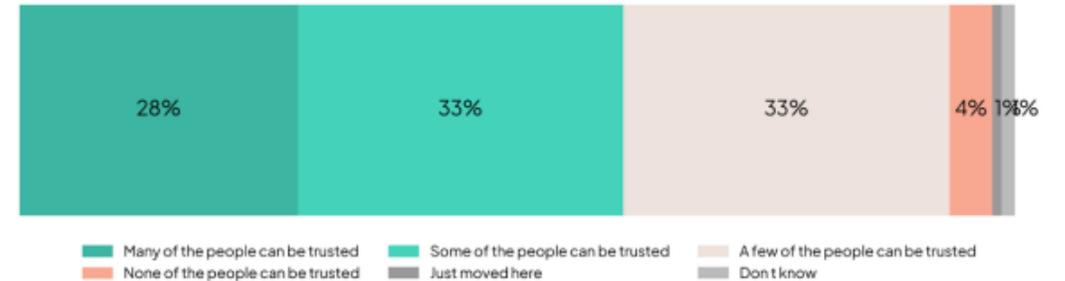
There is a strong voluntary and community sector in Heywood, supported by the local voluntary sector infrastructure body Action Together, with key community anchors who innovate and lead, driving change and often influencing how we do things.

They have played a specific and vital role in Heywood, particularly in tricky times.



Action Together connect people with what's happening in their community, develop community ideas into action, strengthen local organisations, and provide strategic influence for the charity and voluntary sector.

In Heywood, most respondents trust a few people in their local area (33%) for this question.



Section 2: Spatial targeting

Heywood is one of the four neighbourhoods within the Metropolitan Borough of Rochdale in Greater Manchester, England. It lies to the southwest of Rochdale town centre and is bordered by:

- North: Open moorland and the Cheesden Valley, leading toward the Pennines.
- East: The River Roch and the town of Rochdale.
- South: Middleton and the M62 motorway corridor.
- West: The town of Bury, with the boundary generally following the borough line between Rochdale and Bury

One of the key areas where the Board intends to focus funding is Heywood town centre which is defined by two main character areas:

The **Civic Core**: Anchored by the Heywood Civic Centre, a key cultural venue currently being redeveloped to include a new café, bar, expanded foyer, and improved performance spaces.

The **Retail Core**: Centred around Market Street and Lance Corporal Stephen Shaw MC Way, this area is being redesigned to support a more vibrant, pedestrian-friendly high street.

Other areas likely to feature -

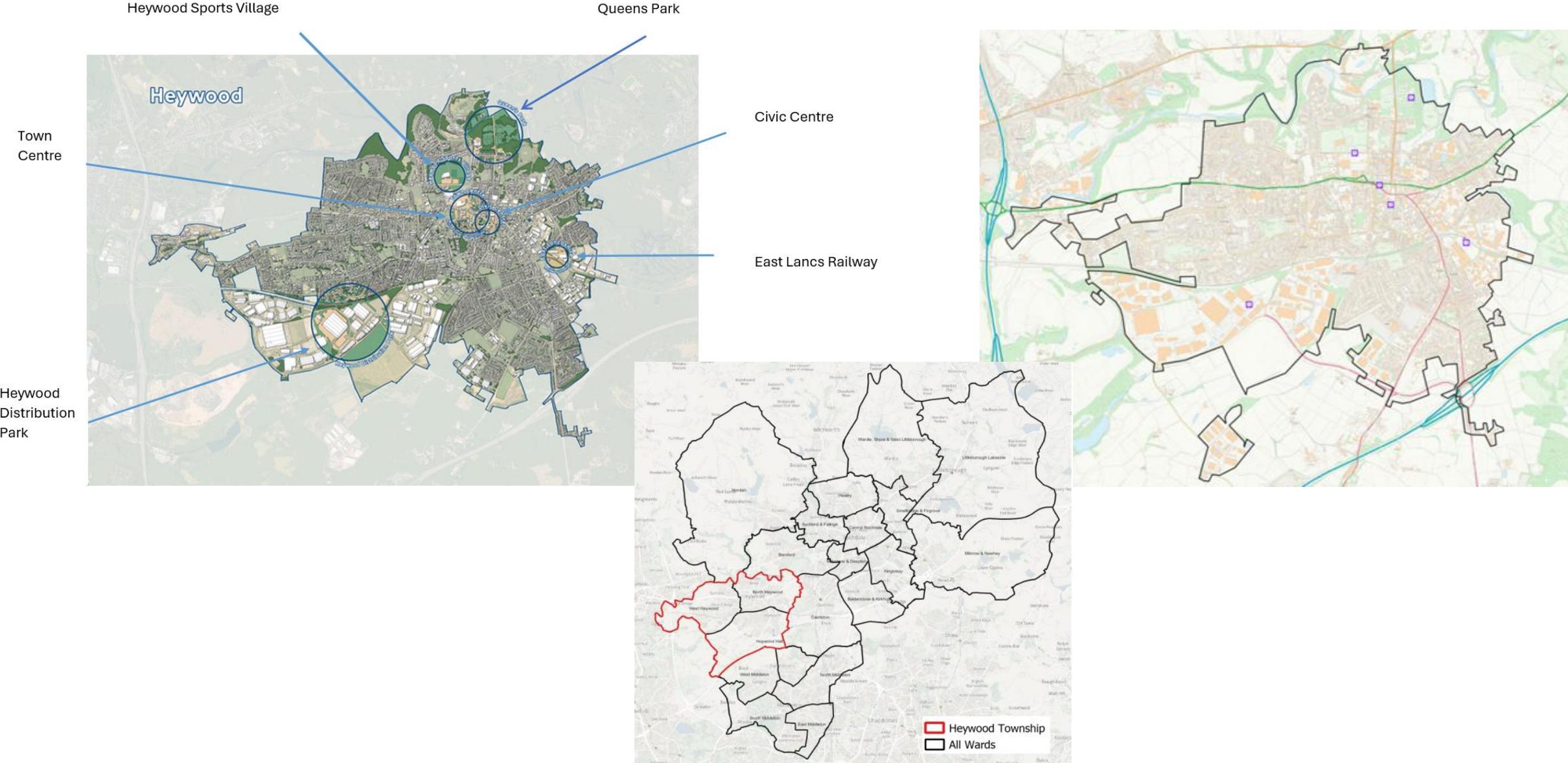
Darnhill is a residential area in the southwestern part of Heywood. It has a distinctive identity shaped by its origins as a post-war overspill estate and its evolving community spirit.

Back o' th' Moss is a residential neighbourhood in Heywood, known for its strong community spirit and grassroots initiatives. It lies to the northwest of Heywood town centre, close to Peel Lane and the River Roch.

Heady Hill an area primarily made up of social housing, with a mix of flats and terraced homes, many of which were built in the mid-20th century.

These areas have historically faced economic and social challenges but are also home to resilient and active communities where community investment can make a significant impact.

Geographic Boundary



Section 3: Vision, Priorities and Objectives for the future

We have developed an ambitious vision for Heywood's future and to ensure we deliver it we have also developed priorities and objectives based on what the community have told us is important to them. All investments will help achieve this vision.

Vision

Heywood will be a place where people of all ages want to dwell, a town where residents and businesses realise their potential and thrive and where young people are equipped for life.

We're putting our town back into the hands of local people, so their voices are heard, and they decide on local priorities and what's best for the long-term future of Heywood.

Our ambitions set out an exciting and ambitious vision for the future of the town and creates a more characterful and attractive town for the local community that delivers:

- An improved physical environment for shoppers and visitors to help boost footfall and trade for local businesses
- A town centre environment where people want to stay and explore
- Improved routes and road space for pedestrians
- Enhanced access to, and facilities for, public transport



Thriving Places

What people told us

People don't always feel safe in the Town centre and would like to see a livelier nighttime economy

People were particularly proud of annual events such as the 1940s day, the Christmas light switch on and events in Queens Park and would like to see more of these.

Congestion, crossings and pavement quality were also high on people's agenda

Priorities

- We will create attractive spaces and opportunities to meet, play, learn, visit and for personal growth.
- The town centre will have fewer empty and underutilised properties, a wider variety of independent businesses resulting in an increase in pride of place
- We will improve connections into and through the town so it's accessible and navigable for everyone

Our objectives are to the following outcomes

- Increase footfall and economic activity
- Improve safety and attractiveness
- Achieve greater civic pride and community cohesion
- Enhance environmental sustainability
- Achieve a wider range of businesses in the town centre



Stronger Communities

What people told us

- People generally felt safer in their neighbourhood than they did in the town centre
- Youth group anti-social behaviour is intimidating and is making people feel unsafe, predominately in the town centre
- People would like to see more events and activities that bring people together and celebrate Heywood's heritage

Priorities

- We will build on our strengths – the strong community spirit and rich heritage and culture.
- We will ensure all members of the community feel safe in their neighbourhoods and the town centre.

Our objectives are to develop

- Stronger trust and relationships: People will know and support each other, creating a sense of belonging
- Equity and Fairness: Ensuring everyone has access to opportunities and resources
- Resilience: Ability to respond to challenges like economic shifts or environmental issues, and,
- Interventions to reduce crime and ASB



Taking Back Control

What people told us

One of the strongest messages from our engagement was that people want to see a wider variety of shops and businesses in the town centre, and we want to create the conditions to make this happen - particularly improvements to the public realm and buildings in the town centre.

People told us they want to see more opportunities for people to learn, develop skills and work in the town.

Priorities

- We will create a thriving local economy so new businesses emerge, and existing businesses grow
- The aspirations of all residents will be improved through improved access to training and employment opportunities

Our objectives are to

- improve access to training and employment opportunities
- help new businesses to emerge, and existing businesses grow





University of Sheffield Live Projects Future Heywood

For six weeks, Masters students from the Sheffield School of Architecture & Design collaborated with Rochdale Council and Rochdale Development Agency to explore design led responses to the Heywood Pride in Place programme, refining ideas through research, analysis and community engagement.

The students looked into a number of ideas and key sites and buildings to develop proposals that the Town Board may want to explore taking into account the outcomes of previous engagement and their own engagement and the themes within the Pride in Place programme.

The project identified some potential priorities for further development

- New signage and wayfinding strategies
- Shop front improvement schemes
- A new outdoor gallery
- Murals and public artwork
- Opportunities to develop the area around Heywood Station on the East Lancashire Heritage railway line
- Celebration of Heywood's rich build heritage

In the early years of the Heywood Plan we will undertake further work and engagement to assess the feasibility of some of the proposals including

- the space around the train station, celebrating local heritage, inviting visitors to linger, explore and connect to the town.
- Wayfinding – enhancing the overall experience of movement through the town centre
- Public realm improvements with a cohesive visual theme centred on planting, foliage and natural forms



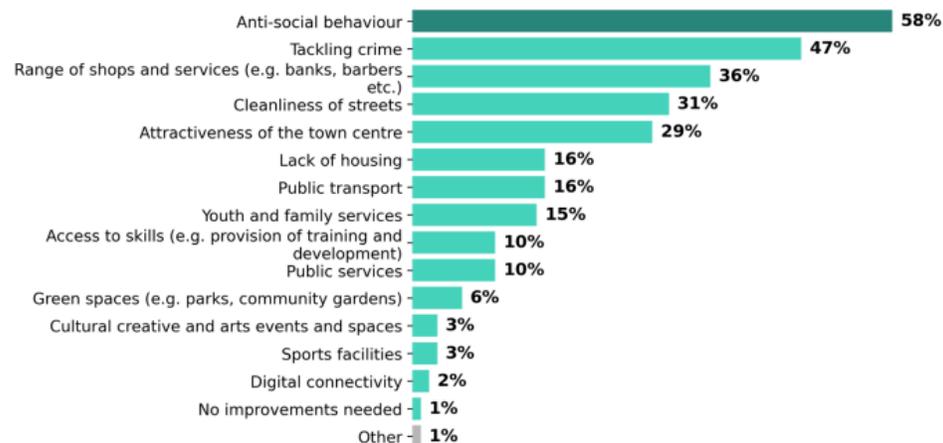
Section 4: Strategic case for change

Engagement & Polling

Safety in the town centre emerged as a key issue through our community engagement. Of the over 1500 Heywood residents who answered our online survey, 61.2% sited they felt unsafe in the town centre. Through the survey and focus groups it was clear that for the majority they felt most unsafe during the evening and at night.

35% of respondents identified youth anti-social behaviour as their reason for feeling unsafe, with one participant stating “We need somewhere for all the youth to go so they've got something to do on a Friday night, Saturday night, whatever. When they come out of school because there's absolutely nothing for them”. Other common reasons included lack of police presence, open consumption of drugs and alcohol and businesses (predominantly take-aways) attracting antisocial behaviour.

In Heywood, the top areas residents would like to see improvements in are anti-social behaviour (58%) and Tackling crime (47%).



The most common request around the town centre was about the variety and quality of local businesses, with 162 participants mentioning issues such as too many vape shops and barbers, but not enough local businesses such as book shops, fishmongers or greengrocers. Young people also wanted to see more fashion stores and a range of affordable activities including cinema, bowling and access to arts and culture.

People also talked about the look of the town centre, suggesting “More beautiful artworks and drawings on the buildings would enhance the aesthetic appeal of our area”. Congestion, crossings and pavement quality were also high on people's agenda – with suggestions of further relief roads such as the one currently operating to Pilsworth, and to also reroute traffic away from the town centre. Pedestrianising the town centre was not a favourable option, but slowing down traffic, giving pedestrians more rights of way and more crossing options was popular.

A town centre walkabout also highlighted the beautiful heritage buildings in the town which are currently standing empty, with participants imagining the potential they could have for revitalising the early evening economy. People also suggested heritage trails, better signage and events to better utilise this town centre asset and make Heywood a destination.

Key themes and wishes:

- Lack of parking
- Market improvements and modernisation needed – suggestions of farmers markets, artisan food markets and vintage markets
- Too many takeaways and barbers
- More arts, culture and town centre events like 1940s Day
- More activities and things to do – bowling, cinema, things to do and reasons to visit Heywood
- Visual condition on the town centre is rundown and unclean
- Public art to enhancing the aesthetic appeal
- Nighttime economy improvements including music venues, events, bars and restaurants
- Enhancing the quality and variety of retail stores



Transport for Greater Manchester and Rochdale Council are currently developing proposals to improve journeys for people catching the bus, walking or cycling between Bury, Heywood, and Rochdale town centres. By getting more people to use the bus, walk, and cycle we can also help to reduce congestion for other road users such as motorists.

Proposals include:

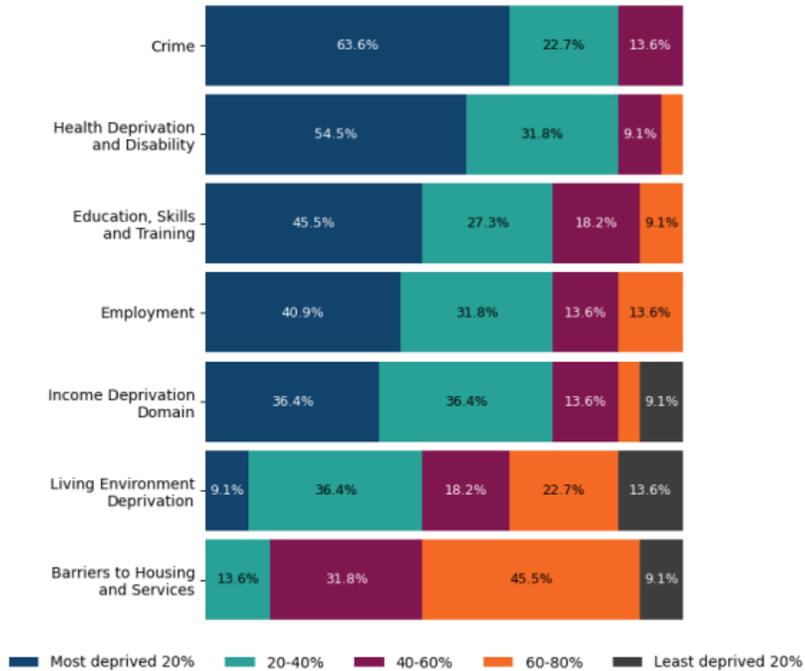
- Traffic signal and junction upgrades to improve the efficiency and reliability of bus journeys;
- New and upgraded pedestrian and cycle crossings in places where people struggle to cross roads currently;
- Introduction of new cycle lanes;
- Increased public realm spaces and footway widths to help create a much-improved experience of being in and walking around the town centre; and
- Upgrading bus stops along the corridor to provide a consistent level of provision for passengers.

Data and intelligence

In 2019, over 60% of LSOAs in Heywood were in the top 20% most deprived in England in terms of Crime.

- Crime (50.0%), Employment (31.8%) and Health Deprivation and Disability (31.8%) were the domains that had the largest proportion of Heywood’s LSOAs in the top 10% most deprived in England.
- In 2022-23, 28.9% of under-16s in Heywood lived in relative low-income families. This is higher than the England (21.3%) average.

Deprivation levels (%) across LSOAs within Heywood, compared to the England average (2019)



Source: [MHCLG IMD, 2019](#)

Note: Missing labels on the bars represent a percentage of less than 7%.

Note: All LSOAs that fall within the BUA boundary are included in the overall BUA calculations. This includes LSOAs that fall partly outside the boundary.

Indicator	Heywood	Rochdale	North West	England
Healthy life expectancy (Males) (2021-2023)	Data unavailable	54.3	59.1	61.5
Healthy life expectancy (Females) (2021-2023)	Data unavailable	54.7	59.9	61.9
GP appointments per 1,000 patients (Sept 2024)	434.9	405.4	445.4	472.4
Patients saying they had a good experience contacting their GP on last occasion (%) (2024)	67	64	68	67

Note: Healthy life expectancy data is at Local Authority level. Each Built Up Area has been matched to its respective Local Authority based on geographic area share.

Indicator	Heywood	Rochdale	England
Social trust (%) (2023)	-15	-9	-3

Note: Recorded crime statistics data not available.

Case studies and specific local issues

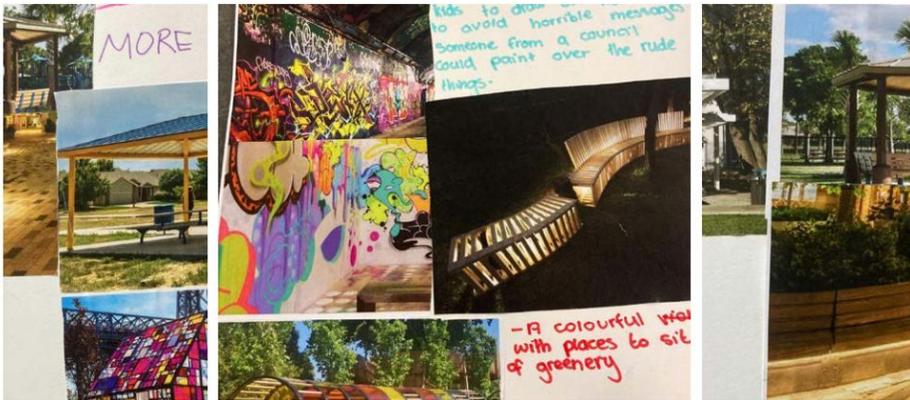
Heywood Town Centre

People fed back that they want to see a more attractive town centre with a wider variety of shops. We will explore projects to make the town centre more attractive to new businesses such as improving the public realm and a shop front improvement scheme.

Shop front improvement schemes are a popular regeneration tool used by local authorities across the UK. These schemes aim to enhance the visual appeal of retail areas, support local businesses, and encourage footfall in town centres.

We know that events and festivals in the town centre create a sense of pride and increase footfall, and we want to support more to animate the centre of Heywood

Young People



'More fashion shops, casino or bingo, more locally made shops. A proper, well-equipped town centre.'

'Establish an open market and create jobs for skilled workers by offering training.'



The young people of Heywood, (teenagers) need places to go & things to do that will keep them occupied, off the streets, inspired, give a sense of purpose and out of trouble. There was a great deal of compassion shown in the participants towards the young adults, who they feel are being let down by a lack of free time activities. There was a recognition that spending time on the streets with nothing to do makes them vulnerable, not only in terms of their personal safety but also to criminal exploitation.

Section 5: Alignment with other programmes and investments

Over the next ten years Heywood is likely to see a great deal of significant change,

- Tram train – A target date for work starting is 2028
- Investment by the Council and Transport for Greater Manchester in the public transport network
- The Northern Gateway - one of the largest strategic employment allocations in the country
- The delivery of Housing and Town Centre masterplans

Our investment plan acknowledges these developments and seeks to add value and complement them and sees the opportunities they will present for existing and new residents and businesses over the next ten years.

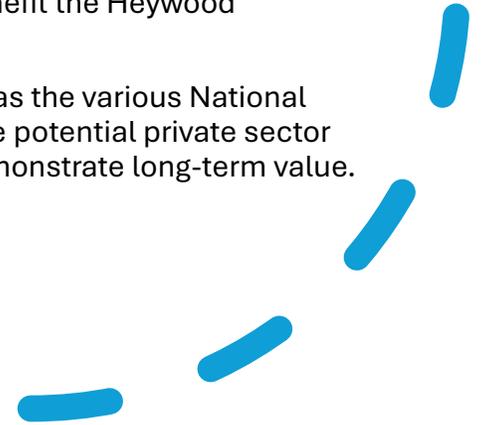
Our vision, priorities and objectives have been designed to reflect shared priorities across programmes.

We will continue to

- Identify overlaps, synergies, and gaps
- engage with key stakeholders
- coordinate funding cycles and delivery phases to avoid duplication or delays.
- maintain a shared baseline analysis of social, economic, and environmental conditions
- Where possible “bend” existing funding available to stakeholders to benefit the Heywood programme

We will monitor and develop relationships with other funding bodies such as the various National Lottery programmes and funding via the Combined Authority and maximise potential private sector funding by creating conditions that attract investment, reduce risk, and demonstrate long-term value. (see section 6)

For some of our themes, match funding will be a condition of funding



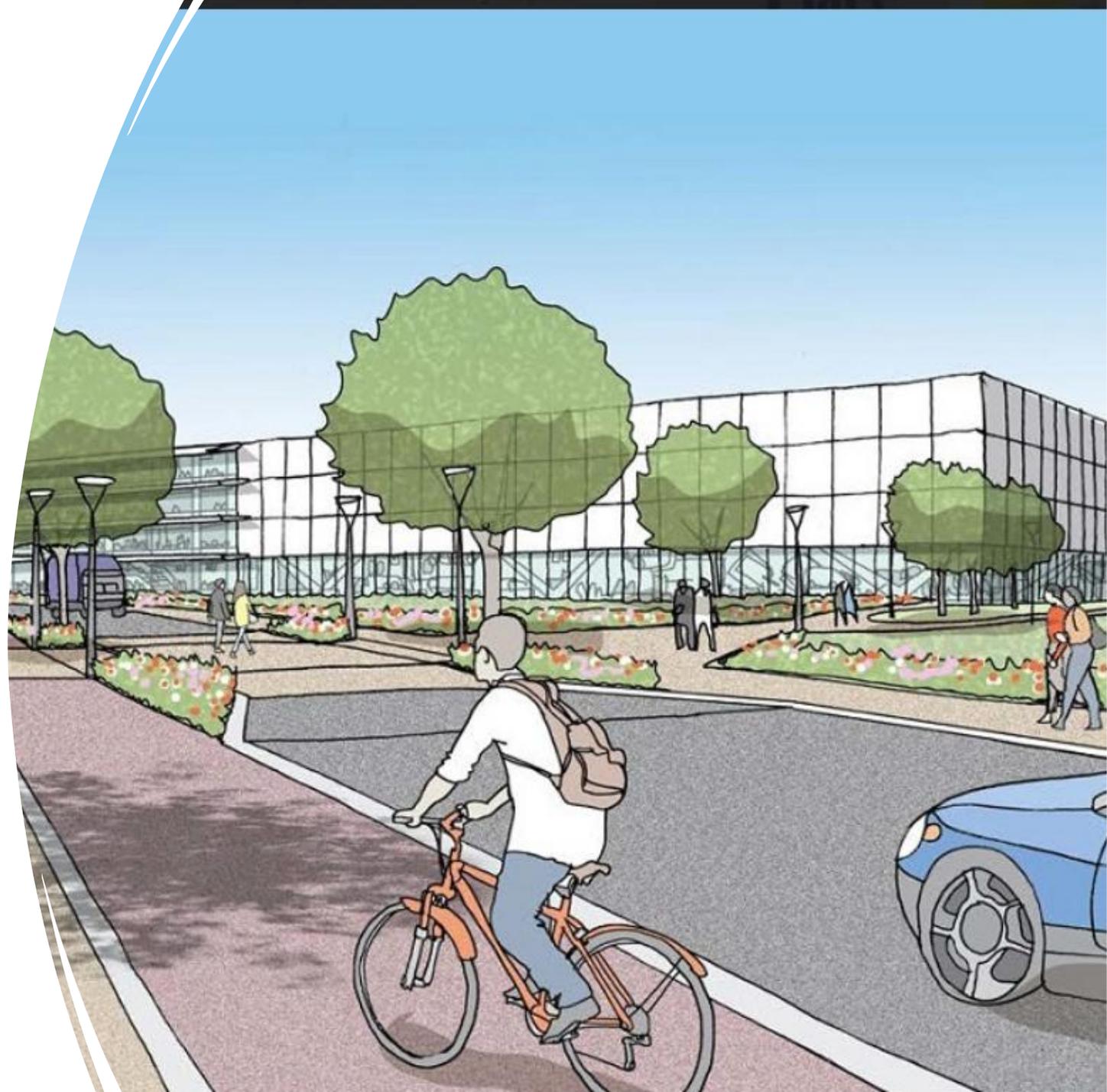
Atom Valley Mayoral Development Zone

Heywood is part of Atom Valley, a major growth corridor aiming to deliver 20,000 new jobs and 7,000 homes across Rochdale, Bury, and Oldham.

The area is being positioned as Greater Manchester's biggest growth opportunity, with a focus on advanced manufacturing, clean growth, and innovation

The Northern Gateway - Heywood and Pilsworth

This site is one of the largest strategic employment allocations in the country. This site will make use of land between junctions 18 and 19 of the M62 motorway, close to Heywood Distribution Park. [Find out more about The Northern Gateway - Heywood and Pilsworth](#)



A new vision for Greater Manchester

Greater Manchester has unveiled its vision for the next decade – a thriving city region where everyone can live a good life.

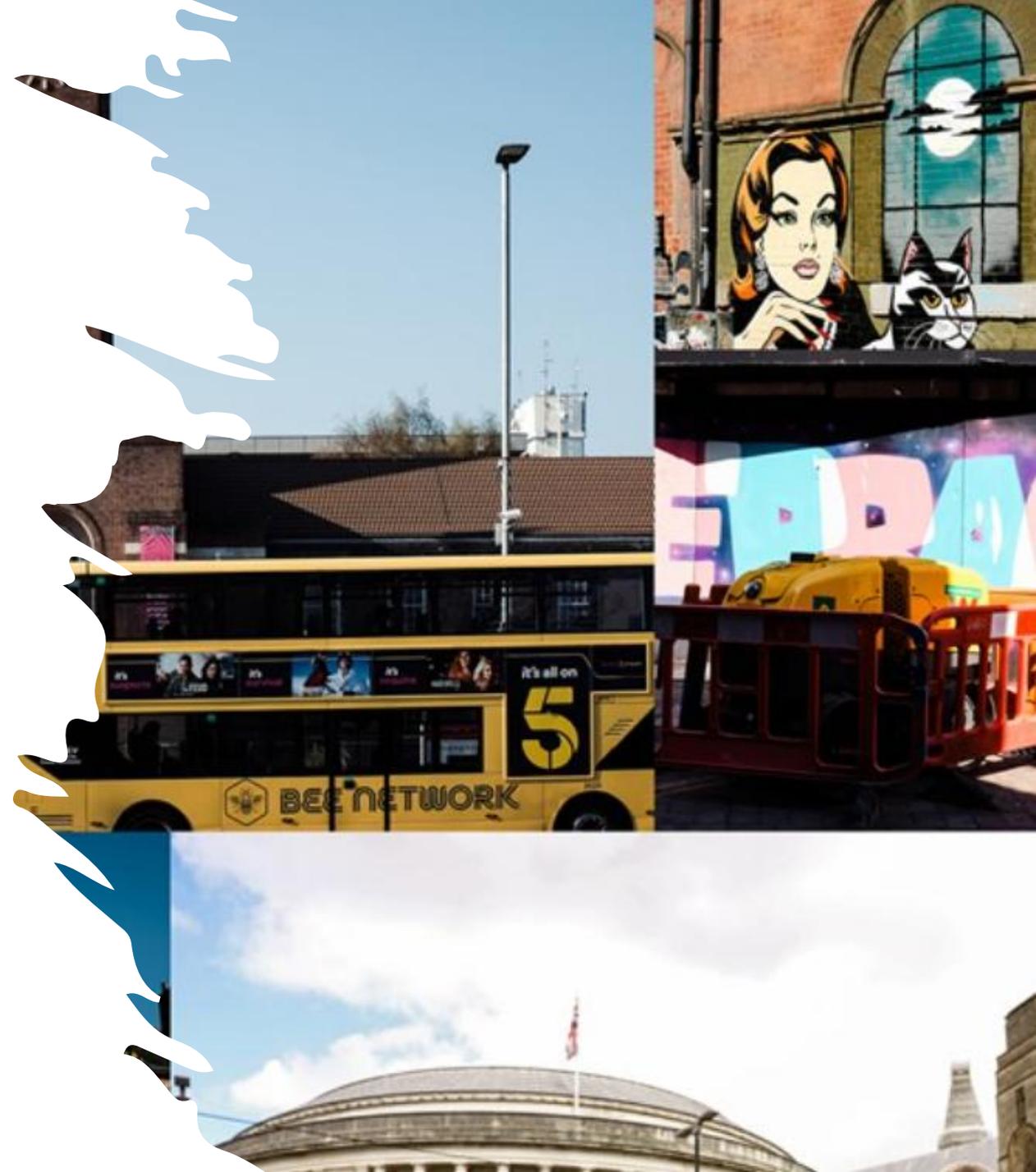
The city region is setting its sights on a new era of economic growth, on the way to becoming a second city to rival any other on the planet by 2050.

A Growth Plan and a People Plan will ensure that every person and every place in Greater Manchester feels the benefits of economic growth.

Public transport and active travel

Transport for Greater Manchester (TfGM) and Rochdale Council asked for people's views on plans to improve public transport and active travel in Heywood.

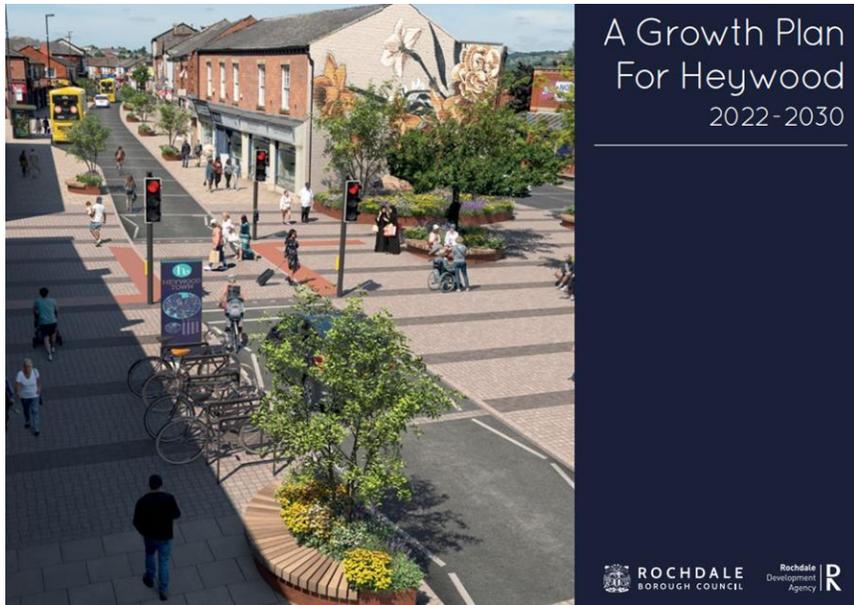
The main goals are to speed up bus journeys and reduce delays for all road users by reducing congestion, making bus stops fully accessible, comfortable, safe and secure, and improving journeys by walking, wheeling and cycling by making them as safe as possible.



Heywood civic centre refurbishment

Rochdale Council investment, in partnership with Arts Council England, will modernise and extend this important community facility, which has delivered fantastic events in the heart of Heywood since the 1960s. A new glazed frontage, new café and bar area are just some of the many improvements being made to this popular venue.

Conlon Construction hired local operatives and apprentices to work on the project part-time and is offering 20 weeks of training opportunities for local T-level students.



Heywood Masterplan

The masterplan sets out an exciting and ambitious vision for the future of the town and creates a more characterful and attractive town for the local community that delivers:

- An improved physical environment for shoppers and visitors to help boost footfall and trade for local businesses
- A town centre environment where people want to stay and explore
- Up to 200 new homes on derelict, brownfield sites
- Improved routes and road space for pedestrians and cyclists
- Enhanced access to, and facilities for, public transport
- Greener streets and new opportunities for 'Heywood in Bloom'
- Improved car parking on Hill Street for businesses and shoppers

[A_Growth_Plan_for_Heywood_2022_-_2030_\(Digital\).pdf](#)



A Live Well Approach to Employment Support

Greater Manchester has been selected as one of eight Trailblazer areas in the Government's Get Britain Working White Paper, which sets out reforms to employment support. Over the coming year, we have a unique opportunity to test and embed new ways of supporting people furthest from the labour market to move towards employment and training.

Each locality has developed a delivery plan to drive this ambition. Alongside this, Greater Manchester Combined Authority, Local Authorities, Greater Manchester Integrated Care, and voluntary sector partners are co-designing a shared vision and framework for employment support that reflects the values and strengths of our communities. Heywood has been selected as a trailblazer and work has already started. Pride in Place money can build on the approach, widen its scope and invest in the infrastructure to ensure its longevity in Heywood

This work builds on Greater Manchester's Live Well movement — our approach to community-led health and wellbeing. Live Well is a Mayoral priority and part of a broader shift towards prevention, community power and public service reform. We are now applying these principles to employment and skills.

Our ambition is to ensure every resident has the resources and connections to Live Well — and we know that secure, meaningful work is central to that goal. We believe the best way to achieve this is through community-led approaches, backed by a system that enables them to thrive.



Section 6: Match funding and leveraged investment strategy

We understand that to deliver our ambitious programme we will need to maximise opportunities for other funding to enable us to

- deliver larger or more ambitious projects than Pride in Place funding alone would allow.
- achieve better outcomes
- encourage and strengthen collaboration between the council, businesses, anchor institutions, and community groups
- demonstrate strategic alignment and local commitment.

A range of actions will enable us to maximise other funding opportunities

Early Stakeholder Engagement

We have involved local businesses, anchor institutions and community groups early and, where possible, we will co-design projects to align with their priorities and unlock co-investment.

Leveraging Strategic Partnerships

We will partner with Greater Manchester Combined Authority, Your Trust, Transport for Greater Manchester, Greater Manchester Police

We will explore partnerships with housing associations and developers

Aligning with Other Funding Streams

The Council will coordinate with Flexible Grants, Greater Manchester Combined Authority funding, or Arts Council grants.

Map out complementary funding timelines and eligibility criteria.

The strong case we have built and the community support will enable us to influence Council spending and where possible we will look to other funding to help achieve some of our objectives

Match funding and leveraged investment strategy

Demonstrate Strong Business Cases

Use robust cost-benefit analysis and clear outcomes to attract private and philanthropic funders.

Highlight long-term returns on investment (economic, social, environmental).

Offer In-Kind Contributions

Include land, buildings, or staff time as match funding where appropriate.

Create a Match Funding Prospectus

Develop a clear, compelling document outlining investment opportunities for partners.

Track and Report Impact

Make match funding a requirement for some "Calls for projects"

Use data to show how previous match funding has delivered results.

Build trust and credibility with potential funders.

Section 7: Community and stakeholder engagement

The purpose of the Heywood: Regenerating Our Communities (HeyROC) Board is to ensure that the £20m Pride in Place investment is genuinely led by the community and spent on things that are priorities for local people. A group of board members developed a plan to ensure as many people as possible had a chance to have their say.

The first stage of engagement aimed to reach as many people as possible through an online survey, with capacity funding then used to address barriers such as digital access and ensure as many people as possible have a chance to respond through:

- Posters, pull up banners, beer mats and other marketing materials round town with a QR code to the survey
- Drop-in sessions at Heywood Library
- Paper forms and volunteers to support with completion at community centres
- Street engagement by volunteers and staff from Living Well outside busy public spaces

Overall, around 1500 people responded to the survey, which represents about 6% of Heywood's adult population.

We also worked with local Voluntary, Community, Faith and Social Enterprise (VCFSE) groups across the town to reach a wider range of people through existing trust and relationships in the community.

Action Together managed a small grants programme which saw 14 groups complete focus groups with around 450 people.

The focus groups included community centres, youth groups, Friends Of groups, the Rotary club, churches, drama groups and peer support groups. They enabled us to reach a wider cross section of Heywood.

Through analysing the data from the survey, we identified key groups whose voice were missing and planned three engagement activities to gain deeper insight into their views and those views have informed our vision.

- People experiencing racial inequalities
- Teenagers
- Children and families

This vision reflects the views, concerns, suggestions, challenges and strengths identified by the Heywood community. We recognise things change and so we are committed to continuous engagement throughout the ten years of the Pride in Place programme.

Our Engagement Principles

Inclusivity

We are committed to making improvements in a way that benefits all members of the community, especially those who are often marginalized or disadvantaged and ensuring their voices are heard and valued. In our stakeholder engagement to develop this vision, we made specific efforts to engage with young people and the ethnic minority communities and we are committed to continuing this wide and targeted engagement throughout the programme.

Transparency

We are committed to clearly communicating the purpose, scope of the programme through

A dedicated website

Regular newsletters/bulletins

Face to face communication via community development workers and a Town Centre Manager

Publishing minutes of meetings and key documents on Rochdale Council website

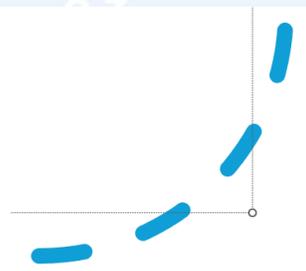
This means sharing information in a clear, honest, and open way so that everyone involved understands what is happening, why decisions are being made, and how they can participate or influence outcomes. In the context of regeneration and community engagement, it's about building trust, accountability, and shared understanding between stakeholders, including residents, local authorities, and delivery partners.



Engagement



Website



Engagement principles

Timeliness

We engaged early in the process and at key decision points via

- An early online poll to which 1,500 people responded
- Focus groups and stakeholder workshops
- Regular newsletters published on websites and shared on social media

Accessibility

We use multiple formats (online, in-person, visual, plain language) to ensure everyone can participate meaningfully.

Responsiveness

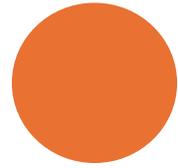
We will show how feedback has influenced decisions, communicating changes or decisions clearly and quickly, adjusting plans, methods, or priorities based on community input and being open to new ideas and alternative approaches.

Collaboration

Where possible, we co-design solutions with stakeholders rather than simply consulting them. This builds stronger, more resilient communities, leads to more relevant and sustainable outcomes, encourages innovation through diverse perspectives and strengthens local pride and ownership

Continuous engagement

We treat engagement as an ongoing dialogue, not a one-off event, it's about building long-term relationships and ensuring that communities are consistently informed, empowered, and involved throughout the lifecycle of the programme. A key feature will be capacity building - supporting residents with training, resources, and opportunities to lead and encouraging co-design and co-production of solutions.



We will monitor the effectiveness of our engagement throughout the programme

Participation Rates

- Number of attendees at events, workshops, or consultations.
- Demographic breakdown (age, ethnicity, gender, etc.) to assess inclusivity.

Engagement Frequency

- How often individuals or groups engage over time.
- Repeat participation as a sign of trust and interest.

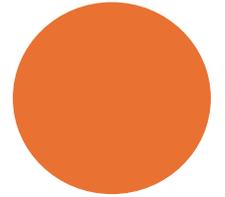
Response Rates

- Completion rates for surveys, polls, or feedback forms.
- Online engagement (clicks, shares, comments on digital platforms).

Representation

- Proportion of engagement from target or underserved groups.

Geographic spread of participants (e.g., across wards or neighbourhoods).



Plans for securing buy-in from local businesses, civil society, and communities

Civic Society and Communities

The Board has supported the local voluntary Sector Infrastructure body Action Together to recruit a Community Development Worker for Heywood. This post will play an important role in building capacity in Heywood's communities. They will support local people to turn community ideas into action and will strengthen existing local VCFSE organisations through providing organisational development support.

The Heywood Community Development Worker will also connect people to what's happening in their community, promoting the great work of the local VCFSE sector and volunteers to help more people get connected, volunteer and feel proud to live in Heywood.



Local Businesses

The Board has approved funding for the recruitment of a Heywood Town Centre Manager who will

- Respond to town centre issues that impact upon its success, developing strong business and community relationships and providing quick responses to key issues that are affecting the town centre experience.
- Work with the Heywood Town Centre business group and manage community engagement in conjunction with the Township Team.



Section 8: Governance

The Heywood Town Board was formed in March 2024 bringing together local businesses, voluntary and community sector groups, statutory bodies such as the Council and Police. The Board and have worked closely with the local authority to develop the vision and plan for the Pride in Place programme.

The Board is led by an independent chair.

Three working groups lead on and advise on the three themes and will co-opt other key stakeholders to inform the proposals and oversee delivery. A Governance, Risk and Finance Sub Group Group will be formed during the delivery phase

The Council currently acts as secretariat for the Board.

The Board publishes membership and governance arrangements (including minutes of meetings and decision logs) on Rochdale council's website.

All members have signed up to a Code of Conduct and a Declaration of Interests policy.

The Town Board has been responsible for developing the vision, working closely with local people and will

- put forward suitable projects
- make sure key stakeholders are involved in making plans
- Help draw in match funding
- ensure communities' voices are involved in shaping design and decision making at each phase of development

Members of board and those supporting the activities of the Town Deal will adhere to the Seven Principles of Public Life ([the Nolan Principles](#)).

The local authority will act as the accountable funding body.

The Board will meet at least four times a year.

Heywood Town Board

The board brings together business leaders, the local authority, and key stakeholders with the aim of driving forward projects that support the revitalisation of the town centre and surrounding areas. All members are committed to collaboration, community engagement and ensuring that funding opportunities are maximised for the benefit of the community

Members

Brian Davies JP - East Lancashire Railway - Chair of Heywood Town Board:

Councillor Angela Brown - Chair of Heywood Township

Councillor Bev Place - Heywood Township Vice-Chair

MP Elsie Blundell - Member of Parliament for Heywood and Middleton

Maddy Hubbard - Director of Action Together

Waheed Rashid - Head of Active Health and Wellbeing for Your Trust

Hebe Reilly - Director of Cartwheel Arts

Melanie Caffrey – Heywood Business Group and Heywood Events Organiser

Steve Parker - Owner of Phoenix Brewery

Allison Bamford - Churches Together & Heywood Business Group

Sian Payne – Greater Manchester Combined Authority

Graham Cooke - Greater Manchester Police

Eden Povey - Trainee teacher (Community rep)

Carla McCoy - Headteacher (Community rep)

Paul O'Driscoll - Community rep

Chris Williamson - Centre manager of Sandon House Community Centre (Community rep)

Ellen Whittle-Yates – Friends of Queens Park, Heywood Charities Fete, Harwood Park Primary school governor and Police IAG board

Nigel Walch - Commercial property owner and Landlord of the Queen Anne Pub

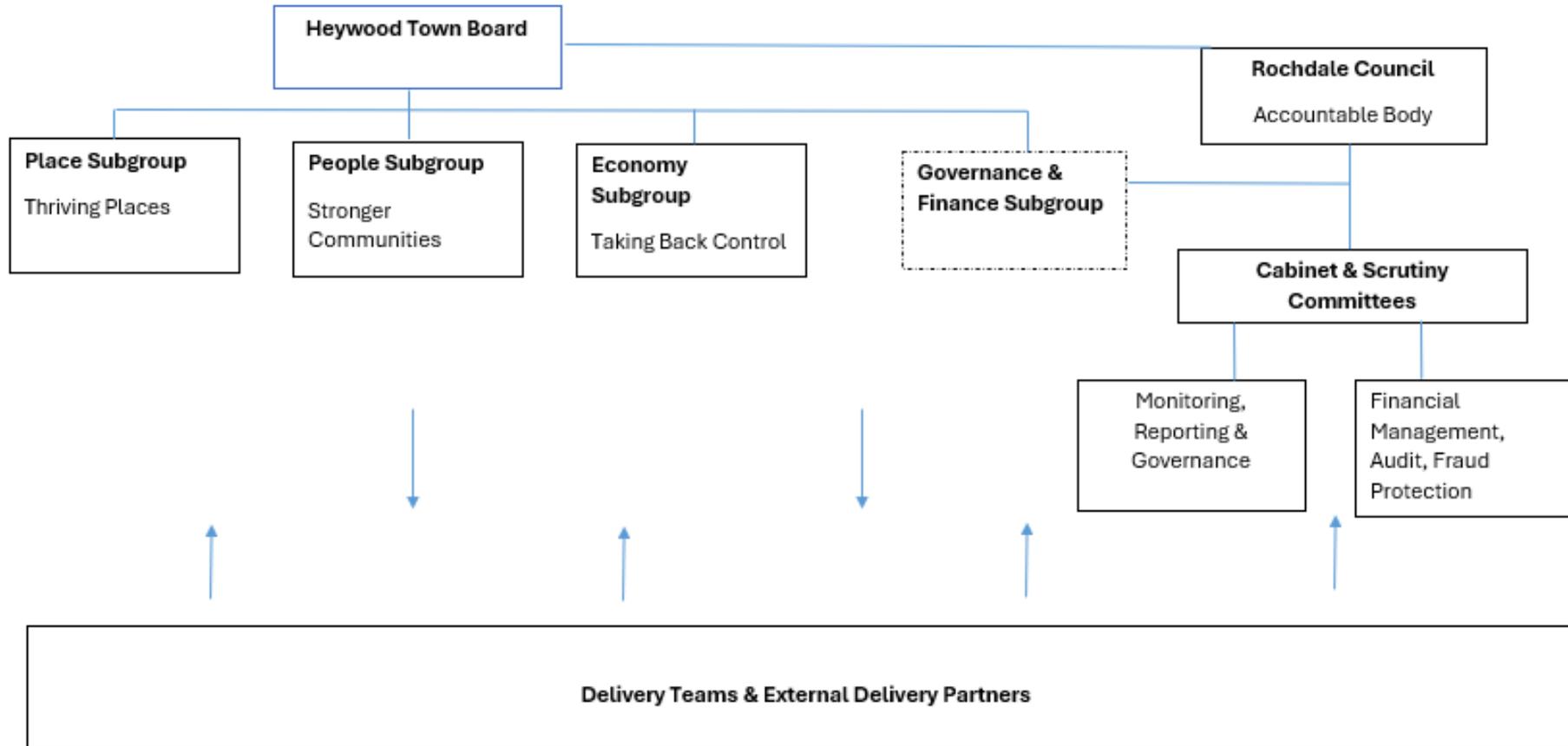
Rob Chilton - Community rep



Brian Davies JP - East Lancashire Railway - Chair of Heywood Town Board



Governance structure



Strategy, engagement & delivery

Assurance

Section 9: Assurance Framework

Roles & Responsibilities

The Town Board Terms of Reference clearly define roles and responsibilities (e.g. Town Deal Board, Accountable Body, Delivery Partners). Once the programme is up and running there will be clear identification of who leads, who advises, and who delivers and clear separation of strategic, operational, and oversight functions.

Governance frameworks, meeting minutes, and policies are published and easy to access and decision-making is transparent and well-documented on the Rochdale Council website.

Managing Risk

The board will adopt the Council's risk management system for use at programme and project level. Programme and project managers will be required to identify potential risks across financial, operational, reputational, legal, and environmental domains, evaluate likelihood and impact, develop strategies to reduce or eliminate risks and track & report risks continuously throughout the project lifecycle.

Risk registers will be reported to the Town Board on a regular basis and will be the responsibility of a Governance, Risk and Finance Subgroup.

Monitoring

Through experience of managing similar programmes such as Town Deal, Future High Street Fund and UK Shared Prosperity Fund programmes, the Council has systems in place to track progress against key milestones and outputs using RAG (Red-Amber-Green) ratings to flag issues early.

The Council finance team have dedicated accountable body staff experienced in monitoring spend against budget and forecasting future costs and reporting to relevant funders.

Conflicts of Interest

Any conflicts of interest should be declared to the Lead Council before officially joining the board. RBC will maintain a register of Board Member interests that will be reviewed annually to ensure it is up to date.

Should a Board Member be faced with a conflict of interest the person shall immediately declare the nature of the conflict/potential conflict and withdraw from any business where the conflict would be relevant.

Financial Controls

The Council has robust procurement processes in place through STAR Procurement <https://www.star-procurement.gov.uk/star-procurement.aspx> which will apply where they are a delivery partner. Other delivery partners will be expected to demonstrate proper proportionate procurement, value for money, and audit trails as part of the project appraisal process.

All project applicants will be expected to demonstrate that they have systems, processes, and practices in place that ensure public funds are managed responsibly.

Rochdale Council has an Anti-Fraud and Corruption Policy in place designed to: -

- encourage prevention.
- promote detection.
- ensure effective investigation where suspected fraud or corruption has occurred; and
- prosecute offenders where appropriate.

Where there are concerns or where it is thought there is potential for fraud, the Council Fraud Protection Team will advise on appropriate prevention or detection measures.

Any financial decision must be signed off by the S151 Officer from Rochdale Council as the Accountable Body. The Council's S151 Officer will ensure compliance with all necessary financial regulations, in order to protect the accountable body (RMBC) and ensure proper administration of all financial affairs.

Pride in Place Funding will be separately identified from the Accountable Body's own funds; the S151 Officer will ensure that Pride in Place funding is used appropriately and not for any purpose other than for that which it is intended

Subsidy Control

Rochdale Council will follow a structured approach based on the Subsidy Control Act 2022 and its statutory guidance. The Regeneration and Legal teams have experience of considering subsidy control in the context of public sector projects—especially Towns Fund and Future High Street funded capital projects. We will continue to engage external legal experts where necessary to ensure compliance all relevant legislation.



Route to market – how do we decide on the best delivery model?

We will employ the most appropriate “route to market” depending in the nature of the investment,

Bidding – we will open opportunities for external bodies to apply for funding where there could be a wide range of possible “suppliers” and where there may be various delivery options, and the Board want to provide an elements of competition to attract the most effective delivery partners

Procurement – where we have very specific proposals, there is a limited choice of partner and/or we are likely to involve the private sector and want to be able to achieve the best price and optimise social value outcomes

Commissioning – direct approaches where there is a limited number of potential delivery partners – this will be outcome-focused involving co-design with stakeholders

Project Selection – will be proportionate but in most cases will include an initial assessment of

- Strategic Fit - Does the project align with local, regional, and national priorities?
 - Does it support inclusive growth, sustainability, and community needs?
 - Economic Case - What are the expected costs and benefits?
 - Financial Case - Is the project affordable and financially sustainable? Are funding sources secured and cash flows realistic?
 - Commercial Case - Is the delivery model viable (e.g. procurement, partnerships)?
 - Management Case - Are governance, delivery plans, and risk management robust? Is there capacity and capability to deliver?
 - Environmental and Social Impact -What are the potential effects on the environment and local communities?
- 

Contracting & Claims

A Grant Funding Agreement will be developed by the Accountable Body to align with its requirements in respect of the management and monitoring of PfN projects. The Schedule sections of the contract will then include bespoke information relating to each project and take into account contractual obligations emerging from the due diligence appraisal process and expectations in terms of monitoring and evaluation of expenditure, outputs and outcomes.

Monitoring and Reporting

The Council will use a robust financial tracking system (Civica) that:

- Records actual vs. planned expenditure
- Flags variances automatically

We will produce regular budget reports that include:

- Summary of spend to date
- Breakdown by category or project area
- Explanation of variances
- Updated forecasts
- Risks and mitigation actions

These reports will be shared with:

- Internal stakeholders (e.g. council finance teams)
- External funders
- Community (where appropriate, for transparency)

Budget reviews:

- Monthly or quarterly depending on project scale
- Include variance analysis (over/underspend)
- Forecast future costs based on current trends
- We will document all changes for audit purposes

Risk Management

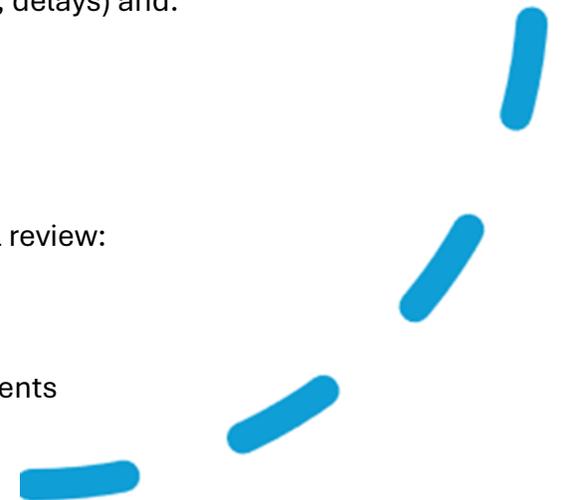
We will

- Identify financial risks early (e.g. inflation, delays) and:
- Adjust forecasts and allocations
- Seek approvals for reallocation

End-of-Project Reviews

At project close, we will carry out a financial review:

- Compare actual vs. planned spend
- Document lessons learned
- Ensure compliance with funder requirements



Spend Forecast

Grant type	2024-2025	2025 to 2026	2026 to 2027	2027 to 2028	2028 to 2029	2029 to 2030	2030 to 2031	2031 to 2032	2032 to 2033	2033 to 2034	2034 to 2035	2035 to 2036	Total
Revenue funding (capacity)	£ 250,000.00	£200,000.00	£150,000.00	-	-	-	-	-	-	-	-	-	£ 600,000.00
Revenue funding (grants)	-	-	£232,000.00	£ 256,000.00	£ 432,000.00	£ 432,000.00	£ 432,000.00	£ 432,000.00	£ 437,000.00	£ 450,000.00	£ 450,000.00	£ 450,000.00	£ 4,003,000.00
Capital funding (grants)	-	-	£360,000.00	£ 1,736,000.00	£ 1,605,000.00	£ 1,605,000.00	£ 1,605,000.00	£ 1,605,000.00	£ 1,605,000.00	£ 1,605,000.00	£ 1,605,000.00	£ 1,605,000.00	£14,936,000.00
Total	£ 250,000.00	£ 200,000.00	£ 742,000.00	£ 1,992,000.00	£ 2,037,000.00	£ 2,037,000.00	£ 2,037,000.00	£ 2,037,000.00	£ 2,042,000.00	£ 2,055,000.00	£ 2,055,000.00	£ 2,055,000.00	£ 19,539,000.00

Acknowledgements

Thanks to the following for their help developing the 10 Year Vision Document

- University of Sheffield - Masters students from the Sheffield School of Architecture and Landscape
- Danny Crump - Layer Studio
- Ilona Alcock – Elevate
- All the Heywood residents, businesses and organisations that responded to the consultation exercises
- The past and present Heywood Town Board members

