



Todmorden Town Council

Bandstand Interim End of Project Report



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TODMORDEN
TOWN DEAL

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1. Purpose of Report

- 1.1. To provide an overall project update for the National Heritage Lottery Fund and its key partners, Todmorden Town Council, Todmorden Town Deal following completion of renovations to and handover of the Bandstand to the Town Council.
- 1.2. To remind partners that funding for the renovation was met by a grant from the National Heritage Lottery Fund and Town Deal Funds (funded by UK Government) and administered by Calderdale MBC as the Accountable Body.
- 1.3. To note that at the time of production of this interim report there are areas of NHLF outcomes currently being progressed with an end of September 2026 deadline for completion, at which stage final claims for grant reimbursement from NHLF will be made.
- 1.4. For the purposes of this report it has been assumed that the outcomes will be achieved and financial summaries include further NHLF grant monies to be received in accordance with the grant agreement in place.

2. Executive Summary

- 2.1. Extensive renovation of the Bandstand was completed and formally reopened on 30th March 2026 to an audience of circa 2000.



- 2.2. The Bandstand Project provides a clear example of how the local community expresses a desire through an active campaign to save a much-loved historical asset.
- 2.3. The willingness of the NHLF to continue their grant commitment until all legal issues were completed, was key to delivery of this project and without their willingness to earmark these funds into future years , the renovation would not have taken place.
- 2.4. Through partnership working, funds were secured , resources for delivery provided, and mechanisms established for future use with underlying repair and maintenance commitment to ensure longevity.
- 2.5. The absence of any detailed condition survey at Business Case stage was not helpful in establishing an accurate estimate of likely costs, in addition to further financial challenges arising from an insufficient estimate of overall professional fees required to complete this project.
- 2.6. During its period of non-use , the condition of the fabric was not protected from the elements contributing to a poorer state of repair than originally envisaged and arguably works carried out just in time to keep it intact. For detail of initial condition survey see Appendix 1 and in course of construction photographs Appendix 2.

2.7. Following removal of the roof the poor state of hidden wooden framework required extensive replacement/repair leading to extensive remedial repairs:-

- additional costs of c £40k
- delayed completion of works.

2.8. Without Todmorden Town Council being prepared to take on ownership of the Bandstand and the willingness of Calderdale MBC to join in with Todmorden Town Council to take on liability for the NHLF grant, such funding would not have been secured, noting that :-

- The Bandstand Groups
 - Did not have the financial standing to secure funds
 - Did not have the financial resources to be able to
 - Bridge up front fund costs pending grant reimbursement
 - Fund final 10% withheld until end of project report submission
 - Did not have the necessary technical expertise to procure and oversee construction/third parties

2.9. The challenge for CMBC to fully resource their legal requirements undoubtedly led to considerable delays on this project, with the agreements taking as long as a year to put in place – at times reflecting a risk adverse approach. Bearing in mind CMBC required TTC to be party to the lease, this was not helpful.

2.10. Establishing a “Project Board”, involving key TTC/CMBC representatives at the outset, enabled relatively quick decision making to agree priorities, allocate funds, and agree to a project definition to take forward for planning.

2.11. Given the NHLF grant is on reimbursement claim basis overall town deal funds released up front by CMBC to TTC as Sponsor, was critical in enabling TTC to make commitments - albeit some at risk.

2.12. The appointment by CMBC of a Programme Manager, was important as an interface between CMBC and TTC to obtain support internally within CMBC, unlock barriers and support additional funding requests, including those relating to the Bandstand.

2.13. The challenge of engaging with the Bandstand Groups in a constructive and forward-thinking manner, often requiring change, should not be underestimated in both terms of time and complexity.

2.14. Delays in construction resulted in liquidated damages being claimed and deducted from final valuation (less retentions)

3. Project Overview

3.1. Description: As part of an overall ambition to improve Todmorden through an ambitious programme of regeneration including refurbishing the much-loved Bandstand, acting as the centrepiece of a programme of other projects to reinforce the variety and attractiveness of the park.

- 3.2. Business need:- To deliver long-term economic and productivity growth and specifically to improve facilities within Centre Vale Park, with Bandstand use as a driver for encouraging more visitor numbers and generating additional ancillary spend into the park/town.
- 3.3. Centre Vale Park :-Although a Green Flag recipient, the Bandstand was the most prominent feature within the park detracting from the overall appearance and quality of Centre Vale Park.
- 3.4. Finance (capital and revenue) were significant major barriers for CMBC to refurbish the Bandstand. The opportunity to attract National Heritage Lottery Funding, together Town Deal funding and willingness from Todmorden Town Council combined to make this possible.
- 3.5. Capital from the National Heritage Lottery Funding was contingent on delivery of a range of outputs, principally to reflect increasing knowledge of Heritage, future preservation of the Bandstand and developing a programme of future use- see paragraph xx for detail

4. Strategic Partnership

- 4.1. The Todmorden Town Investment Plan sets out a locally owned vision for the town. It provides both investment priorities and project proposals. These aim to drive long-term growth through:
- Investment in connectivity.
 - Land use.
 - Economic assets (includes cultural assets).
 - Skills.
 - The visitor economy.
 - Enterprise infrastructure.
- 4.2. Implementation of this plan was based on participation of community partners with a mix of direct delivery responsibility between CMBC (principally public realm), and partners.
- 4.3.
- 4.4. For the Centre Vale Park element the Bandstand was a key project supported by the local community, requiring a multi partner approach to make this happen between:-
- National Heritage Lottery Fund
 - Town Deal
 - Calderdale MBC
 - Todmorden Town Council
 - Save the Bandstand Group,- now transitioned to the Todmorden Bandstand Group
- 4.5. Whilst specific outputs were required by National Heritage Lottery Fund and Town Deal funders the key deliverers, CMBC and TTC, also had broad objectives of:-

TTC

- Supporting the Community -visitors and voluntary organisations delivering activities.
- Delivery of a range of construction related projects including the Bandstand.

CMBC

- Economic regeneration
- Improvement in buildings and reduction in their maintenance costs by transferring the Bandstand to Todmorden Town Council to bring back into use and maintain.

5. Timeline

5.1. The timeline for delivery is project specific but in broad terms was/is:-

- September 2021 - Revised Town Investment Plan submitted to Government.
- January 2022 - £17.5m for eight projects, delivered by six Project Partners, confirmed by Government- initial £1.138m allocated for Centre Vale Park
- Mid-Sept 2022 - Full Business Cases submitted for final approval for investment.
- **November 2022 - Grant application and award of funding from National Heritage Lottery Fund.**
- February 2023 - Final Approval for Todmorden including Centre Vale Park Projects
- May 2023 - CMBC Legal Agreement between CMBC and TTC for Town Deal Funding
- **November 2023 - Lease and Lottery Fund agreement.**
- June 23 to 2026 - Projects Delivery.
- **March 2026 - Handover of Bandstand by contractors to TTC**

6. Stakeholders

6.1. Delivering the Bandstand project, (especially the construction elements) would require a range of skills, experience, governance, financial stability and willingness to take on risk that not every intended “user group” would have the resource or capacity to deliver.

6.2. During preparation of the Town Deal Business case submission it became clear that the Bandstand Group did not have the resource to deliver the renovation of the Bandstand, and therefore TTC would need to assume responsibility by:-

- Agreeing ownership responsibility
 - Lease obligations
 - Maintenance commitment
 - Requirement of both Town Deal and National Heritage Lottery Fund grant conditions
- Provide project Management support
- Oversee and manage all financial related aspects
 - Procurement through tender
 - Appointment of Architects and Contractors
- Working with the “save the bandstand” group to transition into a performance delivery group.

6.3. The Bandstand project was not carried out as a single project but part of a wider range of improvement to other park facilities. As such a range of stakeholders were involved, emphasising the overall level of resource required to make the renovation of the Bandstand happen and further evidences the challenge that a single user group would have faced involving a level of complexity and coordination to bring together the interests of:

- NLHF - to preserve the Bandstand for future generations
- CMBC – freehold owners of the Bandstand
 - centre piece Bandstand in a dilapidated state of repair
 - unable to fund renovation - risk
- Town Deal Board – instrumental in releasing additional funds
- TTC - willingness to take on delivery and ownership
- Bandstand Group – influencing design stage and readiness take on the role of performance use and event management.
- Centre Vale Park Users group – all interested parties to ensure coordination and communication. Compilers of baseline footfall data – Appendix 4

The following stakeholder/partner arrangements evolved over time and evidence the scope necessary to deliver the Bandstand project- albeit as part of a wider range of project delivery.

Pre - Business Case Approval		
Name	Purpose	Responsibilities
Todmorden Town Deal Board	General oversight and approvals	Strategic decision making and approval for project variances.
CMBC	Accountable Body	Financial Delivery of all Town Deal Funded projects/Legal accountability under Framework agreement. Overall Programme Management Liability under Framework HLF agreement for Bandstand. Provider for insurance cover for Bandstand and Pavilion. Grant raisers for Tennis Courts and Playzone
Todmorden Town Council	Sponsor	Specific delivery of 6 CV Park projects. Receipt of TD Funds and disbursements- for direct delivery projects and third-party delivery. Grant raising for financial shortfalls. Legal ownership of Bandstand/Pavilion and ongoing maintenance and operations. Direct working with user groups to establish user needs, influence design stage, and determine operational needs and processes for future building use.
Name	Purpose	Responsibilities
TTC Project Manager	Lead officer for Project Management Part time - initially office based but then remote working with monthly office attendance/user group meetings/construction site meetings.	Business Case for overall project in consultation with consultants, CMBC and establishing user groups to help inform need and design. Reporting to Town Council Interface with CMBC Programme Manager Applying for Grants – NHLF and COF Legal agreements – leases, funding, grants, insurance. Bandstand and Pavilion Tenders- Architects /Contractors Delivery of Construction Projects Financial Management- disbursement of TD and Grant funds. Claims for Grant funds.

		Delivery of TD outcomes and specific grant related outputs and outcomes Liaison with user groups for future sustainability of operational delivery. End of Project Reports
TTC Support	Initial support to Project Manager/ongoing operational delivery.	Town Clerk – oversight, site meetings, regular inspection, urgent visits in absence of Project Manager
Centre Vale Park Project Group –	Joint decision-making group CMBC/TTC	Agreement for projects to proceed, allocation of funds for each project, initial frequent monitoring for project progress, general oversight of CV Park projects.
CMBC Programme Manager	Specific oversight and liaison	Relationship Management with Sponsor and specifically TTC Project manager. Monitoring- progress and financial and audit. Troubleshooter to unblock delays at CMBC and support operational need requests
Centre Vale Park Users Group	Information sharing about progress on all CV park projects	Consisting of Friends of CV Park, Todmorden in Bloom, Veterans, Bandstand Group, Todmorden Bowls Club Group, Tennis Club - keeping groups informed of progress – initial frequent meetings, then telephone/ email updates as project delivered on the ground.
Friends of Centre Vale Park	Partner- ancillary user	Potential user of Pavilion
Action Planning	Grant identifying	Provide grant funder potential opportunities and support re Bandstand application for funds to NHLF.
Post Business Case Approval		
Name	Purpose	Responsibilities
The National Heritage Lottery Fund	Main Grant Funder Partner alongside Town Deal for Bandstand	Funding, Retaining /Heritage focus, tying in renovation with delivery of related outputs governed by legal agreements including claw back provisions
Buttress Architects	Professional advisor	Design, technical drawings, all technical aspects of construction programme, certifying payments, appointing third party advisory services - Quantity Surveyor, Flood Risk, Structural Engineers, Ground Assessment, Mechanical and Electrical, liaison with statutory - Planning, Env Agency, Building control.
Rosslee Construction	Contractors for building works	Delivery of construction programme for Bandstand
CMBC Parks	Partner- park use	Liaison to ensure practical use of park to minimise disruption to users.
CMBC Health and Safety	Partner- park use	Liaison to ensure safe use of park during construction.
CMBC Planning	Statutory Body	Local planning authority – planning permission, conditions, discharge
Environment Agency	Statutory Body	Issuing of Flood Risk Activity Permits – liaison to ensure project meeting EA requirements.

7. Scope

7.1. Arising out of user group and community consultation emerged a comprehensive project to restore and extend the use of Centre Vale Park with the Bandstand seen as :-



8. Business Case Objectives

8.1. Emerging from the scoping exercise and the overall strategic objects of the Town Deal Investment Plan Specific Business Case objectives for the Bandstand were determined as follows:

8.2. Town Deal objectives

- The first objective is to improve perceptions of place by residents, businesses & visitors This can be achieved by the investment into restoring and intensifying the use of Centre Vale Park, strengthening its role as a social and community hub,
- The second objective is to increase in visitors to arts, cultural & heritage events / venues This can be achieved by the investment into restoring the bandstand, tennis courts and bowling pavilion,

8.3. Bandstand – Variations in Italics

- To restore the bandstand to its former glory
- To enable this to be the principle outdoor venue in Todmorden for delivery of a range of performances covering a wide spectrum of art and culture.
- Provide the community with performance space to enable local art/cultural groups to have a low-cost entry opportunity to develop and deliver their own events/shows.

9. Determining the extent of renovation.

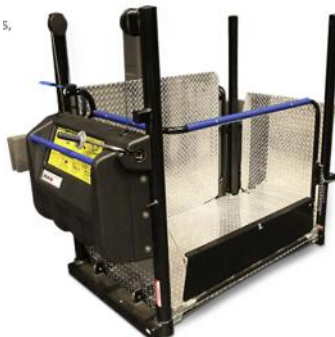
9.1. The Bandstand Group were involved in the pre- planning submission discussions to consider what options would be available.

9.2. These options needed to reflect a combination of considerations from the Bandstand Group to develop an extensive venue within-built performance infrastructure and an enhanced audience seating area, to the Project Groups needing to keep a close eye on costs especially as at the start of a wider programme to deliver within Centre Vale Park.

9.3. What emerged was a Bronze, Silver or Gold option, each with estimated price tags against them.

9.4. These were incorporated into a Design Guide which was consulted on, following which after budget discussions the Silver option was selected to take forward to Planning for approval, delivering what was required for NHLF as well as many of the improvements requested by the Bandstand Group.

10. Outcomes - NHLF specific and Town Deal outcomes

Project	Required Outcomes	Progress to date
Physical Facility Outcomes		
Bandstand	Restore the Grade II listed bandstand in Centre Vale Park, Todmorden.	Renovation completed
The initial Business Case made assumptions, including estimated cost of renovation regarding its condition, purely on a visual basis. When preparing the initial tender document for renovation works a detailed condition survey was available revealing additional costs ahead of any revealing of structure, which in turn revealed further cost for concealed woodwork damage and frame requiring treatment for spalling.		
	Implement new features such as a mobility lift, low-energy lighting and sound infrastructure, and multi-purpose seating storage.	Increase power socket availability, external socket for concession use, improved low energy lighting and introduction of sound system (portable as unable to fix/integrate) . Portable lift available to access stage from side. Accessible toilet installed backstage. Undercroft repurposed for storage of different seating options- currently chairs. Tiered pullout seating system explored - cost c£90k.
Proposals to try to integrate an access lift were not practically deliverable. An alternative portable lift option was delivered requiring amendment to side metal trellis access, further paving works and rear of bandstand storage container to secure and protect from the elements.		
		
	Use of existing materials where feasible	Estimated 60% of original wooden construction retained - worse state of repair than anticipated.

Allowances at tender stage were made for replacement. Whilst damage to covered woodwork was worse than anticipated, external boarding and back of stage replacement were less than expected. However, stage flooring required replacing entirely as did in front of stage decorative panels. An estimated 40% required replacement.		
	Enhanced facilities to improve performer use.	
The addition of an accessible toilet and access lift will open up the opportunity to those with mobility issues to perform. Additional power sockets, increased lighting and a portable sound system will aid performance use. At the time of this report, further sound options are being explored to reach a larger audience number.		
	Improve security	CCTV and alarm monitoring.
CCTV cameras have been installed with movement detection. A monitoring contract is in place. At the time of this report compatibility of cameras to provide an audio warning is being resolved, a part of the original specification.		
Audience Area Seating	Not originally specified	Audience area refurbished
The audience area, not part of the bandstand demise to TTC, is owned by CMBC). This includes a fixed tiered seating system in a poor state of repair, with pointing, tile replacement/cleaning needed, as well as extensive replacement of broken/missing stone seating. Funding was secured towards the end of this project and at the time of this report, pointing and cleaning of tiles and flooring has been carried out. Stone seating replacements have been ordered, and contractors will return to site to complete these works. These works are outside of the tender payment withheld until completed.		
Summary of Non-Physical – “Softer” Facility Outcomes/Outputs		
National Heritage Lottery Fund Core specific outputs	Engaging with local performing organisations to re-establish the bandstand as a performance space.	Grant application supporters for future use recontacted and high profile -reopening event delivered to raise awareness of availability to use.
Detail to be provided		
	Develop a series of performance activities to take place during the lifetime of the project	Future bookings interest is now being generated with intention to establish regular booking for future years and gradually build series of events. As at June 2026 3 uses and 12 enquiries being processed.
Detail to be provided		
	Work with local schools to encourage interest in heritage construction and look to secure an apprenticeship(s) working on the restoration	Four High school assembly sessions held reinforcing uniqueness and heritage of the Bandstand. Accompanied visit for 15 students in Ancoats Manchester identifying heritage buildings and adaptations. Work experience programme offered for 2 students – in course of recruitment. One apprentice of contractor used on project.

Additional	Heritage	Exhibition in the pavilion in planning for 25th July .Boards to show the history of bandstand, design and restoration. Audio element - audio to loop during the event. Guided architecture tours of the bandstand. Also facilitated by the bandstand group to provide additional information on the bandstand's cultural importance historically and how to book events. Opportunity to display exhibition boards in market and library over summer, following the exhibition event.
		Workshop to be held for public/construction business to see example of heritage based crafts. May involve School of Natural Building 3D developed - large file size requiring external hosting – June 2026- providers and costs for hosting being considered with intention if financially feasible to link for TC web site.
	Create a Todmorden timeline displaying the history of the town	Replaced with Audio Walk
	Audio Walk in CV Park recognising physical heritage and historical memories.	Trail established and guided walks proposed. High School students input and narration.
Funding is being sought to enable posts to be put up in Park - QR Code to access audio feed.		
National Heritage Lottery Fund general expected outputs	How are you getting a wider range of people involved in the project?	The volunteer group still remains at core interest numbers but following the bandstand being reopened for use, have undertaken a recruitment drive initially attracting two more volunteers. Wider participation will also come from performers booking future use.
	The local economy will be boosted/ Economic Benefit to Centre Vale Park of increased visitor numbers	Performances are expected to attract around 500 visitors extra into the park for each event. Baseline footfall figures of park users have been collected for peak summer weeks to be able to compare.

		Opening event attracted c2000 and hospitality businesses near CV Park reported substantive increases in trade.
To establish a baseline of footfall a count survey was conducted over 8 Saturday/Sundays – July/August/September 2025 for the two main entrances into the park. A similar count will be carried out for the corresponding weeks in 2026 where general impact can be seen as well as any impact should a bandstand event be held that coincides with such a count.		
	People will have developed skills	The Bandstand Group have developed their understanding of the heritage related aspects of the renovation by initial participation in specifying requirements. Event management training is being provided. Two volunteers have attended first aid courses required to hold low risk events.
	People will have a greater wellbeing	As part of wider set of improvements within Centre Vale Park the attraction of performances will provide the opportunity to encourage residents out more into the park involving more exercise to be part of the audience with hopefully spirits lifted by a range of different performance types.
	People will have learned about heritage, leading to change in ideas and actions	Our principal aim has to been to encourage awareness of school students of the importance of heritage locally to enable them to be more appreciative and respect the physical building itself. The planned exhibition will provide opportunity for the public to engage.
	Heritage will be identified and better explained	A combination of audio walk, property heritage register and specific information for the bandstand will provide a resource for future reference.
	Heritage will be in a better condition	Ownership by the Town Council is supported by a revenue maintenance budget, supported by CCTV monitoring to reduce the potential of vandalism given its outdoor location.
Detailed “as built” drawings are now available to refer to for essential repairs and direct contacts made with subcontractors used in the renovation.		
	The local area will be a better place to live, work or visit	Apart from the Bandstand project the Town Council is "sponsor "for five other projects (overall investment c £2m) which will enhance facilities available for use and enjoyment

		within the park. In addition an “Open Spaces” upgrade revamp c £3.5m is planned for delivery by March 2027, together with an upgrade to canal side pedestrian /cycle access into the town and accessibility improved at Todmorden train station.
	The funded organisation will be more resilient	The Town Council in taking ownership is locally based and able to respond to immediate concerns and a higher priority given to the maintenance than previously exercised by the previous owner.
Town Deal Objectives complementing renovation of the Bandstand		
Improve perceptions of place by residents, businesses & visitors	By investing in physical facilities within CV Park - Bandstand, Pavilion, Peace Garden Fielden Hall – all completed.	Bandstand is the centre piece of the park and following renovation stands out with its unique building type. Impact of Tennis Courts /Playzone to complete perception
Increase in visitors to arts, cultural & heritage events / venues	For CV Park visits to Bandstand and Pavilion	Footfall count has been taken over 8 weekends in 2025 to be repeated 2026 , as comparison measure .

11. Evaluation

11.1. The NHLF end of project report requires an evaluation to be carried out, which has been agreed to be carried out internally.

11.2. Whilst as at June 2026 focus is on delivering remaining “soft output” elements, between July and Sept 2026 an evaluation matrix will be completed with supporting narrative to potentially include the following as measures for comparison and evaluation.

- ❖ Initial survey re Bandstand need - can this be replicated to gauge views now?
- ❖ Footfall survey
- ❖ Business survey
- ❖ Opening event survey
- ❖ Previous indicating use approached
- ❖ Number of booking enquiries made
- ❖ Number events booked/held.
- ❖ Audio walk – opportunity to experience and feedback
- ❖ Number of guided tours held and feedback
- ❖ Schools response to heritage awareness.
- ❖ Heritage workshop and display
- ❖ Bandstand /Group Capacity report – before renovation and post activity.

Framework for projects and procurement

12. Framework and Legal Agreements

12.1. Each funding source required their own separate legally binding framework agreement.

12.2. The Town Deal Agreement provided by CMBC represented a mirror of the overarching agreement between CMBC and Department of Levelling Up and Housing and Communities (DLUCH)- tailored to refer to:-

- All projects for which TTC was asked to be sponsor for including the Bandstand
- The Business Case
- Specific Outputs

12.3. The National Heritage Lottery Fund Agreement was based on acceptance of the initial grant application and delivery of specific outcomes but also required CMBC to enter into a letter of joint liability with TTC.

12.4. The location of the Bandstand within the park, with a history of some vandalism presented a challenge for TTC to secure insurance cover and consequently it was necessary to negotiate under the terms of the lease for CMBC to continue to provide insurance cover. This involved an excess of £10,000 being required by insurers and a separate premium to be levied for the increased risk of cover – split 50/50 between CMBC and TTC in an amount for 2026/27 of total £4,480.

13. Procurement

13.1. Following Town Deal funding approval and having secured external grant funding from NHLF two open tender exercises for the Bandstand and Pavilion projects (together to generate savings) were undertaken.

- Architects
 - TTC web site
 - Contract Finders
 - Direct letter invites.
 - Opportunity for CMBC to advertise Tender opportunity on their web site on behalf of TTC.
 - Two tender submissions received.
- Construction Contractors
 - TTC web site
 - Contract Finders
 - Architects known contacts with
 - Opportunity for CMBC to advertise Tender opportunity on their web site on behalf of TTC.

- Five tender submissions received.

13.2. All tenders were evaluated by a panel consisting of TTC Members and Officers and in the case of Contractors also by TTC appointed Buttress Architects and appointments made confirmed by way of Council Resolutions.

Delivery of Bandstand Project

14. Governance Structure:

14.1. General governance structures exist as part of the day-to-day activities of Calderdale MBC and TTC including periodic reporting of project progress and financial exposure.

14.2. For actual delivery of projects a Project Management Group was established consisting of TTC as Sponsor and CMBC as Accountable Body.

14.3. Once the Business Case was approved a formal decision-making group was established to:-

- Agree Terms of Reference
- Agree membership
 - Town Council as Sponsor with two Town Councillor representation , Project Manager and Town Clerk
 - CMBC Senior Officers
 - CMBC Programme Manager
- Determine for Bandstand project
 - Scope
 - Priority
 - Responsibility for delivery
 - TTC– Bandstand (TTC legal ownership)
 - Initial budget allocation
 - Initial broad allocation pending project costs firming up.
 - Key CMBC Officers to unlock issues.
 - Agree changes where necessary subject to
 - Final approval from CMBC as Accountable Body
 - Additional funding request approval

15. Additional funding needs.

15.1. The majority of external grant funds awarded require that a range of specific outputs and outcomes are achieved, which are to be delivered alongside the capital building related element. Very often this requires the grant applicants revenue financial commitment to deliver the proposals.

15.2. As the projects progressed with changes to specification, cost inflation reflected in construction tender costs, additional time delays and an addition to renovate the Bandstand audience area, it was necessary to call on the Town Deal Board to allocate an additional £60,000 of funding for the bandstand project.

16. Revenue Requirements

16.1. National Heritage Lottery Fund

- TTC secured £37,810 towards the revenue element of delivering a range of outcomes and outputs – with a revenue contribution of £15,502 expected by HLF from Todmorden Town Council. In practice within the revenue element, it was also agreed a claim for an element of prof fees with circa £11k for revenue contribution required for non-capital related outcomes
- This revenue contribution initially to be provided by TTC was critical in securing the capital funding element evidencing further TTC commitment to these projects. Subject to overall delivery within funds available, it has been agreed to be met from interest received from investing Town Deal related funds received in advance to finance construction etc requiring no net cost to Todmorden Town Council.

17. Expenditure

17.1. Including preconstruction Business Case expenditure total cost for the Bandstand project

Cost by project including allocation of Business Case							Other grants spend / proposed spend
	TTC	CMBC bus case	TTC Bus case	Comms	Proj Mgt		Total
Bandstand	£459,932*	£3,967	£2,266	£334	£31,916		£498,415

*subject to final account.

17.2. Summary of spend by sector

Pre construction cost	£17,073
Construction cost	£377,115
3rd Pty Fees	£23,406
Architects Fees	£42,337
Total	£459,932

17.3. Criteria of maximum 59% grant award and minimum £170,000 contribution by TTC has been met.

Overall costs		
	Value	%
Bandstand Cost	£498,415	
NHLF grant	£229,771	46%

TD contribution	£268,644	54%
Construction Costs		
	Value	%
Bandstand Cost	£459,932	
NHLF grant	£229,771	50%
TD contribution	£230,161	50%

17.4. Detail of all spend

- Appendix 3 details all expenditure made to date including propose payment of retentions in twelve months for Architects and Contractors .

18. Management of risk

18.1. Delivery

- Overview of all Centre Vale park projects delivery have been monitored as part of a risk register using a traffic lights system with quarterly monitoring programme with CMBC.
- The National Heritage Lottery Fund required an initial risk register to be prepared and updated if appropriate.
 - The National Heritage Lottery Fund required regular updates

18.2. Clawback

- All funding streams have clawback clauses within their agreements/
 - Town Deal
 - Use of funds by 31st March 2026 – extended to 31st March 2027
 - Obligations for use of facilities -maintained in good state of repair.
 - National Heritage Lottery Fund
 - Required CMBC to be party to agreement.
 - 20 years
 - Obligations for use of facilities
 - Obligations for maintenance – in good state of repair

18.3. Maintenance

- To ensure state of good repair obligations are met TTC have committed to a core revenue budget support of £40,000 to provide for both operational and maintenance requirements for both the Bandstand and Pavilion.

18.4. Management of financial exposure for Todmorden Town Council

- The lease the Bandstand has a “hand back” clauses should there be major capital/revenue cost incurred following damage/vandalism that TTC could not meet within revenue reserves.

18.5. Management of Buildings Insurance – Fire Cover

- CMBC have agreed to provide cover for the Bandstand and Pavilion subject to premiums based on a reduced excess (£10,000) .The cost of such premium will be split equally between CMBC and TTC.
- Both the Bandstand and Pavilion are now placed on cover with (50/50 cost arrangement with CMBC) resulting in a 2026/27 premiums for TTC of £2240 met from TTC revenue budgets.
- An initial cover level of £330,000 is being increased to £407,000 and will result in an increased premium to that of £2,240.

18.6. Financial Management by TTC

- Specific Bandstand Construction and Architects fees budgets were established to clearly identify expenditure and Bandstand Grant Income budgets to enable monitoring of grant reclaims.
- A separate interest-bearing Town Deal Cash Management (TDCM)account established to receive all project related funds and to pay funds from.
- A range of Earmarked Reserves established to identify specific funding pots where required by grant funders, anticipated retentions (Construction/Architects and an overall TD Capital Restricted EMR.
- A monthly reconciliation of income and expenditure to ensure that Earmarked Reserves are balanced by funds held in the TDCM account.
- All payments to contractors for work carried out to date be authorised by Architects Certificates following agreed valuations by Quantity Surveyors.
- Given higher than normal routine expenditure would be required, a specific Scheme of Delegation was approved by TTC to enable practical delivery with higher expenditure and single quotation limits introduced to enable speedier decision making The Scheme of Delegation requires all payments in excess of £25,000 to be approved by the Chair of Resources Committee.

18.7. Audit requirements - vary between funding sources.

- CMBC - interim monitoring and final audit completed.
- TTC Annual Audit process
 - Internal

- twice yearly
- External
 - Reviews internal audit report
 - Seeks clarification of substantive movements where required.
- National Heritage Lottery Fund
 - Grant paid retrospectively on submission of project updates and submission of paid invoices.
 - 10% retention held until completion of all revenue related outputs- end of September 2026 deadline.

18.8. Health and Safety is managed through a process of

- Initial Construction Health and Safety Plan
- Monthly site meetings
- Independent in project assessment – contractors commissioned.
- On site incidents – all resolved.
 - Three requiring interventions of CMBC Health and Safety- all vehicle movement related – insufficient number of banksmen.
 - Vehicle collision – tree
 - Vehicle collision – lamppost
 - Access gate left unlocked.

Challenges faced during project

19. Business Case Proposals , Projected Costs, Legal Agreements, Planning, Environment Agency Impact, Power Supply, Resourcing, Town Council Project Management, User Group Relationships, Management of Construction Projects, Contractor Performance, Costs/Valuations, Delays and Causes

- The scope of each project would change when it came down to practical delivery.
- External consultants were used to provide the “statutory compliance areas and economic and value indicators” to satisfy funders requirements, the majority of the business case was as prepared by the Project Manager (in consultation with user groups)
- Post Business Case approval, financial costs were higher than initially estimated:-
 - Initial condition surveys provided an approximate condition but once the roof was removed more extensive water damage to woodwork was identified costing an additional c £40k.

19.1. Legal Agreements

- The initial Town Deal framework agreement for approval of Business Case Dec 2022, to execution took five months to issue.
- Lease Agreements for the Bandstand took over twelve months to finalise.

- The Grant agreement entered into by CMBC and TTC with National Heritage Lottery Fund took over 6 months to finalise.
- These agreements needed to be in place before funders would agree release of additional funds. and before any Architects could be tendered for and appointed to take forward the detail of the Bandstand project,
 - The overall impact on project progress was to delay by approximately twelve months.

19.2. Environment Agency impact

- The Bandstand fell within EA distance requirement of EA infrastructure and therefore necessary to submit applications for a Flood Risk Activity Permit to be issued.
- This was further compounded by the need to request a late amendment to the permits issued to enable to enable cable trenching works across an area of land within CV Park designated as an EA asset to enable power connection to the Bandstand.

19.3. Power Supply

- Once onsite it was established that the Bandstand power connection had been removed during previous Environment Agency works in the park. Not replaced by CMBC given the uncertainty of the Bandstand future at the time.
- To provide a new supply it was necessary to run cabling from the newly provided supply to the Pavilion requiring extensive trenching and cable running between both locations – estimated additional cost c £10,000.

19.4. Resourcing

19.4.1. Town Council staff impact

- High impact on Town Clerk overall incurring 110 hours of overtime on projects since November 2025- both Bandstand and Pavilion projects time consuming.
- Particular focus of time resource as building approached handover – snagging, site visits, false alarm issues, Health and Safety, internal documentation and handover use to user groups.
- Over 100 payments related to the bandstand made with monthly reconciliations
- Admin support for all reporting, paperwork, building manual copying.
- Community Support Officer for liaison meeting with user groups, Bandstand delivery of outputs as per NHLF agreement-heavy involvement.

19.4.2. Town Council Project Management

- Initially meant to be to Business Case approval pending voluntary group delivery.
- Voluntary group delivery not feasible – proposed by CMBC requiring TTC involvement to take forward otherwise CV projects likely pulled from funding deal.

- Subsequent responsible for delivery of all aspects of all projects including Bandstand with oversight by the Town Clerk – salary cost based on hours required.
- The Project Manager moved out of area in Oct 24 -working remotely since then with periodic visits to site re construction progress, user group and internal meetings
- In the physical absence of the Project Manager the impact has been heavy on the Town Clerk to be “eyes and ears” on the ground and resolving daily issues.

19.5. User Group Relationships

- At the outset two groups were set up to take forward all projects
 - Centre Vale Park User Group
 - Membership- representatives from Friends of Centre Vale Park, Todmorden in Bloom, Veterans, Bandstand, Bowling Club, Fielden Hall, Tennis Club.
 - Collaborative approach to liaison and delivery
- Todmorden Bandstand Group
 - To take on management of events using Bandstand
- The Bandstand Group consisted of core members of the previous “Save the Bandstand” group, with some members having negative views influenced by prior relationships with CMBC.
- This has not been productive in terms of taking forward a new relationship to deliver events in a safe manner and respectful of licencing conditions that TTC has to follow:-
 - Event Health and Safety enhancements following “Martyns Law”
 - The requirement to coordinate activity with CMBC to avoid clashes of events and still submit Event Management plans to CMBC for sign off.
 - Adds delays to the process.
 - The operation of the Bandstand includes licensable activities delivered under the premises licence. The Town Clerk’s Personal Licence has been used in support of these arrangements under the Licensing Act 2003.
 - Without such an agreement by the Town Clerk to do so the number of events would be limited in size number and frequency.

This carries individual responsibilities in addition to Council accountability
- It is therefore important that agreed operational controls are consistently followed to ensure compliance with licensing conditions and to avoid unnecessary risk exposure.
- Acceptance by the group of these requirements, that they may perceive as obstructive to encouraging use of the Bandstand, is being managed by helping the group to understand event management on more detail and introducing processes to ease the administration and reduce timescales for approval of bookings.
- All of these issues have not been productive in terms of taking forward a new relationship to deliver events in a safe manner and respectful of licencing conditions that TTC has to follow.

19.6. Management of construction projects.

- Managed through a process of site meetings followed by valuations supported by Architects Interim Certificates.
- Variations to projects agreed by request for information and issue of variation to works orders.
- Contract with Contractors by execution of JCT Intermediate Contract including clause for Liquidated Damages -Bandstand £500 per week delay.

19.7. Contractor Performance

- Has not been good with
 - Delays in completion
 - Bandstand – 21 weeks
 - 4 weeks agreed as extension of time following additional works identified on opening up of roof.
 - In view of these delays technically we could have terminated the contract but that would have involved appointment of new contractors with expected increase in pricing and delays to start once tendered.
 - Decision taken to stay with the existing contractors, bring project to a close and then consider costs and liquidated damages.
 - Shortcuts in Quality – requiring remedial actions to replace alternative products with original specified and or work to be redone.
 - Snagging lists on both buildings to be completed within 12 months defect period for which a retention of 2.5% has been held back.
 - Snagging agreed by Architects as acceptable for defects period.

19.8. Costs/Valuations

- Tender price included contingencies – all used.
- Construction Cost variations have been closely monitored - overall project cost c£40,000 over contract – after allowing for £10,000 portable lift option, c£40,000 extra woodworking costs and additional cabling trenching.
- Impact of delays in finishing projects on time has been reflected in increased costs for Architects prolongation fees, third party costs.

19.9. Delays and causes

- Commencement of project to get to tender stage for Architects relating to completion of legal agreements and obtaining of permission from Fields in Trust.
- Whilst bad weather was experienced from November had contractors kept to timetable adverse weather would not have impacted delivery and therefore extension of time request refused.
- Need for new power supply, Flood Risk Activity Permit for Trenching in area previously thought under CMBC control, delayed approval for new meter.

- All part of construction programming and the responsibility of contractors to manage delivery of.



What has been delivered

20. Final deliverables:- Appendix 2 for photographs

- Renovation of Bandstand
- Range of specific outputs required by funders – in course of completion – see paragraph 10 above.

21. Compliance of delivered projects

- Building control was not required for the Bandstand renovation planning conditions.

22. Quality Assurance: Bandstand

- Inspections were held at each monthly site meetings and subsequent visits where incorrect materials were used required remedial and where works were not carried out to specification.
- On issue of practical completion certificates, Building Manuals including testing, certifications, have been issued to and retained by TTC.

23. Defects management:

- On issue of practical completion certificates there were a number of snagging issues identified all of which Architects felt were reasonable to complete within the defect periods of twelve months.
- A retention of 2.5% of final Bandstand cost has been retained by TTC which could be used to resolve snagging issues should contractors fail to do so.

24. Technical performance:

- Existing Bandstand columns were opened and investigated for structural safety with all the framework removed of any rust and a protective coating applied.
- Rotten Bandstand wood areas were replaced with modern Accoya wood used as replacement to provide an anticipated 25-year cover lifetime use.

25. Health and Safety

- No building construction site safety incidents reported.
- Three within park safety incidents were recorded.
 - Collision with a tree when lorry accessing park route to Pavilion which resulted in it having to be removed.
 - Collision with lamppost when scaffolding lorry accessing park route to Bandstand.
 - Gate left open to park after lorry delivery allowing car into restricted.

Each of these incidents resulted in a full health and safety investigation and a report submitted.

- The route to deliver materials was impacted by CMBC introducing a weight limit on the small bridge over the water course at the lodge entrance requiring access for all deliveries to be made from the lower park gate entrance, with two-man banksmen required.
 - It should be noted that during the construction period there were several instances of non-compliance of these requirements by other park users/contractors that were not related to TTC projects .

26. Environmental Performance

- All Bandstand lighting is LED
- If the cable trenching area does not recover naturally and further planting or seeding is required, this will be completed by TTC in consultation with CMBC.

Further Information, Please Contact: Naomi Crewe



Appendices

Appendix 1 - Condition Survey

Appendix 2 - Photographic Record

Appendix 3 - Town Council Expenditure

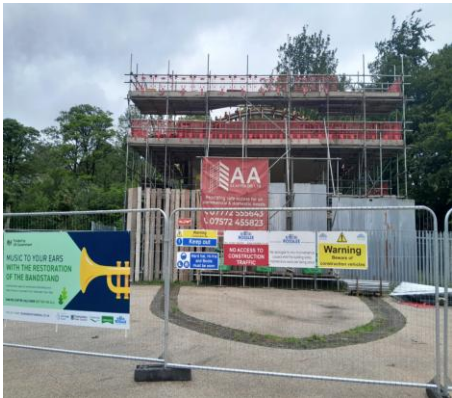


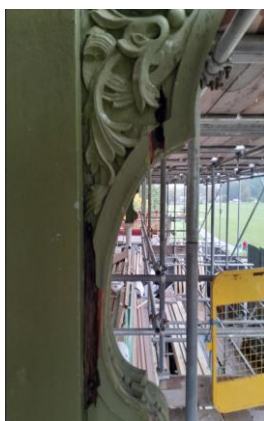
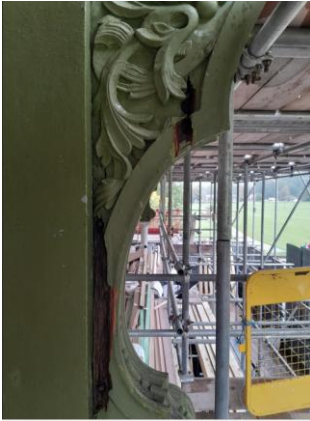
Appendix 1 – Condition Survey

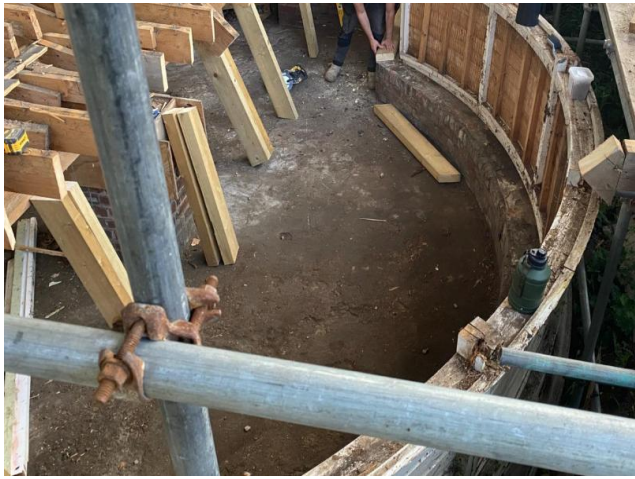
See Report Item 8 Appendix 1 attachment

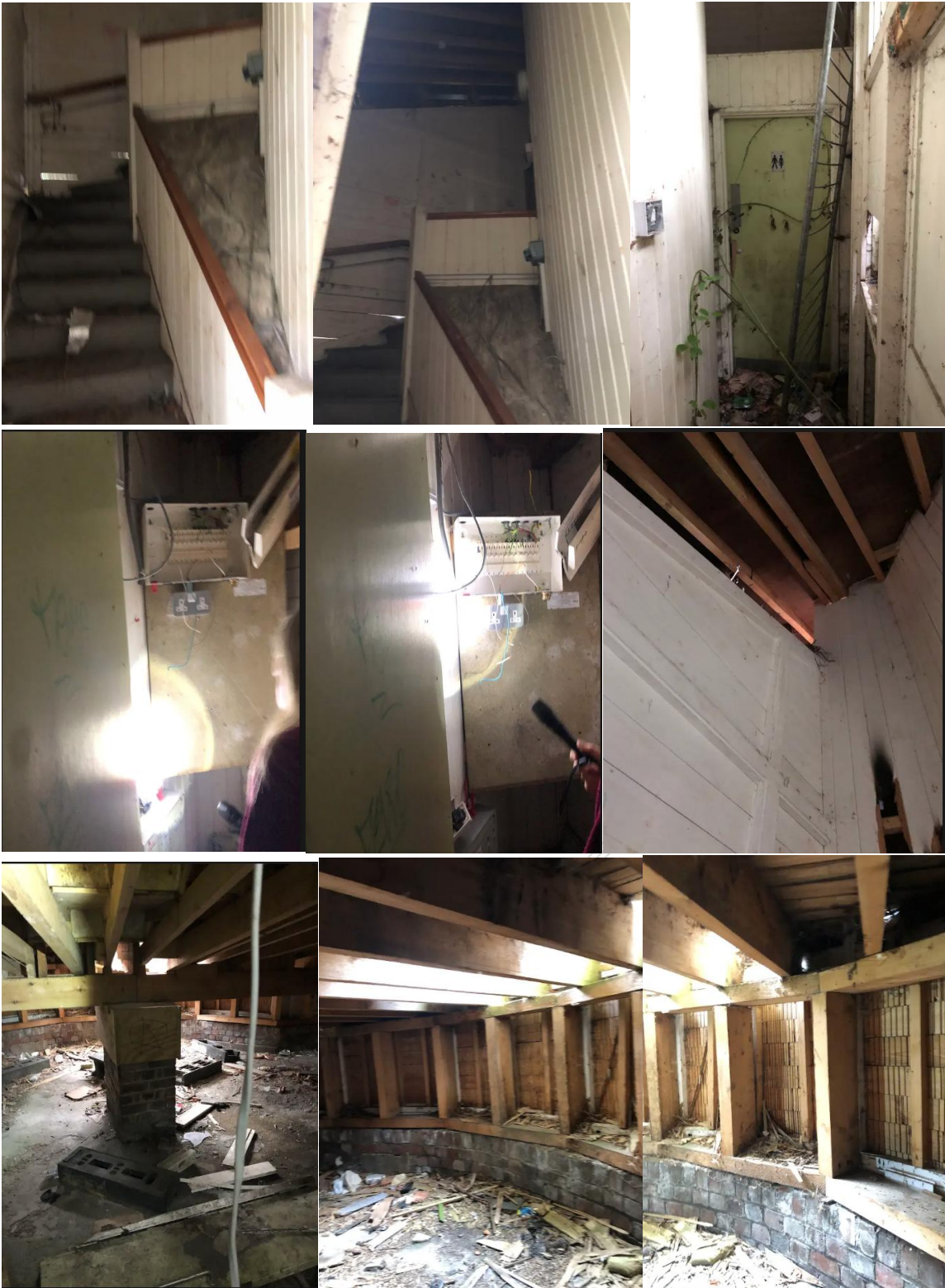


Appendix 2 - Photographic Record











In course works



Opening up of roof- condition of timbers







Stage front panelling – example of comments from Architects

After opening up the stage front, it is anticipated that the bottom stud of the other panels will be rotten where they've been sat on the stone plinth. It is recommended that all panels be replaced in Accoya to avoid future deterioration from continued exposure to the elements. Please see attached photos and comments from the joiners:

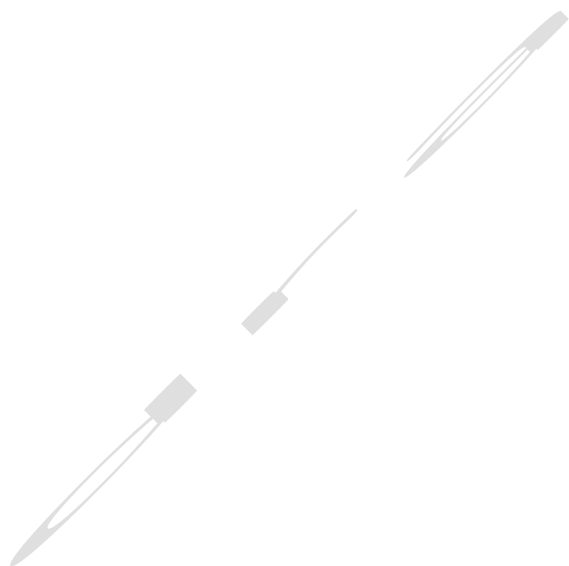
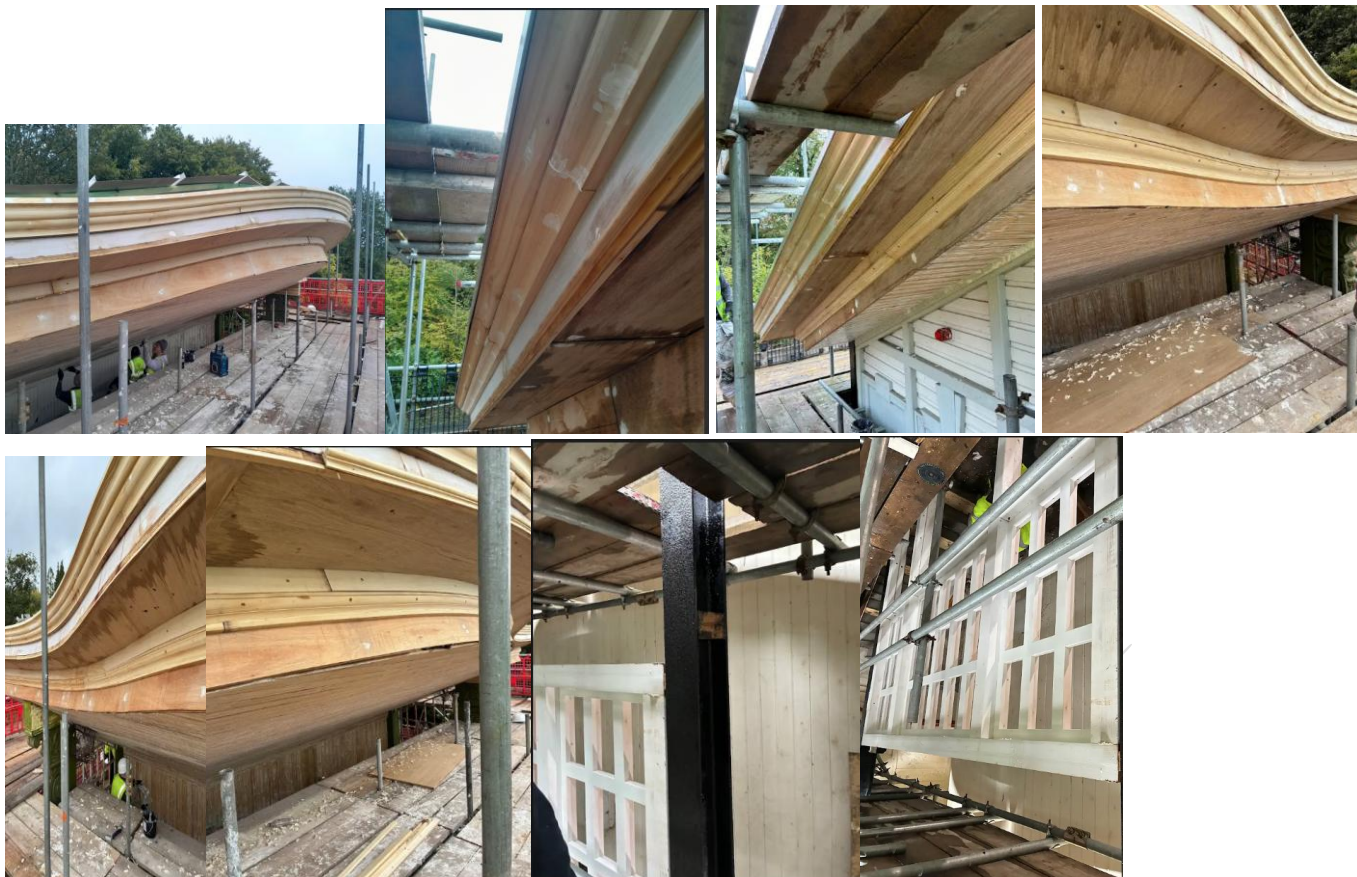
'As you can see from what remains of the three that have been removed and dropped at the workshop for repair more than 70% of the material is rotten. Whilst I am always keen to maintain as much authentic architecture as possible in afraid the only real solution to these panels will be to replicate them to the original design. The other 2 remaining panels still in position will probably also be rotten especially the base timber as this has been fixed directly to the stone sill. I propose re-making these panels in Accoya as they are low level and adjacent to the ground, but I would also probably suggest the other two still onsite should be replicated in Accoya meaning the whole frontage would be maintenance free for a very long time.'

While we wanted to retain as much historic fabric as possible, taking this opportunity to replace the panels in Accoya as means of future proofing the structure is advised. However, we could agree to the three panels to be replaced and ask Rosslee to remove the remaining two for further assessment as to whether any timber can be saved.

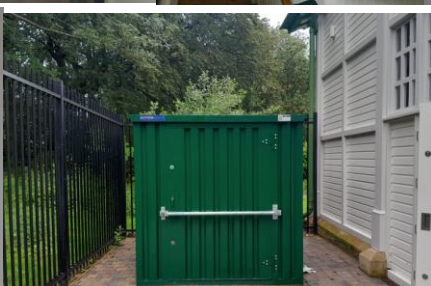
Works in progress







Completed





Audience Area



Appendix 3 – Town Council Bandstand Expenditure

Ref	Payee	Amount	Vat	Gross	Date paid	Purpose	Sector
TD022	James Lumb	£740.00	£148.00	£888.00	21/09/2023	Bandstand access clearance	Bandstand pre const costs
TD023	Ark ecology	£997.00	£0.00	£997.00	28/09/2023	Bandstand Bat Survey	Bandstand pre const costs
TD027	Screwfix	£32.30	£1.67	£33.97	23/11/2023	Hard Hats	Bandstand pre const costs
TD031a	Buttress	£1,560.00	£312.00	£1,872.00	16/02/2024	Qs Bandstand	Band 3rd pty
TD031b	Buttress	£1,075.00	£215.00	£1,290.00	16/02/2024	Meas survey Bandtand	Band 3rd pty
TD030	Buttress	£5,486.00	£1,097.20	£6,583.20	16/02/2024	RIBA Stage1/2	Band Arch
TD038	Tod Learning Centre	£202.50	£0.00	£202.50	10/04/2024	Bandstand planning conulstation	Bandstand pre const costs
TD047	Buttress	£4,565.00	£913.00	£5,478.00	14/05/2024	Bandstand sub consultancy services	Band 3rd pty
TD046	Buttress	£6,857.50	£1,371.50	£8,229.00	14/05/2024	Bandstand stage 3	Band Arch
TD044	Portalplan quest	£636.33	£11.67	£648.00	14/05/2024	Planning Fee Bandstand	Bandstand pre const costs
TD054	Buttress	£4,114.50	£822.90	£4,937.40	05/06/2024	Bands Arch feestage 3-4	Band Arch
TD055	GVA	£1,500.00	£300.00	£1,800.00	05/06/2024	Pav/Bandstand Tree Removal	Bandstand pre const costs
TD063	Buttress	£2,995.00	£599.00	£3,594.00	03/07/2024	Bandstand	Band 3rd pty
Td079	Legal Fees EA	£200.00	£0.00	£200.00	01/11/2024	EA Deed of Grant Bandstand	Bandstand pre const costs
Td081	TTT journal	£99.82	£0.00	£99.82	21/11/2024	Printing cost for tender documentation	Bandstand pre const costs
Td086	Buttress	£1,745.00	£349.00	£2,094.00	09/12/2024	Qsrebandtand	Band 3rd pty
Td091	Env Agency	£332.63	£0.00	£332.62	06/02/2025	FRAP	Band 3rd pty
Td099	Buttress	£2,997.83	£599.57	£3,597.40	20/03/2025	VE works revision to Bandstand	Band Arch
Td115	Buttress	£2,194.40	£438.88	£2,633.28	12/05/2025	Part Stage 5 BandSTAND	Band Arch
Td117	JCA	£780.00	£156.00	£936.00	12/05/2025	Pre start Bat/Bird survey	Band pre const costs

Td123	Rosslee	£12,050.08	£2,410.02	£14,460.10	03/06/2025	Bandstand Valuation 1	Band Construction
Td132	Rosslee	£17,999.92	£3,599.98	£21,599.90	23/06/2025	Bandstand val 2	Band Construction
Td136	Buttress	£1,379.33	£275.87	£1,655.20	30/06/2025	QS Riba stage 5	Band 3rd pty
Td143	Rosslee	£24,567.82	£4,913.56	£29,481.38	28/07/2025	Bandstand val 3	Band Construction
Td146	Buttress	£4,200.00	£0.20	£5,040.00	11/08/2025	Bandstand structural services stage 5	Band 3rd pty
TD154	Rosslee	£22,169.54	£4,433.91	£26,603.45	26/08/2025	Valuation 5 Bandstand	Band Construction
TD155	Buttress	£1,379.33	£275.87	£1,655.20	08/09/2025	QS Stage 5	Band 3rd pty
TD158	Buttress	£1,645.80	£329.16	£1,974.96	08/09/2025	RIBA stage 5	Band Arch
TD164	Rosslee	£109,268.92	£21,853.78	£131,122.70	29/09/2025	Valuation 5 Bandstand	Band Construction
no ref	lighting	£377.50	£75.50	£453.00	20/10/2025	Stage lighting	Bandstand Construction
TD176	Buttress	£900.00	£180.00	£1,080.00	04/11/2025	Bandstand structural	Band 3rd pty
TD173	Buttress	£1,645.80	£329.16	£1,974.96	04/11/2025	Stage 5 Arch fee	Band Arch
TD170	Rosslee	£30,541.65	£6,108.33	£36,649.08	04/11/2025	Bandstand Valuation 6	Band Construction
TD180	Rosslee	£43,072.12	£8,614.42	£51,686.54	16/12/2025	Bandstand Valuation 7	Band Construction
Td190	Opus	£3,887.29	£777.46	£4,664.75	19/01/2026	Music system Bandstand	Band Construction
Td194	Bentley Fielden	£9,950.00	£1,990.00	£11,940.00	19/01/2026	Bandstand lift	Band Construction
Td210	Buttress	£2,500.00	£500.00	£3,000.00	23/01/2026	M & E RIBA stage 5	Band 3rd pty
TD192	Rosslee	£34,119.64	£6,823.93	£40,943.57	26/01/2026	Vauation 8	Band Construction
TD197	Buttress	£8,509.00	£1,701.80	£10,210.80	11/02/2026	Bandstand Elongation Stage 5 fee	Band Arch
Td200	Rosslee	£42,133.00	£8,426.60	£50,559.60	16/02/2026	Val9 Bandstand	Band Construction
TD201	Buttress	£4,114.50	£822.90	£4,937.40	20/02/2026	Bandstand stage 6 fee	Band Arch
td208		£377.50			09/03/2026	stage lighting	Band Construction
Td211	Buttress	£775.00	£155.00	£930.00	16/03/2026	FRB Bandtand	Band 3rd pty
Td215	NHLF Rev cont agreed RS	£11,885.00	£0.00	£11,885.00	26/03/2026	Prof fees	Bandstand pre const costs
Td219	Rosslee	£17,274.48	£3,454.90	£20,729.38	20/04/2026	Val 10	Band Construction
Td221	Buttress	£3,400.00	£680.00	£4,080.00	28/05/2026	Bs prlongation	Band Arch
Td229	Buttress	£1,372.00			28/06/2026	Ret Stage 7	Band Arch

Td225	Rosslee BS ret	£9,325.57	Estimated left to spend		28/06/2026	Retention final	Band Construction
	TOTAL	£459,931.60					