

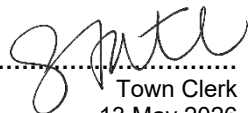


Chichester City Council

MEETING OF THE BUSINESS PLAN SUB-COMMITTEE

AGENDA

MEMBERS ARE HEREBY SUMMONED TO ATTEND A MEETING OF THE BUSINESS PLAN SUB-COMMITTEE TO BE HELD AT 10.00AM ON MONDAY 18 MAY 2026 IN THE COUNCIL CHAMBER


.....
Town Clerk
13 May 2026

BP2026/11.ELECTION OF CHAIR OF THE SUB COMMITTEE FOR 2026/2027

BP2026/12.APOLOGIES FOR ABSENCE

To note apologies, received from members of the Committee prior to the meeting.

BP2026/13.DECLARATIONS OF INTEREST

Declarations of interest by Members of the Committee in matters on the agenda of this meeting.

BP2026/14.SUB-COMMITTEE MEETING TIMES FOR 2026/27

To agree the Sub Committee meeting times for the rest of the 2026/2027 Council Year.

BP2026/15.MINUTES OF THE PREVIOUS MEETING

To approve and sign as a correct record the minutes of the ordinary committee meeting held on the 9 February 2026.

BP2026/16.UPDATE ON ACTIONS FROM PREVIOUS MEETING

- Proposal to be made to Community Affairs to consider if they would consider subscribing to the Chichester Living events feed.
- Additional boards and skirting be purchased at a cost of up to £1500, to be authorised at the next Finance Committee meeting.

Addressed in following items:

- Warranty to be explored for compensation on vandalised solar bollards.
- Proposals for replacement lighting for New Park footpath.
- Project evaluation of E-ink displays to be undertaken, and a recommendation taken to the Finance Committee.

- Professional advice be sought on how to proceed with the procurement of services a for design and build.

For Information

BP2026/17.PROJECT MANAGERS REPORT

To consider the Project Managers report.

For Decision

BP2026/18.DARK SPACES: PROPOSALS FOR REPLACEMENT LIGHTING FOR NEW PARK FOOTPATH

Report to follow.

For Decision

BP2026/19.FLORENCE PARK: CAPITAL FUNDING STRATEGY

This funding strategy sets out how the Council and its partners will close the gap between confirmed funding and the total project cost. As of April 2026, confirmed funding stands at £1,453,771, leaving a funding gap of approximately £984,229.

For Decision

BP2026/20.FLORENCE PARK: PROCUREMENT

To consider the Summary of the Procurement of the Design Team for Florence Park Sea Cadet and Community Centre report.

BP2026/21.ITEMS FOR NEXT AGENDA

BP2026/22.DATE OF NEXT MEETING

Date of next ordinary meeting: 17th August 2026.

[Meeting minutes - 2026-02-09](#)

BP2026/15 - MINUTES OF THE PREVIOUS MEETING

Last modified: 2026-02-19



Chichester City Council

MEETING OF THE BUSINESS PLAN SUB-COMMITTEE

Minutes

Date: 09 February 2026

Time: 10:00 AM – 11.43 AM

Location Chichester City Council Chamber

PRESENT: Councillors C Gershater, Quail, Miall, Loxton, Chant,

IN ATTENDANCE: Councillors McHale, Russell

ALSO IN ATTENDANCE: Town Clerk, Deputy Town Clerk, Project Manager

BP2026/1 APOLOGIES FOR ABSENCE
There were none.

BP2026/2 DECLARATIONS OF INTEREST
There were none.

BP2026/3 MINUTES OF THE PREVIOUS MEETING
The Sub-Committee **APPROVED** and signed as a correct record the minutes of the ordinary committee meeting held on the 24 November 2025.

BP2026/4 UPDATE ON ACTIONS FROM PREVIOUS MEETING
The Sub-Committee **NOTED** the following updates:

- Assess architectural proposals - Florence Park Working Group – **COMPLETED.**
- Seek formal confirmation from Sea Cadets regarding legacy funding - Project Manager – **COMPLETED** - Memorandum of Understanding (MOU) has been signed.
- Identify power sources for Oaklands Park lighting scheme - Project Manager **ON HOLD** - pending more information on cycle route.
- Present funding proposal for Chichester Living listings to next Community Affairs and Finance Committee meetings - Project Manager - **TO BE COMPLETED.**
- Advise e-ink supplier of final deadline for resolving technical issues and consequences if it is not met - Project Manager – **SEE UPDATE IN PM REPORT.**

- Prepare project timeline showing key decision points in project development process for circulation to members - Project Manager – **COMPLETED.**
- Prepare template for fortnightly project update report and commence circulating regular reports from 05/12/25 - Project Manager – **COMPLETED.**
- Establish CIO as a matter of urgency - Project Manager – **SOLICITOR HAS BEEN APPOINTED, WORK IN PROGRESS.**
- Schedule monthly Finance Committee meetings starting in January 2026 with single item agenda of Community Centre Project. Meetings to take place at 4pm on a Wednesday – **COMPLETED.**
- Add co-option of Sarah Quail to Finance Committee agenda on 10 December 2025 – **COMPLETED.**

BP2026/5

PROJECT MANAGERS REPORT

The Sub-Committee considered the Project Managers report and **NOTED** the following:

Community Centre

Initial designs for the pre-planning application have been received. The seven affected properties in the immediate area have been contacted and responses have been received from three of them.

The designs will be subject to community consultation. A consultation event is planned for the spring, in addition to the planned ward meeting on 13th April. Solicitor has been engaged to provide advice on the management structure of the partnership vehicle for the building.

We are in discussions with Chichester District Council (CDC) at the moment for a long peppercorn lease on the sea cadet site to allow us to proceed more swiftly with phase 1 outside of the Community Asset Transfer process.

The budget for the proposal is looking very tight – we currently have funding in place to deliver phase one of the scheme. Funding for phase 2 is currently dependent upon securing additional funds. A draft fundraising strategy is currently being developed, which will also consider the most appropriate body to be the lead applicant on each bid.

The sub-committee **RESOLVED** that the Finance Committee be authorised to approve the next phase of tendering for the design and project management of the build of the centre. The indicative cost for this work is £200K.

Street Lighting Project

New Park Bollards have been vandalised. 4 have currently been removed. Residents report the area is being used for illegal activity and that the bollards have been deliberately targeted to facilitate this. The incidents have been reported to the Police.

The recommendation is that the bollards are replaced with full height 5m columns which will be harder to vandalise. Cost proposals and options are currently being sought for the replacements.

The manufacturer have been contacted regarding the damage to the existing bollards, which were expected to be vandal proof but have not proved durable. The sub committee considered whether the bollards were mis-sold and **REQUESTED** that the warranties provided be examined to assess if there was a case to be brought.

The sub-committee **REQUESTED** that a proposal be brought back to the next meeting outlining different options for providing high level lighting of the path, including solar and mains powered and heritage and non-heritage options.

The sub-committee **AGREED** that the Oaklands Park scheme would be put on hold until CDC's plans for a new cycle and footpath in the park had been finalised and vandal resistant solutions had been identified.

The sub committee **NOTED** that the Oxmarket project was now complete and working as planned and could be signed off.

The sib-committee noted that the lighting in St Pauls Road was still outstanding, however, Minerva Heights Phase 2 was now in progress and an application for change to planning obligations regarding highways was expected, so comments could be brought forward at this time to try and bring this forward.

E Ink Displays

Trial sites have been installed. A number of issues have been identified post-deployment; the lighting is not working properly at night and the information screens are not updating correctly and pages are taking too long to load.

It is uncertain at this time how much of the information and lighting problems is due to the lack of mobile signal coverage in Chichester. The M&S screen in East Street is the worst affected unit.

The sub-committee suggested that the project should be considered a failure has not delivered what was required or promised by the manufacturer.

The sub-committee **REQUESTED** that a project evaluation be undertaken, and a recommendation taken to the Finance Committee meeting on 11th March so that a decision can be taken on whether or not to continue the trial.

The sub committee **REQUESTED** that a paper outlining the future of the event listings be prepared to allow the Community Affairs Committee to consider if they would continue to subscribe to the events feed if the e ink trial is discontinued.

New Staging

The new staging is now in place and has been deployed. Some additional equipment needs have been identified to support different staging configurations e.g. additional low level skirting is needed to support stepped staging configurations and additional boards are needed to support stepped staging. The sub-committee **RECOMMENDED** that additional boards and skirting be purchased at a cost of up to £1500, to be authorised at the next Finance Committee meeting.

The sub-committee **REQUESTED** that the PM report be amended to make clear that the Florence Park community centre site selection is complete, not the whole project.

BP2026/6

CAB ADVISOR DATA ANALYSIS

The sub-committee noted the report and that the initial 2-year trial would conclude in September 2026.

They **REQUESTED** that the Community Affairs Committee assess the trial and prepare a recommendation for the future of the service to be presented to full council on 29 April 2026.

The sub-committee requested that the incremental increases in users of the service be identified to ensure that it has not impacted use at the CDC offices and can demonstrate genuine additionality of new users.

The sub-committee requested that a small working group look at the data and prepare the report – comprised of RM, RC, JK, ST.

BP2026/7 **ITEMS FOR NEXT AGENDA**
PM's report.

BP2026/8 **DATE OF NEXT MEETING**
Date of next ordinary meeting: Monday 18 May 2026 - 10.00am

BP2026/9 **PUBLIC SECTOR BODIES (ADMISSION TO MEETINGS) ACT 1960**

The sub-committee **RESOLVED** that the public and press be excluded from this meeting for Agenda Item BP2026/10 due to the confidential nature of the business to be transacted namely financial and business affairs of third parties.

BP2026/10 **COMMUNITY SPACE IN THE SOUTH**

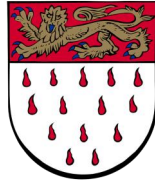
The sub-committee discussed the future tender process for the Community Space in the South of the City, including project management of the build process.

The Sub-Committee **RECOMMENDED** that professional advice be sought on how to proceed with the procurement of services a for design and build, that the Project Manager be tasked with contacting Hampshire County Council Procurement Services and that a report be brought to the next meeting for consideration.

[Project Managers Report 2026_05](#)

BP2026/17 - PROJECT MANAGERS REPORT

Last modified: 2026-05-11



CHICHESTER CITY COUNCIL

Project Manager Report

Business Plan Sub-Committee

1. Summary

Following the spate of vandalism incidents and issue with the quality of products the project pipeline has slowed in its progress. However, we seem to be turning the corner and momentum is building again. We are driving forward the Florence Park Sea Cadet and Community Centre and look procuring and contracting the design team for formal planning application. The proposals for the new scheme of lighting at New Park are ready for discussion.

2. Lighting Project

2.1. New Park / Litten Garden Cycle and Footpath

Following the vandalism of four of the ten lighting bollards, it was decided to remove the lights and explore options that would improve vandal resistance.

As the original product was advertised as having the highest level of vandal resistance, we pursued a claim of compensation for the damaged lights, and we settled on a 50% refund of the contract totalling £3,120.

Proposal for new lighting scheme is to be discussed at the Business Plan Sub-Committee.

2.2. Oxmarket

We have had no reported issues with the lights since January. Lighting to be handed over to Oxmarket with an agreement to support maintenance for the duration of the lighting project.

2.3. Oaklands Park

This project was placed on hold at the last Business Plan Sub-Committee due to the issues at New Park. This will be continued once a decision has been made on the future of the New Park scheme.

2.4. St Paul's Road

Further attempts have been made to engage with the developers. The Mayor's request for information and discussion has also gone unanswered by the developers.

3. Wayfinding and What's On

Following the decision to end the trial and seek a refund from the supplier, I have been engaged with Papercast to reach a satisfactory resolution. They have responded with an offer to support the council in delivering a more robust trial.

Their offer is:

- 50% discount on the original invoice (a rebate of £6,749.50).
- We keep the 2 screens we have (losing the vandalised screen).
- Papercast will send an engineer to install new SIMS (that operate on LTE-M cards that connect to their network via a private APN, meaning that the cellular connection is prioritised and is likely to be improved over roaming SIM cards).
- Provide a free year of cellular charges.
- Provide a year of CMS licence, support and hosting.
- Provide and install 2 high-gain antennas.

They are keen to try and help us rectify the issues that have arisen within this project. Whilst they have not accepted any liability for any of the failures addressed, their offer of a 50% rebate does imply their acceptance of their share of some of the issues.

Decision:

To accept the proposed offer of 50% discount on the original invoice as a rebate and permit an extension on the trial for up to 1 year at no cost to the council.

or

Maintain our position and continue to seek a final compensation figure.

4. Florence Park

We are currently awaiting the overdue feedback on our pre-application advice request from Chichester District Council Planning. Following receipt of this advice we will be starting the procurement of the next phase of design work, I have provided a summary report of the procurement process in separate report. Reporting and decision making for this process will be handled through the Community Centre Finance meetings.

We have instructed our solicitor to draft the constitution which will become the governing document for the Community Centre Management Organisation. Once I have this to hand the next process will be to negotiate the constitution with the Sea Cadets to ensure we have a strong agreement on the ongoing governance. It is anticipated that we will have a robust constitution to present at the next Business Plan Sub-Committee meeting in August.

We are also seeking advice from Accountants in respect of the tax implications for both the build and ongoing management of the centre. Reporting and decision making for this process will be handled through the Community Centre Finance meetings.

Our current timeline sees the next phase on community engagement to be delivered in late July and early August. This will be the first time designs for the building will be taken to the residents of the city. We expect there will be opportunities for councillors to get involved with these consultations. Plans will be developed once we have contracted the design team.

5. Performance Stage

The new stage is in place, and additional items have been purchased. The snagging issues have been resolved. Ongoing use and management have been passed to the property team. This project is now complete.

6. Expenditure approval

It is proposed that the Business Plan Sub-Committee requests delegated authority to approve spends of up to £20,000 from pre-existing budgets. This will expedite approval for works with the City Plans project pipeline.

If agreed new terms of reference, allowing the approval of expenditure up to £25,000 within the existing budget for the delivery of City Plan projects.

Decision:

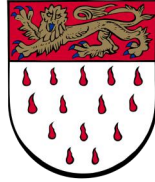
To submit to council a request to add to the Terms of Reference for the Business Plan Sub-Committee the following:

9d. Approval of expenditure up to £20,000 within the existing budget for the delivery of City Plan projects.

[Florence Park Funding Strategy](#)

BP2026/19 - FLORENCE PARK: CAPITAL FUNDING STRATEGY

Last modified: 2026-05-11



CHICHESTER CITY COUNCIL

Capital Funding Strategy

Florence Park Sea Cadet and Community Centre

Status:	Draft for review
Date:	April 2026
Total Project Cost:	£2,438,000 (all three phases)
Funding Secured:	£1,453,771 (confirmed)
Funding Gap:	£984,229 (to be raised)
Lead Organisation	Chichester City Council
Partner Organisation	Sea Cadets - Chichester Harbour and Selsey

1. Executive Summary

Chichester City Council, in partnership with the Chichester Harbour and Selsey Sea Cadets, is developing a new community centre at Florence Park, Florence Road, Chichester. The centre will replace outdated and unfit-for-purpose facilities on the site, providing a modern, inclusive and sustainable community hub for residents of the South Ward - a ward with an identified and evidenced gap in accessible community provision.

The development is structured in three phases. Phase 1 (estimated build cost £1,250,000) delivers a multi-functional Sea Cadet and community hall. Phase 2 (£288,000) replaces the existing kiosk with a café and public conveniences. Phase 3 (£900,000) adds a dedicated sports hall and changing rooms. Total project cost across all phases is approximately £2,438,000.

This funding strategy sets out how the Council and its partners will close the gap between confirmed funding and the total project cost. As of April 2026, confirmed funding stands at £1,453,771, leaving a funding gap of approximately £984,229. The strategy identifies a pipeline of grant funders, corporate partners and earned income sources sufficient to close this gap, with priority activity focused on the highest-value and most achievable opportunities over the next 18 months.

Vision: To create a vibrant hub for residents of the South Ward, fostering engagement, community spirit and well-being, while acting as a base for the CHS Sea Cadets.

2. Project Context and Strategic Case

Community infrastructure plays a fundamental role in supporting social connection, health and wellbeing, and local resilience. Community consultation by the Council (2024–2025), supported by a resident survey of 229 respondents, identified a clear gap in accessible community provision in the South Ward. Key findings included:

- 70% of respondents expressed demand for a community café
- 61% wanted access to wellbeing activities
- 57% and 51% respectively wanted fitness and sports facilities
- 45–49% identified arts, club and meeting space as priorities
- 74% indicated willingness to walk up to 20 minutes to access a local centre

Florence Park, already a key recreational asset in the ward, provides the most viable and deliverable site for this investment. The proposed development will also provide a permanent, purpose-built base for the Chichester Harbour and Selsey Sea Cadets, whose current hut on the site is dilapidated and no longer fit for purpose.

The project aligns directly with the Council's strategic priorities, including improving access to community infrastructure, supporting health and wellbeing, strengthening community cohesion, and delivering inclusive and sustainable development. It also aligns with West Sussex County Council priorities around community resilience and Sport England's objectives for inclusive physical activity.

Pre-planning application work has been completed by Open Design Studio, and the Council is progressing to RIBA Stages 3 and 4 through a competitively tendered professional services appointment. The project is therefore at a well-developed stage with a credible design - a significant advantage when approaching major funders.

3. Current Funding Position

3.1. Confirmed and Potential Funding

The table below sets out confirmed and anticipated funding as of April 2026. Confirmed funding is either in hand or formally committed. Potential funding represents sources where a realistic case for support exists but applications have not yet been made or have not yet been determined.

Funder / Source	Confirmed (£)	Potential (£)	Total (£)
Chichester City Council - CIL allocation	£800,000	-	£800,000
Sea Cadets - Chichester Harbour and Selsey	£554,235	£70,000	£624,235
Chichester District Council - S106 funding	£99,536	£35,125	£134,661
TOTAL - CONFIRMED / POTENTIAL	£1,453,771	£105,125	£1,558,896

3.2. Total Project Cost and Funding Gap

Item	Amount (£)
Phase 1 - Sea Cadet and Community Hall (build cost)	£1,250,000
Phase 2 - Café and public conveniences (build cost)	£288,000
Phase 3 - Sports hall and changing rooms (build cost)	£900,000
Professional services (estimated total, all phases)	£250,000–£415,000
Total Project Cost (estimated)	~£2,438,000
Total Confirmed Funding	£1,453,771
FUNDING GAP (to be raised)	~£984,229

Note: Phase 3 (sports hall) is dependent on securing additional external funding and will only proceed once sufficient capital is in place. The immediate priority is therefore to fully fund Phase 1 and Phase 2 in order to commence construction. The funding gap for Phases 1 and 2 combined is approximately £83,104 once confirmed funding is applied, making Phase 1 delivery highly achievable with targeted grant activity.

4. Funding Objectives

This strategy is guided by four overarching funding objectives:

- Secure sufficient capital to commence Phase 1 construction by early-2027, and to deliver Phases 1 and 2 in full by end of 2027.
- Build a diversified funding portfolio drawing on at least five distinct income streams, so that no single funder accounts for more than 55% of the total project cost.
- Raise additional capital for Phase 3 through a structured fundraising campaign running from 2026 to 2028, targeting sports, maritime and community funders.
- Establish the long-term financial sustainability of the completed centre through earned income planning, ensuring the facility can cover its operational costs without ongoing subsidy from the Council.

5. Funding Sources and Approaches

The strategy identifies five categories of funding. These are described below with the rationale and approach for each.

5.1. Public Sector Grants

Public sector grants from local and national government represent the most significant and reliable source of capital for this type of project. The Council is well placed to access these given its status as the contracting authority, its existing relationships with Chichester District Council and West Sussex County Council, and the project's clear alignment with public health, social cohesion and infrastructure investment priorities.

- Chichester District Council (S106 and Community Grant Programme): £99,536 is confirmed from S106. A further £35,125 is anticipated pending confirmation. The CDC Community Grant Programme (up to £25,000) has live application windows in August and December 2025 and should be pursued as a priority.
- West Sussex County Council: WSCC holds various capital grant programmes relevant to this project, including those linked to community facilities, infrastructure and health. The Council should approach WSCC to identify applicable programmes and confirm eligibility.
- Sport England: Sport England's capital programmes support the development of community sports facilities, with particular relevance to the Phase 3 sports hall and changing rooms. The Movement Fund (up to £15,000) is available now; larger capital grants should be explored once the design is at RIBA Stage 4.

5.2. Charitable Trusts and Foundations

Charitable trusts represent the largest single category of potential new income for this project. A targeted programme of applications should be developed, prioritising those funders whose criteria most closely align with the project's themes: community wellbeing, social inclusion, maritime heritage and youth development. Strong applications will need a clear case for support, evidence of community need, and confirmation of the Council's commitment to the project.

Priority tier - highest-value and highest-alignment funders:

- National Lottery (The UK Fund): This is the single most significant grant opportunity. The National Lottery's UK Fund offers grants up to £5 million for large community capital projects. This fund requires a well-evidenced application and strong community consultation data - both of which the project is developing. This should be the primary grant application target for 2025–2026.
- National Lottery - Reaching Communities (up to £1,000,000): The Reaching Communities programme supports projects that help communities most in need. Florence Park's South Ward location, the community needs analysis, and the multi-use nature of the centre all strengthen the application. Applications are accepted on a rolling basis; Stage 1 takes approximately 4 months, Stage 2 a further 5 months.
- Football Foundation: The Pavilion and Clubhouse Grants scheme (up to £25,000) is directly applicable to the changing room and sports provision elements of the project.
- Clothworkers' Foundation (up to £200,000): The Foundation supports capital projects for community organisations. A two-stage application process applies. Given the project's scale and partnership structure, this is a strong match.
- Woodger Trust (up to £500,000): This trust supports community projects, with a particular focus on wellbeing and community benefit. This organisation supports work on the Manhood Peninsula although they do on occasion support further afield. Application in 2026 recommended.

- The 29th May 1961 Charitable Trust (up to £300,000): Supports capital projects in community, health and wellbeing settings. Application recommended once Phase 1 design is finalised.

Secondary tier - smaller grants, strong alignment:

- Sussex Community Foundation (up to £10,000)
- Bernard Sunley Foundation (up to £50,000)
- Garfield Weston Foundation - Capital Projects (up to £30,000)
- Beatrice Laing Trust (up to £10,000)
- Aviva Community Fund (up to £50,000)

Maritime and seafaring funders (particularly relevant for Sea Cadet elements):

- The Seafarers' Charity (up to £200,000): A strong match given the Sea Cadet partnership. Lead application via Sea Cadets. Timescale approximately 3 months.
- Seafarers' Trust (up to £100,000): Relevant to the maritime heritage and youth development elements of the project.
- Trinity House: Supports maritime causes. Application deadlines include January each year; the December 2026 window should be targeted.
- Whirlwind Charitable Trust (up to £10,000): Supports sailing and water-based activities for young people. Timescale approximately 6 months.
- ACRE (up to £75,000): Supports rural and community facilities. Eligibility to be confirmed.
- Biffa Award: Supports environmental and community projects. Eligibility and applicable programme to be confirmed.

5.3. Corporate Partnerships

Chichester is home to a range of businesses with strong community ties and active corporate social responsibility (CSR) programmes. Corporate partnerships can take the form of financial sponsorship, in-kind contributions (materials, services, professional expertise), staff volunteering, and long-term naming rights or sponsorship arrangements.

The following local and national businesses have been identified as initial contacts for corporate partnership conversations. These relationships should be developed by the project's Funding Lead, working with the Council's communications and community teams:

- Local professional services and construction: George Ide, Henry Adams, Glanvilles, Walbertons, Covers
- National businesses with local presence or CSR relevance: NHS, Wiley, Rolls Royce, Amazon, Mercers

Corporate partnership proposals should be tailored to each business, linking the project to their stated CSR priorities and offering clear recognition in return. Approaches should be made following appointment of the professional design team, when the project will have sufficient credibility and visual material to present effectively to potential sponsors.

5.4. Earned Income

Planning for the operational financial sustainability of the centre is essential both for its long-term viability and as a requirement of many capital funders, who will wish to be satisfied that the building will remain open and active following completion. The following earned income streams have been identified:

- Café tenancy: A commercial café operator will be sought through a tenancy agreement, generating a regular rental income stream. The café specification (commercial standard kitchen, seating for 20–40 people) is designed to be attractive to independent operators. Annual rental income will be determined by market rates at the time of tenancy negotiation.

- Hall and venue hire: The main hall (capacity 180 seated), the meeting and activity space (40-seat, divisible into two 20-seat rooms) and the sports hall will all be available for community and commercial hire. A tiered pricing structure should be developed, distinguishing between community/charity rates and commercial hire rates.
- Management tenancy with resident community organisations: The Council and Sea Cadets are forming a not-for-profit management organisation for the building. This structure will enable the management body to access additional grant funding streams in its own right, and to develop longer-term tenancy agreements with anchor community organisations.
- Sea Cadets operational contribution: As co-occupants of the building, the Sea Cadets will make a contribution to operational costs through their tenancy arrangement, which should be reflected in a formal lease or licence agreement.

An operational financial model should be developed as part of the RIBA Stage 3 process, setting out projected income and expenditure for the completed centre across a 5-year period. This model will be a core component of major grant applications.

5.5. Community Fundraising

A community fundraising campaign serves two purposes: it raises some additional capital, and, more importantly, it builds community ownership, visibility and support for the project. The campaign is unlikely to contribute more than £10,000–£20,000 in direct income, but its value in demonstrating community engagement should not be underestimated, as many funders look for evidence of grassroots support.

- Crowdfunding (target £10,000): A campaign on a platform such as Crowdfunder.co.uk should be launched to coincide with the start of the planning application process, maximising public awareness. The Council should consider match-funding the crowdfunding campaign, which significantly increases both the amount raised and the profile of the campaign.
- Community events: A programme of fundraising events (quiz nights, community fairs, sponsored activities) should be planned for 2026, timed to maintain momentum and public interest during the planning and design stages.
- Regular giving: A small regular giving scheme, promoted through the Council's communications channels and the Sea Cadets' network, can help build a donor community for the long term.

6. Phased Funding Plan

The funding strategy is structured in three phases, aligned to the project's construction phases and the typical timescales for major grant applications.

Phase	Period	Funding Target	Primary Sources
Phase 1	Now - July 2026	Close funding gap for Phase 1 construction (£83,104 shortfall after confirmed funding)	CDC S106 (confirm balance), CDC Community Grant, National Lottery: UK Fund, Sea Cadets maritime funders
Phase 2	Now - March 2027	Full funding for Phase 2 (£288,000) and top-up for professional services	National Lottery: The UK Fund, Clothworkers', charitable trusts, corporate partnerships
Phase 3	December 2026 - December 2027	Full funding for Phase 3 sports hall (£900,000)	Sport England, National Lottery UK Fund, Woodger Trust, The 29th May 1961 Charitable Trust, major corporate sponsorship, earned income from Phase 1 and 2 operations

7. Risk Management

Funding risk is one of the most significant risks to the project programme. The table below sets out the key funding risks, their assessment and the mitigation measures in place or planned.

Risk	Impact	Likelihood	Mitigation
Phase 1 construction delayed due to insufficient capital	High	Low	Phases 1 and 2 are very close to being fully funded from confirmed sources alone. Priority grant applications (CDC, National Lottery Stage 1) are being progressed immediately to close the remaining gap before construction starts.
Over-reliance on a single funder (Secured funding accounts for ~55% of confirmed funding)	High	Medium	The strategy deliberately targets diversification across at least five funding streams. No additional funder should account for more than 25% of the remaining gap. The phased construction approach also allows fundraising to run in parallel with early construction.
Key grant applications rejected	High	Medium	Maintain a pipeline of at least 10 live applications at any one time. Use professional bid writers for high-value applications (National Lottery, Clothworkers', Wolfson). Build relationships with programme officers before submitting formal applications where possible. Learn from feedback on unsuccessful applications.
Phase 3 funding not secured - sports hall cannot be built	Medium	Medium	Phase 3 is designed so it can be added to the completed Phase 1/2 building without abortive work. The contract is structured with a break clause at RIBA Stage 4. If Phase 3 funding cannot be secured within the programme window, the project can still deliver a fully functional community building in Phases 1 and 2.
Missed funding deadlines	High	Medium	A bid tracking system should be established immediately, with all known deadlines logged and quarterly reviews with the project board. The Funding Lead is responsible for maintaining this tracker and escalating risks to the Director.
Construction cost inflation reduces funding sufficiency	High	Medium	The Quantity Surveyor will maintain and update cost plans at each RIBA stage. A contingency sum is included in the price schedule. Geopolitical factors affecting material costs (notably current Middle East conflict affecting supply chains) should be monitored. Funders should be kept informed if cost plans change materially.
Operational centre unable to cover running costs after opening	Medium	Low	An operational financial model should be developed as part of RIBA Stage 3. The not-for-profit management body should be constituted before the building opens, with a business plan demonstrating income sufficiency. Café and hall hire income should be modelled conservatively.

8. Capacity and Resources

Delivering an effective fundraising strategy requires dedicated capacity. The following roles and resources are required:

- Funding Lead (Councillor, officer or contracted specialist): Responsible for managing the full pipeline of grant applications, maintaining the bid tracker, coordinating with partner organisations, and reporting to the project board. This role requires experience of capital grant fundraising and public sector procurement.
- Project Manager (Council): Responsible for maintaining the project programme and ensuring the design team's outputs are available to support funding applications (cost plans, drawings, community engagement evidence).
- Bid Writer: High-value applications (National Lottery Reaching Communities, Clothworkers', Wolfson, Woodger) should be supported by an experienced professional bid writer. This may be the Funding Lead or a specialist subcontracted for individual applications.
- Communications support: Fundraising communications - including the crowdfunding campaign, stakeholder updates and media coverage - require dedicated communications input, ideally from the Council's existing communications team.
- Partner coordination: Sea Cadets lead on maritime and seafaring funders. Clear lead responsibilities should be confirmed and recorded in the bid tracker.

The Council should consider commissioning a specialist fundraising consultant to carry out a fundability assessment and develop a formal Case for Support document. A compelling, professionally written case for support is essential for high-value applications and significantly improves success rates.

9. Monitoring and Evaluation

Progress against the funding strategy will be monitored through the following framework:

- **Monthly bid tracker update:** The Funding Lead updates the bid tracker monthly, recording the status of all live applications, forthcoming deadlines, and amounts secured or lost.
- **Quarterly reporting to the project board:** A funding summary report is presented to the project board at each quarterly meeting, covering income secured versus target, pipeline status, risks and any recommended changes to strategy.
- **Annual funding review:** At the end of each financial year, a full review of the funding strategy is conducted, updating targets in light of confirmed income, updated cost plans, and changes in the external funding landscape.
- **Funder reporting:** All confirmed funders will require regular progress reports as a condition of their grant. A reporting schedule should be maintained for each funder, and the project team should ensure that outputs (design milestones, planning consents, construction progress) are communicated to funders in a timely way.
- **Post-project evaluation:** Following completion of each construction phase, a summary impact report should be produced for funders, setting out the outputs delivered, community benefit achieved, and lessons learned. This builds the Council's track record for future applications.

10. Action Plan

The following actions are required to implement this strategy. Actions marked as Priority should commence immediately.

Action	Owner	Deadline	Priority	Status
Appoint Funding Lead	BPSC	May 2026	HIGH	Not started
Form working group	BPSC	May 2026	HIGH	Not started
Confirm CDC S106 balance and submit formal drawdown request	Working Group	May 2026	HIGH	In progress
Develop Case for Support document and project prospectus	Funding Lead	May 2026	HIGH	Not started
Establish bid tracking system and log all known deadlines	Funding Lead	May 2026	HIGH	Not started
Submit CDC Community Grant application (August window)	CCC / Funding Lead	Jun 2026	HIGH	Not started
Submit Stage 1 application to National Lottery	Funding Lead / Bid Writer	Jun 2026	HIGH	Not started
Initiate contact with Clothworkers' Foundation and request Stage 1 guidance	Funding Lead	Jun 2026	HIGH	Not started
Sea Cadets to apply to The Seafarers' Charity and Trinity House	Sea Cadets	Jun 2026	HIGH	Not started
Develop operational financial model for completed centre	CCC / Project Manager	Jul 2026	Medium	Not started
Launch crowdfunding campaign (aligned with planning application)	CCC Comms / Funding Lead	Jul 2026	Medium	Not started
Develop corporate partnership proposals and begin outreach	Funding Lead / Director	Jul 2026	Medium	Not started
Confirm eligibility and apply to WSCC capital funding programme	CCC	Jul 2026	Medium	Not started
Begin Phase 3 fundraising campaign (sport, maritime, community funders)	Funding Lead	Aug 2027	Low	Not started

11. Appendix 1 - Funders List

The table below sets out the identified pipeline of funding sources. Priority (✓) denotes funders where an application should be made in the next 12 months. Type codes: C = Capital; R = Revenue; PS = Public Sector; CT = Community Trust.

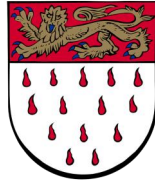
Organisation	Pri.	Up to (£)	Type	Lead	Timescale	Deadline / Notes
CDC - S106 Funding	✓	£134,660	S106 (C)	CCC / Sea Cadets	Immediate	Available now
CDC - Community Grant Programme	✓	£25,000	PS Grant (C)	CCC	6 months	Aug / Nov 2026
West Sussex County Council		TBC	PS Grant (C)	CCC	TBC	Eligibility to confirm
Sport England - Movement Fund		£15,000	PS Grant (C)	CCC	Rolling	Apply now
Football Foundation - Pavilion & Clubhouse		£25,000	PS Grant (C)	CCC	Rolling	Apply at RIBA 4
National Lottery	✓	£1,000,000	CT Grant (C/R)	CCC / Partnership	Stage 1: 4m Stage 2: 5m	Rolling
Clothworkers' Foundation	✓	£200,000	Grant (C)	CCC	Stage 1: 6w Stage 2: 6m	Contact Q2 2026
Sussex Community Foundation	✓	£10,000	Grant (C)	CCC	TBC	Apply 2026
The Seafarers' Charity	✓	£200,000	Grant (C)	Sea Cadets	3 months	Apply Q2 2026
Seafarers' Trust	✓	£100,000	Grant (C)	Sea Cadets	TBC	Apply 2026
Trinity House	✓	TBC	Grant (C)	Sea Cadets	TBC	Dec 2025 for Jan
Bernard Sunley Foundation		£50,000	Grant (C)	CCC	TBC	Apply 2026
Garfield Weston Foundation		£30,000	Grant (C)	CCC	TBC	Apply 2026
ACRE		£75,000	Grant (C)	CCC	TBC	Confirm eligibility
Aviva Community Fund		£50,000	Grant (C)	CCC	TBC	Apply 2026
Beatrice Laing Trust		£10,000	Grant (C)	CCC	TBC	Apply 2026
Whirlwind Charitable Trust		£10,000	Grant (C)	Sea Cadets	6 months	Apply 2026
Biffa Award		TBC	Grant (C)	CCC	TBC	Confirm eligibility

NHS / Wiley / Rolls Royce / Amazon		TBC	Corporate	CCC	TBC	Approach Q3 2026
George Ide / Henry Adams / Glanvilles / Walbertons / Covers		TBC	Corporate	CCC	TBC	Approach Q3 2026
Mercers / Shippham Trust		TBC	Corporate	CCC	TBC	Approach Q3 2026
Crowdfunding (Crowdfunder.co.uk)	✓	£10,000	Crowdfunding	CCC	Ongoing	Launch Q4 2026

[Florence Park Procurement Summary](#)

BP2026/20 - FLORENCE PARK: PROCUREMENT

Last modified: 2026-05-08



CHICHESTER CITY COUNCIL

Summary of the Procurement of the Design Team for Florence Park Sea Cadet and Community Centre

Contracting Authority:	Chichester City Council
Project:	Florence Park Sea Cadet and Community Centre
Procedure:	Above Threshold Open Procedure (Procurement Act 2023)
Tender Published:	tbc
Tender Deadline:	tbc
Contract Start	tbc

Summary

Chichester City Council in partnership with the Chichester and Selsey Sea Cadets are procuring the professional services of a design team to deliver the new Florence Park Sea Cadet and Community Centre. The project will replace dilapidated facilities at Florence Park, Florence Road, Chichester, creating a modern, inclusive and sustainable community hub for the South Ward, while providing a permanent base for the Chichester Harbour and Selsey Sea Cadets.

The project is to be developed in three phases. Phase 1 covers the new Sea Cadet and multi-use community hall (estimated build cost £1,250,000). Phase 2 covers a new café facility and public conveniences to replace the existing pavilion kiosk (estimated build cost £288,000). Phase 3 adds a dedicated sports hall with changing rooms (estimated build cost £900,000). The total construction cost across all phases 1 and 2 is estimated at approximately £1.5 million rising to £2.4 million when Phase 3 is included. Professional services costs across the full project are estimated in the range of £250,000 to £415,000 depending on the phases commissioned and funding secured.

This procurement is conducted under the Procurement Act 2023 as an above-threshold Open Procedure. The tender is for RIBA Stages 3 and 4 (Spatial Coordination and Technical Design), with RIBA Stages 5 and 6 (Manufacturing, Construction and Handover) included as separately priced optional extensions, subject to the availability of external funding. Stage 3 covers all three phases; Stage 4 is initially limited to Phase 1 only. The contract is structured with RIBA stage gateways acting as break clauses, protecting the Council in the event that further funding is not secured.

The contract will be governed by English and Welsh law, with fees paid monthly and a payment period of 28 days. Delay damages are set at £100 per day. The end of liability date is 12 years following completion. Dispute resolution is by arbitration. The Council requires Professional Indemnity cover of £2 million, Public Liability of £10 million, and Employer's Liability of £5 million.

Choice of Methodology

The Council selected the Open Procedure under the Procurement Act 2023 as the procurement route following a formal options appraisal which assessed three alternative routes to market. The options considered were:

- Option 1 — Open Procedure or Competitive Flexible Procedure via Find a Tender
- Option 2 — Mini-competition call-off from a compliant framework (e.g. Crown Commercial Services RM6356 or Fusion21)
- Option 3 — Direct award via a compliant framework (e.g. Bloom Services or Constellia)

Option 1 was selected as the preferred route. The primary reason was transparency given the level of public and funder scrutiny this project is expected to attract, the Council required an approach that would be fully defensible to funders, auditors and the wider public. The Open Procedure offers unrestricted market access, ensuring full competition and the best conditions for demonstrating value for money.

Option 2 was discounted because access would be limited to framework-appointed suppliers only, which would likely exclude the current architect (who undertook the pre-planning work) and restrict market competitiveness. Option 3 was discounted on grounds of transparency and fairness: a direct award at this contract value would require additional governance justification and would carry a heightened perception risk. The group also concluded that a design-and-build route would be unsuitable at this stage of design development and at this project scale, as suppliers would be likely to price in significant risk contingency.

The Open Procedure is to be advertised via the Find a Tender service (the Government's above-threshold contract notice platform) in accordance with the Procurement Act 2023. No preliminary market engagement was conducted prior to issue of the ITT. Suppliers that wish to visit the site must make a pre-arranged appointment with the Council between 4 and 8 May 2026.

A Lead Consultant model was adopted rather than the Council directly assembling and contracting with individual disciplines separately. This approach was preferred because it provides a single point of contractual responsibility, reduces coordination and programme risk, delivers better cost control, and minimises management overhead for the Council.

Evaluation

Evaluation is conducted in two sequential stages. Stage One assesses supplier eligibility through the Procurement Specific Questionnaire (PSQ). Stage Two assesses award criteria on a Most Advantageous Tender (MAT) basis, combining quality, social value and price.

Stage One — Procurement Specific Questionnaire (PSQ)

The PSQ is based on the Government Commercial Function standard template under the Procurement Act 2023. It covers three parts:

- Part 1: Confirmation of registration on the Government's Central Digital Platform (CDP) and submission of core supplier information (basic information, financial standing, connected persons, and exclusions grounds information).
- Part 2A: Associated persons: where a supplier relies on consortium members or key sub-contractors to meet conditions of participation, those parties must also be registered on the CDP and their exclusion information shared.
- Part 2B: A list of all intended sub-contractors and confirmation that none appears on the Government debarment list.
- Part 3: Conditions of participation: financial capacity (assessed against a detailed scoring matrix), insurance levels, technical ability (relevant contract examples from the past three years), subcontractor management experience, and health and safety arrangements.

All PSQ questions are assessed on a Pass/Fail basis. A supplier that fails any element of the PSQ is excluded from Stage Two. Financial capacity is assessed using a structured scoring matrix (detailed in the Criteria Weighting section below); scores below 26 out of 100 results in automatic failure, while scores of 26–49 may require a parent company guarantee or performance bond at the Council's discretion.

Stage Two — Award Criteria

Tenders that pass Stage One are assessed on the following overall weightings:

Criteria	Overall Weighting
Quality	60%
Social Value	10%
Price	30%
TOTAL	100%

Florence Park Sea Cadet and Community Centre - Summary of procurement process

Quality and social value are assessed before price information is disclosed to the assessment panel, ensuring that qualitative scoring is conducted without reference to commercial considerations.

Following initial scoring, supplier presentations are held for all suppliers that score within 7.5% of the top-ranked submission. Presentations are intended to allow the panel to clarify aspects of the written response and for suppliers to highlight key features of their proposal. Presentations are not separately scored but may cause individual panel members to adjust their scores upwards, downwards, or not at all.

In the event of a tied score, the award goes to the lowest total price. If price does not resolve the tie, the tiebreaker is the highest score on the most heavily weighted method statement.

Procurement Timetable

Activity	Time Frame
Tender Notice published	Inception
Supplier site visits (by appointment)	Inception + 14 days – Inception + 21 days
Deadline for clarification questions	Inception + 21 days
Council responses to clarification questions	Inception + 28 days
Tender return deadline	Inception + 35 days
Assessment period	Inception + 35 days – Inception + 51 days
Supplier presentations and interviews	Inception + 42 days – Inception + 51 days
Contract Award Notice published / Standstill commences	Inception + 52 days
Mandatory Standstill Period ends (midnight)	Inception + 60 days
Contract commencement	Inception + 61 days
Contract formalised / Contract Details Notice published	Inception + 70 days
Initial contract end date (design phases)	31 December 2026
Final target end date (construction element)	March 2027

Criteria Weighting

Quality — 60% overall

The Quality element is assessed through four method statements. Each is scored on a scale of 0–5 by the assessment panel, then multiplied by the respective sub-weighting. The sub-weightings within the 60% Quality envelope are as follows:

Quality Sub-Criterion	Sub-weighting within Quality	Overall Weighting
Understanding the Brief	40%	24%
The Design Team	25%	15%
Delivery Method and Programme	20%	12%
Partnering and Collaboration	15%	9%
Quality Total	100%	60%

The method statement scoring scale is:

Score	Rating	Definition
5	Excellent	Fully meets the requirements with comprehensive, specific evidence of how outcomes will be delivered. No negative implications.
4	Good	Meets the requirements without significant negative implications. Good evidence of methodology and approach.
3	Satisfactory	Broadly satisfactory but with some omissions or lack of clarity. Some generic or insufficiently specific content.
2	Reservations	Meets some requirements but with clear reservations around understanding or methodology. Weak or vague evidence.
1	Serious Reservations	Limited or inadequate response. Major gaps, poor understanding, and little relevant evidence.
0	Unacceptable	Non-compliant, no relevant response, or significantly irrelevant and inaccurate.

Social Value — 10% overall

Social Value is assessed as a single method statement worth 10% of the overall score, evaluated on the same 0–5 scale as quality. Suppliers are asked to demonstrate how they will contribute added social, economic and environmental value through the contract, including apprenticeships and local employment, community initiatives, and commitment to net zero in line with the Council's 2030 target. A strong response will commit to specific, measurable outcomes rather than aspirational statements.

Price — 30% overall

Price is assessed on a comparative basis using the formula: (Lowest Price Submitted ÷ Tenderer's Price) × Weighting = Score. The price element is split into two sub-criteria:

Price Sub-Criterion	Sub-weighting within Price	Overall Weighting
Sub-Criteria A — RIBA Stages 3 (Phases 1–3) and 4 (Phase 1 only): fixed fee for the primary design work (Table A Subtotal A)	75%	22.5%
Sub-Criteria B — RIBA Stage 4 (Phases 2 and 3) and Stages 5–6 (all phases): optional extension stages (Table A Subtotal B, including £10,000 general contingency)	25%	7.5%
Price Total	100%	30%

All fees in the Price Schedule (Schedule 1) must be submitted exclusive of VAT, inclusive of disbursements, and inclusive of all sub-consultant fees. The Council will not accept invoices from sub-consultants directly. Fees are paid upon satisfactory completion of stated RIBA stage activities, with key milestones to be agreed. Statutory application fees and the cost of purchasing professional services contract documents are excluded from the fee and will be met by the Council. Hourly rates for all disciplines and staff grades must be submitted in Table B of Schedule 1 for use in agreeing fees for any additional services outside the stated scope.

Summary of Overall Criteria Weighting

Criterion / Sub-Criterion	Sub-weighting	Main Weighting	Overall %
Understanding the Brief	40% of Quality	60%	24%
The Design Team	25% of Quality	60%	15%
Delivery Method and Programme	20% of Quality	60%	12%
Partnering and Collaboration	15% of Quality	60%	9%
Social Value	100%	10%	10%
Price — Stages 3 and 4 Phase 1 (Sub-Criteria A)	75% of Price	30%	22.5%
Price — Stage 4 Phases 2 & 3 and Stages 5–6 (Sub-Criteria B)	25% of Price	30%	7.5%
TOTAL	—	—	100%