

## Heritage at the Heart of Graylingwell

### Business and Delivery Phase Plan



**November 2019**

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## **1. Executive Summary**

The Heritage at the Heart of Graylingwell Delivery Phase Plan has been created to support Chichester Community Development Trust's (CCDT) Stage two application to the Heritage Lottery Fund Grant. The Plan covers the management, organisational and operational procedures required to deliver the delivery phase of the project.

The project to restore and give a new life to Graylingwell Chapel is an important one for the local residents, for the wider community in Chichester and beyond, and also for the Chichester Community Development Trust itself. Its successful completion will give the Trust considerable credibility and provide a home for key activities and events as the Trust develops its community role. It should also lead on to the next phases in the Trust's business plan, including the adaptation of the Marketing Suite and ultimately the stables.

The Board of Trustees, Steering group and staff team have a clear vision for the Chapel, which has been achieved through extensive community consultation, working with consultants and local and national advisors and through and robust business modelling and forecasting,

With the support of all key stakeholders and the identified need for a modern heritage and community facility in Chichester there is little doubt that that Graylingwell Chapel will not only provide a high quality space for local residents as well as other groups and individuals but also the required level of income to be sustainable. Through consultation with the users and being responsive to feedback, CCDT will be able to continue to meet its charitable objectives whilst developing the space over the years to maintain its use and financial viability.

## 2. About the Organisation

Chichester Community Development Trust (CCDT) is a community enterprise, an organisation that trades for social purpose with profits reinvested, and was established in 2009 to deliver social and environmental benefits:

- To own, manage and maintain community facilities for the public and/or those who, by reasons of their youth, age, infirmity or disablement, poverty or social and economic circumstances, need such facilities
- To create training/ employment opportunities by providing workspace/ buildings/ land on favourable terms
- To advance education, training and retraining, particularly among unemployed people
- To promote public safety and the prevention of crime
- To develop the capacity and skills of the members of the community in such a way that they are better able to identify, and help meet, their needs and participate more fully in society
- To develop, encourage, foster and promote the physical, economic and social development and regeneration of the area by building partnerships with organisations with similar aims
- To protect or conserve the environment.

CCDT is located in North Chichester on the Graylingwell Park estate, an area of mixed social and private housing with many pockets of social deprivation. CCDT delivers programmes and activities to support community cohesion and to those:

- in low income families
- new residents moving into the area looking to become involved in their new community
- facing social isolation
- young people to provide positive activities.

CCDT works with local businesses, individuals and the statutory and voluntary sectors to offer good quality new and refurbished community venues to hire. The community engagement activities include welcome events, homework café, community café, internet cafes and back to work programmes are funded through core funding from the surplus made from CCDT's community buildings and s106 planning contributions. CCDT also seeks external funding to deliver other programmes including the Youth Ambassadors programme, youth club, fun bus and other youth projects.

A total of £1,918,271 has been raised to date from grants, consultancy work, contracts, trusts and foundations, which has enabled CCDT to deliver innovative and far-reaching new projects and services.

Our key achievements for 2018/19 include:

- 5760 people attended events and activities
- 4938 hours of room hire delivered
- 1714 bookings delivered
- 97 residents accessing room hire for family celebrations
- 25 organisations supported to access community facilities
- 33 individuals supported to establish new services

- 29 CCDT-led activities delivered
- 5 CCDT weekly courses delivered
- 26 active volunteers
- 237 volunteer sessions/opportunities delivered
- 5027 volunteer hours
- 1 job created
- 833 likes on our Facebook page
- 1352 followers on Twitter

### 3. Development of the Project

Graylingwell Chapel, designed by architect Sir Arthur Blomfield, was built in 1897 and served as the chapel for Graylingwell Hospital, formally known as the West Sussex County Asylum. The hospital functioned as a mental health facility until it was closed in 2001. Developers then purchased the site and in 2010 demolition, conversion and building work began; the new build has now largely obscured the hospital buildings. The chapel remained but was left derelict; it is significant as it is the only hospital building left on the site that is accessible to the public.

Over the years, Graylingwell Hospital has had a significant impact upon the local community both as a mental health facility and also as a place of employment. Not just limited to local history, the hospital also plays an important role in the context of national history, not least of which is when it was taken over by the War Office during WW1 and functioned as a war hospital from 1915-1919. As a medical institution, Graylingwell Hospital has also played a significant part in the history of mental health treatment in Britain and the developing role of psychiatry in the 20th-century.

As a consequence of the redevelopment much of what made it a medical facility has been lost, as have the majority of the historical documents and materials relating to Graylingwell Hospital. Mark Staples, at that time part of the learning disabilities team at West Sussex County Council, recognised that no attempt had been made to collect material from the site and that this had implications for preserving the history of the hospital and the site. As well as the loss of key buildings and material from the site, the patient records (casebooks) from 1897-1913 held at the West Sussex Record Office (WSRO) were also at risk of disintegrating.

In recognition that the heritage of Graylingwell was being lost and of its wider significance, Pallant House Gallery was approached in 2011. However, as there was a need to reach out and gather material that might be out in the community, to research into the history, to share existing archival material and for people's voices to be heard, this wide-ranging remit was beyond one organisation. It required a multi-layered approach with input and expertise from a range of organisations. Therefore, in 2012 potential partners including CCDT, University of Chichester, WSRO, Emmanuel Chapel, The Novium and Pallant House Gallery were brought together to discuss a potential application to the Heritage Lottery Fund.

In 2014, an application from CCDT was submitted to the HLF in partnership with Pallant House Gallery, University of Chichester and WSRO. The partnership project drew together the skills and expertise not only to preserve the material history of the site but also to bring to the fore the personal stories and memories of those associated with Graylingwell. Alongside the aims of exploring, interpreting and preserving the history of Graylingwell the project's application expressed a wider aim to provide a platform to discuss mental health and to engage in a dialogue to challenge stigmatisation. The community-based arts and heritage programme recorded oral and written histories, uncovered artefacts from the hospital, preserved the patient records and created artistic responses. The artefacts discovered included artwork produced by the patients to facilitate ground-breaking treatments and the magic lantern used for shows in the hospital

theatre. The Graylingwell Heritage Project demonstrated the importance of the hospital to the local community and of the preservation and display of the heritage on the site.

During 2014/15 CCDDT delivered the Graylingwell Heritage Project a Heritage Lottery funded project working with heritage and cultural partners in the Chichester area to deliver a hugely successful and far reaching project uncovering the hidden history of the former Graylingwell Hospital.

During 2016/17 CCDDT received a HLF start up grant to:

- hold five consultation sessions with stakeholders, local residents and community groups to develop plans for sustainable community use of the chapel
- form a Steering Group to represent local interests in developing plans for future use of the chapel
- undertake visits to comparator projects to inform development plans for mixed community use and heritage interpretation
- organise appropriate training for staff, trustees and volunteers to cover asset transfer, maintenance of historic buildings, heritage research and interpretation

Additional funding was also secured from the Architectural Heritage Fund to support the appointment of an architectural practice to produce concept designs up to RIBA stage 1. In September 2017 the Heritage Lottery Fund confirmed the award of a Stage One pass for the Heritage at the Heart of Graylingwell project and the initial grant of £142,000 was received in 2017. This initial development grant has been utilised to:

- employ architects and submit a full planning application to Chichester district council
- produce a Management and Maintenance Plan
- produce an Activity Plan
- produce an Interpretation Plan
- undertake a feasibility study into provision of a café
- produce a stage 3 M&E report
- undertake a full costings budget and QS report.

It is critical that we secure funding to put in place a scheme to redevelop the chapel. We have secured funding of £350k from Linden Downland LLP which will be used to match fund the project. A further £110k has been secured from Linden Downland LLP as part of the freehold transfer of the chapel, this will be ring fenced as reserves for maintenance. We have also secured £142k of s106 funding from Chichester District Council. This will only be provided on a HLF second round pass and is at risk of being lost if the application is unsuccessful. The rapid housing expansion to the north of Chichester city where Graylingwell Chapel is located is an opportunity for our project. The local community is interested in the history of the hospital as they live in and around the former hospital; their active engagement in the previous HLF project was a key factor in its success. Consultation for the development of this application has again demonstrated the high levels of interest in the heritage of Graylingwell being displayed and accessible to people of all ages in a building with close associations with the hospital. We have a fundraising strategy that is based on a mixed funding model, including HLF. We will approach funders who have previously supported us, trusts, foundations and launch a capital appeals campaign. If we do not get the

funding we will continue to seek advice from the Princes Regeneration Trust and Locality to explore other options.

We have considered other buildings on the site as potential options. However, they have been assessed as not being suitable for people to access or for displays. By using the chapel we are not only safeguarding the future of an important building, it is the only example of an asylum chapel design by the renowned church architect Sir Arthur Blomfield, but we are also bringing it back into functional use. The previous current owners had no plans to redevelop the building and therefore it was at considerable risk. The local building conservation officer is keen to see the chapel restored with the adjacent green and with views to the administration block, it forms part of a conservation area.

The history of mental health is a story that is not being told anywhere else in the local region. We have consulted with key local stakeholders including WSRO and The Novium who agree that this important narrative is best told within the Graylingwell site. The story of Graylingwell is not only important to the history of mental health, as an institution it was a pioneer of treatments but also to mental health today. We have undertaken extensive consultation with our potential users and visitors. As part of our HLF Start up Grant we heard feedback from our stakeholders, local residents and community groups. Through focus groups, a public consultation exhibition and 1-2-1 interviews, we gathered a range of views that fed into the plans for the building, the interpretation and activities programme. Two hundred and sixteen people attended our public consultation event and 96% agreed or strongly agreed with the proposals to renovate and preserve the building and interpret the Graylingwell story. The public consultation told us that the concept architectural plans were well received. However, some changes to the plans have been implemented due to the feedback, this included more flexible seating in the café, and a greater clarity on the how the space in the main chancel will be used. The plans show how the exhibition and displays areas, including the children's interactive stay and play area work within the space.

## 4. Strategic Background

The Graylingwell Heritage Project was a significant heritage partnership project that demonstrated the need for CCDT to collaborate with local heritage and cultural organisations to tell the story of Graylingwell Hospital. Key lessons learnt from the Graylingwell Heritage Project that have influenced the Heritage Grant application are:

- the importance of the heritage of Graylingwell Hospital and the Graylingwell site to the local community, and the community's on-going and continued interest
- the need to tell the story of Graylingwell in a space that resonates with the heritage of the hospital and the surrounding area
- the heritage of Graylingwell is a story that continues to emerge with new information, artefacts and material still being uncovered
- to ensure that the material associated with the heritage of Graylingwell Hospital is accessible on and off-site to a wider audience
- to further address the stigma of mental health through the heritage of Graylingwell, the Graylingwell Heritage Project started this process but there is a need to extend and deepen it.

This project is focused on the revitalisation of Graylingwell Chapel. It was built in the 1890s as the chapel to the West Sussex County Lunatic Asylum, later known as Graylingwell Hospital. Sir Arthur Blomfield and Sons, one of the last Gothic Revivalist architects practicing in the late nineteenth century, designed it. Blomfield was known for his outstanding church construction and restoration work that included significant commissions at Southwark and Salisbury cathedrals.

Architecturally, the chapel is almost wholly original with minimal alteration undertaken since its construction. Externally, it has many distinctive aesthetic features including Downland flint cobble walls, a cedar shingled bell tower and a remarkable suite of stained glass memorial windows. However, its primary importance and distinctiveness derive from its very particular context. As an asylum church, it was designed differently. Unusually for a church of its size and period, it has a substantial narthex, which was created to ensure the separation of male and female patients and facilitate an enclosed link to the 'quiet spaces' at the extreme west end of the church which were used by agitated patients during services.

At its peak, Graylingwell accommodated over 1000 patients and its chapel was at the centre of this community providing both a worship space and a vital place for private prayer and reflection. Because of its unique setting, the chapel's significance is intimately connected to the design of the wider hospital site and the buildings, structures and landscaping which comprise part of its history. Graylingwell Hospital stands at the northern edge of Chichester, 2km from the city centre. The 30 hectare site is designated as a Park, a Conservation Area that contains two Grade II listed buildings (including the chapel), 472 protected trees and a clutch of important landmarks including a Water Tower, a Clock House and the Asylum Superintendent's house. This project seeks to create a heritage hub within the chapel, which narrates, interprets and connects these scattered elements. Not only will it use the built heritage to achieve this, but the project will scope in historic artefacts from organisations and individuals, original artwork and oral histories all rooted in the lives and experiences of the people who resided and worked at Graylingwell during its 100 years as a psychiatric hospital.

Ultimately, our broader focus is on the history of mental health diagnosis and treatment. We will explore how psychiatry's focus has moved from asylums to pharmaceuticals, resulting in the

redevelopment of sites such as Graylingwell. This means the combined heritage at Graylingwell has a strong social value and purpose.

This heritage of Graylingwell is important to a range of stakeholders and audiences:

- The new and evolving community of about 2500 residents who now live within the former asylum site.
- Direct consultation and community led initiatives have demonstrated a strong appetite for preserving and interpreting the hidden history of the site.
- The broader community of Chichester, who value the city's rich and engaging history and perceive Graylingwell as a key element of its twentieth century story. This is evidenced by the generation and retention of material by organisations such as West Sussex Record Office (WSRO) and The Novium (Chichester's local museum) and their desire to be partners in the project
- Local users of mental health services. The Graylingwell Park site continues to have strong links to mental health with three NHS units located within the site area. Our project will use heritage as a springboard to connect to people of all ages with mental health issues, through co-curation of exhibition and the programme of activity.

The following Gantt chart describes the development phase of the stage one project:

HLF Development Phase	2018	18	18	18	18	18	18	18	18	18
	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Asset Transfer of Graylingwell Chapel										
Advertising specifications for Consultants										
Appoint Building Works Project Manager										
Appoint Project Coordinator										
Appoint Activities Plan Consultant										
Appoint Management & Maintenance Plan Consultant										
Appoint Lead Architect including CDM Coordinator, Quantity Surveyor, Mechanical & Engineering Consultant and Structural Engineer										
Appoint Landscape Designer										
Contracts issues and contractors in post										
Undertake Stained Glass Survey										
Undertake Bat Survey										
Catering Café Advice & Support										
Memory Café Development Advice										
Scanning of Larger Scale Maps and Plans										
WSRO Staff Scanning										
Archivist Time for Line Management, Volunteer Supervision and Training										
Conservator Time										
Interpretation Volunteers										
Steering Committee Meetings										
Support at Activity Planning Consultation										
Volunteer Digitisation										

Pre planning submission										
Planning permission submission										
Produce Management and Maintenance plan										
Produce Interpretation plan										
Produce Activity Plan										
Produce QS costings for works										
Produce stage 3 M&E report										
Prepare Round 2 HLF HG application										
Submit Round 2 HLF HG application										
<b>Key:</b>										
All										
Chichester Community Development Trust and external consultants										
Adam Richard's Architects										
KSP										
WSRO										

## 5. Project Details

The following table describes the timetable for the project – the detailed GANNT charts detail the delivery phase of the project:

Objective	Dates
HLF Stage 1 bid submitted	May 2017
HLF Stage 1 decision	September 2017
Graylingwell Chapel transferred to CCDT as freehold asset	March 2018
Development phase commenced	March 2018
Tender docs for Project Manager, Project Coordinator, Activity Plan, Architects, and professionals sent	March 2018
Consultants and professionals appointed	April 2018
Planning permission submitted	September 2018
HLF Stage 2 bid submitted	December 2018
HLF Stage 2 decision	March 2019
Permission to start project	May 2019
Delivery phase commences	May 2019
Tender docs for Project Manager, Project Coordinator, Activity Plan, Architects, and professionals sent	May 2019
Consultants and professionals appointed	July 2019
RIBA Stage 4 and 5	August 2019
Tender docs for prime and specialist contractors	December 2019
Build phase and display of interpretation and objects commences	January 2019
Build phase and display of interpretation and objects ends	December 2020
Graylingwell chapel and the heritage collection opens	March 2021
Extended activities and learning commences	March 2021
Ongoing evaluation of above activities commences	March 2021

## 5.1 Heritage at the Heart of Graylingwell project – Project Gantt chart

HLF Delivery Phase	19											20													21					
	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar					
Initiate Delivery Phase Volunteer Program																														
Recruit & Train New Volunteers																														
Start delivery of Activities Plan																														
Continuation of Fundraising																														
Friends Fundraising																														
Building Project Detailed																														
Contractor Procurement																														
Tender Docs/ BQ																														
Tender																														
Mobilise																														
Construction on Site																														
Completion																														
Defects Period																														
Final Exhibition Design																														
Exhibition Production																														
Exhibition Installation																														
Recruit Activity Coordinator																														
Implement Activity Plans																														
Volunteer Programmes																														
Repair & Conservation Work																														



## 6. Market Appraisal

The market appraisal has been produced based on the following key assumptions:

- The marketing strategy will seek to attract business users to hire the Chapel and will promote the use for private receptions and functions.
- Voluntary organisations and charities will be encouraged to use the Chapel for fundraising events.
- Local churches and religious groups may also wish to make use of the facilities provided.
- In operating the proposed space the CCDT will seek to develop partnerships and opportunities for joint working with other local organisations and groups including CDC, New Park Centre, Chichester University, Chichester College, Pallant House Gallery, UAT, WSCC, Records office, Transition Chichester.
- CCDT will be actively encouraging volunteers to take part in the running of the Chapel, to promote community engagement and associated activities, CCDT will also encourage those groups which make use of its facilities to enlist the service of volunteers.
- It is the belief of CCDT that the building will be self-financing. Through careful management and pro-active marketing the space available has the capacity to generate an income stream sufficient to cover the running costs.
- The Chapel will be available seven days a week

### 6.1 Heritage Activities

The consultation process highlighted the tremendous interest and enthusiastic support from local residents, stakeholders and our current audiences for the preservation and restoration of Graylingwell Chapel. In particular, it has emphasised an overwhelming desire for the history of Graylingwell to be preserved and shared in accessible ways at the Chapel, as well as activities inspired by the mental health care and therapeutic approaches practised at the hospital.

There was a strong support for activities that would appeal to a broad range of participants, with elements such as creative art and craft workshops, memory-based initiatives, intergenerational interactions, and group and peer-support sessions for people living with mental health.

The Heritage activities are underpinned by the Five Ways to Wellbeing: Connect; Be active; Take notice; Keep learning; Give. Each activity is designed to promote wellbeing under one or more of these actions.

- Connect: through participating in group activities like book clubs, discussion groups and developing new social networks in the community
- Be active: by taking part in walks, cooking, gardening or making art
- Take notice: of the surroundings and observe the heritage and natural environment through self-led trails
- Keep learning: by joining in art, craft, educational and heritage workshop to learn new skills or develop existing knowledge
- Give: volunteer time, share stories and experiences

Through the project we will trial and test a wide range of activities covering the history and heritage of Graylingwell, the surrounding built and natural environment, and activities that support people's health and wellbeing. This variety of engagement will enable us to put in

place a legacy programme of events, workshops and talks both facilitated and self-led that will be tailored to the needs of the audience and that can be developed in the long term.

The expertise and training from our heritage partners will help us increase our knowledge and understanding of Graylingwell's past, and provide our staff and volunteers with the necessary skills and confidence to care for heritage items, develop content and produce displays to ensure an on-going legacy of this project. Collaboration with local agencies and organisations to deliver aspects of the activity programme will bring in relevant professional expertise and provide us with a better understanding of how we can support people's health and wellbeing. We already have a strong network and track record of working with local organisations and individuals. The Graylingwell Chapel project will enable us to extend this network by building new relationships and connections and strengthening those we already have.

The Heritage activities planned presents a diverse, stimulating and deliverable range of activities that takes into account the wide range of ages, backgrounds, abilities and interests represented in our potential audiences, and ensures there is something for everyone. The four strands of activity – Interpretation and Display, Audience Development Activities, Training and Skills Development, and Publicity and Promotion – provide a range of opportunities for learning, creative arts and craft, improved health and wellbeing, mental health awareness and support, volunteering and social interaction. The successful delivery and achievement of set targets of the programme will be evaluated during and at the end of the project to measure them against the HLF outcomes for Heritage, People, Communities and the Organisation.

## **6.2 Café**

The redevelopment of Graylingwell Park has introduced an eclectic mix of residents and visitors who would potentially use the café. These include:

- elderly and retired residents
- local mothers with young children
- students from Chichester University located adjacent
- local business people either living locally or visiting
- people with physical disabilities, mental health conditions, learning difficulties or dementia.

Although most of the regular trade is expected to be local residents, visitors and destination patronage should not be disregarded. The profile of the customer is likely to vary dependent upon the time of day. It is therefore recommended that the offer is structured to be dynamic with varying options to target specific groups at specific times of the day.

The location of the café both within the local community and in the chapel itself ensures it has an exclusive market dominance. As such, it will offer a wide range of quality products to ensure it meets the needs of the audience and the lack of alternatives in the immediate area. It was recommended that the style and appearance of the café resembles a commercial coffee shop. The 'look and feel' will be of a professional standard and presented (and operated) as a highly skilled commercial outlet. Unlike the 'chain' coffee shops, Graylingwell Chapel café highlights the history of the site and focuses upon regionally produced products in addition to offering high quality and ethically sourced coffee.

In addition to the everyday general use of the café, it was clear from the feedback received that, as a community facility, the café should also be used for community events. Most of these events are likely to take place outside of normal working hours, mainly during the evenings or at weekends. This would include activities such as group baking sessions and other community led activities. In addition to general use and extra curricular community activities the facility will be marketed for wider commercial use. This will include hiring out the venue for small weddings, parties and group events. This will not only increase the market audience but also prove to be commercially beneficial, helping to ensure the facility remained profitable.

Unlike a commercial branded 'High Street' offer, the café at Graylingwell Chapel needs to appeal to a wider audience. Due to the community use of the chapel itself, the time that a customer is likely to remain within the facility is expected to be far longer than the normal thirty-minute average expected in a regular coffee shop. In addition, customers will likely expect the facility to be open in conjunction with the operating hours of the chapel itself which is likely to be longer than standard 'High Street' opening times. As a result, the café will cater for early morning visitors looking for a breakfast offer. Therefore, the café should open no later than 8.00 am and remain open all day. To satisfy the afternoon demand the café will close at 6.00 pm Monday to Saturday, 4.00 pm on Sundays where late afternoon demand is expected to be less.

The ethical nature of the café and considerations towards the environment are important factors to be considered. Whilst the use of locally sourced products will help to set the Graylingwell café apart from other similar facilities, local suppliers will be encouraged to help educate and stimulate interest in the local products they supply, which will also be available to purchase. The CCDT will also revive the community garden or establish a smaller scale 'allotment' to enable community volunteers to supply fruit, vegetables and herbs for use in the café.

To ensure the café is successful, it is important to consider how it's positioned within the market so it meets the needs and expectations of its customers. It should be remembered that at its heart, this is a community facility and therefore, the community should remain the driving factor behind every decision.

A key part of ensuring the ongoing success of the café is the design, layout and provision of suitable equipment. Whilst it is too early to confirm details of the menu, financial strategy etc., it's essential to ensure the allocated space is appropriate. The stakeholders meeting was purposely arranged to ensure the views of the community remained at the heart of the project. During the meeting, the views and comments of the attendees were recorded and assessed to ensure a full understanding of what was expected from the café was obtained. The full details from the stakeholders meeting can be seen at [Appendix 3](#).

A steering group meeting was also attended to gather further information. The results of both the stakeholder and the steering group meetings are available however in general, it was agreed that the café should offer more than an average 'High Street' branded coffee shop. As this is a community facility, all agreed that community based activities (out of hours) was an important requirement. It was also felt that, as a local facility, care should be taken to ensure the whole community were made to feel welcome. This includes mothers with young children, elderly and retired residents and those with physical disabilities or mental health issues.

To ensure adequate resources are available to produce the desired offer to the standard required, it is essential to dedicate sufficient space to the kitchen and server areas. Discussions regarding the kitchen space, and equipment required, have been ongoing with the architect during this project. The equipment proposed for the café is based upon the nature of the operation, the style of food required and the restricted space available. The equipment schedule does not include for smaller items of kitchen equipment i.e. counter top equipment, light equipment or the coffee machine. The specification for the equipment recommended considers value, performance, reliability and the style of food to be produced.

### **6.3 Room Hire**

In addition to delivering the programme of heritage activities and events through its redevelopment the chapel will provide a venue for room hire and private hire to ensure it is sustainable and can fully achieve the income targets. The Chapel will be available for:

- Education and Training: As well as being able to provide facilities for learning organisations (Chichester University, Chichester College and Aspire etc.), CCDT will also seek funding to deliver courses and programmes in house at the Chapel. The space will also be made available to Clarion Housing Group to deliver its programmes specifically for tenants including back to work programmes, financial inclusion projects and family learning activities.
- Exhibitions and private functions: The chapel will offer a venue for exhibition space and a venue for family parties and gatherings.
- Social activities: The Chapel will offer an environment for social activities and social contact for all groups within the local community. The main hall area will provide a focal point for social activities, It will serve as a meeting place for local residents and for community forums, a place where people will become inspired to try new things and discover how they can become more directly involved in their community.
- Leisure pursuits: Chichester is host to a large number of clubs and societies many of which are struggling to find appropriate and affordable premises in which to operate. The proposed space will provide an area where these activities can thrive and develop and new groups can also be supported in their start-up phase.
- Information centre: The Chapel will act as a local information point providing details of local groups, activities and services. Their noticeboards will provide publicity for forthcoming events and meetings.
- The Chapel will be available to faith groups who wish to make bookings for the space on a to offer outreach services in a new community.

### **6.4 Key strengths of CCDT**

- History and culture are now embedded as a theme for CCDT with the recent award of a stage one Heritage Lottery bid that will preserve the Heritage of the former hospital site. This high profile multi partner project brought national interest to the trust and the surrounding area and will offer the opportunity to deliver a number of legacy projects to increase sustainability.
- Community development is a crucial area of work for the CCDT and an experienced and well respected staff team establish, broker and deliver a range of community activities, projects and events. These include annual strategic events including the summer garden party as well as weekly drop in coffee mornings, training and education programmes and youth programme.
- Business development has to date been successful with CCDT securing a number of external grants, contracts and consultancy work. CCDT has been called upon by other organisations to share good practice and experiences and establish community development projects and support other communities outside its locality.

- CCDT is furthering its skills in asset management and the development of a number of social enterprise ideas and projects. With the help of outside support agencies and experts in their field including Locality and Shared Assets CCDT is positioning itself to ensure a smooth handover during the asset transfer process.
- CCDT is pursuing projects and external funding to secure economic development in the community it serves. Through the development of business planning ideas for the land (Havenstoke Park and Chapel Green) and a number of the fixed assets (the Chapel, Artists' Studios and Sales office) CCDT will ensure that a thriving and sustainable community is developed, supported and maintained into the future.
- Gardening and horticulture have become another key strength of CCDT, having developed and maintained the sizable community garden at Graylingwell Park. Over the coming year further work on grafting the orchard's trees for planting in the new orchard site will continue to ensure the sustainability of the Garden despite its relocation as the phases build out.
- CCDT has a number of effective and well developed partners that include those who fund CCDT as well as partners who offer advice, support and joint project delivery. These include Linden Homes, Clarion Housing Group, Zero C, The Hill Group, Sport England, Chichester District Council, Chichester City Council, Pallant House Gallery, WS Records Office, The University of Chichester, St Pancras Church and West Sussex County Council.

## **6.5 SWOT Analysis**

### **Strengths**

- The CCDT has support within the community and local residents are supportive of the proposed space and usage
- Demand for shared space in the area is high
- The premises are located in walking distance of the city centre and there are good transport links
- As a refurbished building the overall fit out will be of high quality
- As a community body CCDT attracts support and volunteers
- Professional help and guidance has been offered on a pro bono basis
- Able to respond to new initiatives in response to the needs of the sector

### **Weaknesses**

- Lack of available parking
- Within a residential development therefore noise and activities will need to be monitored and usage reviewed
- Current staff capacity - Reluctance of staff to work after hours/weekends

### **Opportunities**

- Managing the proposed space will enable CCDT to increase the range of services which it provides
- CCDT has strong partnerships with local agencies, organisation and providers
- The chapel will become the first large building within the CCDTs portfolio and will significantly heighten its public profile and increase its visibility
- Volunteers are keen to take an active role – keeping the premises clean and tidy, providing operational cover, thus reducing the running costs of the space.
- Opportunities for external funding - the successful operation of the space will mean that CCDT would be well placed for managing any community facility

- Accessible and well equipped facilities

### **Threats**

- The chapel may not attract sufficient income to cover its costs
- Economic recession
- Funding cuts
- Changes to the priorities of organisations fund external venue hire
- Established local competition – St Michael’s Hall, New Park Centre

## **6.6 PESTLE - Political (P), Economic (E), Social (S), Technological (T), Legal (L) Environmental (E)**

### **Political**

- Cuts to public sector organisations – reduction in hire budget for outside training/away days etc
- Pressure on CDC to provide new communities with suitable accessible facilities

### **Economic**

- Recession affecting business and knock on effect to external hire budgets
- Competitors offering low cost hire
- Rising unemployment and household budget cuts will affect the ability of individuals to pay for venue hire

### **Social**

- Unemployment rising – opportunity for back to work and personal development courses at the centre
- Provides a space for the whole community to come together and build as a new and emerging community

### **Technological**

- Technology is used to improve efficiency in providing online booking system but requires investment and time

### **Legal**

- VAT implications

### **Environmental**

- New build facility built by responsible developer – emissions will be low
- Furniture and equipment will be sourced through recycled and up-cycled suppliers including Greenworks and Edu-Care

## 7. Financial Appraisal

The building will be the home of the Heritage at the Heart of Graylingwell project which will tell the stories of the former hospital and the role it played in mental health treatments throughout the past 100 years. In order to complete these essential conservation works together with new building works, as well as provide interpretation and heritage displays, external funding is required in order to achieve these aims and also ensure greater access to heritage so that the heritage is preserved and the community is involved in this far reaching and important project.

The structure of finance for the CCDT is the most important element in determining its ability to be viable both in the short and the long term. It is crucial that the mix of assets both community based and commercial, and the split between buildings and land, ensure the future viability of the Trust. CCDT has in place systems and controls that will monitor the movement of monies into and out of the organisation. Through external audits and related trails, income and expenditure can be verified. A summary of the income and expenditure is reported to the Annual General Meeting through the Annual Report and Accounts. Given the social, environmental and economic benefits anticipated from the operation of the community facilities and CCDTs activities, it will be useful to set a culture from the beginning of recording and reporting on the “triple bottom line”. Whilst full social audits can be expensive, there are practical ways to plan, record and report on the social, environmental and economic benefits of the organisation particularly if considered from the beginning.

The CCDT currently has/will have the following income streams from a wide range of sources:

- S106 contributions
- Café – offering affordable drinks and snacks from 8-6pm. Available from 6pm and on the weekends alongside hire of the church facility for performance and youth work, resident supper clubs and movie evenings.
- Letting and/or sessional use of community rooms and meeting rooms within the main building and facilities
- User charges for activities provided directly by the Trust
- Resident Levy - The charge is currently £50/property irrespective of tenure and index linked.
- Interest on reserves

Expenditure will fall under three main headings:

- Core Infrastructure costs for CCDT staff and operations including office/desk space, insurances, membership and business rates
- Facilities Management including maintenance, operations and sinking funds of the community buildings and facilities
- Project costs for delivery of activities and services including community development activity and events.

The key to long term viability is for the Trust to utilise the land and buildings and to ensure it can yield a healthy annual return. A complementary mix of commercial and community uses for those assets transferred to the Trust will ensure that core costs and community development work is supported and the Trust is sustainable long after the s106 contributions have ended.

## 7.1 Income Generation Activities

The following spreadsheet details the income generating activities at Graylingwell Chapel post redevelopment:

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21		
<b>INCOME - other</b>														
Café hire evening	1040	1040	1040	1040	1040	1040	1040	1040	1040	1040	1040	1040	<b>12480</b>	8hrs per week @ £30 per hour
Interactive play	900	900	900	900	900	900	900	900	900	900	900	900	<b>10800</b>	30 children at £1 per session x 360 days
Meeting room 1	867	867	867	867	867	867	867	867	867	867	867	867	<b>10404</b>	£10 per hour x 20hrs per week
Meeting room 2	867	867	867	867	867	867	867	867	867	867	867	867	<b>10404</b>	£10 per hour x 20hrs per week
Main space hire	600	600	600	600	600	600	600	600	600	600	600	600	<b>7200</b>	£300 per event x 2 events per month
Ticket sales events	700	700	700	700	700	700	700	700	700	700	700	700	<b>8400</b>	1 event per month @£7 per head x 100 people
Worship hire	650	650	650	650	650	650	650	650	650	650	650	650	<b>7800</b>	£300 per hire x 26 weeks per year
Ticket sales activities	600	600	600	600	600	600	600	600	600	600	600	600	<b>7200</b>	1 activity per week @ £15 per head x 40 weeks x 12 people
Children parties	216	216	216	216	216	216	216	216	216	216	216	216	<b>2592</b>	1 party per week hire @ £50 hire
Sales of prints and maps	200	200	200	200	200	200	200	200	200	200	200	200	<b>2400</b>	20 prints per month @ £10 per print
Amazon lockers	50	50	50	50	50	50	50	50	50	50	50	50	<b>600</b>	
	<b>6690</b>	<b>6690</b>	<b>6690</b>	<b>6690</b>	<b>6690</b>	<b>6690</b>	<b>6690</b>	<b>6690</b>	<b>6690</b>	<b>6690</b>	<b>6690</b>	<b>6690</b>	<b>80280</b>	

## 7.2 Income Generation Café

The following spreadsheet details the income estimated to be generated by the café at Graylingwell Chapel post redevelopment:

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21		
<b>INCOME - café</b>														
General Users - coffee	5100	5100	5100	5100	5100	5100	5100	5100	5100	5100	5100	5100	<b>61200</b>	85 x £2.00 x 360
General Users - food	1912.5	1912.5	1912.5	1913	1912.5	1912.5	1912.5	1912.5	1912.5	1913	1912.5	1912.5	<b>22950</b>	85 x 25% x £3.00 x 360
Destinational - coffee	900	900	900	900	900	900	900	900	900	900	900	900	<b>10800</b>	15 x £2.00 x 360
Destinational - food	337.5	337.5	337.5	337.5	337.5	337.5	337.5	337.5	337.5	337.5	337.5	337.5	<b>4050</b>	15 x 25% x £3.00 x 360
Small meetings - refreshments	260	260	260	260	260	260	260	260	260	260	260	260	<b>3120</b>	3 X 52 x 10 @ £2.00
Meetings - catering	260	260	260	260	260	260	260	260	260	260	260	260	<b>3120</b>	1 X 52 x 10 @ £6.00
Childrens Parties	866	866	866	866	867	867	867	867	867	867	867	867	<b>10400</b>	2 x 52 x 20 @ £5.00
Picnic boxes	600	600	600	600	600	600	600	600	600	600	600	600	<b>7200</b>	10 x £4 x 180
Worship hire - café	216	216	216	216	217	217	217	217	217	217	217	217	<b>2600</b>	50 x £2 x 26
Main space hire	360	360	360	360	360	360	360	360	360	360	360	360	<b>4320</b>	60 x £3 x 24
<b>Total</b>	<b>10812</b>	<b>10812</b>	<b>10812</b>	<b>10812</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>129760</b>	

### 7.3 Current Match Funding

The following donors have confirmed matched funding for the delivery stage of the project:

- £142,000 secured from Chichester District council s106 monies subject to planning permission being successful for the project
- £10,000 is confirmed by Linden Homes as a payment toward capital equipment for use within Graylingwell Chapel
- £350,000 is confirmed from Linden Downland LLP as a legacy payment towards the capital costs and redevelopment of Graylingwell Chapel.

### 7.4 Fundraising Strategy

The Princes Regeneration Trust through the Brick Mentoring Programme has provided advice over the past 12 months on fundraising and engaging with sponsors. CCDT is aware that the redevelopment of the Chapel will not be feasible without support from external funding and that it is essential that a strategy is developed for the long-term to ensure resilience and sustainability. The CCDT Board are very aware that the vision of the project can only be met through a concerted and organised fundraising strategy. To this end the projects Fundraising Strategy has been created to support this application drawing on the experience of the Trust Director and experienced fundraisers from the sector.

### 7.5 Fundraising Support

CCDT appreciates that whilst it has the skills and knowledge to make significant approaches to the Heritage Lottery Fund, grant giving trusts and statutory bodies, it currently lacks the ability to approach corporate and individual donors. Therefore, the attached strategy identifies that CCDT should apply for resources to support the funding of a fundraising consultant during the delivery phase of the project. The main objectives for fundraising are:

- Secure further match funding for Development Phase and Delivery Phases of the project.
- Refine fundraising strategy.
- Approach major grant giving trusts and foundations.

### 7.6 Finance and Income Generation Action Plan

CCDT has carried out robust business planning to date with support from Locality, Shared Assets and the Princes Trust BRICK Mentoring scheme to develop a viable and profitable project and use for the chapel. The economic forecast for the Post-Delivery Phase for the running of the heritage centre at Graylingwell Chapel can be seen at [Appendix 1](#) and these figures have been tested and a sensitivity analysis has been applied. The following table describes the current fundraising position and the work to be undertaken within the development phase of the project:

Action	Status	Work to be undertaken in Development Phase	Responsibility
Secure Chichester District Council contribution to delivery phase	S106 contributions – RP and LG - discussions in meeting with DH and ST, Community Manager, CDC	Funding confirmed & secured	Trust Director
Secure Linden Downland LLP contribution to delivery phase	Legacy funding confirmed in writing from LE and LLP board.	Funding confirmed & secured	Trust Director

Secure Linden Downland LLP contribution to capital equipment	S106 funding agreed in legal agreement dated October 2009	Funding confirmed & secured	Trust Director
Develop Fundraising Strategy	Plan developed, to be amended as work progresses	Completed	Trust Director
Make approaches to major grant giving trusts and foundations	Major trusts identified and funding criteria identified. Discussions held with patrons	Draft initial approaches to major trusts in line with their criteria Ensure patrons' letters of support are obtained Identify further trusts using DCC Grant Finder resource	Trust Director & CCDT projects coordination
Use fundraising specialist knowledge to approach individual and corporate givers	Fundraising will commence in Development Phase	Identification of high financial worth individuals in the local area and Chichester District. Identification of potential Corporate givers. Application processes commence.	Trust Director & CCDT projects coordination

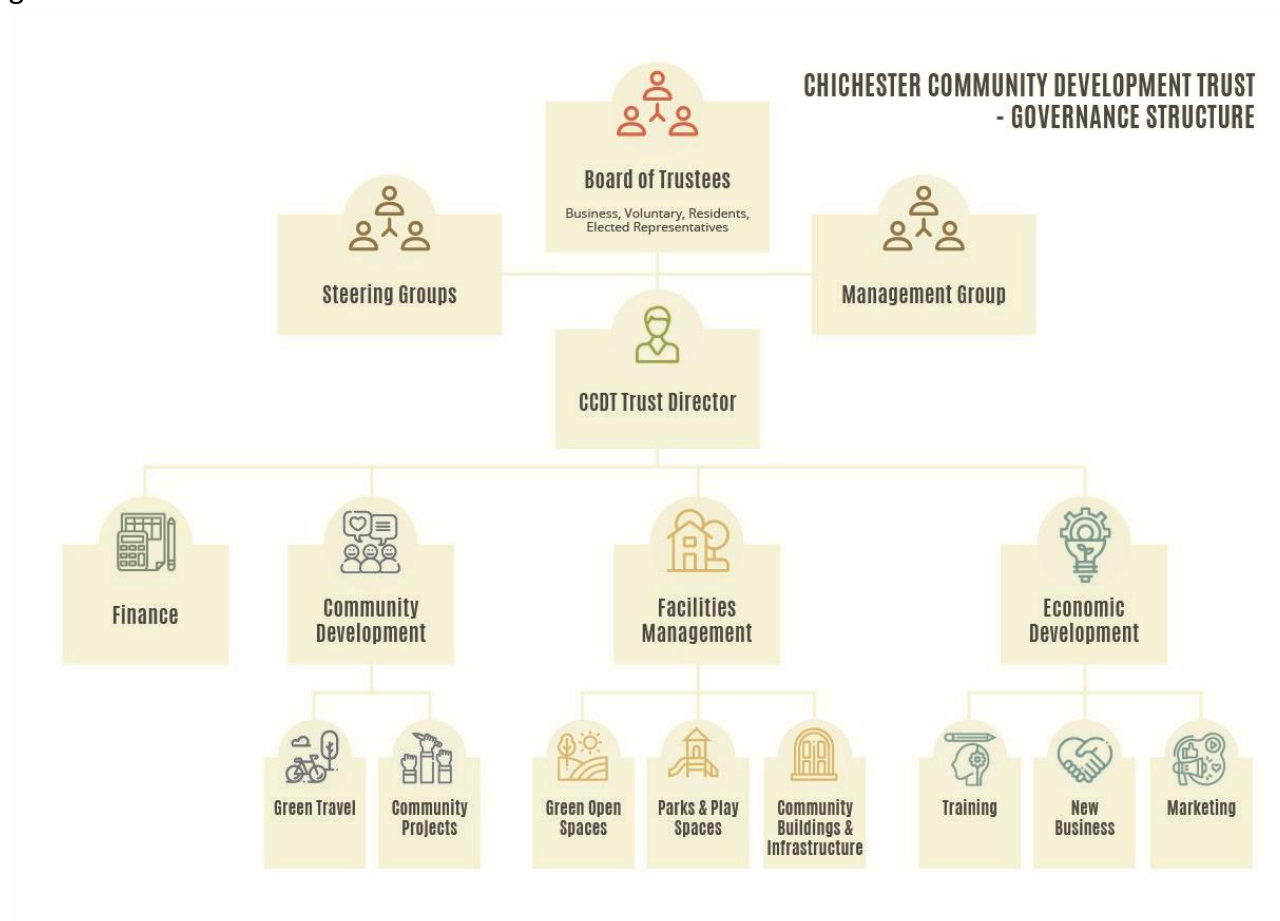
### 7.7 Heritage at the Heart of Graylingwell and Value Added Tax

The operational activities for the charity as they currently stand and those described in relation to the Heritage at the Heart of Graylingwell project do not appear to result in a taxable supply for VAT purposes for the charity (CCDT). In the absence of any taxable supply CCDT is not able to register for VAT voluntarily and would not be subject to compulsory registration. This means that the charity does not have taxable supplies against which it can claim its input VAT. Therefore, it will be critical that as far as possible the input tax position is minimised especially with respect to building works on the properties. Please see the project spreadsheet and budget (within the supporting documents) for a full costing of this initiative. [Appendix 2](#) summarises the position of CCDT and the project with regard to VAT in full.

## 8. Governance, Management and Staff

### 8.1 Governance

CCDT is a community owned and led organisation, a registered charity and company limited by guarantee founded in October 2009 that has a membership model of governance and local control. CCDT may admit to membership any person resident in Chichester and any local authority, firm, corporate body or unincorporated association working or with an interest in the area of benefit who applies to the Charity. CCDT is managed by a Board of eight Trustees; it has a local staff team (1 FT and 4 part-time) and is supported by a team of 25 committed local volunteers. The board of trustees are local residents, from local business and are service users of CCDT and the management group is formed of local stakeholders, partners and hirers. Employment opportunities and volunteer placements are all recruited locally through networks, job centres and local press. CCDT members inform and vote on all Board appointments and any special resolutions. We connect with our service users through the delivery of activities, courses, support services, social media campaigns, welcome meetings and open days. We worked with over 80 local businesses and organisations including small business start-ups and local residents in the last year. The needs of the community are researched and evidenced on an ongoing basis so an appropriate programme of delivery can be delivered to meet these needs. Customers, stakeholders, partners and staff are encouraged to share their views through evaluation and surveys to help shape the delivery of programmes and projects of the organisation. The following image describes the governance structure at CCDT:



## 8.2 Project Management

Overall project responsibility and sign off of the Heritage at the Heart of Graylingwell project resides with the CCDT Trustee Board that meets quarterly throughout the year. A Steering Group has been established as part of a HLF Start Up grant and it will oversee and advise the Board on the project management of the Heritage at the Heart Graylingwell project. The CCDT Management Group deals with resources and facilities within the organisation and meets bi monthly. The CCDT Trustee Board comprises:

Name	Background and experience
Phil Miles (Chair) Director of Regeneration & Communities for Clarion Housing Group	Chair of Trustees - Responsible for all aspects of governance and management of CCDT. Phil has worked in the social housing sector for 18 years and is currently Director of Regeneration & Communities for Clarion Housing Group (formally known as Affinity Sutton Housing Group), the current housing provider of social and affordable housing in England. He is responsible for Community Investment programmes across the country including initiatives to help people into work and training, tackle debt and poverty, and build communities. Phil has degrees from Bristol University and the London School of Economics.
Matt Parsonage Head of Neighbourhood Investment, Clarion Housing Group	Matt has worked in the Social Housing Sector for the last eight years, having formally worked in the urban regeneration field during the “glory years” (in terms of funding!) of New Labour. He gained a Masters from the University of Westminster during his time working on the New Deal for Communities programme. His specialisms include neighbourhood regeneration and community engagement – just two themes of which he currently puts theories into practice in his role of Head of Neighbourhood Investment at Clarion Housing Group.
Tim Morgan Chichester Resident	Trustee - Tim has lived in Chichester since 1974 and worked as a Chartered Engineer in the aerospace industry and the academic world before retiring. He has gained a detailed knowledge of Graylingwell Chapel and volunteers to maintain the building and is a founding member of the steering group. He is a licensed Reader in the Diocese of Chichester and is also involved in the development of two schools and an orphanage in the Kibera slum in Nairobi.
John Eagles Resident Graylingwell Park	John has lived in Chichester since 1987 and worked as accountant dealing with local government and police finance before retiring in 2014. He moved onto Graylingwell Park in 2015 and has served on the Graylingwell Park Residents Association since then. John is interested in seeing the Graylingwell Park area develop but being sensitive to the history and heritage of the site. John and his partner Susannah enjoy the theatre, walking and spending time with family and friends.

Pam Dignum Chichester Resident	<p>After a teaching career in London and the north, Pam has been very involved in Chichester life. After a long interest in politics, current events and community affairs, she served as a school governor. In 2007 she was elected to the city council, serving 8 years on the Community affairs committee, working with residents' groups and for the Information Shop for Young People. She was Bailiff of the city in 2009-2010. She has also been involved in work for older people.</p> <p>She was elected to the District council also in 2007, serving first on Licensing then Planning and now mainly on the Overview and Scrutiny committee. She is a Trustee of Pallant House Gallery and the Oxmarket Gallery. Pam joined CCDT at its inception in 2009 as District Council's rep, and is enthusiastic over this great community project.</p>
Sue James	<p>Resident Graylingwell Park. Sue was a highly experienced acute Trust Chief Executive who worked at CE level for almost 20 years before retiring from executive work in December 2015. Strong track record of delivery, service transformation and organisational and leadership development. Excellent record in whole system partnership working and strategic development. Highly effective and visible communicator and leader. Awarded Lifetime Achievement for outstanding contribution to NHS Leadership. Awarded an Honorary Doctorate from Derby University in recognition of contribution to health services in Derby and surrounding Region. Now with a portfolio of Trustee and Non-Executive roles in the charitable and private sector.</p>
Cllr Richard Plowman	Richard Plowman is a District and City Councillor for the Chichester Ward and is a resident in Chichester
Fiona Creed	Marketing Director at Linden Homes
Chris Saunders	Technical Director at Linden Homes

The CCDT Management Group comprises:

Name	Background and experience
Clare de Bathe (Chair) CCDT Trust Director	<p>Trust Director for CCDT who is responsible for overall day-to-day management of the project (both pre and post operation). Clare has worked for 15 years, working in the voluntary sector. Experienced in governance, fundraising and multiagency work. Clare has previously worked for HMRC and the National Criminal Intelligence Service. Prior to taking up the role at CCDT, she worked for an educational charity in Hampshire. She is a Trustee of Voluntary Action Arun and Chichester and a trustee of the Peter Ashley Activity Centres (PAAC). In the role at the PAAC (two Victorian Forts – scheduled monuments in Portsmouth) Clare has been involved in working with the trustees on heritage projects and development works.</p>

Tony French Resident Graylingwell Park, CCDT Trustee	Tony French was a District and City Councillor for the Chichester East Ward from 1979 until the elections in May when he lost his District seat. Over that period, he was Chairman of Chichester District Council for four years, 1995-99, and has been Mayor twice. Tony was awarded an MBE in the Birthday Honours List for services to the Community of Chichester. He is now resident in Graylingwell Park.
Tim Morgan Chichester Resident, CCDT Trustee	Trustee - Tim has lived in Chichester since 1974 and worked as a Chartered Engineer in the aerospace industry and the academic world before retiring. He has gained a detailed knowledge of Graylingwell Chapel and volunteers to maintain the building, and is a founding member of the steering group. He is a licensed Reader in the Diocese of Chichester, and is also involved in the development of two schools and an orphanage in the Kibera slum in Nairobi.
Lina Poskitt CCDT Projects Manager	Office Coordinator - Lina has a background in graphic design and web development and has recently undertaken a brand re-design for CCDT and the development and installation of the new website. Lina works with CCDT to develop systems, manage the marketing and oversee the work of the bookings administrator and support staff.
Angie Bacon CCDT Community Development Officer	Angie is employed by CCDT as the Community Development Officer for Roussillon and Graylingwell Park. Living in West Sussex, she has more than 8 years' experience working in the Voluntary and Charity sector, including developing a Community Engagement project for older people.
Dave Hyland Community Manager at Chichester District Council	David is a critical friend of the CCDT and supports us in all areas of our work and development. Currently Community Manager at Chichester District Council and member of CCDT Management Group David supports and acts as an adviser on asset transfer and is our main CDC point of contact.
Peter Day Roussillon Park resident	A new resident of Roussillon Park and the vice chair of the residents' association at Roussillon Park, Peter is keen to be involved in the CCDT day to day management functions. With an accountancy background Peter has been supportive of establishing the management group and the residents' association.
Claire Simpson Little Learners	Claire is the owner and manager of Little Learners preschool, the preschool at Graylingwell Park. Claire utilises the premises of the Lodge at Graylingwell Park and works closely with the CCDT in delivering low cost quality childcare to residents.

Coral Botteley Resident Graylingwell Park, CCDT Management Group member	Coral is a resident at Graylingwell Park and has been volunteering with CCDT since 2010 supporting with community engagement events, research and office work. Coral has recently undertaken a research project on the history of Graylingwell Chapel and is the founder of the Community Café at Graylingwell Park after running a successful tearoom for many years. Coral has a keen interest in the future development of the building and its collection and is an enthusiastic and a well-liked member of the community.
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### 8.3 Steering Group

The Heritage at the Heart of Graylingwell project Steering Group has been selected from CCDTs eight Trustees and the Management Group. The Steering Group, is a designated sub-committee of the CCDT Board, meets bi-monthly, and operates under the rule PRINCE 2 protocol of 'management by exception'. The Steering Group consists of three trustees and the Trust Director, and is chaired by Clare de Bathe (see below). The Steering Group reports quarterly to the CCDT Trustee Board. Day to day issues are resolved by the Trust Director, Clare de Bathe, Steering Group Chair and Lina Poskitt, CCDT Projects Manager. A Project Manager will be appointed to oversee the build design team, coordinating the work of architects and other consultants and professionals, and a Project Coordinator will be appointed to oversee the activity and interpretation consultants and related professionals, and will liaise with partners and volunteers. The Steering Group meets monthly.

The Steering Group comprises:

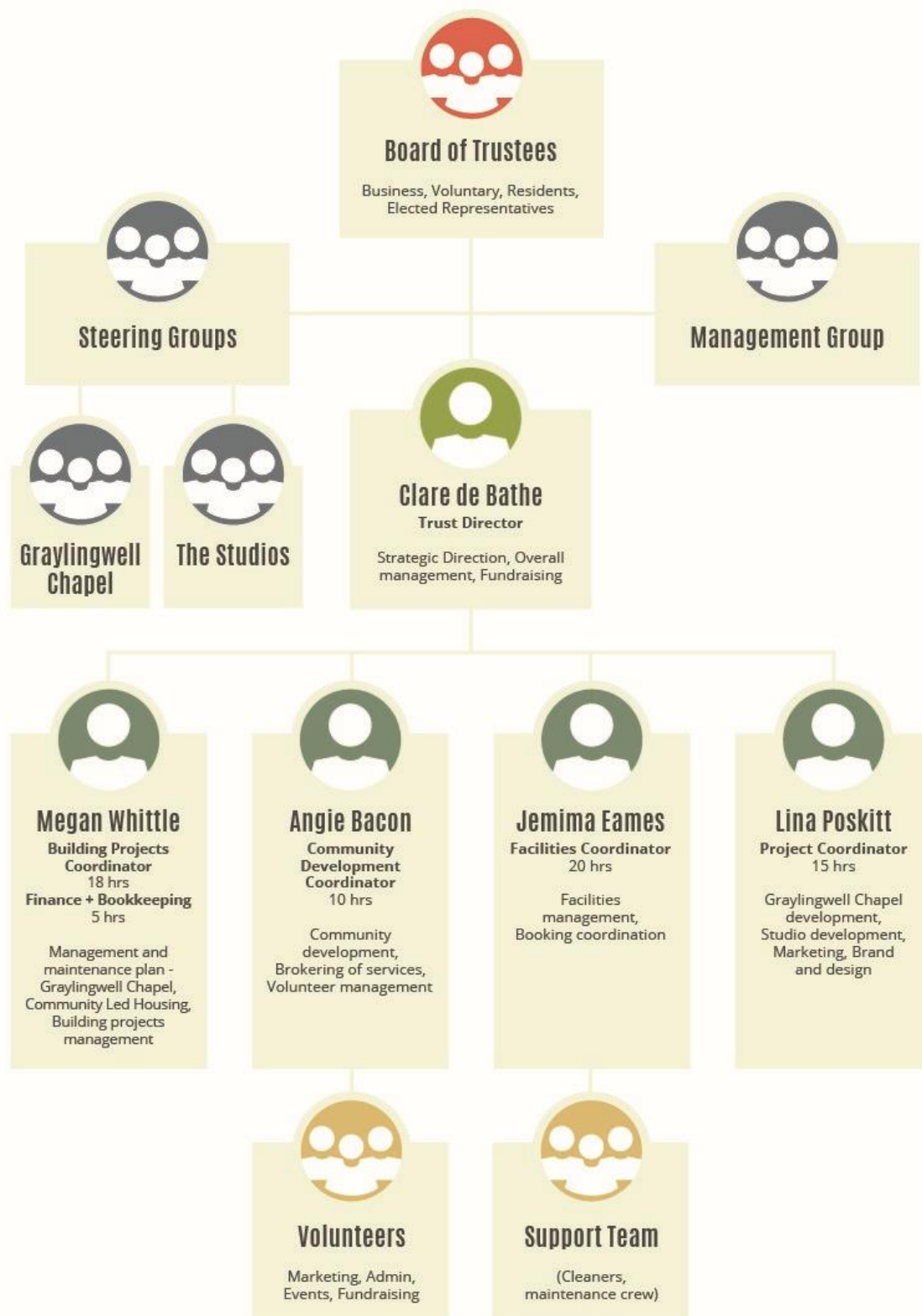
Name	Background and experience
Clare de Bathe (Chair) CCDT Trust Director	Trust Director for CCDT who is responsible for overall day-to-day management of the project (both pre and post operation). Clare has worked for 15 years, working in the voluntary sector. Experienced in governance, fundraising and multiagency work. Clare has previously worked for HMRC and the National Criminal Intelligence Service. Prior to taking up the role at CCDT, she worked for an educational charity in Hampshire. She is a Trustee of Voluntary Action Arun and Chichester and a trustee of the Peter Ashley Activity Centres (PAAC). In the role at the PAAC (two Victorian Forts – scheduled monuments in Portsmouth), Clare has been involved in working with the trustees on heritage projects and development works.
Lina Poskitt CCDT Projects Manager	Office Coordinator – Lina has a background in graphic design and web development and has recently undertaken a brand re-design for CCDT and the development and installation of the new website. Lina works with CCDT to develop systems, manage the marketing and oversee the work of the bookings administrator and support staff.

Angie Bacon CCDT Community Development Officer	Angie is employed by CCDT as the Community Development Officer for Roussillon and Graylingwell Park. Living in West Sussex she has more than 8 years' experience working in the Voluntary and Charity sector, including developing a Community Engagement project for older people.
Megan Whittle CCDT Building Projects Coordinator	Megan initially joined CCDT to provide financial support, combining experience in financial systems and management accounting and obtaining an AAT qualification. Megan has over 20 years' experience of working in the business, commercial and voluntary sector, including project management and organisational development, commissioning and tendering; procurement/ tender appraisal and compliance; as well as strategic and business planning.
Jemima Eames CCDT Facilities Coordinator	Jemima Eames joined the team as a Bookings Administrator in 2018, has since progressed in the role to overseeing three community venues, and is now working as Facilities Coordinator for CCDT.
Tim Morgan Chichester Resident, CCDT Trustee	Trustee – Tim has lived in Chichester since 1974 and worked as a Chartered Engineer in the aerospace industry and the academic world before retiring. He has gained a detailed knowledge of Graylingwell Chapel and is a founding member of the steering group. He is a licensed Reader in the Diocese of Chichester, and is also involved in the development of two schools and an orphanage in the Kibera slum in Nairobi.
John Eagles Resident Graylingwell Park, CCDT Trustee	John has lived in Chichester since 1987 and worked as accountant dealing with local government and police finance before retiring in 2014. He moved onto Graylingwell Park in 2015 and has served on the Graylingwell Park Residents Association since then. John is interested in seeing the Graylingwell Park area develop but being sensitive to the history and heritage of the site. John and his partner Susannah enjoy the theatre, walking and spending time with family and friends.
Dave Hyland Community Manager at Chichester District Council , CCDT Management Group Member	David is a critical friend of the CCDT and supports us in all areas of our work and development. Currently Community Manager at Chichester District Council and member of CCDT Management Group, David supports and acts as an adviser on asset transfer and is our main CDC point of contact.
Mike Robbins BSc (Hons), MRICS	Mike is the Regional Planned Investment Manager at Clarion Housing, CCDT Board member.
Carol Grove	Carol worked in the voluntary sector for 15 year. Member of Immanuel church. Chichester resident. Involved in the Graylingwell project and on CCDT steering group for 4 years.
Ken Jones	As a resident of a 255-dwelling neighbouring development, and Chair of its residents' association, Ken sees the restoration and

Chichester Resident, Chair of Roussillon Park Residents Association	development of this historic building as being a significant asset, and focal point, for the local community. He is particularly interested in the interpretation and sustainability aspects of the project. As CEO of the Warrior Preservation Trust, and Captain HMS WARRIOR 1860, from 2006 until 2014 in Portsmouth Historic Dockyard he has a good understanding of the requirements to preserve, maintain and present an important historic asset. He worked closely with the HLF in securing Stage 1 funding for work on restoration and interpretation of HMS WARRIOR 1860 before retiring and is still involved in this project as a member of an interpretation advisory group.
Mike Pickering Resident Graylingwell Park	Mike is a resident at Graylingwell Park and has supported the CCCDT with the former community garden project as well as other initiatives since moving to the area. Mike has taken a keen interest in the Chapel and has helped to support the Steering Group and was involved in the appointment of the architects and is also taking a lead on the interpretation planning. Mike was employed in IT for many years and brings an eye for detail and experience to the group.
Coral Botteley Resident Graylingwell Park and CCDT Management Group member	Coral is a resident at Graylingwell Park and has been volunteering with CCDT since 2010 supporting with community engagement events, research and office work. Coral has recently undertaken a research project on the history of Graylingwell Chapel and is the founder of the Community Café at Graylingwell Park after running a successful tearoom for many years. Coral has a keen interest in the future development of the building and its collection and is enthusiastic and a well-liked member of the community.

The following image shows the current staff structure of the organisation:

## CHICHESTER COMMUNITY DEVELOPMENT TRUST - GOVERNANCE AND MANAGEMENT



## **8.4 Our partners and Stakeholders**

CCDT key partners and stakeholders are from a number of sectors and include voluntary, public and private sector employers and individuals. CCDT:

- is part of a regional network that supports development trusts to make sure the development trust works as part of a broad provision, to share good practice and expertise
- is a member of Locality and attends the SE network meetings and works closely with other members including West Itchen Development Trust to share stories, expertise and issues
- has a sound working relationship with local and national housing developers, housing associations, City, District and County councils as well as the NHS and voluntary sector organisations who utilise our services
- works closely with the local PCSO and West Sussex Police to share information and to ensure community safety
- works in partnership with a number of youth organisations including Outset Youth action to share information and ways of working and are members of national youth organisations including Ambition and UK Youth
- works with local residents to help them achieve their goals of setting up community provision in their locality and we offer them support through the provision of weekly community cafes and other community engagement events and networking opportunities to promote their business and services
- are a member of VAAC the voluntary sector infrastructure organisation in West Sussex and Arun
- are a member of the Chichester Chamber of Commerce and Industry and are well networked with local business and provision in the city and attend a number of training and support events with the CCCI every year.

CCDT have been asked to share our knowledge on working with developers and s106 arrangements and are currently delivering training and support to proposed new community development organisations on large developments in Whitehill and Bordon, Ashford, Chillmington, Runnymede and Longcross.

## **8.5 Sourcing External Skills**

Operational responsibility resides with the Trust Director, who is able to draw on the advice and the guidance of Steering Group members whenever necessary. During the Development Phase, the Trust Director will act as Project Lead, working closely with the Project Manager, Project Coordinator, Activities Plan Consultant, Architects, Fundraiser and other consultants and professionals. Job descriptions and tender documents for these Development Stage posts are attached as appendices. All posts will be recruited in line with HLF regulations and will, where appropriate, meet EU procurement regulations.

The Architectural Heritage Fund (AHF) has given advice to CCDT on the development of a historic faith building into a community space/venue. This has included providing details of exemplar organisations and venues that have undertaken similar projects directly funded by AHF. This advice was sought to ensure that CCDT could benchmark and learn from similar projects. In particular, how to cost and budget for the running and maintenance of an historic building, to

investigate what skills and expertise is required to maintain a heritage venue, and to look at examples of usage of heritage buildings. This information is important to provide evidence for the asset transfer and to inform activity planning.

Shared assets have provided support for the asset transfer of the land that was transferred with the chapel including a green area of approximately 2000m<sup>2</sup>. The area surrounding the chapel is key to the future development plans as it is important that the building continues to be accessible and also that it sits within the landscape and the housing development does not encroach. Further development of the chapel could also take place subject to funding and planning and this is only possible if CCDT owns the surrounding land.

The Princes Regeneration Trust through the Brick Mentoring Programme has provided advice over the past 12 months on fundraising and engaging with sponsors. CCDT is aware that the redevelopment of the chapel will not be feasible without support from external funding and that it is essential that a strategy is developed for the long-term to ensure resilience and sustainability. Further support has also been given on working with partners and stakeholders and testing of the outline business plan.

Locality supported CCDT with initial business planning. They also tested the current business plan for the chapel for robustness and delivered a sensitivity analysis of the finances. While the plan was found to be sound around activity with which CCDT is familiar including income from venue hire, they identified a gap in knowledge and expertise around budgeting for use of a heritage building and the associated costs/expenditure for utilities, repairs and upkeep. The advice was sought as it is essential to the project that the income generation is robust and that a clear strategy for fundraising was identified to support the project development.

#### **8.5.1 Project Manager**

The role of the Project Manager will be created to manage the Construction Design Team (Architect, Contractor, Quantity Surveyor, Structural Engineer and CDM Coordinator etc.) during the Development and Delivery Phases.

#### **8.5.2 Project Coordinator**

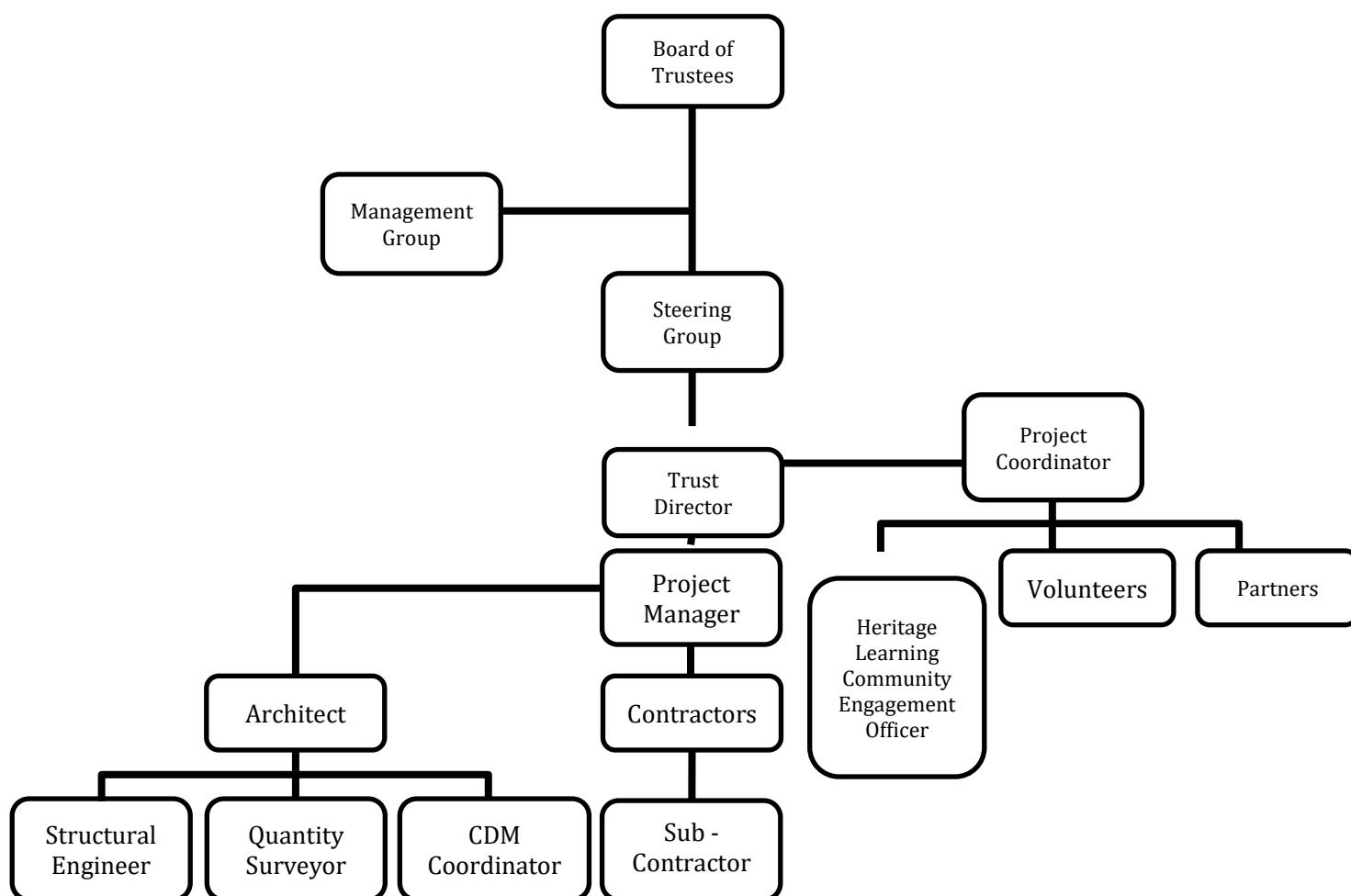
The role of Project Coordinator will be created to manage the activity and interpretation elements during the Development and Delivery Phases. The Project Manager will be employed directly by the CCDT and managed by the Trust Director. The Project Coordinator will work closely with the Steering Group, Management Group and Trustee Board throughout the life of the project. The Project Coordinator will be recruited through local networks and advertised in line with the CCDT recruitment policies and procedures.

#### **8.5.3 Architects**

It is the intention of CCDT to continue its relationship with Adam Richard Architects during the Delivery phases. Adam Richard Architects was robustly interviewed in a two-round process with four other architectural practices (six applications applied with four shortlisted for interview). Evidence of procedures can be provided if required.

## 8.6 Delivery Phase Project Management

The following chart describes the project management structure of the delivery phase of the project.



## 8.7 Development Phase Project Team Roles and Responsibilities

The project and CCDT utilises the 'Prince 2' Protocol of 'management by exception': the individual/s with key responsibilities for a defined task will be expected to carry out their identified functions, reporting to their line manager at the agreed scheduled meetings or in the event of 'exceptional' situations arising. The table below captures the main responsibilities of each person or group engaged and involved in the Delivery Phase of the *Heritage at the Heart of Graylingwell* project. It is recognised that these roles will be subject to ongoing evaluation through the project management structure and amendments made if necessary.

Role	Responsible for:	Responsible to:
CCDT Trustee Board  8 Trustees	<ul style="list-style-type: none"> <li>Championing and advocacy of the project</li> <li>Overall responsibility for the development of the project</li> <li>Approving financial decisions not previously identified and delegated to the Steering Group</li> <li>Overall responsibility for legal decisions</li> </ul>	CCDT Members

Meeting Quarterly	<ul style="list-style-type: none"> <li>Overall responsibility for complying with company and charitable law</li> </ul>	
Management Group  Local residents including a minimum of 2 CCDT board members  Meeting Bi-monthly	<ul style="list-style-type: none"> <li>To help and support in the asset transfer and re-development of Graylingwell Chapel</li> <li>To liaise with the CCDT's Management group and Board of Trustees to ensure that the Graylingwell Chapel asset transfer and redevelopment are effective in meeting community needs and to address any issues and needs that arise</li> <li>To work with developers, Chichester District and City Councils, West Sussex County Council and local voluntary, community, sports and faith groups to support the sustainable development of Graylingwell Chapel for the benefit of Chichester and its residents</li> <li>To update the CCDT Board on the use of the facilities and resources and to make proposals for changes and new developments at Graylingwell Chapel</li> <li>To build awareness of Graylingwell Chapel with residents, potential visitors, organisations and businesses</li> </ul>	Trustee Board
Project Steering Group  Meeting monthly	<ul style="list-style-type: none"> <li>Operational responsibility for completion of the Heritage at the Heart of Graylingwell Project</li> <li>Establishing fundraising principles and practices</li> <li>Operational responsibility of work of Project Manager, Architects and their sub-contractors</li> <li>Approving financial decisions within agreed parameters</li> <li>Ensuring tendering and job roles comply with all regulations and HR guidelines</li> <li>Approve content of all project documents</li> <li>Approval of all Stage 2 HLF documentation</li> <li>Reporting developments to the CCDT Trustee Board</li> </ul>	Trustee Board
Trust Director  Supported by Steering Group members as required	<ul style="list-style-type: none"> <li>Overall vision and operational management of the project</li> <li>Championing and advocacy</li> <li>Liaison with all external stakeholders, partners strategic bodies and volunteers</li> <li>Liaison with funders and potential funders</li> <li>Initial consultations with local bodies and users</li> <li>Management of Fundraising consultant</li> <li>Management of Project Coordinator</li> <li>Management of Project Manager (Build)</li> </ul>	Trustee Board

	<ul style="list-style-type: none"> <li>▪ Co-ordination and writing of Stage 2 HLF Application</li> <li>▪ Preparing all briefs and job descriptions</li> <li>▪ Ensuring the Development Phase is delivered on time and to budget</li> <li>▪ Reporting to Steering Group, Management Group and Trustee Board</li> </ul>	
Project Coordinator	<ul style="list-style-type: none"> <li>▪ Management of Activity Plan Consultant</li> <li>▪ Management of Café Consultant</li> <li>▪ Management of Interpretation Plan Consultant</li> <li>▪ Management of project partners</li> <li>▪ Management of volunteers</li> <li>▪ Reviewing and confirming with Trust Director and Steering Group key target audiences identified in Round 1 bid; produce plans for sign-off by Steering Group</li> <li>▪ Consulting with current and potential audiences, highlighting potential partnership opportunities.</li> <li>▪ Working with Trust Director to undertake volunteer consultation and an audit of current skills and interests</li> <li>▪ Identifying barriers to engagement with collections and preparing a comprehensive list of potential actions to overcome those barriers and to inform priority setting for activities and interpretation, including resourcing</li> <li>▪ Developing and reviewing with Trust Director any briefs or job descriptions required to deliver the Plans – for inclusion in the appendices</li> <li>▪ Working with the Trust Director to develop the detailed budget for the implementation and delivery of the plans</li> </ul>	Trust Director
Memory Café Consultant	<ul style="list-style-type: none"> <li>▪ Working with the Project Co-ordinator to plan activities, intergenerational work and programmes to ensure the viability of a memory café within the project</li> <li>▪ To work with the architects and project professionals to design and consult on the specification for the fit out and layout of the café</li> <li>▪ To develop partnerships to take the concept forward to feed into and advise on the stage two application</li> </ul>	Project Coordinator
Project Building Works Project Manager	<ul style="list-style-type: none"> <li>▪ Work with the Trust Director to create briefs and recruit build design team.</li> <li>▪ Liaise directly with planning authority and lead on the application for planning permission and associated permissions.</li> </ul>	Trust Director & Steering Group

	<ul style="list-style-type: none"> <li>Coordinate and manage the work of the Architects, Quantity Surveyor, Landscape Architect, CDM Coordinator and Structural Engineer.</li> <li>Investigate commission and manage the work of any other consultants/processes that may be required during the Development Phase.</li> </ul>	
Architect	<ul style="list-style-type: none"> <li>Develop the building plans to RIBA stage E.</li> <li>Prepare and manage the tender process for all building works.</li> <li>Prepare contract documents, manage and administer the building contract.</li> <li>Obtain all necessary consents for building work.</li> <li>Apply for listed building consent, planning permission and building regulation consents.</li> <li>Provide feedback and advice for designers where relevant (to be appointed at commencement of delivery phase).</li> </ul>	Project Manager & Steering Group
Quantity Surveyor	<ul style="list-style-type: none"> <li>Update budget estimates for building works.</li> <li>Prepare tender documents, procurement advice, tender reporting.</li> <li>Provide Architect with advice during the contract period and valuations of contract work.</li> <li>Ensure CCDT receives best value for money on all areas of the building work.</li> </ul>	Project Manager & Steering Group
Structural Engineer	<ul style="list-style-type: none"> <li>Provide the Architect with a professional service relating to any specific structural issues.</li> <li>Provide advice on the scaffold design, temporary structures (including temporary roof) or specific design solutions that may be required.</li> </ul>	Project Manager & Steering Group
Mechanical & other Engineers	<ul style="list-style-type: none"> <li>Provide the Architect with a professional service relating to the M&amp;E delivery aspects of the project</li> <li>Provide advice on M&amp;E aspects of the project and submit reports to budget, time and ensuring CCDT receives value for money.</li> </ul>	Project Manager & Steering Group
CDM Coordinator	<ul style="list-style-type: none"> <li>Assist the client with duties under the Construction (Design and Management) Regulations 2007.</li> <li>Co-ordinate health and safety aspects of the building and design work, providing information to the architect where necessary.</li> <li>Prepare and update the Health and Safety File and contact HSE as required.</li> </ul>	Project Manager & Steering Group
Conservation	<ul style="list-style-type: none"> <li>Representing conservation issues to planning and development managers</li> </ul>	Project Manager

Advisor	<ul style="list-style-type: none"> <li>▪ Advising on the planning application and guiding the project team on the effect of the repair or alterations</li> <li>▪ Work alongside local heritage and conservation groups, as well as local agencies</li> <li>▪ Provide advice and consultation to residents, partners, the local councils and other bodies, which can be in the form of formal reports, writing leaflets, arranging displays and giving talks.</li> <li>▪ Give advice and preparing reports on the condition, future prospect and potential of the building</li> </ul>	& Steering Group
Landscape Designer	<ul style="list-style-type: none"> <li>▪ Prepare concept plans for landscape development in line with heritage planting of the former asylum.</li> <li>▪ Identify therapeutic planting schemes and landscaping in keeping with the conservation area</li> <li>▪ Work with the local planning team and developers on site to encourage cross agency working and ensure a scheme that is fit for purpose</li> </ul>	Project Manager & Steering Group
Catering Consultant	<ul style="list-style-type: none"> <li>▪ Confirm the most appropriate type/style of catering operation/s.</li> <li>▪ Produce 1:50 layout drawings of the catering areas.</li> <li>▪ Provide an information schedule, which will detail service requirements and give fairly accurate capital expenditure budget costs.</li> <li>▪ Produce trading projections to give an idea of the likely turnover and profitability.</li> <li>▪ Advise on the appropriate management structure/ operating model.</li> <li>▪ Provide a timeline/checklist detailing all of the stages and action points from concept through to launch.</li> </ul>	Project Manager & Steering Group

### 8.8 Project Building Works

The chapel due to an historic and on-going lack of maintenance is in a state of considerable disrepair, with dry rot and the bell tower being of particular concern. The building condition has been assessed as fair to poor with risk of further deterioration if no remedial action is taken. Under the current management arrangement, the maintenance of the chapel has not been kept up. As a result, the building has a number of structural and further problems and is developing more. Water ingress is causing issues in a large number of locations throughout the building which includes wood decay of key timbers in the roof, damage to the walls and spalling of the stonework is gradually worsening due to the corrosion of steel bars. Internally, the water egress is damaging key wooden features and the plaster walls. To be able to restore and conserve the former hospital chapel building, works are essential to provide conservation work throughout the building. To extend the use of the building and to tell the story of Graylingwell and the former hospital the building, with increased activity space toilets and a café, new building work is also required.

Accordingly, much of the work carried out by the Steering Group and staff team in preparing the Stage 1 application has been directed at addressing building and conservation needs.

### 8.9 Building Works Action Plan

The Building Works Action Plan that follows captures both the current position and work to be undertaken during the Development Phase. The main objectives of the building works action plan are to:

- Ensure suitable appointments and key personnel to undertake their roles effectively and reliably.
- Work undertaken is completed on time and within budget.
- Ensure effective communications are maintained between personnel, contractors and the Steering Group.

Action	Current Status	Work to be undertaken during Development Phase	Responsibility
Appointment of Project Manager	Project Manager selected through robust tendering process	<ul style="list-style-type: none"> <li>▪ Project Manager (PM) to be selected: role relates to co-ordination of building design team.</li> <li>▪ PM will prepare and manage the tender process for other consultants, prepare contract documents, manage and administer the building contracts.</li> <li>▪ PM will obtain all necessary consents for the Development Phase work.</li> </ul>	Steering Group & Trust Director
Appointment of Architect	Architect selected through robust tendering process, taking the advice of RICS SW. RIBA B plans, drawings and visualizations/CGI prepared	<ul style="list-style-type: none"> <li>▪ Permission to be sought from HLF for the continuation of relationship with existing Architect (ARA) based on the robustness of the initial tendering process.</li> <li>▪ ARA will develop the working drawings to RIBA Stage E.</li> <li>▪ ARA will coordinate any specific building surveys.</li> </ul>	Steering Group & Trust Director

Appointment of Quantity Surveyor	QS was appointed prior to the Stage 1 application to produce survey and develop costings for the project. The QS has provided detail identifying costs	<ul style="list-style-type: none"> <li>Subject to brief and tendering regulations, the QS will provide an updated quotation for the building works during the Capital Phase.</li> <li>The QS will provide an estimate for their contract fee during the Capital Phase.</li> </ul>	Steering Group & Trust Director working with Project Manager
Appointment of Structural Engineer	Not applicable	<ul style="list-style-type: none"> <li>The PM will oversee the procurement of a Structural Engineer.</li> <li>They will provide a report for the Architect with recommendations for the building work.</li> </ul>	Steering Group & Trust Director working with Project Manager
Appointment of CDM Consultant	Not applicable	<ul style="list-style-type: none"> <li>The Project Manager will oversee the procurement of a CDM Consultant.</li> <li>They will provide a report for the Architect with recommendations for the building work.</li> </ul>	Steering Group & Trust Director working with Project Manager
Appointment of Mechanical & other engineers	Not applicable	<ul style="list-style-type: none"> <li>The Project Manager will oversee the procurement of advice for mechanics, heating and lighting</li> </ul>	Steering Group & Trust Director working with Project Manager
Preparation of Health & Safety File	Not applicable	<ul style="list-style-type: none"> <li>Collate all necessary information into a Health &amp; Safety file for using throughout Development and Delivery Phase.</li> </ul>	CDM Coordinator reporting to Project Manager
Ensure planning/ listed building consents are all in place.	Chichester District Planning department consulted. Site has been visited by Planning, Conservation Officers.	<ul style="list-style-type: none"> <li>Continued dialogue with CDC Planning Department.</li> <li>Planning application submitted and approval sought.</li> <li>Application for listed</li> </ul>	Steering Group & Trust Director working with Project Manager

		buildings consent submitted and approval sought. <ul style="list-style-type: none"> <li>Discussions/application for approval under building regulations to be sought.</li> </ul>	
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### 8.10 Role of volunteers

The CCDTs volunteer teams (currently 25 active volunteers) will play a significant role in the project. The actions and skills that this diverse group will develop are captured in the Audience Development and Activity Plan. All volunteers will be given a full induction and will complete the CCDT volunteer pack – data will be recorded to log the volunteer hours and activities and a DBS check will be completed where required. Our Volunteer engagement plan can be seen at [Appendix 4](#)

## 9. Assessing Risk

The CCDT staff team and Steering Group regularly met to evaluate and mitigate against the risks involved with the various stages of the project. Overall responsibility for the risks lies with the Board of Trustees and two members of the Board, Phil Miles and Matt Parsonage have taken a lead role on the board to manage the risk register and report for the project. External support and input has also been received from Clarion Housing Group Risk team who have inputted into the process and supported the CCDT staff team in preparing the risk reports.

### Main Objectives of the risk reporting:

- To effectively monitor risks to ensure the success of the Heritage at the Heart of Graylingwell project.
- To ensure the risk register is maintained in line with developments.
- To ensure that all project participants involved in the project monitor risk and inform the Trust Director of any risks identified in the Development Phase.

### 9.1 Development Phase – January 2018 to March 2019

The following details the risks identified during the development stage of the project:

Risk	Likelihood	Impact	Mitigation	Who will lead this
<u>Technical</u> – Local societies, residents and stakeholders perceive problems with plans.	Low/Medium	Delay to programme, scheme redesign.  Compromised design.	Extension consultation already delivered including public exhibition of concept.  Concerns to be regularly discussed/ resolved.  Clear explanation of why changes best serve heritage, access and sustainability of asset.	Steering Group  Trust Director  Project Coordinator  Architect
<u>Technical</u> - Delay in receiving planning or listed building consent	Medium	Delay to programme, scheme.  Redesign.  Compromised Design.	Consultation with planners, conservation officers, heritage bodies and societies, and public throughout project.  Design based on heritage Approach.	Trust Director  Project Coordinator  Architect
<u>Technical</u> - Risks not highlighted in the conditions survey	Low/Medium	Rising costs of the delivery phase.	Begin a programme of maintenance to ensure the condition does not deteriorate.	Steering Group

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Who will lead this</b>
<u>Technical</u> - Delays to funding development phase	Medium	Leading to further deterioration and therefore rising costs.	Begin a programme of maintenance to ensure the condition does not deteriorate.	Steering group
<u>Technical</u> - Vandalism	Low	Works need to be redone or repaired, delay to programme.	Ensure site is secure – make security a requirement of agreement with contractors.	Trust Director Project Manger
<u>Financial</u> - HLF rejects Round 1 and/ or subsequent applications	Medium/ High	Substantial heritage and engagement value of project lost.	Consulted HLF over time. Ensure project meets HLF objectives and outcomes.  Continued close co-operation.	Steering group  Trust Director
<u>Financial</u> – Loss of match funding for Development stage	Low	Project unable to go ahead.	District council has agreed development funding.  CCDT board has agreed own reserves being utilised for development phase.  Development funding identified.	Steering group  Trust Director
<u>Financial</u> - Applications to other trusts and foundations being unsuccessful	Low	Funding not available to finish the project.	Implement fundraising strategy at the point of a stage one pass.	Trust Director
<u>Financial</u> – rising costs of materials and availability of suppliers. Implications of Brexit	Medium	Rising costs of the delivery phase.	Contingencies have been planned for within the budget as well as a figure to allow for inflation and rising costs.	Steering group  Trust Director  Project manager  Project coordinator
<u>Organisational</u> – Lack of skills and knowledge to develop the project	Low	Application for stage 2 is delayed, of poor quality or fails.	Strengthened internal team, have previous experience.	Steering group

Risk	Likelihood	Impact	Mitigation	Who will lead this
to final approval and realisation			Exceptional professional team will be appointed.	Trust Director  Project manager  Project coordinator
<u>Organisational</u> – Small staff team and capacity of team	Low/Medium	Staff turnover, capacity to deliver project.	Retain key staff members and upskill further staff and volunteers to take on new roles with the project.	Trust Director
<u>Management</u> - Project Manager or other key team member lost	Medium	Disruption, loss of knowledge.	Team approach to project to reduce single person dependency , excellent recording of project documentation.	Steering group  Trust Director
<u>Management</u> - Lack of continuity of advisors and specialists	Low	Disruption, loss of knowledge.	Team will be appointed for whole project with break clauses subject to successful stage funding application to HLF.	Trust Director  Project manager  Project coordinator
<u>Management</u> - Shortage of time to complete development of project	Low	Risk to quality of scheme and the development of the project.	Adequate allowance including a contingency allowance has been made within the project timetable for each element of the project.	Trust Director  Project manager  Project coordinator
<u>Legal</u> - Project fails to secure permissions/ support from statutory agencies	Low	Delay, failure to deliver project aim and outcomes.	Close liaison with local agencies, conservation officer and others throughout the development stage of the project.	Trust Director  Project  Project coordinator
<u>Legal</u> -Necessary approvals not in place within timeframe	Low/ Medium	Delay, failure to deliver project aim and outcomes.	Clear agreed management structure focused on steering group with delegated authority.	Steering group  Trust Director

Risk	Likelihood	Impact	Mitigation	Who will lead this
				Project  Project coordinator
<u>Legal</u> - Cost overruns at tender stage	Low/Medium	Project may have to be limited to fit resources.	Detailed cost analysis/ consultancy at all stages, including in preparation of final funding submissions.	Trust Director  Project Manager  Project coordinator  QS
<u>Social</u> - Lack of community engagement in planning the project	Low	Project lacks community ownership and content.	Continue community engagement strategy. Additional staff resources from start of development stage. Activity programme throughout life of project including post-development and delivery phase.	Steering group and project team
<u>Social</u> - Lack of community involvement in decision-making on project	Low	Project lacks community ownership – increased risk of objection.	Steering Group allows local community to participate fully in key project decisions. Key options and decisions subject of public consultation.	Steering group and project team
<u>Social</u> - Loss of volunteer input to development of project	Medium	Project lacks community ownership – much less can be achieved.	Implement volunteer strategy, work with CVS, and community development officer and volunteering partners.  Resources committed to implement volunteer training.	Trust Director

## 9.2 Delivery Phase –March 2019 to January 2021

The following details the risks identified during the delivery (stage two/build phase) stage of the project:

Risk	Likelihood	Impact	Mitigation	Risk Owner
<u>Technical</u> – risks not highlighted in the conditions survey or delays to funding start up leading to further deterioration and therefore rising costs	Low/ Medium	Rising costs of the delivery phase	Begin a programme of maintenance to ensure the condition does not deteriorate.	Steering group  Trust Director  Project Manager
<u>Technical</u> - Historic significance not well understood and works harm heritage assets	Low	Damage to the built heritage	Extensive consultation research, investigation and planning by expert team at development stage and retention of expertise throughout project	Trust Director  Project Manager
<u>Technical</u> - Contamination in buildings or land	Medium	Delay to programme, cost increase	Extensive surveys identified in pre development phase and development phase prior to Round 2 and letting of tenders	Trust Director  Project Manager
<u>Technical</u> - Unexpected services found	Low	Delay to programme, cost increase	Extensive surveys identified in pre development phase and development phase prior to Round 2 and letting of tenders	Trust Director  Project Manager  Structural Engineer
<u>Technical</u> - Works create health and safety risks for construction workers and local residents	Medium	Delay to programme, incidents occur	CDM Coordinator appointed. Design team keeps residual risk registers.	CDM Coordinator  Professional team  Project Manager
<u>Technical</u> – Protected species found while works on site	Low	Delay to programme, works have to be re-planned, cost increase, potential	Full ecological (Bats) and building condition surveys undertaken in May 2017 and update planned for development stage.	Landscape Architect  Project Manager

Risk	Likelihood	Impact	Mitigation	Risk Owner
		prosecution	Clear guidance for contractors on process for safeguarding wildlife  Work closely with the local wildlife officer (CDC)	Trust Director
<u>Technical</u> – Unexpected delay caused by utility providers	Low	Delay to programme, cost increase	Formal consultation and research during Development phase. Cost allowances and contingencies built in to the project budget.  Board members with good relationships and local knowledge of utility providers due to ongoing development of housing on the site.	Project Manager  Services Engineer
<u>Technical</u> – Poor standard of workmanship	Low/Medium	Poor quality Building	Reliable contractor to be appointed.  Contract documents and agreement with contractor to set out workmanship standards required.  Workmanship to be monitored on site	Contractor  Architect  Project manager  Conservation consultant
<u>Technical</u> – Works damaging listed building	Low/Medium	Damage to the built heritage	Contract documents and agreement with contractor to set out workmanship standards required.  Workmanship to be monitored on site	Contractor  Architect  Project manager  Conservation consultant
<u>Technical</u> – Problems meeting Building regulations in listed building	Low	Delay to Programme  Noncompliant	Design team to liaise closely with building control and local	Steering group  Architect

Risk	Likelihood	Impact	Mitigation	Risk Owner
		scheme  Scheme redesign	conservation officer throughout project.  To undertake services of heritage conservation consultant	Project manager  Conservation consultant
<u>Technical</u> - Vandalism	Low	Works need to be redone or repaired, delay to programme	Ensure site is secure – make security a requirement of agreement with contractors	Trust Director  Project Manager
<u>Financial</u> - HLF rejects Round 2 and/ or subsequent applications	Medium/ High	Substantial heritage and engagement value of project lost	Consulted HLF over time. Ensure the development phase of the project is carefully managed and all outcomes are met  Continued close co-operation.	Steering group  Trust Director  Project coordinator
<u>Financial</u> - Match funding applications to other trusts and foundations being unsuccessful	Low	Funding not available to finish the project	Implement fundraising strategy at the point of a stage one pass	Trust Director
<u>Financial</u> – Rising costs of materials and availability of suppliers. Change in government in 2017? Implications of Brexit	Medium	Rising costs of the delivery phase	Contingencies have been planned for within the budget as well as a figure to allow for inflation and rising costs.	Steering group  Trust Director  Project manager  Project coordinator
<u>Organisational</u> – Lack of skills and knowledge to develop the project to final approval and realisation	Low	Application for stage 2 is delayed, of poor quality or fails	Strengthened internal team, have previous experience.  Exceptional professional team will be appointed	Steering group  Trust Director  Project manager  Project coordinator

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Risk Owner</b>
<u>Organisational</u> – Shortage of specialist heritage knowledge	Low	Project does not properly address or conserve heritage.	Project to appoint specialist Heritage conservation Consultant	Steering group Trust Director Project manager
<u>Organisational</u> – small staff team and capacity of team	Low	Staff turnover, capacity to deliver project	Retain key staff members and upskill further staff and volunteers to take on new roles with the project	Steering group Trust Director Project manager Project coordinator
<u>Management</u> - Project Manager or other key team member lost	Medium	Disruption, loss of knowledge	Team approach to project to reduce single person dependency , excellent recording of project documentation.	Steering group Trust Director
<u>Management</u> - Lack of continuity of advisors and specialists	Low	Disruption, loss of knowledge	Team will be appointed for whole project with break clauses subject to successful stage 2 funding application to HLF	Trust Director Project manager Project coordinator
<u>Management</u> - Unclear priorities, instructions or approvals	Low/Medium	Delay, cost increases, failure to deliver project aim and outcomes	Clear project management and change approvals process will be in place alongside the clear management structure for the delivery phase of the project	Trust Director Project manager Project coordinator
<u>Legal</u> - Project fails to secure permissions/ support from statutory agencies	Low	Delay, failure to deliver project aim and outcomes	Close liaison with local agencies, conservation officer and others throughout the	Trust Director Project Manager

Risk	Likelihood	Impact	Mitigation	Risk Owner
			delivery stage of the project.	Project coordinator
<u>Legal</u> - Necessary approvals not in place within timeframe	Low/ Medium	Delay, failure to deliver project aim and outcomes	Clear agreed management structure focused on steering group with delegated authority	Steering group Trust Director Project Manager Project coordinator
<u>Legal</u> - Unexpected rise in cost of materials	Low/Medium	Alternative materials need to be used, delay to programme	Allowed for inflation and include contingency in project costs	Trust Director Project Manager QS
<u>Legal</u> - Cost overruns at tender stage	Low/Medium	Project may have to be limited to fit resources	Detailed cost analysis/consultancy at all stages, including in preparation of final funding submissions	Trust Director Project Manager Project coordinator QS
<u>Legal</u> - Cost overruns during works on site	Low/Medium	Delay, failure to deliver project aim and outcomes	Detailed cost analysis/consultancy at all stages, care over form of contracts	Trust Director Project Manager Project coordinator QS
<u>Environmental</u> - Difficulty obtaining specialist materials due to environmental change/regulation	Low	Delay to programme, failure to achieve planned outcomes	Allow planning to take account of projected climate change and latest regulations	Professional team
<u>Environmental</u> - Freak weather conditions, flooding, etc disrupt works	Medium	Delay to programme, failure to achieve	Adequate contingency allowed in programme and cost plan.	Project manager QS

Risk	Likelihood	Impact	Mitigation	Risk Owner
		planned outcomes and cost increases		
<u>Environmental</u> - Problems meeting sustainability target for building	Medium	Unsustainable scheme	Design to take account of limitations of existing building. Close consultation throughout with building control.	Professional team
<u>Environmental</u> - Site conditions prevent renewable energy generation	Low	Unsustainable scheme	Site surveys planned. Renewable energy options study previously undertaken and updates to be carried out	Architect Services Engineer
<u>Social</u> - Lack of community engagement in planning the project	Low	Project lacks community ownership and content	Continue community engagement strategy. Additional staff resources from start of development stage. Activity programme throughout life of project including post-delivery phase	Steering group and project team
<u>Social</u> - Lack of community involvement in decision-making on project	Low	Project lacks community ownership – increased risk of objection	Steering Group allows local community to participate fully in key project decisions. Key options and decisions subject of public consultation.	Steering group and project team
<u>Social</u> - Loss of volunteer input to development of project	Medium	Project lacks community ownership – much less can be achieved.	Implement volunteer strategy, work with CVS, and community development officer and volunteering partners.  Resources committed to implement volunteer training.	Trust Director
<u>Social</u> - Lack of take up of activities and lack of local support from residents, the	Low	Low attendance	Continued community consultation, feedback and focus	Steering group and project team

Risk	Likelihood	Impact	Mitigation	Risk Owner
wider community, schools and partners		and visitor numbers	groups. Regular review and marketing campaigns	
<u>Social</u> - Objections by local Residents and others to plans	Low	Delays, failure to achieve whole project, and alienation of local residents	Full consultation through Steering group, exhibitions, events and consultation strategy.	Steering group Trust Director Project coordinator

### 9.3 Graylingwell Chapel operation phase – January 2021 – onwards

The following details the risks identified during the operation phase of the project:

Risk	Likelihood	Impact	Mitigation	Risk Owner
<u>Technical</u> - Inadequate maintenance budgets for upkeep of the chapel and landscapes areas	Medium	Graylingwell Chapel and the surrounding landscaped areas deteriorates  Visitor experience deteriorates  Lack of visitor income	Establish appropriate budgets with design team in development stage.  Ensure CCDT is funded to carry out maintenance.	Steering group CCDT staff team Centre manager
<u>Technical</u> - Poorly managed maintenance of historic fabric	Low	Graylingwell Chapel and the surrounding landscaped areas deteriorates  Visitor experience deteriorates  Lack of visitor income	CCDT to oversee cyclical, contractual and day to day maintenance.  CCDT board of trustees to maintain responsibility for major works.  Trustees and steering group to agree and monitor annual/rolling maintenance plan	Steering group CCDT staff team Centre manager
<u>Technical</u> - Failure to maintain, renew and refresh interpretation installations	Low	Visitor satisfaction goes down.	Trust to plan a rolling programme with resources over 3 to 5 years.	Steering group CCDT staff team Centre manager

Risk	Likelihood	Impact	Mitigation	Risk Owner
		Visitor numbers decline with loss of income.	Maintain priority of programmes for investment.	
<u>Technical</u> - Major plant or equipment failures	Medium	May force closure or emergency repair	CCDT to maintain responsibility for major breakdowns.  Parties to agree callout/ maximum repair time agreement	CCDT staff team Centre manager
<u>Technical</u> - Vandalism or damage to exhibits, building and/or landscaped areas	Medium	May force closure of part, incur repair costs, prejudice visitor experience	CCDT and design team to design in safety, working with local community safety staff.  Building patrol and supervision responsibilities to be identified.	CCDT staff team Centre manager
<u>Financial</u> -Premises and supply costs escalate beyond those forecasted	Medium	CCDT may Overrun expenditure budgets and incur deficits	Business plan to be robust, benchmarked, tested against design and subjected to sensitivity analysis	CCDT staff team Centre manager
<u>Financial</u> -Staffing proves insufficient to management tasks and building	Low	Operation may be difficult or risks increase. Costs may increase in temporary cover or remedy	Business plan to be benchmarked, roles planned.  Trust to check and own assumptions	Steering group CCDT staff team Centre manager
<u>Financial</u> -Targets for visits not achieved	Low	Failure to engage local people, failure to meet key targets for access	Audience development and activity plan to be detailed and reconciled to targets.  Regular monitoring of the plan at steering group and management meetings.	Steering group CCDT staff team Heritage officer and learning team Centre manager
<u>Financial</u> - Memory Café and retail element trading does not achieve targets	Medium	Shortfalls in income, deficits to the project and income.	Marketing plan to be detailed and reconciled to targets.	CCDT staff team Centre manager

Risk	Likelihood	Impact	Mitigation	Risk Owner
				Community Development Officer  Facilities coordinator
<u>Financial</u> - Events and hires do not achieve targets	Medium	Shortfalls in income, deficits to the project and income.	Must be set as a key task for CCDT team. Specialist marketing through agents/ events, partnerships with local business.	CCDT staff team  Centre manager  Community Development Officer  Facilities coordinator
<u>Financial</u> – Fundraising - do not meet targets	Low/Medium	Shortfalls in income, deficits to the project and income.	Fundraising strategy confirmed at the project outset and at stage one.  CCDT to develop campaign well before opening.  Regular campaign updates and monitoring.	CCDT staff team  Centre manager  Community Development Officer  Facilities coordinator
<u>Financial</u> - Income slow to build post-opening	Low/Medium	Shortfalls in income, deficits to the project and income.	Early establishment of CCDT for early planning and implementation of Audience development. and activity plan teasers.  Delivery of pre - launch activities and campaigns.	CCDT staff team  Centre manager  Community Development Officer  Facilities coordinator
<u>Organisational</u> - Trustees and steering group lose key members and do not fill skills needed for governance	Low	CCDT does not have skills to exercise excellent governance	Establish governance skills map. Early recruitment of trustees and steering group members in phases.  Build up Trust capacity	CCDT board of Trustees

Risk	Likelihood	Impact	Mitigation	Risk Owner
			across period to opening.  A budget allowed for trustee induction and training.	
<u>Organisational</u> - Loss of staff expertise in Transition period	Low	Plans for reopening weakened, visitor experience/ numbers suffer	Transition plan detailed during development stage.  Early consultation with staff.	CCDT board of Trustees  Steering Group  Trust Director
<u>Organisational</u> - Staff team with expertise not all in place by opening	Low	Risk of critical failures/lost opportunities on opening	Early establishment of trust, identification of staff roles, early recruitment, full team in place 3 months pre opening.	CCDT board of Trustees  Steering Group  Trust Director
<u>Organisational</u> - Loss of key staff/ trustee knowledge over time	Medium	Trust and management becomes weaker and performance and reputation decline	CCDT encouraged to ensure good succession planning, renewal and task and finish working.	CCDT board of Trustees  Steering Group  Trust Director
<u>Organisational</u> - Changes to tax and other regimes (e.g. VAT, Gift Aid, Etc.) change	Medium	Adverse financial outcomes	Monitor policy directions and plan/ budget accordingly.  Early reaction of policy shifts	CCDT board of Trustees  Trust Director  Finance consultant
<u>Legal</u> - Injury to or claim by member of the public	Low	Crisis incidents may cause closure or serious legal/ financial outcomes	Develop health and safety as part of all roles.  Emphasise risk identification & avoidance. Insurances in place and checked.	CCDT board of Trustees  Steering Group  Trust Director
<u>Legal</u> - Health and safety infringements/ incidents	Low	Incidents may cause serious legal/financial outcomes, or prosecution	Develop health and safety as part of all roles.  Emphasise risk identification &	CCDT board of Trustees  Steering Group  Trust Director

Risk	Likelihood	Impact	Mitigation	Risk Owner
			avoidance. Insurances in place and checked	CCDT staff team
<u>Legal</u> - Infringements of charity law/ regulations	Low	May lead to loss of resources, fines or prosecution	Trust established on best practice.  Annual audit/ reporting of governance.	CCDT board of Trustees  Steering Group  Trust Director  CCDT staff team
<u>Environmental</u> - Building exceeds energy planned consumption	Low/Medium	Costs increase, targets not met	Clear and detailed lifecycle planning during development stage.  Simple zoned control of systems.  Monitoring and control equipment in Building Management System.	Steering Group  Trust Director  Professional design team
<u>Environmental</u> - Historic fabric deteriorates as result of many more visits than planned	Low	May place strain on maintenance budgets and staff. The visitor experience deteriorates	Management plans for periods of high visit load identify sensitive	Trust Director  Centre manager  CCDT staff team
<u>Social</u> - Loss of momentum in participation/ audience development in transition	Low/medium	Weakened launch, slow to build to original targets.	Early establishment of CCDT and development of its programmes during redevelopment.  Additional activity budgets pre and post opening.	Steering Group  Trust Director  CCDT staff team
<u>Social</u> - Target communities not reached	Medium	Weakens community ownership/ support of project.  Failure to meet targets.	Detailed plan based on consultation and outreach.  Practical help for hard to reach groups to participate.	Steering Group  Trust Director  CCDT staff team
<u>Social</u> - Objects/ loans not made available for planned	Low/ Medium	Weakens coherence and appeal of programmes.	Close links with partner institutions (WSRO and the Novium).	Steering Group  Trust Director

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Risk Owner</b>
temporary exhibitions		Visit numbers decline	Early planning of first exhibitions, additional resources for early exhibitions	CCDT staff team
<u>Social</u> - Exhibitions/ renewal of interpretation not affordable within budgets	Medium	Deterioration of quality of Interpretation and rate of renewal.  Visit numbers, repeat visits and satisfaction decline.  Loss of income.	Detailed planning of activity budgets in development stage.  Identify in fundraising plan sources of activity-specific partnership/ funding.	Trust Director  CCDT staff team
<u>Social</u> - Learning Programme does not meet targets	Low/Medium	Failure to reach Priority audience, loss of income.	Ongoing consultation with schools. Work with teachers to develop curriculum material.  Engagement with schools through closure. Prioritise outreach as well as site-based work.	Trust Director  CCDT staff team  Heritage and learning officer
<u>Social</u> - Demand outstrips supply for activities	Low/Medium	Frustrated expectations, Reputational damage, lost opportunity	Develop new spaces with excellent capacity/quality. Build modular activity programme capable of scaling up. Reinvest income in additional activity.	Trust Director  CCDT staff team  Heritage and learning officer
<u>Social</u> - Volunteer roles not identified/ established	Low	Failure to recruit Volunteers means loss of engagement but also operational weaknesses	Identify volunteer roles Throughout organisation and prepare JDs, specifications but also enable volunteers to define own roles.	Trust Director  CCDT staff team  Community development officer (volunteer coordinator)
<u>Social</u> - Volunteer numbers/ time/ skills do not materialise	Medium	Failure to recruit Volunteers means loss of engagement	Early establishment of CCDT to begin volunteering campaign	Trust Director  CCDT staff team

Risk	Likelihood	Impact	Mitigation	Risk Owner
		but also operational weaknesses	– pre-opening as well as post.  Develop current active volunteers into new roles	Community development officer (volunteer coordinator)
<u>Social</u> - Volunteers expectations not met	Low/Medium	Volunteer commitment declines - means loss of engagement but also operational weaknesses	Provide volunteer coordinator role, engage volunteers in developing roles and defining expectations.  Funds in business plan for training and development for volunteers.	Trust Director  CCDT staff team  Community development officer (volunteer coordinator)

#### 9.4 Project risk assessment

The following table describes the overall risks identified with the Graylingwell Chapel Project. These have been identified after analysis of each stage of the project (development, delivery and operational stage) and full details and descriptions of these risks are described in sections 2-4:

Risk	Likelihood	Impact	Mitigation	Lead
<b>Technical</b>				
1. Changes required to building briefs and/or scope of works	3	2 RF=6	<ul style="list-style-type: none"> <li>Change control procedure mandatory to provide auditable process</li> <li>Adoption of formal project management procedures - PRINCE2 or similar</li> <li>Steering Group reviews established and adhered to so potential changes are predicted and mitigated</li> </ul>	PM
2. Proposed construction & renovation phasing arrangements not deliverable within timescales	2	1 RF=2	<ul style="list-style-type: none"> <li>Project roles and responsibilities clearly delineated so timescales set and maintained by appropriate personnel</li> <li>Monthly highlight reports to consistently analyse</li> </ul>	CCDT

			position on timings and cost	
3. Building restoration work required more extensive than anticipated	1	3 RF=3	<ul style="list-style-type: none"> <li>Development stage to ensure comprehensive and robust condition assessments of building</li> <li>Full QS report ratified and sensitivity analysis</li> </ul>	CCDT
3. Pre-ordering of large plant and long lead items not competed early enough	1	2 RF=2	<ul style="list-style-type: none"> <li>Contractors to submit procurement schedules with key dates to allow monitoring of timely procurement by the PM</li> </ul>	PM
<b>Financial</b>				
4. Escalation of construction costs	2	2 RF=4	<ul style="list-style-type: none"> <li>Production of detailed cost plans.</li> <li>Thorough tendering process and fixed price contracts</li> <li>Financial regulations to include the requirements for risk assessment as an essential control</li> <li>Risk register to be reviewed every 6 weeks &amp; every week during final two months of project</li> </ul>	CCDT
5. Partnership funding shortfall for CCDT capital project	1	2 RF=2	<ul style="list-style-type: none"> <li>Partnership funding targets realistic and deliverable at development stage</li> <li>Funds to be secured and banked during first phase of delivery schedule</li> </ul>	CCDT
6. Changing operational requirements influence revenue projections.	2	2 RF=4	<ul style="list-style-type: none"> <li>Thorough assessment of all operational needs at development stage</li> <li>Flexible and multifaceted marketing plan so multiple income streams can be targeted</li> </ul>	CCDT
<b>Organisational</b>				

7. Loss of key personnel within project management team	2	1 RF=2	<ul style="list-style-type: none"> <li>CCDT has established team with low turnover</li> <li>Ensure shared knowledge and skills across project board</li> </ul>	CCDT
8. Insufficient internal & stakeholder support to deliver key elements of the project	1	1 RF=2	<ul style="list-style-type: none"> <li>Project delivery to be underpinned by communications plan</li> <li>Regular PR and press initiatives to be integrated at project milestones</li> </ul>	CCDT
9. Inability to develop volunteer workforce in line with projections	2	2 RF=4	<ul style="list-style-type: none"> <li>Existing volunteer cohort consistent and committed</li> <li>Link to volunteering initiatives</li> </ul>	CCDT
<b>Economic</b>				
10. Specialist contractors become insolvent	1	1 RF=1	<ul style="list-style-type: none"> <li>Thorough procurement process with tenderers accounts audited over financial thresholds</li> <li>Robust contracts with appropriate clauses</li> </ul>	PM
11. Prevailing economic conditions threaten earned income revenue projections	2	1 RF=2	<ul style="list-style-type: none"> <li>Development stage market assessment to include economic variables with appropriate operating revenue margins</li> </ul>	CCDT
<b>Management</b>				
12. Organisational restructure?	2	1 RF=2	<ul style="list-style-type: none"> <li>Ensure project delivery framework is flexible</li> </ul>	CCDT
13. Change of personnel depletes specialist expertise	1	3 RF=3	<ul style="list-style-type: none"> <li>Succession planning</li> <li>Build skills and expertise within volunteer workforce</li> </ul>	CCDT
14. Inability to develop effective community development programme and resources	1	2 RF=2	<ul style="list-style-type: none"> <li>Professional and targeted activity planning at development stage</li> </ul>	CCDT
15. Marketing collateral insufficiently developed	2	1 RF=2	<ul style="list-style-type: none"> <li>Comprehensive visitor and non-visitor research from development stage</li> </ul>	CCDT

			<ul style="list-style-type: none"> <li>Professional assessment of market potential and tailored marketing mix</li> <li>Align and buddy with other local marketing initiatives</li> </ul>	
<b>Legal</b>				
16. Failure to secure full Listed Building Advisory Committee consent, planning permission & building regulations approval	1	1 RF=1	<ul style="list-style-type: none"> <li>Regular communication with local Planning officers from development stage onward</li> <li>Ensure project consistently aligns with key local and national planning policies and guidance</li> </ul>	PM

Impact	High/ Critical	3	3	6	9
	Medium/ Serious	2	2	4	6
	Low/ Marginal	1	1	2	3
			1	2	3
			Low/ Improbable	Medium/ Could happen	High/ Probable
			Probability		

### Probability Categories

Description		Prob	Scale Value
H	Probable	>70%	3
M	Could happen	30-70%	2
L	Improbable	<30%	1

## 10. Monitoring and Evaluation

The evaluation strategy will ensure that the project is meeting all the targets and outcomes set in the grant application. An independent consultant will undertake the evaluation. The outcomes of the evaluation will be measured and are detailed in the activity action plan. The results of the evaluation will be used during the course of the project to continually monitor progress against targets set and at the end of the project by CCDT to appraise the successes and challenges of the project. A range of qualitative and quantitative evaluation techniques and methodologies will be used to collect data on:

- numbers of visitors to the exhibition
- numbers of users of the printed and digital trails
- participants in the informal learning activities (on-site and off-site)
- participants in the formal learning programme (on-site and off-site)
- volunteer hours
- partner engagement
- website use and reach.

A range of quantitative and qualitative measures will be implemented. Quantitative measures including:

- meeting the % figures of the priority target audiences for development
- achieving annual target number of activities, number and profile of people attending
- achieving annual target number of schools and community projects, number and profile of people participating
- achieving target number of volunteers

Website analytics collected on number of web hits, the time spent by visitors, pages most frequently viewed, unique page views, geographical spread of visitors, the level of engagement in accessing deeper learning resources and participatory activity such as downloading resources and uploading content.

Qualitative measures including:

- visitors saying that they appreciate and understand the history of Graylingwell
- positive feedback on staff and volunteers from visitors
- volunteers having demonstrably benefited from the project
- teachers, children, community participants saying they have learned about the history of Graylingwell
- collaborators/partners say that they have benefitted from working with each other
- each partner organisation has expanded its skills.

Measurement of the impact of the project including:

- regular on-line and on-site visitor surveys (e.g. age, gender, ethnic background, socio-economic group, disability, group composition)
- recording the number of sessions and events
- recording the number and profile of event participants
- evaluation of sample sessions through questionnaires and individual interviews

- observational research
- analysis of website and social media usage and statistics
- recording number and profile of volunteers
- review and regular progress meetings with volunteers, partners and staff.

The Heritage at the Heart of Graylingwell Project is an opportunity for CCDT to develop as an organisation, forge new partnerships and working relationships, benefit from the training and upskilling of staff and volunteers and offer new and varied activities to engage the local community. The redevelopment of the Chapel is one of several different initiatives being undertaken as CCDT take on the management of buildings and sites that will offer new opportunities for local residents. The experience and partnerships being developed in this project will support and complement the activities at the other locations. At the end of the project the following organisational changes are anticipated:

- The profile of each core project partner, CCDT, The Novium Museum and WSRO, will be increased among our targeted audiences and new partnerships and relationships with other organisations will have been developed.
- The profile of Graylingwell Chapel will have been raised within the heritage sector after delivering an HLF supported project in partnership with local heritage organisations.
- CCDT will be better known in the local community through its collaborative working with local organisations supporting health and well-being, and with the opening of the chapel as a place for the local community.
- Graylingwell Chapel will become a community hub for the local community delivering activities that meet the needs of the local population.
- New models and ways of working with local heritage and supporting organisations will have been tested and if successful embedded into the programming and management of Graylingwell Chapel.

CCDT is committed to sharing content and lessons learnt from delivering the project. We will create a dedicated section on our website to update on progress and share insights gained from delivering the project. We will also provide verbal and written updates and share information through our extensive network of partners and stakeholders from voluntary, public and private sector employers and individuals. We will use these links and associations to share good practice and expertise. We will do this:

- As part of a regional network that supports development trusts.
- As a member of Locality and by attending the SE network meetings.
- Through our working relationship with local and national housing developers, housing associations, City, District and County councils as well as the NHS and voluntary sector organisations who utilise our services.
- Through our close working relationship with the local PCSO and West Sussex Police.
- Through our partnerships with a number of youth organisations including Outset Youth Action and our membership of national youth organisations including Ambition and UK Youth.
- Through our working relationship with the local residents' associations of Graylingwell Park and Roussillon Park.

- As a member of VAAC (the voluntary sector infrastructure organisation in West Sussex and Arun) and the Chichester Chamber of Commerce and Industry.

We will work closely with our local heritage and education institution partners, sharing information and learning during the course of the project at regular update meetings, by inviting partners to relevant steering group meetings and as part of the evaluation process.

## 11. Organisational Impact

This project will raise the profile of the north of the city and provide a venue to deliver new programmes and will enable additional funding and projects to be secured. CCDT has a clear vision for the future development of Graylingwell Chapel as a state of the art community facility that draws on, uses and showcases the unique history of the building and the Graylingwell site. This will provide leverage to CCDT to raise the funds to restore and rejuvenate the chapel into a multipurpose community facility.

The leverage will include:

- Secure endowment from Linden Downland LLP (complete and received £492k)
- Secure Community Levy funding and New homes bonus funds (£142k) from Chichester District and City Council
- Capital fundraising from other sources including corporates, trusts and foundations and grants.
- Capital fundraising events and activities in the community including a crowd fund, gala dinner and community fundraising.

The project will allow us to attract more volunteers and increase staff retention due to the training offer within the project for volunteers and staff to include facilities management, project management and health and safety training that this funding would support. The project funding will also provide additional hours for staff to ensure key skills are kept within the organisation. Capital items and pro bono support will also be leveraged from local suppliers who have offered support should the project get to the next stage including Covers building merchants, Kew Electrical and AMS Services. Linden Homes will also provide free consultation and advice should this project be awarded Power to Change funding. CCDT will utilise its own reserves and budget should the project be awarded a grant to ensure that it is able to provide a package of support and training to the staff and volunteers on the project.

The project will have the following impact on the organisation:

- The profile of each core project partner, CCDT, The Novium Museum and WSRO, will be increased among our targeted audiences and new partnerships and relationships with other organisations will have been developed.
- The profile of Graylingwell Chapel will have been raised within the heritage sector after delivering a HLF supported project in partnership with local heritage organisations.
- CCDT will be better known in the local community through its collaborative working with local organisations supporting health and well-being, and with the opening of the cChapel as a place for the local community.
- Expand services and activities - Graylingwell Chapel will become a much-needed hub for the local community delivering activities that meet the needs of the local population.
- New models and ways of working with local heritage and supporting organisations will have been tested and if successful embedded into the programming and management of Graylingwell Chapel for the future.
- Generate additional revenue streams
- Go from small to medium sized in terms of number of employees
- Improve the quality of products and our service
- Purchase, expand, develop or refurbish premises and land
- Replace grants with trading.

The project at Graylingwell Chapel will also have the following impact on the community:

- Engage young people in positive activities
- Support children and their families through free or low costs programmes
- Promote health and well-being courses and activities
- Enable local residents to gain new skills and confidence through volunteering, training, advice and guidance
- Increase the number of activities and back to work programmes.

We forecast that the chapel, renovated as a community hub, will enable us to increase our self-sustaining funding streams and revenues by approx. £25K per year from its first year of operation rising to a surplus of £83k per year after 5 years. The increased operations of the chapel will be managed by the recruitment of further volunteers to take part in the running of the venue and its activities, and a paid staff who will manage the scale up of activities. This surplus will be used to sustain the building and continue to fund activities, events and staffing once the HLF stage two funding has been spent. The income and expenditure figures seen in Appendix 1 have been scrutinised by the CCDT Treasury and Board and have been subject to a sensitivity analysis. It is planned and envisaged that the chapel will become an income generator for the CCDT and will cover all its running costs as well as the running costs of the associated land.

Our organisational reserves ensure that we have six months running costs in the bank as well as a sink fund for listed buildings including Graylingwell Chapel for repairs and upgrades in the future.

## **12. Press and Communications**

CCDT strives to maintain a strong communications and marketing presence through a wide variety of media and has a good relationship with local organisations providing communication channels:

- Media and press releases are regularly issued in newspapers widely read in Chichester and its surrounding areas.
- CCDT's updated and new website is only fifteen months old and has given the organisation a vital boost in connecting with organisations, residents and those further afield and over that period it has, month on month, received an increasing number of unique hits. It has become the principal means of booking the CCDT's community venues, as well as publicising other activities and the popular "What's on Guide".
- The CCDT has Facebook and Twitter profiles, which have proved very successful in attracting local residents, schools and organisation and has a good following with over 500 likes on Facebook and 1200 followers on Twitter.
- The CCDT produces regular blogs and news items which are posted on the website and via the social media channels. Guest bloggers including the youth team, garden group and Chapel Steering Group often contribute to these stories.
- A monthly e-newsletter is sent to over 400 email addresses and the engagement through this newsletter is excellent.
- Marketing of events is delivered through our quarterly "What's on Guide" that is delivered to over 1000 in the local area as well as electronically through our newsletter, social media channels and the website. Posters are also displayed outside our community venues and on a further 8 notice boards in the local area.
- We have excellent connections with the City and District councils and our marketing is distributed through their marketing channels to help us reach a wider audience.
- CCDT is successful in gaining media coverage based on the organisation's strong connections in the local area and the interest in the former asylum. CCDT will use these media channels to ensure that the appropriate level of communication is made at the right time. It is recognised that the development of Graylingwell Chapel will generate a wide range of responses and the Steering Group will consider the useful release of information – acknowledging the Heritage Lottery Fund's requirement for confidentiality at certain stages in the process.

### **Main Objectives**

- Keep audiences informed of the progress of the Heritage at the Heart of Graylingwell project through a variety of methods, and use these to gather evaluation and responses to the proposals.
- Raise the profile of CCDT and its activities.
- Further develop the relationship with local press.
- Develop CCDT's digital platforms (see below).
- Ensure support of HLF and other funders is acknowledged in all communications.

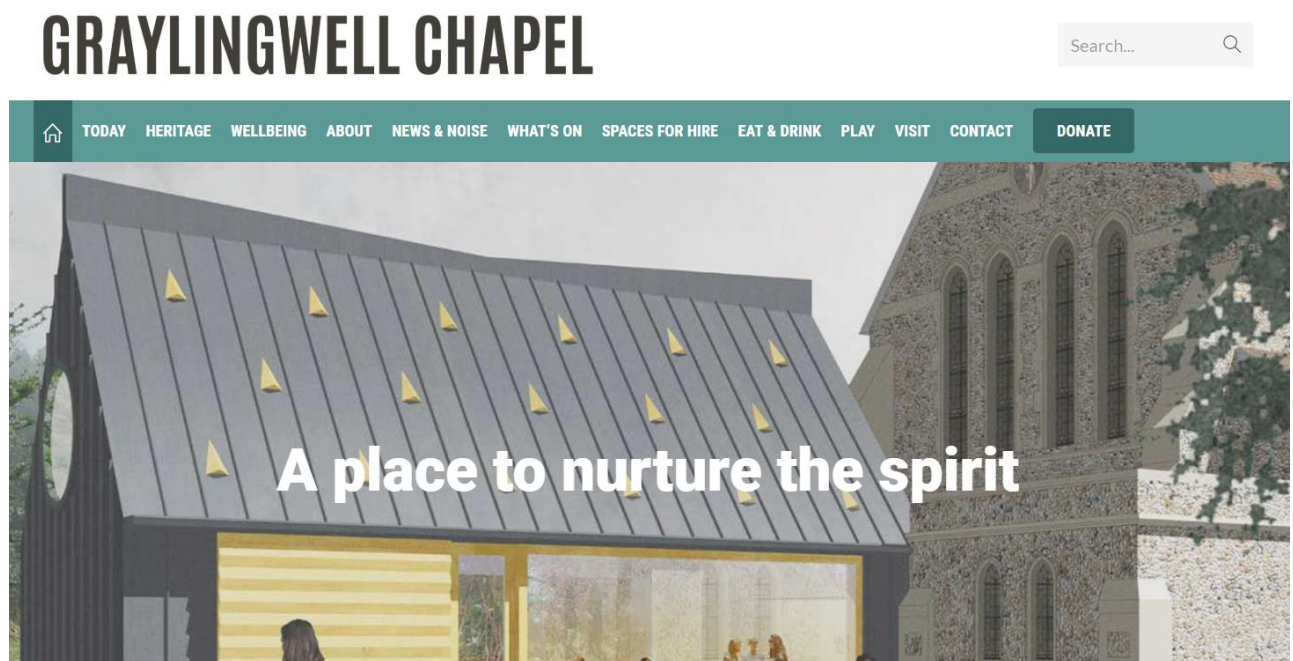
### 12.1. Press and Communications Action Plan

Action	Where we are now	Work to be undertaken in Development Phase	Responsibility
Maintain and develop relationship with local media	Strong links with local media. To be developed as appropriate	<ul style="list-style-type: none"> <li>Continue to issue strong stories to both local newspapers</li> <li>Generate more stories for local radio</li> <li>Produce material for on-line content</li> </ul>	Trust Director Community Development Coordinator Project Coordinator
Strengthen regional media presence	Respond to media for press releases and articles	<ul style="list-style-type: none"> <li>Ensure all contact from media is accommodated</li> </ul>	Trust Director Community Development Coordinator Project Coordinator
Maintain and develop use of social media	Facebook, Twitter, regular blogs and e-newsletters	<ul style="list-style-type: none"> <li>Continue to develop</li> <li>Facebook pages and event listings to broaden audiences</li> </ul>	Trust Director Community Development Coordinator Project Coordinator
Maintain and develop CCDT website and web presence	New look and branded website is generating significant visits and bookings, as well as news items and downloads	<ul style="list-style-type: none"> <li>Increase learning content on site</li> <li>Introduce direct marketing feature to promote initiative</li> </ul>	Trust Director Community Development Coordinator Projects Coordinator Volunteers Web developer
Continue to acknowledge funders	Logos and organizational details are uploaded and funders acknowledged and thanked	<ul style="list-style-type: none"> <li>Acknowledge new funders and continue to work with existing and previous funders</li> </ul>	Trust Director Projects Coordinator Web developer

## 12.2 Graylingwell Chapel website

A new website has been developed as part of the development phase funding to catalogue the journey to date of the project and to demonstrate what the building and project will offer in the future. The following images are from the website pages and more detail can be seen at:

[www.graylingwellchapel.org.uk](http://www.graylingwellchapel.org.uk)



[History Timeline](#) | [Booklets](#)

Graylingwell Chapel was built in the 1890s as the chapel to the West Sussex County Lunatic Asylum, later known as Graylingwell Hospital. It was designed by Sir Arthur Blomfield and Sons. Blomfield was known for his outstanding Church Construction and Restoration and the chapel is almost wholly original with minimal alteration undertaken since its construction.

# GRAYLINGWELL CHAPEL

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News + Noise

Uncategorized



## Heritage at the Heart of Graylingwell update

October 9, 2018

By Sonia Rasbery, Project Manager We've had a busy summer! Work on the development phase of the Heritage at the Heart of Graylingwell project



## Wake up and smell the coffee!

January 10, 2018

By Mike Pickering, Graylingwell Park resident Once formalities to transfer ownership of Graylingwell chapel are complete work will start



## Hundreds of people come to Chapel Exhibition

March 28, 2017

Over 200 people came in to see the concept architectural plans and ideas for the repurposing

# GRAYLINGWELL CHAPEL

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[Project Timeline](#) | [Downloads](#)

## Restore and renew

The creation of the new residential district in north Chichester has raised the issue of the need for new community facilities to serve this large new community. The choice of the former hospital

## Appendix 1: Project Financial Projections Year 1 – 5 – 2021 to 2025

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
<b>INCOME - café</b>													
General users - coffee	5100	5100	5100	5100	5100	5100	5100	5100	5100	5100	5100	5100	<b>61200</b>
General users - food	1912.5	1912.5	1912.5	1913	1912.5	1912.5	1912.5	1912.5	1912.5	1913	1912.5	1912.5	<b>22950</b>
Destinational - coffee	900	900	900	900	900	900	900	900	900	900	900	900	<b>10800</b>
Destinational - food	337.5	337.5	337.5	337.5	337.5	337.5	337.5	337.5	337.5	337.5	337.5	337.5	<b>4050</b>
Small meetings - refreshments	260	260	260	260	260	260	260	260	260	260	260	260	<b>3120</b>
Meetings - catering	260	260	260	260	260	260	260	260	260	260	260	260	<b>3120</b>
Children's parties	866	866	866	866	867	867	867	867	867	867	867	867	<b>10400</b>
Picnic boxes	600	600	600	600	600	600	600	600	600	600	600	600	<b>7200</b>
Worship hire - café	216	216	216	216	217	217	217	217	217	217	217	217	<b>2600</b>
Main space hire	360	360	360	360	360	360	360	360	360	360	360	360	<b>4320</b>
<b>Total</b>	<b>10812</b>	<b>10812</b>	<b>10812</b>	<b>10812</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>10814</b>	<b>129760</b>
<b>INCOME - other</b>													
Café hire evening	1040	1040	1040	1040	1040	1040	1040	1040	1040	1040	1040	1040	<b>12480</b>
Interactive play	900	900	900	900	900	900	900	900	900	900	900	900	<b>10800</b>
Meeting room 1	867	867	867	867	867	867	867	867	867	867	867	867	<b>10404</b>
Meeting room 2	867	867	867	867	867	867	867	867	867	867	867	867	<b>10404</b>
Main space hire	600	600	600	600	600	600	600	600	600	600	600	600	<b>7200</b>
Ticket sales events	700	700	700	700	700	700	700	700	700	700	700	700	<b>8400</b>
Worship hire	650	650	650	650	650	650	650	650	650	650	650	650	<b>7800</b>
Ticket sales activities	600	600	600	600	600	600	600	600	600	600	600	600	<b>7200</b>
Children parties	216	216	216	216	216	216	216	216	216	216	216	216	<b>2592</b>
Sales of prints and maps	200	200	200	200	200	200	200	200	200	200	200	200	<b>2400</b>

Amazon lockers	50	50	50	50	50	50	50	50	50	50	50	50	600
	6690	6690	6690	6690	6690	6690	6690	6690	6690	6690	6690	6690	80280
<b>TOTAL INCOME</b>	<b>17502</b>	<b>17502</b>	<b>17502</b>	<b>17502</b>	<b>17504</b>	<b>17504</b>	<b>17504</b>	<b>17504</b>	<b>17504</b>	<b>17504</b>	<b>17504</b>	<b>17504</b>	<b>210040</b>
<b>DIRECT EXPENDITURE</b>													
Café managers x 2	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	36000
Café bank staff	1920	1920	1920	1920	1920	1920	1920	1920	1920	1920	1920	1920	23040
Volunteer expenses	125	125	125	125	125	125	125	125	125	125	125	125	1500
Cleaning	1350	1350	1350	1350	1350	1350	1350	1350	1350	1350	1350	1350	16200
Facilities support	250	250	250	250	250	250	250	250	250	250	250	250	3000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>6645</b>	<b>6645</b>	<b>6645</b>	<b>6645</b>	<b>6645</b>	<b>6645</b>	<b>6645</b>	<b>6645</b>	<b>6645</b>	<b>6645</b>	<b>6645</b>	<b>6645</b>	<b>79740</b>
<b>GROSS PROFIT</b>	<b>10857</b>	<b>10857</b>	<b>10857</b>	<b>10857</b>	<b>10859</b>	<b>10859</b>	<b>10859</b>	<b>10859</b>	<b>10859</b>	<b>10859</b>	<b>10859</b>	<b>10859</b>	<b>130300</b>
<b>OVERHEADS</b>													
<b>Services</b>													
Business rates	145	145	145	145	145	145	145	145	145	145	145	145	1740
Water	135	135	135	135	135	135	135	135	135	135	135	135	1620
Electricity	350	350	350	350	350	350	350	350	350	350	350	350	4200
District Heating	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	15000
Phone and Wi-Fi	100	100	100	100	100	100	100	100	100	100	100	100	1200
<b>H&amp;S</b>													
Alarm maintenance	100	100	100	100	100	100	100	100	100	100	100	100	1200
Fire alarm testing	50	50	50	50	50	50	50	50	50	50	50	50	600
PAT testing	10	10	10	10	10	10	10	10	10	10	10	10	120
Check heating system	50	50	50	50	50	50	50	50	50	50	50	50	600
Water hygiene test	12	12	12	12	12	12	13	13	13	13	13	13	150
Lightening protection	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	150
Fire extinguisher servicing	5	5	5	5	5	5	5	5	5	5	5	5	60
Building survey	10	10	10	10	10	10	10	10	10	10	10	10	120

Tree survey and works	71	71	71	71	71	71	71	71	71	71	70	70	<b>850</b>
<b>Building Maintenance</b>													
Waste disposal	115	115	115	115	115	115	115	115	115	115	115	115	<b>1380</b>
Window cleaning - café	15	15	15	15	15	15	15	15	15	15	15	15	<b>180</b>
Window cleaning - stained	100	100	100	100	100	100	100	100	100	100	100	100	<b>1200</b>
Landscape and gardening	100	100	100	100	100	100	100	100	100	100	100	100	<b>1200</b>
Painting and repairs	250	250	250	250	250	250	250	250	250	250	250	250	<b>3000</b>
Contingency	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	<b>18000</b>
CCTV	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	17	18	<b>200</b>
Software and AV's updates	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	17	18	<b>200</b>
Projector maintenance	5	5	5	5	5	5	5	5	5	5	5	5	<b>60</b>
Exhibition graphics renew	50	50	50	50	50	50	50	50	50	50	50	50	<b>600</b>
Furniture renew	41	41	41	41	42	42	42	42	42	42	42	42	<b>500</b>
External panels renew	9	9	9	9	8	8	8	8	8	8	8	8	<b>100</b>
<b>Café</b>													
General users - coffee	1530	1530	1530	1530	1530	1530	1530	1530	1530	1530	1530	1530	<b>18360</b>
General users - food	573.75	573.75	573.75	573.8	573.75	573.75	573.75	573.75	573.75	573.8	573.75	573.75	<b>6885</b>
Destinational - coffee	270	270	270	270	270	270	270	270	270	270	270	270	<b>3240</b>
Destinational - food	101.25	101.25	101.25	101.3	101.25	101.25	101.25	101.25	101.25	101.3	101.25	101.25	<b>1215</b>
Small meetings - refreshments	78	78	78	78	78	78	78	78	78	78	78	78	<b>936</b>
Meetings - catering	78	78	78	78	78	78	78	78	78	78	78	78	<b>936</b>
Children's Parties	259.8	259.8	259.8	259.8	260.1	260.1	260.1	260.1	260.1	260.1	260.1	260.1	<b>3120</b>
Picnic boxes	180	180	180	180	180	180	180	180	180	180	180	180	<b>2160</b>
Worship hire - café	64.8	64.8	64.8	64.8	65.1	65.1	65.1	65.1	65.1	65.1	65.1	65.1	<b>780</b>
Main space hire	108	108	108	108	108	108	108	108	108	108	108	108	<b>1296</b>
<b>Statutory</b>													
Music licence	50	50	50	50	50	50	50	50	50	50	50	50	<b>600</b>
Insurance	175	175	175	175	175	175	175	175	175	175	175	175	<b>2100</b>
<b>Marketing and office</b>													
Stationery and postage	100	100	100	100	100	100	100	100	100	100	100	100	<b>1200</b>
Marketing, signage & PR	500	500	500	500	500	500	500	500	500	500	500	500	<b>6000</b>

Meeting room sundries	25	25	25	25	25	25	25	25	25	25	25	25	300
WC sundries	200	200	200	200	200	200	200	200	200	200	200	200	2400
<b>TOTAL OVERHEAD EXPENDITURE</b>	<b>8812.1</b>	<b>8812.1</b>	<b>8812.1</b>	<b>8812</b>	<b>8812.7</b>	<b>8812.7</b>	<b>8813.7</b>	<b>8813.7</b>	<b>8813.7</b>	<b>8814</b>	<b>8813.7</b>	<b>8815.7</b>	<b>105758</b>
<b>NET PROFIT</b>	<b>2044.9</b>	<b>2044.9</b>	<b>2044.9</b>	<b>2044.9</b>	<b>2046.3</b>	<b>2046.3</b>	<b>2045.3</b>	<b>2045.3</b>	<b>2045.3</b>	<b>2045.3</b>	<b>2045.3</b>	<b>2043.3</b>	<b>24542</b>

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
<b>INCOME - café</b>													
General users - coffee	5610	5610	5610	5610	5610	5610	5610	5610	5610	5610	5610	5610	67320
General users - food	2103.8	2103.8	2103.8	2104	2103.8	2103.8	2103.8	2103.8	2103.8	2104	2103.8	2103.8	25245
Destinational - coffee	990	990	990	990	990	990	990	990	990	990	990	990	11880
Destinational - food	371.25	371.25	371.25	371.3	371.25	371.25	371.25	371.25	371.25	371.3	371.25	371.25	4455
Small meetings - refreshments	286	286	286	286	286	286	286	286	286	286	286	286	3432
Meetings - catering	286	286	286	286	286	286	286	286	286	286	286	286	3432
Children's parties	952.6	952.6	952.6	952.6	953.7	953.7	953.7	953.7	953.7	953.7	953.7	953.7	11440
Picnic boxes	660	660	660	660	660	660	660	660	660	660	660	660	7920
Worship hire - café	237.6	237.6	237.6	237.6	238.7	238.7	238.7	238.7	238.7	238.7	238.7	238.7	2860
Main space hire	396	396	396	396	396	396	396	396	396	396	396	396	4752
<b>Total</b>	<b>11893</b>	<b>11893</b>	<b>11893</b>	<b>11893</b>	<b>11895</b>	<b>11895</b>	<b>11895</b>	<b>11895</b>	<b>11895</b>	<b>11895</b>	<b>11895</b>	<b>11895</b>	<b>142736</b>
<b>INCOME - other</b>													
Café hire evening	1144	1144	1144	1144	1144	1144	1144	1144	1144	1144	1144	1144	13728
Interactive play	990	990	990	990	990	990	990	990	990	990	990	990	11880
Meeting room 1	953.7	953.7	953.7	953.7	953.7	953.7	953.7	953.7	953.7	953.7	953.7	953.7	11444.4
Meeting room 2	953.7	953.7	953.7	953.7	953.7	953.7	953.7	953.7	953.7	953.7	953.7	953.7	11444.4
Main space hire	660	660	660	660	660	660	660	660	660	660	660	660	7920
Ticket sales events	770	770	770	770	770	770	770	770	770	770	770	770	9240

Worship hire	715	715	715	715	715	715	715	715	715	715	715	715	8580
Ticket sales activities	660	660	660	660	660	660	660	660	660	660	660	660	7920
Children parties	237.6	237.6	237.6	237.6	237.6	237.6	237.6	237.6	237.6	237.6	237.6	237.6	2851.2
Sales of prints and maps	220	220	220	220	220	220	220	220	220	220	220	220	2640
Amazon lockers	55	55	55	55	55	55	55	55	55	55	55	55	660
	7359	7359	7359	7359	7359	7359	7359	7359	7359	7359	7359	7359	88308
<b>TOTAL INCOME</b>	<b>19252</b>	<b>19252</b>	<b>19252</b>	<b>19252</b>	<b>19254</b>	<b>19254</b>	<b>19254</b>	<b>19254</b>	<b>19254</b>	<b>19254</b>	<b>19254</b>	<b>19254</b>	<b>231044</b>
<b>DIRECT EXPENDITURE</b>													
Café managers x 2	3150	3150	3150	3150	3150	3150	3150	3150	3150	3150	3150	3150	37800
Café bank staff	2016	2016	2016	2016	2016	2016	2016	2016	2016	2016	2016	2016	24192
Volunteer expenses	131.25	131.25	131.25	131.3	131.25	131.25	131.25	131.25	131.25	131.3	131.25	131.25	1575
Cleaning	1417.5	1417.5	1417.5	1418	1417.5	1417.5	1417.5	1417.5	1417.5	1418	1417.5	1417.5	17010
Facilities support	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	3150
<b>TOTAL DIRECT EXPENDITURE</b>	<b>6977.3</b>	<b>6977.3</b>	<b>6977.3</b>	<b>6977</b>	<b>6977.3</b>	<b>6977.3</b>	<b>6977.3</b>	<b>6977.3</b>	<b>6977.3</b>	<b>6977</b>	<b>6977.3</b>	<b>6977.3</b>	<b>83727</b>
<b>GROSS PROFIT</b>	<b>12275</b>	<b>12275</b>	<b>12275</b>	<b>12275</b>	<b>12277</b>	<b>12277</b>	<b>12277</b>	<b>12277</b>	<b>12277</b>	<b>12277</b>	<b>12277</b>	<b>12277</b>	<b>147317</b>
<b>OVERHEADS</b>													
<b>Services</b>													
Business rates	152.25	152.25	152.25	152.3	152.25	152.25	152.25	152.25	152.25	152.3	152.25	152.25	1827
Water	141.75	141.75	141.75	141.8	141.75	141.75	141.75	141.75	141.75	141.8	141.75	141.75	1701
Electricity	367.5	367.5	367.5	367.5	367.5	367.5	367.5	367.5	367.5	367.5	367.5	367.5	4410
District heating	1312.5	1312.5	1312.5	1313	1312.5	1312.5	1312.5	1312.5	1312.5	1313	1312.5	1312.5	15750
Phone and Wi-Fi	105	105	105	105	105	105	105	105	105	105	105	105	1260
<b>H&amp;S</b>													
Alarm maintenance	105	105	105	105	105	105	105	105	105	105	105	105	1260
Fire alarm testing	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	630
PAT testing	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	126
Check heating system	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	630

Water hygiene test	12.6	12.6	12.6	12.6	12.6	12.6	13.65	13.65	13.65	13.65	13.65	13.65	<b>157.5</b>
Lightening protection	13.125	13.125	13.125	13.13	13.125	13.125	13.125	13.125	13.125	13.13	13.125	13.125	<b>157.5</b>
Fire extinguisher servicing	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	<b>63</b>
Building survey	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	<b>126</b>
Tree survey and works	74.55	74.55	74.55	74.55	74.55	74.55	74.55	74.55	74.55	74.55	73.5	73.5	<b>892.5</b>
<b>Building Maintenance</b>													
Waste disposal	120.75	120.75	120.75	120.8	120.75	120.75	120.75	120.75	120.75	120.8	120.75	120.75	<b>1449</b>
Window cleaning - café	15.75	15.75	15.75	15.75	15.75	15.75	15.75	15.75	15.75	15.75	15.75	15.75	<b>189</b>
Window cleaning - stained	105	105	105	105	105	105	105	105	105	105	105	105	
Landscape and gardening	105	105	105	105	105	105	105	105	105	105	105	105	<b>1260</b>
Painting and repairs	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	<b>3150</b>
Contingency	1575	1575	1575	1575	1575	1575	1575	1575	1575	1575	1575	1575	<b>18900</b>
CCTV	17.325	17.325	17.325	17.33	17.325	17.325	17.325	17.325	17.325	17.33	17.85	18.9	<b>210</b>
Software and AV's updates	17.325	17.325	17.325	17.33	17.325	17.325	17.325	17.325	17.325	17.33	17.85	18.9	<b>210</b>
Projector maintenance	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	<b>63</b>
Exhibition graphics renew	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	<b>630</b>
Furniture renew	43.05	43.05	43.05	43.05	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	<b>525</b>
External panels renew	9.45	9.45	9.45	9.45	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	<b>105</b>
<b>Café</b>													
General users - coffee	1606.5	1606.5	1606.5	1607	1606.5	1606.5	1606.5	1606.5	1606.5	1607	1606.5	1606.5	<b>19278</b>
General users - food	602.44	602.44	602.44	602.4	602.44	602.44	602.44	602.44	602.44	602.4	602.44	602.44	<b>7229.25</b>
Destinational - coffee	283.5	283.5	283.5	283.5	283.5	283.5	283.5	283.5	283.5	283.5	283.5	283.5	<b>3402</b>
Destinational - food	106.31	106.31	106.31	106.3	106.31	106.31	106.31	106.31	106.31	106.3	106.31	106.31	<b>1275.75</b>
Small meetings - refreshments	81.9	81.9	81.9	81.9	81.9	81.9	81.9	81.9	81.9	81.9	81.9	81.9	<b>982.8</b>
Meetings - catering	81.9	81.9	81.9	81.9	81.9	81.9	81.9	81.9	81.9	81.9	81.9	81.9	<b>982.8</b>
Children's parties	272.79	272.79	272.79	272.8	273.11	273.11	273.11	273.11	273.11	273.1	273.11	273.11	<b>3276</b>
Picnic boxes	189	189	189	189	189	189	189	189	189	189	189	189	<b>2268</b>
Worship hire - café	68.04	68.04	68.04	68.04	68.355	68.355	68.355	68.355	68.355	68.36	68.355	68.355	<b>819</b>
Main space hire	113.4	113.4	113.4	113.4	113.4	113.4	113.4	113.4	113.4	113.4	113.4	113.4	<b>1360.8</b>
<b>Statutory</b>													
Music licence	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	52.5	<b>630</b>

Insurance	183.75	183.75	183.75	183.8	183.75	183.75	183.75	183.75	183.75	183.8	183.75	183.75	<b>2205</b>
<b>Marketing and office</b>													
Stationary & postage	105	105	105	105	105	105	105	105	105	105	105	105	<b>1260</b>
Marketing, signage & PR	525	525	525	525	525	525	525	525	525	525	525	525	<b>6300</b>
Meeting room sundries	26.25	26.25	26.25	26.25	26.25	26.25	26.25	26.25	26.25	26.25	26.25	26.25	<b>315</b>
WC sundries	210	210	210	210	210	210	210	210	210	210	210	210	<b>2520</b>
<b>TOTAL OVERHEAD EXPENDITURE</b>	<b>9252.7</b>	<b>9252.7</b>	<b>9252.7</b>	<b>9253</b>	<b>9253.3</b>	<b>9253.3</b>	<b>9254.4</b>	<b>9254.4</b>	<b>9254.4</b>	<b>9254</b>	<b>9254.4</b>	<b>9256.5</b>	<b>109786</b>
<b>NET PROFIT</b>	<b>3022.2</b>	<b>3022.2</b>	<b>3022.2</b>	<b>3022</b>	<b>3023.8</b>	<b>3023.8</b>	<b>3022.8</b>	<b>3022.8</b>	<b>3022.8</b>	<b>3023</b>	<b>3022.8</b>	<b>3020.7</b>	<b>37531.1</b>

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
<b>INCOME - café</b>													
General users - coffee	6171	6171	6171	6171	6171	6171	6171	6171	6171	6171	6171	6171	<b>74052</b>
General users - food	2314.1	2314.1	2314.1	2314	2314.1	2314.1	2314.1	2314.1	2314.1	2314	2314.1	2314.1	<b>27769.5</b>
Destinational - coffee	1089	1089	1089	1089	1089	1089	1089	1089	1089	1089	1089	1089	<b>13068</b>
Destinational - food	408.38	408.38	408.38	408.4	408.38	408.38	408.38	408.38	408.38	408.4	408.38	408.38	<b>4900.5</b>
Small meetings - refreshments	314.6	314.6	314.6	314.6	314.6	314.6	314.6	314.6	314.6	314.6	314.6	314.6	<b>3775.2</b>
Meetings - catering	314.6	314.6	314.6	314.6	314.6	314.6	314.6	314.6	314.6	314.6	314.6	314.6	<b>3775.2</b>
Children's parties	1047.9	1047.9	1047.9	1048	1049.1	1049.1	1049.1	1049.1	1049.1	1049	1049.1	1049.1	<b>12584</b>
Picnic boxes	726	726	726	726	726	726	726	726	726	726	726	726	<b>8712</b>
Worship hire - café	261.36	261.36	261.36	261.4	262.57	262.57	262.57	262.57	262.57	262.6	262.57	262.57	<b>3146</b>
Main space hire	435.6	435.6	435.6	435.6	435.6	435.6	435.6	435.6	435.6	435.6	435.6	435.6	<b>5227.2</b>
<b>Total</b>	<b>13083</b>	<b>13083</b>	<b>13083</b>	<b>13083</b>	<b>13085</b>	<b>13085</b>	<b>13085</b>	<b>13085</b>	<b>13085</b>	<b>13085</b>	<b>13085</b>	<b>13085</b>	<b>157010</b>
<b>INCOME - other</b>													
Café hire evening	1258.4	1258.4	1258.4	1258	1258.4	1258.4	1258.4	1258.4	1258.4	1258	1258.4	1258.4	<b>15100.8</b>
Interactive play	1089	1089	1089	1089	1089	1089	1089	1089	1089	1089	1089	1089	<b>13068</b>
Meeting room 1	1049.1	1049.1	1049.1	1049	1049.1	1049.1	1049.1	1049.1	1049.1	1049	1049.1	1049.1	<b>12588.8</b>

Meeting room 2	1049.1	1049.1	1049.1	1049	1049.1	1049.1	1049.1	1049.1	1049.1	1049	1049.1	1049.1	<b>12588.8</b>
Main space hire	726	726	726	726	726	726	726	726	726	726	726	726	<b>8712</b>
Ticket sales events	847	847	847	847	847	847	847	847	847	847	847	847	<b>10164</b>
Worship hire	786.5	786.5	786.5	786.5	786.5	786.5	786.5	786.5	786.5	786.5	786.5	786.5	<b>9438</b>
Ticket sales activities	726	726	726	726	726	726	726	726	726	726	726	726	<b>8712</b>
Children parties	261.36	261.36	261.36	261.4	261.36	261.36	261.36	261.36	261.36	261.4	261.36	261.36	<b>3136.32</b>
Sales of prints and maps	242	242	242	242	242	242	242	242	242	242	242	242	<b>2904</b>
Amazon lockers	60.5	60.5	60.5	60.5	60.5	60.5	60.5	60.5	60.5	60.5	60.5	60.5	<b>726</b>
	<b>8094.9</b>	<b>8094.9</b>	<b>8094.9</b>	<b>8095</b>	<b>8094.9</b>	<b>8094.9</b>	<b>8094.9</b>	<b>8094.9</b>	<b>8094.9</b>	<b>8095</b>	<b>8094.9</b>	<b>8094.9</b>	<b>97138.8</b>
<b>TOTAL INCOME</b>	<b>21177</b>	<b>21177</b>	<b>21177</b>	<b>21177</b>	<b>21180</b>	<b>21180</b>	<b>21180</b>	<b>21180</b>	<b>21180</b>	<b>21180</b>	<b>21180</b>	<b>21180</b>	<b>254148</b>
<b>DIRECT EXPENDITURE</b>													
Café managers x 2	3307.5	3307.5	3307.5	3308	3307.5	3307.5	3307.5	3307.5	3307.5	3308	3307.5	3307.5	<b>39690</b>
Café bank staff	2116.8	2116.8	2116.8	2117	2116.8	2116.8	2116.8	2116.8	2116.8	2117	2116.8	2116.8	<b>25401.6</b>
Volunteer expenses	137.81	137.81	137.81	137.8	137.81	137.81	137.81	137.81	137.81	137.8	137.81	137.81	<b>1653.75</b>
Cleaning	1488.4	1488.4	1488.4	1488	1488.4	1488.4	1488.4	1488.4	1488.4	1488	1488.4	1488.4	<b>17860.5</b>
Facilities support	275.63	275.63	275.63	275.6	275.63	275.63	275.63	275.63	275.63	275.6	275.63	275.63	<b>3307.5</b>
<b>TOTAL DIRECT EXPENDITURE</b>	<b>7326.1</b>	<b>7326.1</b>	<b>7326.1</b>	<b>7326</b>	<b>7326.1</b>	<b>7326.1</b>	<b>7326.1</b>	<b>7326.1</b>	<b>7326.1</b>	<b>7326</b>	<b>7326.1</b>	<b>7326.1</b>	<b>87913.4</b>
<b>GROSS PROFIT</b>	<b>13851</b>	<b>13851</b>	<b>13851</b>	<b>13851</b>	<b>13854</b>	<b>13854</b>	<b>13854</b>	<b>13854</b>	<b>13854</b>	<b>13854</b>	<b>13854</b>	<b>13854</b>	<b>166235</b>
<b>OVERHEADS</b>													
<b>Services</b>													
Business rates	159.86	159.86	159.86	159.9	159.86	159.86	159.86	159.86	159.86	159.9	159.86	159.86	<b>1918.35</b>
Water	148.84	148.84	148.84	148.8	148.84	148.84	148.84	148.84	148.84	148.8	148.84	148.84	<b>1786.05</b>
Electricity	385.88	385.88	385.88	385.9	385.88	385.88	385.88	385.88	385.88	385.9	385.88	385.88	<b>4630.5</b>
District heating	1378.1	1378.1	1378.1	1378	1378.1	1378.1	1378.1	1378.1	1378.1	1378	1378.1	1378.1	<b>16537.5</b>
Phone and Wi-Fi	110.25	110.25	110.25	110.3	110.25	110.25	110.25	110.25	110.25	110.3	110.25	110.25	<b>1323</b>
<b>H&amp;S</b>													
Alarm maintenance	110.25	110.25	110.25	110.3	110.25	110.25	110.25	110.25	110.25	110.3	110.25	110.25	<b>1323</b>

Fire alarm testing	55.125	55.125	55.125	55.13	55.125	55.125	55.125	55.125	55.125	55.13	55.125	55.125	<b>661.5</b>
PAT testing	11.025	11.025	11.025	11.03	11.025	11.025	11.025	11.025	11.025	11.03	11.025	11.025	<b>132.3</b>
Check heating system	55.125	55.125	55.125	55.13	55.125	55.125	55.125	55.125	55.125	55.13	55.125	55.125	<b>661.5</b>
Water hygiene test	13.23	13.23	13.23	13.23	13.23	13.23	14.333	14.333	14.333	14.33	14.333	14.333	<b>165.375</b>
Lightening protection	13.781	13.781	13.781	13.78	13.781	13.781	13.781	13.781	13.781	13.78	13.781	13.781	<b>165.375</b>
Fire extinguisher servicing	5.5125	5.5125	5.5125	5.513	5.5125	5.5125	5.5125	5.5125	5.5125	5.513	5.5125	5.5125	<b>66.15</b>
Building survey	11.025	11.025	11.025	11.03	11.025	11.025	11.025	11.025	11.025	11.03	11.025	11.025	<b>132.3</b>
Tree survey and works	78.278	78.278	78.278	78.28	78.278	78.278	78.278	78.278	78.278	78.28	77.175	77.175	<b>937.125</b>
<b>Building Maintenance</b>													
Waste disposal	126.79	126.79	126.79	126.8	126.79	126.79	126.79	126.79	126.79	126.8	126.79	126.79	<b>1521.45</b>
Window cleaning - café	16.538	16.538	16.538	16.54	16.538	16.538	16.538	16.538	16.538	16.54	16.538	16.538	<b>198.45</b>
Window cleaning - stained	110.25	110.25	110.25	110.3	110.25	110.25	110.25	110.25	110.25	110.3	110.25	110.25	<b>1323</b>
Landscape and gardening	110.25	110.25	110.25	110.3	110.25	110.25	110.25	110.25	110.25	110.3	110.25	110.25	<b>1323</b>
Painting and repairs	275.63	275.63	275.63	275.6	275.63	275.63	275.63	275.63	275.63	275.6	275.63	275.63	<b>3307.5</b>
Contingency	1653.8	1653.8	1653.8	1654	1653.8	1653.8	1653.8	1653.8	1653.8	1654	1653.8	1653.8	<b>19845</b>
CCTV	18.191	18.191	18.191	18.19	18.191	18.191	18.191	18.191	18.191	18.19	18.743	19.845	<b>220.5</b>
Software and AV's updates	18.191	18.191	18.191	18.19	18.191	18.191	18.191	18.191	18.191	18.19	18.743	19.845	<b>220.5</b>
Projector maintenance	5.5125	5.5125	5.5125	5.513	5.5125	5.5125	5.5125	5.5125	5.5125	5.513	5.5125	5.5125	<b>66.15</b>
Exhibition graphics renew	55.125	55.125	55.125	55.13	55.125	55.125	55.125	55.125	55.125	55.13	55.125	55.125	<b>661.5</b>
Furniture renew	45.203	45.203	45.203	45.2	46.305	46.305	46.305	46.305	46.305	46.31	46.305	46.305	<b>551.25</b>
External panels renew	9.9225	9.9225	9.9225	9.923	8.82	8.82	8.82	8.82	8.82	8.82	8.82	8.82	<b>110.25</b>
<b>Café</b>													
General users - coffee	1686.8	1686.8	1686.8	1687	1686.8	1686.8	1686.8	1686.8	1686.8	1687	1686.8	1686.8	<b>20241.9</b>
General users - food	632.56	632.56	632.56	632.6	632.56	632.56	632.56	632.56	632.56	632.6	632.56	632.56	<b>7590.71</b>
Destinational - coffee	297.68	297.68	297.68	297.7	297.68	297.68	297.68	297.68	297.68	297.7	297.68	297.68	<b>3572.1</b>
Destinational - food	111.63	111.63	111.63	111.6	111.63	111.63	111.63	111.63	111.63	111.6	111.63	111.63	<b>1339.54</b>
Small meetings - refreshments	85.995	85.995	85.995	86	85.995	85.995	85.995	85.995	85.995	86	85.995	85.995	<b>1031.94</b>
Meetings - catering	85.995	85.995	85.995	86	85.995	85.995	85.995	85.995	85.995	86	85.995	85.995	<b>1031.94</b>
Children's parties	286.43	286.43	286.43	286.4	286.76	286.76	286.76	286.76	286.76	286.8	286.76	286.76	<b>3439.8</b>
Picnic boxes	198.45	198.45	198.45	198.5	198.45	198.45	198.45	198.45	198.45	198.5	198.45	198.45	<b>2381.4</b>
Worship hire - café	71.442	71.442	71.442	71.44	71.773	71.773	71.773	71.773	71.773	71.77	71.773	71.773	<b>859.95</b>

Main space hire	119.07	119.07	119.07	119.1	119.07	119.07	119.07	119.07	119.07	119.1	119.07	119.07	<b>1428.84</b>
<b>Statutory</b>													
Music licence	55.125	55.125	55.125	55.13	55.125	55.125	55.125	55.125	55.125	55.13	55.125	55.125	<b>661.5</b>
Insurance	192.94	192.94	192.94	192.9	192.94	192.94	192.94	192.94	192.94	192.9	192.94	192.94	<b>2315.25</b>
<b>Marketing and office</b>													
Stationary & postage	110.25	110.25	110.25	110.3	110.25	110.25	110.25	110.25	110.25	110.3	110.25	110.25	<b>1323</b>
Marketing, signage & PR	551.25	551.25	551.25	551.3	551.25	551.25	551.25	551.25	551.25	551.3	551.25	551.25	<b>6615</b>
Meeting room sundries	27.563	27.563	27.563	27.56	27.563	27.563	27.563	27.563	27.563	27.56	27.563	27.563	<b>330.75</b>
WC sundries	220.5	220.5	220.5	220.5	220.5	220.5	220.5	220.5	220.5	220.5	220.5	220.5	<b>2646</b>
<b>TOTAL OVERHEAD EXPENDITURE</b>	<b>9715.3</b>	<b>9715.3</b>	<b>9715.3</b>	<b>9715</b>	<b>9716</b>	<b>9716</b>	<b>9717.1</b>	<b>9717.1</b>	<b>9717.1</b>	<b>9717</b>	<b>9717.1</b>	<b>9719.3</b>	<b>116598</b>
<b>NET PROFIT</b>	<b>4136</b>	<b>4136</b>	<b>4136</b>	<b>4136</b>	<b>4137.7</b>	<b>4137.7</b>	<b>4136.6</b>	<b>4136.6</b>	<b>4136.6</b>	<b>4137</b>	<b>4136.6</b>	<b>4134.4</b>	<b>49636.9</b>

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
<b>INCOME - café</b>													
General users - coffee	6788.1	6788.1	6788.1	6788	6788.1	6788.1	6788.1	6788.1	6788.1	6788	6788.1	6788.1	<b>81457.2</b>
General users - food	2545.5	2545.5	2545.5	2546	2545.5	2545.5	2545.5	2545.5	2545.5	2546	2545.5	2545.5	<b>30546.5</b>
Destinational - coffee	1197.9	1197.9	1197.9	1198	1197.9	1197.9	1197.9	1197.9	1197.9	1198	1197.9	1197.9	<b>14374.8</b>
Destinational - food	449.21	449.21	449.21	449.2	449.21	449.21	449.21	449.21	449.21	449.2	449.21	449.21	<b>5390.55</b>
Small meetings - refreshments	346.06	346.06	346.06	346.1	346.06	346.06	346.06	346.06	346.06	346.1	346.06	346.06	<b>4152.72</b>
Meetings - catering	346.06	346.06	346.06	346.1	346.06	346.06	346.06	346.06	346.06	346.1	346.06	346.06	<b>4152.72</b>
Children's parties	1152.6	1152.6	1152.6	1153	1154	1154	1154	1154	1154	1154	1154	1154	<b>13842.4</b>
Picnic boxes	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	<b>9583.2</b>
Worship hire - café	287.5	287.5	287.5	287.5	288.83	288.83	288.83	288.83	288.83	288.8	288.83	288.83	<b>3460.6</b>
Main space hire	479.16	479.16	479.16	479.2	479.16	479.16	479.16	479.16	479.16	479.2	479.16	479.16	<b>5749.92</b>
<b>Total</b>	<b>14391</b>	<b>14391</b>	<b>14391</b>	<b>14391</b>	<b>14393</b>	<b>14393</b>	<b>14393</b>	<b>14393</b>	<b>14393</b>	<b>14393</b>	<b>14393</b>	<b>14393</b>	<b>172711</b>
<b>INCOME - other</b>													

Café hire evening	1384.2	1384.2	1384.2	1384	1384.2	1384.2	1384.2	1384.2	1384.2	1384	1384.2	1384.2	<b>16610.9</b>
Interactive play	1197.9	1197.9	1197.9	1198	1197.9	1197.9	1197.9	1197.9	1197.9	1198	1197.9	1197.9	<b>14374.8</b>
Meeting room 1	1154	1154	1154	1154	1154	1154	1154	1154	1154	1154	1154	1154	<b>13847.7</b>
Meeting room 2	1154	1154	1154	1154	1154	1154	1154	1154	1154	1154	1154	1154	<b>13847.7</b>
Main space hire	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	<b>9583.2</b>
Ticket sales events	931.7	931.7	931.7	931.7	931.7	931.7	931.7	931.7	931.7	931.7	931.7	931.7	<b>11180.4</b>
Worship hire	865.15	865.15	865.15	865.2	865.15	865.15	865.15	865.15	865.15	865.2	865.15	865.15	<b>10381.8</b>
Ticket sales activities	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	798.6	<b>9583.2</b>
Children's parties	287.5	287.5	287.5	287.5	287.5	287.5	287.5	287.5	287.5	287.5	287.5	287.5	<b>3449.95</b>
Sales of prints and maps	266.2	266.2	266.2	266.2	266.2	266.2	266.2	266.2	266.2	266.2	266.2	266.2	<b>3194.4</b>
Amazon lockers	66.55	66.55	66.55	66.55	66.55	66.55	66.55	66.55	66.55	66.55	66.55	66.55	<b>798.6</b>
	<b>8904.4</b>	<b>8904.4</b>	<b>8904.4</b>	<b>8904</b>	<b>8904.4</b>	<b>8904.4</b>	<b>8904.4</b>	<b>8904.4</b>	<b>8904.4</b>	<b>8904</b>	<b>8904.4</b>	<b>8904.4</b>	<b>106853</b>
<b>TOTAL INCOME</b>	<b>23295</b>	<b>23295</b>	<b>23295</b>	<b>23295</b>	<b>23298</b>	<b>23298</b>	<b>23298</b>	<b>23298</b>	<b>23298</b>	<b>23298</b>	<b>23298</b>	<b>23298</b>	<b>279563</b>
<b>DIRECT EXPENDITURE</b>													
Café managers x 2	3472.9	3472.9	3472.9	3473	3472.9	3472.9	3472.9	3472.9	3472.9	3473	3472.9	3472.9	<b>41674.5</b>
Café bank staff	2222.6	2222.6	2222.6	2223	2222.6	2222.6	2222.6	2222.6	2222.6	2223	2222.6	2222.6	<b>26671.7</b>
Volunteer expenses	144.7	144.7	144.7	144.7	144.7	144.7	144.7	144.7	144.7	144.7	144.7	144.7	<b>1736.44</b>
Cleaning	1562.8	1562.8	1562.8	1563	1562.8	1562.8	1562.8	1562.8	1562.8	1563	1562.8	1562.8	<b>18753.5</b>
Facilities support	289.41	289.41	289.41	289.4	289.41	289.41	289.41	289.41	289.41	289.4	289.41	289.41	<b>3472.88</b>
<b>TOTAL DIRECT EXPENDITURE</b>	<b>7692.4</b>	<b>7692.4</b>	<b>7692.4</b>	<b>7692</b>	<b>7692.4</b>	<b>7692.4</b>	<b>7692.4</b>	<b>7692.4</b>	<b>7692.4</b>	<b>7692</b>	<b>7692.4</b>	<b>7692.4</b>	<b>92309</b>
<b>GROSS PROFIT</b>	<b>15603</b>	<b>15603</b>	<b>15603</b>	<b>15603</b>	<b>15605</b>	<b>15605</b>	<b>15605</b>	<b>15605</b>	<b>15605</b>	<b>15605</b>	<b>15605</b>	<b>15605</b>	<b>187254</b>
<b>OVERHEADS</b>													
<b>Services</b>													
Business rates	167.86	167.86	167.86	167.9	167.86	167.86	167.86	167.86	167.86	167.9	167.86	167.86	<b>2014.27</b>
Water	156.28	156.28	156.28	156.3	156.28	156.28	156.28	156.28	156.28	156.3	156.28	156.28	<b>1875.35</b>
Electricity	405.17	405.17	405.17	405.2	405.17	405.17	405.17	405.17	405.17	405.2	405.17	405.17	<b>4862.03</b>
District heating	1447	1447	1447	1447	1447	1447	1447	1447	1447	1447	1447	1447	<b>17364.4</b>

Phone and Wi-Fi	115.76	115.76	115.76	115.8	115.76	115.76	115.76	115.76	115.76	115.8	115.76	115.76	<b>1389.15</b>
<b>H&amp;S</b>													
Alarm maintenance	115.76	115.76	115.76	115.8	115.76	115.76	115.76	115.76	115.76	115.8	115.76	115.76	<b>1389.15</b>
Fire alarm testing	57.881	57.881	57.881	57.88	57.881	57.881	57.881	57.881	57.881	57.88	57.881	57.881	<b>694.575</b>
PAT testing	11.576	11.576	11.576	11.58	11.576	11.576	11.576	11.576	11.576	11.58	11.576	11.576	<b>138.915</b>
Check heating system	57.881	57.881	57.881	57.88	57.881	57.881	57.881	57.881	57.881	57.88	57.881	57.881	<b>694.575</b>
Water hygiene test	13.892	13.892	13.892	13.89	13.892	13.892	15.049	15.049	15.049	15.05	15.049	15.049	<b>173.644</b>
Lightening protection	14.47	14.47	14.47	14.47	14.47	14.47	14.47	14.47	14.47	14.47	14.47	14.47	<b>173.644</b>
Fire extinguisher servicing	5.7881	5.7881	5.7881	5.788	5.7881	5.7881	5.7881	5.7881	5.7881	5.788	5.7881	5.7881	<b>69.4575</b>
Building survey	11.576	11.576	11.576	11.58	11.576	11.576	11.576	11.576	11.576	11.58	11.576	11.576	<b>138.915</b>
Tree survey and works	82.191	82.191	82.191	82.19	82.191	82.191	82.191	82.191	82.191	82.19	81.034	81.034	<b>983.981</b>
<b>Building Maintenance</b>													
Waste disposal	133.13	133.13	133.13	133.1	133.13	133.13	133.13	133.13	133.13	133.1	133.13	133.13	<b>1597.52</b>
Window cleaning - café	17.364	17.364	17.364	17.36	17.364	17.364	17.364	17.364	17.364	17.36	17.364	17.364	<b>208.373</b>
Window cleaning - stained	115.76	115.76	115.76	115.8	115.76	115.76	115.76	115.76	115.76	115.8	115.76	115.76	
Landscape and gardening	115.76	115.76	115.76	115.8	115.76	115.76	115.76	115.76	115.76	115.8	115.76	115.76	<b>1389.15</b>
Painting and repairs	289.41	289.41	289.41	289.4	289.41	289.41	289.41	289.41	289.41	289.4	289.41	289.41	<b>3472.88</b>
Contingency	1736.4	1736.4	1736.4	1736	1736.4	1736.4	1736.4	1736.4	1736.4	1736	1736.4	1736.4	<b>20837.3</b>
CCTV	19.101	19.101	19.101	19.1	19.101	19.101	19.101	19.101	19.101	19.1	19.68	20.837	<b>231.525</b>
Software and AV's updates	19.101	19.101	19.101	19.1	19.101	19.101	19.101	19.101	19.101	19.1	19.68	20.837	<b>231.525</b>
Projector maintenance	5.7881	5.7881	5.7881	5.788	5.7881	5.7881	5.7881	5.7881	5.7881	5.788	5.7881	5.7881	<b>69.4575</b>
Exhibition graphics renew	57.881	57.881	57.881	57.88	57.881	57.881	57.881	57.881	57.881	57.88	57.881	57.881	<b>694.575</b>
Furniture renew	47.463	47.463	47.463	47.46	48.62	48.62	48.62	48.62	48.62	48.62	48.62	48.62	<b>578.813</b>
External panels renew	10.419	10.419	10.419	10.42	9.261	9.261	9.261	9.261	9.261	9.261	9.261	9.261	<b>115.763</b>
<b>Café</b>													
General users - coffee	1771.2	1771.2	1771.2	1771	1771.2	1771.2	1771.2	1771.2	1771.2	1771	1771.2	1771.2	<b>21254</b>
General users - food	664.19	664.19	664.19	664.2	664.19	664.19	664.19	664.19	664.19	664.2	664.19	664.19	<b>7970.25</b>
Destinational - coffee	312.56	312.56	312.56	312.6	312.56	312.56	312.56	312.56	312.56	312.6	312.56	312.56	<b>3750.71</b>
Destinational - food	117.21	117.21	117.21	117.2	117.21	117.21	117.21	117.21	117.21	117.2	117.21	117.21	<b>1406.51</b>
Small meetings - refreshments	90.295	90.295	90.295	90.29	90.295	90.295	90.295	90.295	90.295	90.29	90.295	90.295	<b>1083.54</b>
Meetings - catering	90.295	90.295	90.295	90.29	90.295	90.295	90.295	90.295	90.295	90.29	90.295	90.295	<b>1083.54</b>

Children's parties	300.75	300.75	300.75	300.8	301.1	301.1	301.1	301.1	301.1	301.1	301.1	301.1	<b>3611.79</b>
Picnic boxes	208.37	208.37	208.37	208.4	208.37	208.37	208.37	208.37	208.37	208.4	208.37	208.37	<b>2500.47</b>
Worship hire - café	75.014	75.014	75.014	75.01	75.361	75.361	75.361	75.361	75.361	75.36	75.361	75.361	<b>902.948</b>
Main space hire	125.02	125.02	125.02	125	125.02	125.02	125.02	125.02	125.02	125	125.02	125.02	<b>1500.28</b>
<b>Statutory</b>													
Music licence	57.881	57.881	57.881	57.88	57.881	57.881	57.881	57.881	57.881	57.88	57.881	57.881	<b>694.575</b>
Insurance	202.58	202.58	202.58	202.6	202.58	202.58	202.58	202.58	202.58	202.6	202.58	202.58	<b>2431.01</b>
<b>Marketing and office</b>													
Stationary & postage	115.76	115.76	115.76	115.8	115.76	115.76	115.76	115.76	115.76	115.8	115.76	115.76	<b>1389.15</b>
Marketing, signage & PR	578.81	578.81	578.81	578.8	578.81	578.81	578.81	578.81	578.81	578.8	578.81	578.81	<b>6945.75</b>
Meeting room sundries	28.941	28.941	28.941	28.94	28.941	28.941	28.941	28.941	28.941	28.94	28.941	28.941	<b>347.288</b>
WC sundries	231.53	231.53	231.53	231.5	231.53	231.53	231.53	231.53	231.53	231.5	231.53	231.53	<b>2778.3</b>
<b>TOTAL OVERHEAD EXPENDITURE</b>	<b>10201</b>	<b>10201</b>	<b>10201</b>	<b>10201</b>	<b>10202</b>	<b>10202</b>	<b>10203</b>	<b>10203</b>	<b>10203</b>	<b>10203</b>	<b>10203</b>	<b>10205</b>	<b>121039</b>
<b>NET PROFIT</b>	<b>5401.6</b>	<b>5401.6</b>	<b>5401.6</b>	<b>5402</b>	<b>5403.6</b>	<b>5403.6</b>	<b>5402.4</b>	<b>5402.4</b>	<b>5402.4</b>	<b>5402</b>	<b>5402.4</b>	<b>5400.1</b>	<b>66215.3</b>

	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
<b>INCOME - café</b>													
General users - coffee	7466.9	7466.9	7466.9	7467	7466.9	7466.9	7466.9	7466.9	7466.9	7467	7466.9	7466.9	<b>89602.9</b>
General users - food	2800.1	2800.1	2800.1	2800	2800.1	2800.1	2800.1	2800.1	2800.1	2800	2800.1	2800.1	<b>33601.1</b>
Destinational - coffee	1317.7	1317.7	1317.7	1318	1317.7	1317.7	1317.7	1317.7	1317.7	1318	1317.7	1317.7	<b>15812.3</b>
Destinational - food	494.13	494.13	494.13	494.1	494.13	494.13	494.13	494.13	494.13	494.1	494.13	494.13	<b>5929.61</b>
Small meetings - refreshments	380.67	380.67	380.67	380.7	380.67	380.67	380.67	380.67	380.67	380.7	380.67	380.67	<b>4567.99</b>
Meetings - catering	380.67	380.67	380.67	380.7	380.67	380.67	380.67	380.67	380.67	380.7	380.67	380.67	<b>4567.99</b>
Children's parties	1267.9	1267.9	1267.9	1268	1269.4	1269.4	1269.4	1269.4	1269.4	1269	1269.4	1269.4	<b>15226.6</b>
Picnic boxes	878.46	878.46	878.46	878.5	878.46	878.46	878.46	878.46	878.46	878.5	878.46	878.46	<b>10541.5</b>
Worship hire - café	316.25	316.25	316.25	316.2	317.71	317.71	317.71	317.71	317.71	317.7	317.71	317.71	<b>3806.66</b>
Main space hire	527.08	527.08	527.08	527.1	527.08	527.08	527.08	527.08	527.08	527.1	527.08	527.08	<b>6324.91</b>

<b>Total</b>	<b>15830</b>	<b>15830</b>	<b>15830</b>	<b>15830</b>	<b>15833</b>	<b>15833</b>	<b>15833</b>	<b>15833</b>	<b>15833</b>	<b>15833</b>	<b>15833</b>	<b>15833</b>	<b>189982</b>
<b>INCOME - other</b>													
Café hire evening	1522.7	1522.7	1522.7	1523	1522.7	1522.7	1522.7	1522.7	1522.7	1523	1522.7	1522.7	<b>18272</b>
Interactive play	1317.7	1317.7	1317.7	1318	1317.7	1317.7	1317.7	1317.7	1317.7	1318	1317.7	1317.7	<b>15812.3</b>
Meeting room 1	1269.4	1269.4	1269.4	1269	1269.4	1269.4	1269.4	1269.4	1269.4	1269	1269.4	1269.4	<b>15232.5</b>
Meeting room 2	1269.4	1269.4	1269.4	1269	1269.4	1269.4	1269.4	1269.4	1269.4	1269	1269.4	1269.4	<b>15232.5</b>
Main space hire	878.46	878.46	878.46	878.5	878.46	878.46	878.46	878.46	878.46	878.5	878.46	878.46	<b>10541.5</b>
Ticket sales events	1024.9	1024.9	1024.9	1025	1024.9	1024.9	1024.9	1024.9	1024.9	1025	1024.9	1024.9	<b>12298.4</b>
Worship hire	951.67	951.67	951.67	951.7	951.67	951.67	951.67	951.67	951.67	951.7	951.67	951.67	<b>11420</b>
Ticket sales activities	878.46	878.46	878.46	878.5	878.46	878.46	878.46	878.46	878.46	878.5	878.46	878.46	<b>10541.5</b>
Children parties	316.25	316.25	316.25	316.2	316.25	316.25	316.25	316.25	316.25	316.2	316.25	316.25	<b>3794.95</b>
Sales of prints and maps	292.82	292.82	292.82	292.8	292.82	292.82	292.82	292.82	292.82	292.8	292.82	292.82	<b>3513.84</b>
Amazon lockers	73.205	73.205	73.205	73.21	73.205	73.205	73.205	73.205	73.205	73.21	73.205	73.205	<b>878.46</b>
	<b>9794.8</b>	<b>9794.8</b>	<b>9794.8</b>	<b>9795</b>	<b>9794.8</b>	<b>9794.8</b>	<b>9794.8</b>	<b>9794.8</b>	<b>9794.8</b>	<b>9795</b>	<b>9794.8</b>	<b>9794.8</b>	<b>117538</b>
<b>TOTAL INCOME</b>	<b>25625</b>	<b>25625</b>	<b>25625</b>	<b>25625</b>	<b>25628</b>	<b>25628</b>	<b>25628</b>	<b>25628</b>	<b>25628</b>	<b>25628</b>	<b>25628</b>	<b>25628</b>	<b>307520</b>
<b>DIRECT EXPENDITURE</b>													
Café managers x 2	3646.5	3646.5	3646.5	3647	3646.5	3646.5	3646.5	3646.5	3646.5	3647	3646.5	3646.5	<b>43758.2</b>
Café bank staff	2333.8	2333.8	2333.8	2334	2333.8	2333.8	2333.8	2333.8	2333.8	2334	2333.8	2333.8	<b>28005.3</b>
Volunteer expenses	151.94	151.94	151.94	151.9	151.94	151.94	151.94	151.94	151.94	151.9	151.94	151.94	<b>1823.26</b>
Cleaning	1640.9	1640.9	1640.9	1641	1640.9	1640.9	1640.9	1640.9	1640.9	1641	1640.9	1640.9	<b>19691.2</b>
Facilities support	303.88	303.88	303.88	303.9	303.88	303.88	303.88	303.88	303.88	303.9	303.88	303.88	<b>3646.52</b>
<b>TOTAL DIRECT EXPENDITURE</b>	<b>8077</b>	<b>8077</b>	<b>8077</b>	<b>8077</b>	<b>8077</b>	<b>8077</b>	<b>8077</b>	<b>8077</b>	<b>8077</b>	<b>8077</b>	<b>8077</b>	<b>8077</b>	<b>96924.5</b>
<b>GROSS PROFIT</b>	<b>17548</b>	<b>17548</b>	<b>17548</b>	<b>17548</b>	<b>17551</b>	<b>17551</b>	<b>17551</b>	<b>17551</b>	<b>17551</b>	<b>17551</b>	<b>17551</b>	<b>17551</b>	<b>210595</b>
<b>OVERHEADS</b>													
<b>Services</b>													
Business Rates	176.25	176.25	176.25	176.2	176.25	176.25	176.25	176.25	176.25	176.2	176.25	176.25	<b>2114.98</b>

Water	164.09	164.09	164.09	164.1	164.09	164.09	164.09	164.09	164.09	164.1	164.09	164.09	<b>1969.12</b>
Electricity	425.43	425.43	425.43	425.4	425.43	425.43	425.43	425.43	425.43	425.4	425.43	425.43	<b>5105.13</b>
District heating	1519.4	1519.4	1519.4	1519	1519.4	1519.4	1519.4	1519.4	1519.4	1519	1519.4	1519.4	<b>18232.6</b>
Phone and Wi-Fi	121.55	121.55	121.55	121.6	121.55	121.55	121.55	121.55	121.55	121.6	121.55	121.55	<b>1458.61</b>
<b>H&amp;S</b>													
Alarm maintenance	121.55	121.55	121.55	121.6	121.55	121.55	121.55	121.55	121.55	121.6	121.55	121.55	<b>1458.61</b>
Fire alarm testing	60.775	60.775	60.775	60.78	60.775	60.775	60.775	60.775	60.775	60.78	60.775	60.775	<b>729.304</b>
PAT testing	12.155	12.155	12.155	12.16	12.155	12.155	12.155	12.155	12.155	12.16	12.155	12.155	<b>145.861</b>
Check heating system	60.775	60.775	60.775	60.78	60.775	60.775	60.775	60.775	60.775	60.78	60.775	60.775	<b>729.304</b>
Water hygiene test	14.586	14.586	14.586	14.59	14.586	14.586	15.802	15.802	15.802	15.8	15.802	15.802	<b>182.326</b>
Lightening protection	15.194	15.194	15.194	15.19	15.194	15.194	15.194	15.194	15.194	15.19	15.194	15.194	<b>182.326</b>
Fire extinguisher servicing	6.0775	6.0775	6.0775	6.078	6.0775	6.0775	6.0775	6.0775	6.0775	6.078	6.0775	6.0775	<b>72.9304</b>
Building survey	12.155	12.155	12.155	12.16	12.155	12.155	12.155	12.155	12.155	12.16	12.155	12.155	<b>145.861</b>
Tree survey and works	86.301	86.301	86.301	86.3	86.301	86.301	86.301	86.301	86.301	86.3	85.085	85.085	<b>1033.18</b>
<b>Building Maintenance</b>													
Waste disposal	139.78	139.78	139.78	139.8	139.78	139.78	139.78	139.78	139.78	139.8	139.78	139.78	<b>1677.4</b>
Window cleaning - café	18.233	18.233	18.233	18.23	18.233	18.233	18.233	18.233	18.233	18.23	18.233	18.233	<b>218.791</b>
Window cleaning - stained	121.55	121.55	121.55	121.6	121.55	121.55	121.55	121.55	121.55	121.6	121.55	121.55	
Landscape and gardening	121.55	121.55	121.55	121.6	121.55	121.55	121.55	121.55	121.55	121.6	121.55	121.55	<b>1458.61</b>
Painting and repairs	303.88	303.88	303.88	303.9	303.88	303.88	303.88	303.88	303.88	303.9	303.88	303.88	<b>3646.52</b>
Contingency	1823.3	1823.3	1823.3	1823	1823.3	1823.3	1823.3	1823.3	1823.3	1823	1823.3	1823.3	<b>21879.1</b>
CCTV	20.056	20.056	20.056	20.06	20.056	20.056	20.056	20.056	20.056	20.06	20.664	21.879	<b>243.101</b>
Software and AV's updates	20.056	20.056	20.056	20.06	20.056	20.056	20.056	20.056	20.056	20.06	20.664	21.879	<b>243.101</b>
Projector maintenance	6.0775	6.0775	6.0775	6.078	6.0775	6.0775	6.0775	6.0775	6.0775	6.078	6.0775	6.0775	<b>72.9304</b>
Exhibition graphics renew	60.775	60.775	60.775	60.78	60.775	60.775	60.775	60.775	60.775	60.78	60.775	60.775	<b>729.304</b>
Furniture renew	49.836	49.836	49.836	49.84	51.051	51.051	51.051	51.051	51.051	51.05	51.051	51.051	<b>607.753</b>
External panels renew	10.94	10.94	10.94	10.94	9.7241	9.7241	9.7241	9.7241	9.7241	9.724	9.7241	9.7241	<b>121.551</b>
<b>Café</b>													
General users - coffee	1859.7	1859.7	1859.7	1860	1859.7	1859.7	1859.7	1859.7	1859.7	1860	1859.7	1859.7	<b>22316.7</b>
General users - food	697.4	697.4	697.4	697.4	697.4	697.4	697.4	697.4	697.4	697.4	697.4	697.4	<b>8368.76</b>
Destinational - coffee	328.19	328.19	328.19	328.2	328.19	328.19	328.19	328.19	328.19	328.2	328.19	328.19	<b>3938.24</b>
Destinational - food	123.07	123.07	123.07	123.1	123.07	123.07	123.07	123.07	123.07	123.1	123.07	123.07	<b>1476.84</b>

Small meetings - refreshments	94.809	94.809	94.809	94.81	94.809	94.809	94.809	94.809	94.809	94.81	94.809	94.809	<b>1137.71</b>
Meetings - catering	94.809	94.809	94.809	94.81	94.809	94.809	94.809	94.809	94.809	94.81	94.809	94.809	<b>1137.71</b>
Children's parties	315.79	315.79	315.79	315.8	316.15	316.15	316.15	316.15	316.15	316.2	316.15	316.15	<b>3792.38</b>
Picnic boxes	218.79	218.79	218.79	218.8	218.79	218.79	218.79	218.79	218.79	218.8	218.79	218.79	<b>2625.49</b>
Worship hire - café	78.765	78.765	78.765	78.76	79.129	79.129	79.129	79.129	79.129	79.13	79.129	79.129	<b>948.095</b>
Main space hire	131.27	131.27	131.27	131.3	131.27	131.27	131.27	131.27	131.27	131.3	131.27	131.27	<b>1575.3</b>
<b>Statutory</b>													
Music licence	60.775	60.775	60.775	60.78	60.775	60.775	60.775	60.775	60.775	60.78	60.775	60.775	<b>729.304</b>
Insurance	212.71	212.71	212.71	212.7	212.71	212.71	212.71	212.71	212.71	212.7	212.71	212.71	<b>2552.56</b>
<b>Marketing and office</b>													
Stationary & postage	121.55	121.55	121.55	121.6	121.55	121.55	121.55	121.55	121.55	121.6	121.55	121.55	<b>1458.61</b>
Marketing, signage & PR	607.75	607.75	607.75	607.8	607.75	607.75	607.75	607.75	607.75	607.8	607.75	607.75	<b>7293.04</b>
Meeting room sundries	30.388	30.388	30.388	30.39	30.388	30.388	30.388	30.388	30.388	30.39	30.388	30.388	<b>364.652</b>
WC sundries	243.1	243.1	243.1	243.1	243.1	243.1	243.1	243.1	243.1	243.1	243.1	243.1	<b>2917.22</b>
<b>TOTAL OVERHEAD EXPENDITURE</b>	<b>10711</b>	<b>10711</b>	<b>10711</b>	<b>10711</b>	<b>10712</b>	<b>10712</b>	<b>10713</b>	<b>10713</b>	<b>10713</b>	<b>10713</b>	<b>10713</b>	<b>10716</b>	<b>127091</b>
<b>NET PROFIT</b>	<b>6836.5</b>	<b>6836.5</b>	<b>6836.5</b>	<b>6836</b>	<b>6838.7</b>	<b>6838.7</b>	<b>6837.5</b>	<b>6837.5</b>	<b>6837.5</b>	<b>6837</b>	<b>6837.5</b>	<b>6835</b>	<b>83504.2</b>

The following calculations have been made to support the figures above:

<b>INCOME - café</b>	
General users - coffee	85 x £2.00 x 360
General users - food	85 x 25% x £3.00 x 360
Destinational - coffee	15 x £2.00 x 360
Destinational - food	15 x 25% x £3.00 x 360
Small meetings - refreshments	3 X 52 x 10 @ £2.00
Meetings - catering	1 X 52 x 10 @ £6.00
Children's parties	2 x 52 x 20 @ £5.00
Picnic boxes	10 x £4 x 180
Worship hire - café	50 x £2 x 26

Main space hire	60 x £3 x 24
<b>Total</b>	
<b>INCOME - other</b>	
Café hire evening	8hrs per week @ £30 per hour
Interactive play	30 children at £1 per session x 360 days
Meeting room 1	£10 per hour x 20hrs per week
Meeting room 2	£10 per hour x 20hrs per week
Main space hire	£300 per event x 2 events per month
Ticket sales events	1 event per month @£7 per head x 100 people
Worship hire	£300 per hire x 26 weeks per year
Ticket sales activities	1 activity per week @ £15 per head x 40 weeks x 12 people
Children parties	1 party per week hire @ £50 hire
Sales of prints and maps	20 prints per month @ £10 per print
<b>TOTAL INCOME</b>	
<b>DIRECT EXPENDITURE</b>	
Café managers x 2	2 x 30 hrs staff to cover all shifts @ £22k pro rata
Café bank staff	8hrs per day £8 p/h
Cleaning	3hrs per day @ £15 per hour

## **Appendix 2: Value Added Tax**

### **Chichester Community Development Trust VAT report**

This report looks in overview at the VAT position of the Chichester Community Development Trust (CCDT) both in relation to its current activities and the expansion in 2018 with the asset handover of Graylingwell chapel in Graylingwell Park.

#### **1. Background**

Chichester Community Development Trust is structured as a company limited by guarantee and is also a registered charity. The charity is registered with HM Revenue & Customs so that it is not currently required to pay Corporation Tax. It is not registered for VAT. The charity's turnover has increased in recent years from approximately £60,000 per annum to in excess of £200,000 per annum. This report considers the VAT treatment of the charity's activities and the extent that any VAT needs to be charged in relation to those activities. It also considers the input tax position for the charity both in relation to its operational activities on a day to day basis and in relation to the renovation and construction of buildings held by the charity or the proposed property acquisitions for the future.

##### **1.1 VAT for charities**

Before going into detail, it is worthwhile to outline the VAT framework within which the charity must operate. The first principle to clarify is that there is no general relief from VAT for goods supplied to charities and to a large extent the normal VAT rules apply to business supplies made by charities. However, there is a range of special reliefs within the tax rules which cover many supplies to and by charities. Zero-rating applies to some supplies to charities and there are some exemptions, zero-rating and other concessions for business supplies by charities.

##### **1.2 Business activities and non-business activities**

'Business' as defined for VAT purposes can have a much wider application than just non-charity trading and can include some or all of the charity's primary or charitable activities.

An organisation that is run on a non-profit-making basis may still be regarded as carrying on a business activity for VAT purposes. This treatment is independent of the activity being carried on for the benefit of the community. It is therefore important for a charity to consider its activities and identify whether a particular activity is 'business' or a 'non-business'. An activity may still be business if the amount charged does no more than cover the cost to the charity of making the supply or where the charge made is less than cost. When considering VAT registration, the charity cannot be registered and therefore cannot recover any input tax if there is no business activity. If registered, a charity must account for VAT on taxable supplies it makes by way of business. Income from any non-business activities is not subject to VAT and this will restrict the amount of VAT reclaimable as input tax. Therefore, the charity needs to ask itself two basic questions when it is considering its VAT liability on sources of income:

1. Is the income generated in the course or furtherance of a business?
2. If it is business income is it taxable or exempt from VAT?

If the charity makes no charge at all the activity is unlikely to be considered business.

### **1.3 Input Tax recovery**

Input VAT suffered on purchases made can only be recovered if it relates directly to taxable supplies or where appropriate a proportion of the input tax can be recovered on costs that relate to the making of both taxable and non-taxable supplies. Therefore, all VAT incurred on non-business activity is irrecoverable. For VAT incurred on business activity, the amount relating to taxable supplies can be recovered but any relating to exempt supplies cannot. The following discussion is based on conversations with Clare de Bathe. If there are areas of activity which are not covered here please provide further detail so that the VAT treatment can be considered.

### **1.4 Current Activities**

The Trust currently operates a property which is a community centre used in the style of a village hall for local groups to meet. Not all of the groups are charitable or not-for-profit organisations. Some are private organisations but the overriding purpose of the property management is to offer a community building and space to be used and enjoyed by the local community. The principal activity of the Trust is room hire to both non-profit organisations and private commercial operations. It is necessary to consider whether the room hire in this situation would be treated as non-business activity or business activity for VAT purposes. Room rental to private commercial enterprises could be regarded as business activity and therefore would then have to be considered as a supply for VAT purposes. However, the supply of room hire is exempt and cannot be made subject to VAT through an option to tax if the property is being used for charitable purposes in the sense of a village hall. Therefore, the on-going activities of the charity at present in the form of room hire in a village hall setting would appear to be either outside of the scope of VAT as non-business activities, or to the extent that they are business activities exempt from VAT. Overall the Trust would not have any taxable supplies for VAT purposes. In the absence of any taxable supply the Trust is not able to register for VAT voluntarily and is not required to register compulsory.

### **1.5 Proposed Future Activities**

In future, the Trust expects to acquire a grade II listed chapel, at Graylingwell Park, which would be taken on and renovated at some considerable expense. As such, this activity may place this property outside of the relevant charitable purpose exemption that is afforded to village halls and similar community centres. It is likely that provision of further supplies in the form of catering or entertainment in addition to the room hire would be treated as separate supplies to the room hire which would remain an exempt supply. Therefore, it could potentially become a source of taxable supplies for the trust but this expansion of activities beyond straight forward room hire seems unlikely at this stage based on the information provided. The expansion of activities however could affect the charitable trading status of CCDT. If the activities extend beyond the primary purpose of the charity then it may jeopardise the charitable status. Activities that are too remote from the primary purpose can result in a corporation tax liability for the charity. This complication can be dealt with through structuring to segregate primary purpose activities from those which are more remote. Therefore, in relation to both the current operational activities of the trust and the proposed future expansion into operating a venue for heritage interpretation, these would not

be expected to result in the generation of taxable supplies for VAT purposes. Therefore, the charity would remain in possession of entirely non-taxable (for VAT) receipts. In this situation, it becomes of critical importance that where possible the input VAT suffered by the charity is minimised since there is no capacity for the charity to recover this input VAT against taxable supplies through becoming VAT registered.

### **1.6 Operational Input Tax**

The day to day input VAT suffered on consumable items such as cleaning products or furniture for the property etc will be applied at the standard rate of VAT, currently 20%. This VAT is not recoverable by the charity if it does not have any taxable supplies.

### **1.7 Energy Charges**

There is a reduced rate of VAT which may be applied to the supply of power and fuel to charities where they are using their buildings for their charitable purpose, and this can include a village hall scenario. Therefore, the trust may be able to claim for the reduced rate of VAT at 5% to apply to their energy/fuel bills.

### **1.8 Recovery of Input Tax Incurred in Building Works**

Firstly, some of the rules that relate to the zero rating of building works in relation to charities are outlined here and then their application to the Trusts property proposal is considered. The construction of a new building for a relevant charitable purpose is a zero rated supply.

There are conditions for the zero rating to apply:

1. The construction to result in a new building.
2. The use for the building must qualify as a relevant charitable purpose.
3. Not all costs associated with the building can be zero rated and certain supplies are explicitly excluded, such as architects' fees and white goods. 'Relevant charitable purpose' means use by a charity in either or both of the following ways:
  - otherwise than in the course or furtherance of business
  - as a village hall or similarly in providing social or recreational facilities for a local community'Village halls and similar buildings'

A building falls within this category when the following characteristics are present:

- there is a high degree of local community involvement in the building's operation and activities, and
- there is a wide variety of activities carried on in the building, the majority of which are for social and/or recreational purposes (including sporting)

Relevant charitable purpose specifically includes a village hall but these conditions are quite restrictive in terms of the way that the building is used. It must be used for the whole community and not for a particular subset of the community, such as may be the case with a community sports hall.

### **1.9 Timber building construction**

It is understood that the Trust has engaged a builder to take down a timber building that is currently being used by the Trust and use the materials to construct a building on a new site after

having some ground works done. The expected costs are in the region of £30,000. The supply by the builder may be zero rated if it is made in relation to the construction of a building for a relevant charitable purpose. The construction rules also refer to the demolition of any pre-existing building on the site prior to the construction bringing the site down to ground level. In order to obtain a zero rating from the builders, a charity has to issue a certificate to the contractor so that they can zero rate the work. In that certificate, the charity would need to state that the property would comply with one of the conditions for zero rating of building work. A template for the certificate with the required wording can be provided.

#### **1.10 New Build Community Centre**

It is understood there is a second building which is a new build where the trust has a 250 year lease on a peppercorn rent that is used as a community centre. On this basis, it is expected that the lease on the new build would have been zero rated by the landlord and the Trust would not have suffered VAT. However, please note there is a potential tax charge if the building ceases to be used for a relevant charitable purpose as discussed below.

#### **1.11 Graylingwell Park Chapel**

The Trust does not yet own this property but they expect to acquire the freehold in 2017. The building works to the chapel in 2017 are expected to cost in excess of £1,000,000.

Repairs to a building by a charity are not zero rated in the same way as the construction of a new building would be. Repairs would be standard rated by the suppliers. There are provisions for the sale of a substantially reconstructed protected building to be zero rated. Further information would be required to assess whether the VAT costs associated with the renovation of the Chapel could be mitigated through how the building was held by the Trust.

#### **1.12 Potential Tax Charges for non-charitable use**

When a building is constructed and supply of that building is zero rated on the basis that it is for a relevant charitable purpose, there is potentially a future VAT charge if the building (or part of it) ceases to be used for charitable purposes within 10 years of that supply. Therefore, if the Trust was to sell the property or sublet the property so that the use to which the building was put was no longer a charitable purpose, then a tax charge would be calculated based on the value of the original supply and proportion used outside the relevant charitable purpose. However, if the charity were to sublet the property to another charity, then the tax charge may not arise; it would depend on the purpose for which the property was used.

#### **1.13 Corporation Tax**

The charity is currently exempt from Corporation Tax providing that it puts the income that it receives to use for its charitable purposes. Provided this continues, the proposed expansion of activities in of the former chapel would not necessarily preclude this Corporation Tax treatment for the charity.

#### **1.14 Business Rates**

It is understood that the Trust was concerned about getting a rate valuation for the chapel.

Initially there was a problem because the Council were treating it as a place of worship which is not its intended use post asset transfer to the CCDT. However, this area of concern has been addressed by CCDT and the Chapel has been valued for rates at £8,700. The charitable discount is expected to be in the region of 80% - 90%. No further work is proposed in relation to business rate at this stage.

## **Conclusion**

The operational activities for the charity as they currently stand and those described in relation to the chapel do not appear to result in a taxable supply for VAT purposes for the charity. In the absence of any taxable supply the Trust is not able to register for VAT voluntarily and would not be subject to compulsory registration. This means that the charity does not have taxable supplies against which it can claim its input VAT. Therefore, it will be critical that, as far as possible, the input tax position is minimised especially in respect of building works on the properties. 'It is important to be aware that as the activities of the Trust expand there could be consequences for the charitable status of the Trust.

We would advise that you seek further advice if the Trust is:

- moving into activities outside of its primary purposes,
- expanding trading activities,
- operating the chapel as a wedding venue, or
- engaging in other new activity or investment.

**Report prepared by Simon Webber, Kreston Reeves LLP, appointed independent examiners and accountants for CCDT**

### **Appendix 3: Feedback from café stakeholder meetings**

To gather the views and to assess the expectations of local stakeholders regarding the service offered from the new café a number of stakeholder meetings were held during August and September 2018. The results from the information collected has formed part of this strategy document and has influenced the proposals outlined in this paper. Comments have been anonymised to protect the identity of the individuals.

- I would anticipate the café service would be operated by external professionals supported by a number of volunteers.
- It will probably be used by mothers with toddlers, students and perhaps working people for informal business meetings general catch-ups or even hot-desking.
- I would suggest any children's play area is located away from the café seating so not to cause a disturbance.
- The café should be lively, noisy and sociable.
- The price point for food and drink is important and needs to be competitive.
- A system for music would be useful as it helps create an atmosphere.
- A drinks vending machine for use when the café is closed would be a useful facility
- I don't think the serving of alcohol is necessary.
- The offer should be similar to the Cathedral café and should include fresh soup and light options.
- What turns me off of revisiting a café is when the tables are not cleared promptly and when there's queues resulting in a delay being served.
- The café should be used by everyone, the whole community.
- The furniture should be able to cater for all use, soft seating for casual use, tables for meetings and desks for business users.
- The café should be regarded as a 'drop-in' centre similar to the dementia centre.
- The space inside should be zoned for different users.
- The entire space should be flexible.
- It would be good if some tables were available for bookings and could be reserved either for meetings or parties looking to use the café for a small event.
- In general, the café should be friendly, inclusive and accessible for all.
- What turns me off from revisiting a café is uncleanliness and if the products served are of a poor quality.
- The use of the café should be as wide as possible.
- I would imagine students would use the facility in addition to mothers walking into town.
- The furniture is important as it creates an atmosphere.
- I'm not keen on having notices saying either 'I'm willing to talk' or 'do not disturb'.
- Having tables that can be booked for groups is a good idea.
- I don't think the availability of alcohol is necessary.
- The service should be broken down into distinct times, for example, breakfast should include bacon and sausage sandwiches, pastries and yogurts etc however lunch and afternoons products should be different.
- Prices should be competitive and about 10 per cent below normal High Street prices.
- Promotions should be offered to attract children, and the elderly.
- The layout and presentation should look like a quality High Street offer.
- The products offered should be seasonal and local where possible.
- A good range of quality snacks should be served at lunch, for example, jacket potatoes, sausage rolls, pastries etc.

- The café should be ethical, and supportive of the local community
- What turns me off from revisiting a café is unnecessary clutter and too much fuss.
- The chapel itself, including the café, should be divided into zones with work stations for business or student use and a children's section near the play park at the rear of the chapel.
- The chapel should have a library type atmosphere.
- The café should have a multi-purpose use and be used for evening events such as a supper club.
- There should be quiet areas for studying and the café itself, shouldn't be too noisy.
- A juice bar in the evenings would be popular for youth groups.
- The café should have an independent look rather than a Hight Street brand.
- It should offer local products and have the atmosphere of a 'farmers market'.
- A range of snacks should be available including paninis, sandwiches and other homemade items.
- The café should support the concept of well-being in recognition of the history of the site.
- What stops me revisiting a café would be if the products offered are of a poor quality.

#### **Comments from the Steering Group meeting –Thursday 26th July 2018**

- It was reported during the meeting that the local authority planning department was supportive of the extension but considered it a little long. (It has subsequently transpired following conversations with the architect that the planners are proposing a considerably smaller extension than originally planned).
- The pre-application for planning has already been submitted with a proposal for full planning due on 17th September 2018.
- There was overwhelming support for maintaining a distinction between the original building and the new extension.
- Local produce should feature as a key element of the offer available from the new café.
- Although the serving of alcohol wasn't considered necessary during normal working hours, it was suggested a licence was obtained for events and after hours activities.

## **Appendix 4: Indicative Volunteer Engagement**

CCDT has an active and supportive volunteer base. Our volunteers are advised of opportunities monthly through newsletters and e-bulletins and take up and involvement is excellent. All volunteers are inducted into the organisation and receive a volunteer pack. Where needed they undertake a DBS check and receive CCDT policies and procedures. Volunteers log their hours with the organization. The following describes the volunteering that took place with CCDT volunteers in 2017/18

1. Networking meetings/ steering groups/ focus groups and volunteer support at meetings

- 25 people
- 32 volunteer sessions/opportunities delivered
- 78.45 hrs of work records
- 716 people hours

2. Door to door leafletting, admin at the office, cover at events, promotion of CCDT

- 19 different people
- 145 volunteer sessions/opportunities delivered
- 423.45 hrs of work records
- 963 people hours

3. Delivery of community café

- 4 different people
- 46 volunteer sessions/opportunities delivered
- 138.15 hrs of work records
- 211 people hours

### **Total Statistics**

- **25 active Volunteers**
- **115 volunteer sessions/opportunities delivered**
- **2299 People hours**

### **Rewarding our volunteers**

In 2016, we rolled out a volunteer reward scheme with our volunteers. All active volunteers are issued with a volunteer card and as they log hours with CCDT either supporting with events, office admin, research or other activities they collect stamps within their card. Once this card is complete and full it can be exchanged for a high-street voucher. This has been well received by our volunteers and feedback to the new reward scheme has been excellent and take up of opportunities has risen as a direct result.

## Volunteer Reward Card

Leafletting = 1 stamp  
Office admin am or pm = 2 stamps  
Helping out at a CCDT event am or pm = 2 stamps

Name:

Collect 16 stickers and exchange your booklet for a £15 high street voucher as a **THANK YOU** for your much appreciated time, enthusiasm & support!



CCDT will build upon its success in 2016 to increase and diversify its volunteer base to support the development of Graylingwell Chapel and the project to deliver the following roles and opportunities as volunteers with CCDT:

Volunteers roles	Description
Learning volunteers	Recruited at the start of the Development Phase and will initially be involved in supporting professional learning staff in the preparation of learning materials. Once the Chapel is open they will work to support the delivery of learning in the learning space.
Front of house volunteers	To support the CCDT team and take on-line and telephone bookings for activities and events and other activities.
Administrative support	To support with the marketing of the additional meeting space and events and activities in the refurbished building. Supporting with book keeping and ticket sales for events and activities.
Walk and talk volunteers	To offer a series of talks as well as walks and talks on a wide range of subjects for groups and visitors to the Chapel.
Oral History Collection & Transcription	To offer support to the lead oral historian and West Sussex Records office team. To support with transcribing of recordings.
Memory café volunteer support	To support with café functions, development and ongoing delivery.
Steering Committee volunteers	Supporting with all aspects of the project development and delivery and then ongoing project support.
Office support	Delivering office support and project administration functions.
Research volunteers	To support with the research of the new collection of objects and records to tell the story of the former asylum and war hospital.
Student research for app	To support with the development and creation of walking tour app around the former hospital site.
Interpretation volunteers	To support the development of an interpretation plan, to support the interpretation consultant and wider team.
Support at activity planning consultation	To support with consultant events and activities and offer support to the activity plan consultant and wider team.
Volunteer digitisation	To support with digitisation and scanning of aps, images and project related records at the West Sussex records office.

## Appendix 5: Letters of Support

The following letters of support have been received from key partners, stakeholders, funders and county, district and city councils.

### The Novium Museum



Clare de Bathe  
Chichester Community Development  
Trust  
C/O Marketing Suite  
Graylingwell Park College Lane  
Chichester  
PO19 6PQ

The Novium, Tower Street,  
Chichester, West Sussex, PO19 1QH  
Telephone: 01243 775888  
Email: [thenovium@chichester.gov.uk](mailto:thenovium@chichester.gov.uk)  
[www.thenovium.org](http://www.thenovium.org)

11th April 2017

Dear Clare,

#### Re. HLF Heart of Graylingwell Chapel Restoration project

I write on behalf of the Novium Museum in support of the Community Development Trust's proposal for a grant to fund a restoration project for the Graylingwell Chapel, alongside a programme of exhibitions and events that will further tell the fascinating history of the Graylingwell Hospital.

The Graylingwell Heritage Project was a huge success in terms of its community impact, its importance in uncovering and telling the story of the Graylingwell Hospital, as well as providing a new narrative to the development of the site. Through this new project, the Development Trust will be able to further develop that narrative, tell new and unique aspects of the story and provide additional space and opportunity for the community.

Through this letter we acknowledge the roles and responsibilities we will fulfil in this partnership, along with other cultural organisations within Chichester and the surrounding district. The Novium Museum believes that it can provide an opportunity for further research, as well as involvement in the creation of exhibitions and interpretation within the Chapel. The museum, through dissemination of knowledge and a potential small exhibition, can become a prominent sign posting opportunity within the city of Chichester. We believe our contribution will assist in reaching out to the community and provide a means of accessing and interpreting the Graylingwell Chapel site and its impact.

The Novium would like to wish all the partners well in this project and look forward to working with them over the coming year.

Yours sincerely

Portia Tremlett  
Museum Officer



## Chichester District Council



Mrs C De Bathe  
Trust Director – Chichester CDT  
c/o Marketing Suite, Graylingwell Park  
Chichester  
West Sussex  
PO19 8PQ

If calling please ask for: David Hyland  
dhyland@chichester.gov.uk  
01243 534864

Our ref:

Your ref:

21<sup>st</sup> April 2017

Dear Clare

### **Letter of Support – “Heritage at the Heart of Graylingwell” Heritage Lottery Fund**

When Chichester District Council was first approached with regard to the proposed redevelopment of Graylingwell Hospital, the former Mental Asylum, it was proposed from the start that a empowered, vibrant and sustainable community would be created, as best demonstrated through the creation of a Community Development Trust and the endowment to that Trust of various assets. What that might look like has been the subject of much debate over the subsequent years, and as a Planning Authority we are foremost in determining what the housing developer is obligated to provide, and what an empowered community aspires to create.

The proposals for the Graylingwell Chapel are a case in point. Since being set up with a Shadow Board at its outset, Chichester Community Development Trust has grown into a genuine Community led entity, undertaking initiatives well beyond its original scope. That CCDT has been empowered by the developer to progress the redevelopment is demonstrative of the Trusts capacity and hunger for creating what is right for the community, and not just what meets the approval of the Council. The Chapel has long been imagined as a community building for generic use unconstrained by its former use, but the recent public consultation has shown significant interest by local residents both in its potential use, but also its significance in the history of the place they now call home. In 2015, the Graylingwell Heritage Project was significant not only in demonstrating CCDTs growing competence but demonstrated the genuine local interest and passion for discovering the wider history of the Asylum. While buildings have been preserved, it is fascinating to hear that residents want to see more of that heritage preserved and shared with residents now and into the future, giving the Chapel a particular use beyond that imagined at the start.

I would be happy to answer any specific questions the HLF may have if that is of value, but in conclusion I would highlight that by supporting this bid I am both excited about what the opportunity may add to the community held vision for Graylingwell Chapel, and recommending CCDT to the HLF as robust organisation with an impressive track record of project delivery for a relatively new organisation.

Yours sincerely

David Hyland  
Community and Partnerships Support Manager

County Archivist  
Wendy Walker

West Sussex Record Office  
County Hall Chichester  
West Sussex PO19 1RN



Telephone:  
Reception (01243) 753602  
Direct Line 033 022 26914  
Fax: (01243) 533959  
e-mail:  
record.office@westsussex.gov.uk

If calling ask for

Our reference

Your reference

18 April 2017

Dear Clare,

### **Heritage at the Heart of Graylingwell project**

I am writing to offer my support for the grant application submitted to the Heritage Lottery Fund for the proposed 'Heritage at the Heart of Graylingwell' project which will develop Graylingwell Chapel into a multifunctional community space, placing heritage at the centre of the Graylingwell site.

The West Sussex Record Office holds the archive of Graylingwell Hospital, from its establishment in 1897 to its closure in 2001, and the material in this archive provides an important insight into the daily lives of staff and patients. This project will enable residents of the site, visitors, and the local community to engage with the rich and distinctive heritage of Graylingwell Hospital and better understand the experiences of those who lived and were treated at the Hospital.

The Record Office will be able to support the project by undertaking digitisation work which will enable facsimiles of original items to be used in heritage interpretation at the Chapel. Copies of existing digitised material, such as the Graylingwell Hospital case books, will also be provided. The Record Office will be able to temporarily loan the listening turret, which was produced as part of the successful HLF funded Graylingwell Heritage Project in 2015, and a small number of artefacts to be displayed at the Chapel site. The Record Office will also be able to help preserve the long term legacy of the project by taking in the oral histories that are created as part of the project for permanent preservation, allowing them to be accessed alongside original archival material and the earlier oral history recordings from the Graylingwell Heritage Project.

Should this application be successful, I look forward to working with the Chichester Community Development Trust on this exciting project.

Yours sincerely,

County Archivist

Ms Clare de Bathe  
Chichester Community Development Trust  
c/o Marketing Suite  
Graylingwell Park College Lane  
Chichester PO19 6PQ

Directorate of  
Communities and Public Protection  
Director  
Rachel North

[www.westsussex.gov.uk](http://www.westsussex.gov.uk)

Record Office Website: [www.westsussex.gov.uk/ro](http://www.westsussex.gov.uk/ro)

If a direct line number has been quoted and is unavailable, telephone the County Hall Exchange for assistance, Chichester (01243) 777100



**CLARION**  
HOUSING GROUP

Clare de Bathe  
Chichester Community Development Trust  
C/O Marketing Suite  
Graylingwell Park  
College Lane  
Chichester  
PO19 6PQ

Clarion Housing Group

Level 6  
6 More London Place  
Teckley Street  
London SE1 2DA

Telephone: 0200 100 0303  
Text Relay: 18001 0300 100 0303  
clarionhg.com

19<sup>th</sup> April 2017

Dear Clare

**HLF 'Heart of Graylingwell' Chapel Restoration project**

I'm writing on behalf of the Graylingwell LLP development consortium in support of the CCDT's application for a grant to restore the old Graylingwell chapel. The chapel sits in the middle of the old Graylingwell Hospital site which the LLP is in the process of redeveloping to create a new mixed community with over 1,000 residents. The LLP has been a very active supporter of the CCDT from its inception and supported the Graylingwell Heritage Project. Several of my colleagues are active members of the Trust. We are very keen to see the chapel brought back to life to tell the fascinating story of the old hospital, something that is rapidly being lost and not well known by residents of Chichester and West Sussex. The restored chapel will provide a unique flagship building at the heart of the new community attracting new audiences to the area helping create a vibrant community proud of its heritage.

We wish you well with the project and look forward to helping make it a reality.

Yours sincerely

Clare Miller  
Group Director of Governance & Compliance  
Clarion Housing Group and Graylingwell LLP Board member

## West Sussex County Council Community Operations Team

**Community Operations**  
Communities & Public Protection Directorate  
West Sussex County Council  
01243 777100  
communities@westsussex.gov.uk  
www.westsussex.gov.uk

Room 237  
East Wing  
County Hall  
Chichester  
West Sussex  
PO19 1RG



Clare de Bathe  
Chichester Community Development Trust  
C/o Marketing Suite  
Graylingwell Park  
College Lane  
Chichester  
West Sussex  
PO19 6PQ

20 April 2017

Dear Clare,

### **Re: Graylingwell Chapel Restoration Project**

On behalf of the West Sussex County Council Community Operations team we would like to express our support for the Community Development Trust's application for a heritage lottery grant to renovate Graylingwell Chapel.

We believe that the plans put forward by the Community Development Trust to renovate Graylingwell Chapel will provide the community with a vital asset. The proposal will give the community a space to connect to those around them as well as connecting it to the history of the site through the historic fabric of the building and the planned exhibitions.

The provision of multiple spaces for meeting, performing, workshops, work and study will collectively provide a flexible hub-style platform on which the community can develop creative new ideas and services which meet the needs that it itself identifies. It also provides a space in which the community can engage with and work in partnership with other organisations.

As a team we are very excited about the chapel restoration project and look forward to working with the Community Development Trust and a strong coalition of other local partners in this project.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Neil Cotton".

Neil Cotton  
Community Officer

A handwritten signature in black ink, appearing to read "Tom Weedon".

Tom Weedon  
Voluntary Sector Relationship Officer



Professor Ross J. Wilson  
Department of History and Politics  
University of Chichester  
College Lane  
Chichester  
West Sussex  
PO19 6PE

Tel: +44 (0)1243 816000  
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College Lane,  
Chichester,  
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Clare de Bathe  
Chichester Community Development Trust  
C/O Marketing Suite  
Graylingwell Park  
College Lane  
Chichester  
PO19 6PQ

21 April 2017

Dear Clare,

**RE: HLF Application, Graylingwell Chapel Restoration**

I am writing on behalf of the staff and students of the Department of History and Politics and the wider University of Chichester to affirm support for the bid to the Heritage Lottery Fund for the restoration project of Graylingwell Chapel.

The Chichester Community Development Trust is an invaluable organisation for the city and your work has improved and enhanced the lives of our students as well as the residents of Chichester. With the restoration project of Graylingwell Chapel and the programme of events attached to this initiative, the excellent and important work of the Trust will be continued.

At the University of Chichester, we have had the opportunity of working with the Chichester Community Development Trust over the past few years on a number of successful projects. On each of these initiatives, we have benefited from sharing ideas and values and we have been led by the Trust's vision and commitment to the people of local area.

The restoration of Graylingwell Chapel provides another opportunity to enrich the experiences of all residents of Chichester and we look forward to taking a full and active part in the project. Within the Department of History and Politics and across the wider University, we will work with the Trust to promote and support the project at all stages to its completion.

This is a wonderful opportunity to provide a resource to everyone in Chichester and we fully support the application by the Chichester Community Development Trust.

Yours sincerely,

Professor Ross J. Wilson



**Homes &  
Communities  
Agency**

Clare de Bathe  
Trust Director  
Chichester Community Development Trust  
c/o Marketing Suite  
College Lane Graylingwell  
Chichester  
PO19 6PQ

19 April 2017

Dear Clare,

**Re: CCDT application for Heritage Lottery funding for Graylingwell Chapel.**

I am writing on behalf of the Homes and Communities Agency, the landowner of the Graylingwell Hospital site in Chichester, West Sussex, now known as Graylingwell Park. The HCA fully supports the Chichester Community Development Trust's application for Heritage Lottery funding for conservation works and the installation of interpretation themes and objects at Graylingwell Chapel.

We understand that these repairs and improvements are vital and much needed to help conserve this wonderful building.

As you know, Graylingwell Chapel was built in 1897 by the renowned architect Sir Arthur Blomfield and served as the chapel for Graylingwell Hospital until 2000. The Agency is delighted that the Chapel is being conserved for the future. The Chapel is a key focal point for the Graylingwell Park residents and wider Chichester communities. Under the terms of the Graylingwell Park planning consent and s106 obligations, the Homes and Communities Agency is transferring the freehold of the Chapel to the Chichester Community Development Trust and the transfer is imminent. The Trust will own and manage the Chapel for the benefit of the Graylingwell Park Residents and wider community.

The Chichester Community Development Trust is an exemplar community development organisation with an excellent proven track record, initiating and delivering a range of community development activities to build a strong and creative community at Graylingwell Park. I wish you every success with your application.

Yours sincerely



Christopher Moore  
Head of Accelerated Construction

**CHICHESTER**  **CITY COUNCIL**

The Council House · North Street · Chichester · West Sussex · PO19 1LQ  
Tel : 01243 788502 · Fax : 01243 773022  
Email : [clerk@chichestercity.gov.uk](mailto:clerk@chichestercity.gov.uk) · Website : [www.chichestercity.gov.uk](http://www.chichestercity.gov.uk)

Town Clerk : R Duggan RD BA (Hons)

Ref : GA/RD/hbm-290

3 May 2017

Clare de Bathe  
Trust Director  
Chichester Community Development Trust  
c/o Sales & Marketing Office  
College Lane  
Graylingwell Park  
Chichester PO19 6PQ

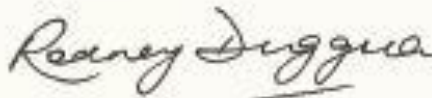
Dear Clare

**LETTER OF SUPPORT - GRAYLINGWELL CHAPEL PROJECT**

Chichester City Council are fully supportive of the proposals of the Chichester Community Development Trust regarding the renovation of Graylingwell Chapel as a key and important building both in the history of Graylingwell site and the future of a vibrant and established community.

The proposal will provide a fantastic multi-use facility for both the Graylingwell community and beyond; it is a fine example of community engagement at its best and we look forward to hearing more from you as well as continuing our established professional links within the Chichester family.

Yours sincerely




Rodney Duggan  
Town Clerk

## Appendix 6: Briefs and Specifications

All briefs for consultants and roles will be sent an overview of the project and building as follows:

**CHICHESTER COMMUNITY  
DEVELOPMENT TRUST**



Let's make it happen

### **Brief history of Graylingwell Chapel, heritage interpretation, preferences and summary of community consultation to date**

The construction of the hospital was one of the first major capital projects of the Sussex County Council established in 1889. The need for an asylum (as they were then described) came about as the one situated at Haywards Heath and used by the East and West Counties together with the Borough of Brighton was inadequate to serve the population of Sussex. On July 5, 1892, the County Council resolved that a separate institution was to be provided for West Sussex alone and that a committee should be appointed to acquire a site. A number of locations were inspected over West Sussex and by February 1893 the County Council had located and purchased a site for the new asylum to be named Graylingwell after the name of the farm on which it was built. Construction of this immense hospital took five years and the hospital opened in 1897 with a total of 450 beds. Along with the main buildings, the estate included two farms, an isolation hospital and a detached chapel. The buildings were designed by the firm of Sir Arthur Blomfield and covered around seven acres with a roof area of four acres.

The first medical superintendent was Dr Harold Kidd. Graylingwell was an example of the best modern type of mental institution. The Observer reported: "Patients have every convenience at hand for night requirements, even down to carpet slippers." "Blinds and curtains give a home-like comfort to the windows. Books, papers and magazines are liberally provided, while dominoes, cards and games of many kinds serve to cheer and lighten the evenings." "Patients are encouraged to take part in outdoor sports, a good cricket and football field being provided." "In the winter, dances, theatrical entertainments and concerts in the commodious theatre will continue treatment of the highest curative value."

Film shows were a regular feature in the programme of entertainment arranged for the residents. There were 368 patients in residence when the first film presentation was made in November 1897. Graylingwell was unlike most Victorian asylums of that time with the absence of high walls and locked iron gates. It was also a matter of credit that no implements of restraint were on the premises and in 1898 it adopted the name Graylingwell Hospital. However, in common with other hospitals, patients were photographed in its own studios and the resulting portrait was attached to the admitting officer's report and notes of the medical superintendent. These were written in large bound casebooks. Photographing patients and the use of casebooks ceased in the 1920s but

those in existence have been transferred to the care of West Sussex Record Office. They have recently been digitised as part of the Graylingwell Heritage Project. Soon after opening the hospital, it was obvious that further beds were needed and in 1898 the County Council approved further building to bring this total to 765. The work was completed in 1903 but eventually the number of beds rose to 1,140. During the First World War all patients were transferred to other hospitals as Graylingwell was designated as a war hospital for the treatment and convalescence of wounded and shell-shocked soldiers. The superintendent was given the temporary rank of Lieutenant Colonel while the majority of the male nursing staff were enlisted in the Royal Army Medical Corp and remained in the hospital. On the cessation of hostilities, Graylingwell reverted back to a civilian mental hospital and continued to be managed by the County Council until 1948, when control passed to the NHS. With 130 acres of cultivated farmland the patients also benefited from the occupational therapy which farming provided. This also allowed the hospital to be self-sufficient in farm produce, including a dairy herd, poultry runs, a kitchen garden, fruit-bearing trees and beehives.

In the 1960s, with a smaller hospital population, supplies were put out to tender and the farm was leased out. Graylingwell was always at the forefront in the treatment of the mentally ill, especially in the field of allowing patients to live outside in the community.

As a result, the need for a vast hospital diminished and it was closed in the late 1990s. Now the site is being redeveloped but the retention of the chapel and water tower is a fitting memorial to the hospital and its pioneering treatment of the mentally sick.

Extracted from the *Chichester Observer*, September 2008

## **Brief and Specification for a Project Coordinator - Specification for a Project Coordinator for the Conservation & Development of Graylingwell Chapel, Chichester**

Chichester Community Development Trust (CCDT) wishes to appoint a Project Coordinator. This will support an HLF Stage 2 bid for the redevelopment of Graylingwell Chapel, a Grade 2 listed building, originally constructed as part of a large Victorian asylum built in the late 1800s. CCDT is a community focused organisation working with residents across Graylingwell Park and Roussillon Park, Chichester. It seeks to empower people by developing skills and supporting projects that create local opportunities, employment and build community spirit. CCDT also owns and manages community buildings and land, safe-guarding these important spaces for the community, and reinvesting profits to create long-term economic, social and environmental benefits.

The chapel is not consecrated and it is not intended that the restored building will be used as a spiritual space. The aspiration is for the building to tell the story of Graylingwell, with appropriate facilities to support this approach. It is important that the redeveloped chapel is able to operate as a multifunctional space, capable of comfortably accommodating a wide spectrum of uses. CCDT would like to combine this with elements of heritage interpretation and further information on the history of the chapel and current community perspectives on its development are supplied at Appendix 1.

### **Objectives/ Deliverables**

The Project Coordinator's main responsibilities will be to develop and implement the development phase plan for the heritage at the heart of Graylingwell project in line with the project objectives and financial obligations as set by the steering group. The Project Coordinator will ensure that these objectives are met by working with partners and other members of staff and volunteers to develop practical project activities, securing the necessary resources and meeting financial and operational targets and commitments. The Project Coordinator will work with a variety of consultants to produce a management and maintenance plan, an activity plan, an interpretation plan and support the development of a memory café. The role will support the steering group, project staff and the Trust director, support with the writing of stage 2 application, and the coordination of the activity elements of the project.

### **Key skills**

- Managing and leading a team to achieve results
- Experience of managing and supervising staff and/or volunteers
- Developing and/ or managing projects and budgets
- Building and sustaining effective partnerships
- Practical experience within the heritage, voluntary or statutory sector working with external funders including the National Lottery
- Excellent interpersonal skills, including the ability to communicate clearly and effectively with a range of individuals and organisations both verbally and in writing
- Ability to engage well with diverse sections of the community and maintain a generally friendly and approachable manner
- Excellent organisation and time management skills and the ability to multi-task
- Experience of monitoring and evaluation systems and procedures (incl. use of Excel within this)
- Experience of working to deadlines and the ability to enable others to meet them

- Knowledge of health and safety and risk assessment procedures

### **Budget**

The total budget for this role is £xxx including VAT. We would welcome proposals that fall within this budget. Your fee proposal should be presented in a clear manner, in sufficient detail and in a style that enables a clear understanding of the fee, services, programme and deliverables.

### **Responsibilities**

The appointed company will at all times ensure:

- Compliance with Health & Safety at Work Act and be able to show proof if required.

The appointed company will also:

- Provide all equipment necessary to carry out the agreed contract
- Show a willingness to reduce impact on the environment.

### **Copyright**

CCDT reserves the right to use or publish any part of the documents in association with the development of the Graylingwell Chapel scheme.

### **Evaluation - Tender Process and Timetable**

Interested parties will provide a proposal in response to this brief. This will set out how their work will be approached, the methodology, and any matters not covered by the brief. The proposal should include:

- How you will respond to the brief, including methodology, timetable and milestones
- Details of relevant experience of project coordination on similar schemes
- A firm quote for the work including all relevant expenses

The scoring of the tender will be as follows:

Methodology and response to the brief	Relevant experience	Cost
30%	50%	20%

Following submission of tenders we will shortlist candidate for interviews. If shortlisted candidates cannot make an interview date in the week specified, they should state so in their submission.

### **Contact Details**

Please email any questions regarding the brief to Clare de Bathe, Director, Chichester Community Development Trust; [clare@chichestercdt.org.uk](mailto:clare@chichestercdt.org.uk)

### **Submission of Tenders**

Quotations must be received by post, no later than (INSERT DATE). They should be posted to Clare de Bathe, Trust Director, Chichester Community Development Trust, Marketing Suite, Connolly Way, Graylingwell Park, Chichester, PO19 6PQ. The tender should be provided in one complete

hard copy and one full digital version, which can be emailed. Interviews will be held on the (INSERT DATE) and undertaken by the CCDT Director, the CCDT project coordinator and representatives from the Graylingwell Chapel Steering Group.

## **Brief and Specification for an Interpretation Planning Consultant - Specification for an Interpretation Planning Consultant for the Conservation & Development of Graylingwell Chapel, Chichester**

### **Overview**

Chichester Community Development Trust (CCDT) wishes to appoint an Interpretation planning consultant. This will support an HLF Stage 2 bid for the redevelopment of Graylingwell Chapel, a Grade 2 listed building, originally constructed as part of a large Victorian asylum built in the late 1800s. CCDT is a community focused organisation working with residents across Graylingwell Park and Roussillon Park, Chichester. It seeks to empower people by developing skills and supporting projects that create local opportunities, employment and build community spirit. CCDT also owns and manages community buildings and land, safe-guarding these important spaces for the community, and reinvesting profits to create long-term economic, social and environmental benefits.

The chapel is not consecrated and it is not intended that the restored building will be used as a spiritual space. The aspiration is for the building to tell the story of Graylingwell, with appropriate facilities to support this approach. It is important that the redeveloped chapel is able to operate as a multifunctional space, capable of comfortably accommodating a wide spectrum of uses. CCDT would like to combine this with elements of heritage interpretation and further information on the history of the chapel and current community perspectives on its development are supplied at Appendix 1.

### **Project interpretation objective**

To provide interpretation that transforms the public's understanding, appreciation and enjoyment of the heritage significance of Graylingwell Chapel, the former asylum and its environs.

### **Interpretation aims**

- To create a high quality first impression and experience for visitors to Graylingwell Chapel
- To reveal and interpret the former asylum's 100 years of heritage, particularly the story of the asylum, people, buildings and land.
- To improve visitor navigation and circulation around the Chapel and site
- To be accessible to a wide range of audiences, including encouraging those not previously actively involved or interested in heritage, using a variety of interpretative methods.

### **Interpretation strategy**

- The aim is that Graylingwell Chapel can be enjoyed as either as a structured experience, with people visiting each of the key features, or as an unstructured experience where features can be enjoyed individually, for example within the memory café and taking part in workshops and activities.

- Interpretation of key locations within Graylingwell Park to reveal the relationship between the new development and the underlying heritage.
- Interpretation will be layered for different ability levels with an awareness of potential barriers to access and understanding. Interpretation should be clearly related to specific features within the site. Interpretation materials and design should be sympathetic to the surroundings within a Conservation Area and to a Grade 2 listed building.

### **Interpretation outcomes**

- There will be a uniform brand and design across the project's signage and interpretation.
- The specification for all new interpretation and signage hardware will need to be durable and take into account the ease and costs of maintenance, cleaning, parts and replacement and be resistant to vandalism.
- Visitors will be able to explore the Chapel choosing a medium that best suits their needs, whether leaflet, guidebook or digital download.
- Outdoor interpretation across the site will use a variety of techniques, these could include interpretation panels, listening posts and MP3 audio tour.
- New webpages on the CCDT's website will include learning materials, interactive activities and social media that will be an effective and engaging tool for those wishing to learn more about the project.

### **Deliverables**

The appointed contractor will consult and work with the Project Team and relevant CCDT staff to create an interpretation plan for the project. The contractor will take into account HLF Good-practice guidance for 'Interpretation', April 2013. The plan must include the production of:

- Community engagement during the plan preparation, in association with activity plan consultation process.
- A brand and style for the project (for use on all signage, interpretation, learning resources publicity and web-based material).
- A costed scheme for outdoor interpretation including panels, listening posts and printed trails.
- A costed scheme for the project displays including cases, lighting, object mounting, interactives, finishes etc.
- A costed scheme for interactive elements including audio-visual and listening posts.
- A costed scheme for an interactive walking guided tour and apps/downloads for smartphones or other mobile devices.
- The plans must include costs for editing and proof reading.

### **Method of working**

The selected contractor will work with the Project team and relevant CCDT staff to:

- Inform a new approach to the interpretation of the story of Graylingwell in consultation with the project team, particularly the project architects and Project Coordinator.
- Develop the learning objectives for the interpretation based on the needs of our audiences/visitors in consultation with the Activity Plan consultant.

- Identify and develop the main themes and sub-themes (including the interpretative storyline for the site) for the interpretation, working with relevant CCDT staff, based on the existing public consultation.
- Work with Activity Plan consultant to take advantage of any consultation being conducted with target audiences to ensure potential users are involved in the development of interpretation plans.
- Consult with audiences and stakeholders (including the Steering Group) and other on the proposals and amend the designs and plans if applicable.
- Identify locations for each type of interpretative element throughout the chapel and surrounds
- Produce detailed draft interpretation and design plan including visuals, informing RIBA work stage 3
- Review draft plan with the project team and relevant CCDT steering group and staff before finalising plans.

### **Presentation of interim, draft and final versions of plan**

The contractor shall present the results in a suitable report with a master plan, relevant plans, maps and illustrations at the following stages:

- Interim plan and presentation: this will be circulated to relevant parties and will be used to inform the architect's RIBA work stage 3 report (preparation of outline proposals and estimate of costs).
- Draft plan and presentation: this will be circulated to relevant parties for consultation and will be used to inform the architect's RIBA work stage 4 report (preparation of detailed proposals and detailed costs).
- Final completion of plan and presentation of proposals: these shall be circulated to relevant parties for consultation.

### **Format of the final documents**

- Printed documents shall be in a concise bound A4 report format including relevant illustrative material. A3 illustrative material should be folded to allow easy reference without unbinding. Electronic copies should be provided in Microsoft Word.
- A larger scale version of the plans, at a scale to be agreed, shall be provided for public display purposes.
- Contractors are required to cost for and produce four print copies (in colour if used) and one electronic copy of the approved draft plan.
- Contractors are required to cost for and produce six print copies (in colour if used) and one electronic copy of the approved final plan.
- A rate should be provided for interim, black and white copies of any plan as described above and for black and white or further colour print copies of the draft or final plan.
- All documents may be publicly available on the CCDT website.

### **Budget**

The total budget for this role is £xxx including VAT. We would welcome proposals that fall within this budget. Your fee proposal should be presented in a clear manner, in sufficient detail and in a

style that enables a clear understanding of the fee, services, programme and deliverables.

### **Responsibilities**

The appointed company will at all times ensure:-

- Compliance with Health & Safety at Work Act and be able to show proof if required.

The appointed company will also:-

- Provide all equipment necessary to carry out the agreed contract
- Show a willingness to reduce impact on the environment.

### **Copyright**

CCDT reserves the right to use or publish any part of the documents in association with the development of the Graylingwell Chapel scheme. Any plans and proposals will become the property of CCDT.

### **Evaluation - Tender Process and Timetable**

Interested parties will provide a proposal in response to this brief. This will set out how their work will be approached, the methodology, and any matters not covered by the brief. The proposal should include:

How you will respond to the brief, including methodology, timetable and milestones

Details of relevant experience producing HLF Heritage Grant Activity Plans

A firm quote for the work including all relevant expenses

The scoring of the tender will be as follows:

Methodology and response to the brief	Relevant experience	Cost
30%	50%	20%

Following submission of tenders we will shortlist candidate for interviews. If shortlisted candidates cannot make an interview date in the week specified, they should state so in their submission.

### **Contact Details**

Please email any questions regarding the brief to Clare de Bathe, Director, Chichester Community Development Trust; [clare@chichestercdt.org.uk](mailto:clare@chichestercdt.org.uk)

### **Submission of Tenders**

Quotations must be received by post, no later than (INSERT DATE). They should be posted to Clare de Bathe, Trust Director, Chichester Community Development Trust, Marketing Suite, Connolly Way, Graylingwell Park, Chichester, PO19 6PQ. The tender should be provided in one complete hard copy and one full digital version, which can be emailed. Interviews will be held on the (INSERT DATE) and undertaken by the CCDT Director, the CCDT project coordinator and representatives from the Graylingwell Chapel Steering Group.

## **Brief and Specification for an Evaluation Consultant - Specification for an Evaluation Consultant for the Conservation & Development of Graylingwell Chapel, Chichester (to be appointed in the delivery phase)**

Chichester Community Development Trust (CCDT) wishes to appoint an Evaluation consultant. This will support an HLF Stage 2 bid for the redevelopment of Graylingwell Chapel, a Grade 2 listed building, originally constructed as part of a large Victorian asylum built in the late 1800s. CCDT is a community focused organisation working with residents across Graylingwell Park and Roussillon Park, Chichester. It seeks to empower people by developing skills and supporting projects that create local opportunities, employment and build community spirit. CCDT also owns and manages community buildings and land, safe-guarding these important spaces for the community, and reinvesting profits to create long-term economic, social and environmental benefits.

The chapel is not consecrated and it is not intended that the restored building will be used as a spiritual space. The aspiration is for the building to tell the story of Graylingwell, with appropriate facilities to support this approach. It is important that the redeveloped chapel is able to operate as a multifunctional space, capable of comfortably accommodating a wide spectrum of uses. CCDT would like to combine this with elements of heritage interpretation and further information on the history of the chapel and current community perspectives on its development are supplied at Appendix 1.

The primary purpose of the scheme is conserve the historic fabric of the chapel, introduce effective heating and electrical systems and integrate new fit for purpose facilities. However, the trustees also wish to explore the possibility of introducing a sensitively designed addition to the chapel building. The feasibility of this will need to be explored with the borough's conservation officer and representatives of Historic England and will also need to be considered affordable within the overall budget scheme. All proposed works must respect the historic character and significance of the building.

### **Scope of work**

The appointed consultant will be expected to work part-time over a period of two years. The consultant will:

- Define in discussion with the Steering group and project team the scope of the activities and how they will be evaluated
- Prepare an Evaluation Plan capturing the above
- Develop measurable and meaningful indicators of engagement, determining what factors reflect the museum's engagement and learning goals which:
  - identify those who engage/don't engage with activities
  - identify variations in the visitor base specific to individual events
  - identify levels of 'ownership' and increased engagement and knowledge amongst visitors, volunteers and staff
- Ensure a variety of methods of front-end, formative evaluation are used including:
  - observations

- tracking
- voting/counting
- focus groups
- interviews
- questionnaires
- comments
- Work with the steering group and team to develop methods of evaluating schools visits
- Prepare a final report capturing the data accumulated and presenting the material to the CCDT

### **Budget**

The total budget for this role is £xxx including VAT. We would welcome proposals that fall within this budget. Your fee proposal should be presented in a clear manner, in sufficient detail and in a style that enables a clear understanding of the fee, services, programme and deliverables.

### **Responsibilities**

The appointed company will at all times ensure:-

- Compliance with Health & Safety at Work Act and be able to show proof if required.

The appointed company will also:-

- Provide all equipment necessary to carry out the agreed contract
- Show a willingness to reduce impact on the environment.

### **Copyright**

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### **Evaluation - Tender Process and Timetable**

Interested parties will provide a proposal in response to this brief. This will set out how their work will be approached, the methodology, and any matters not covered by the brief. The proposal should include:

- How you will respond to the brief, including methodology, timetable and milestones
- Details of relevant experience of evaluation of similar schemes and HLF requirements for evaluation
- A firm quote for the work including all relevant expenses

The scoring of the tender will be as follows:

Methodology and response to the brief	Relevant experience	Cost
30%	50%	20%

Following submission of tenders we will shortlist candidate for interviews. If shortlisted candidates cannot make an interview date in the week specified, they should state so in their submission.

**Contact Details**

Please email any questions regarding the brief to Clare de Bathe, Director, Chichester Community Development Trust; [clare@chichestercdt.org.uk](mailto:clare@chichestercdt.org.uk)

**Submission of Tenders**

Quotations must be received by post, no later than (INSERT DATE). They should be posted to Clare de Bathe, Trust Director, Chichester Community Development Trust, Marketing Suite, Connolly Way, Graylingwell Park, Chichester, PO19 6PQ. The tender should be provided in one complete hard copy and one full digital version, which can be emailed. Interviews will be held on the (INSERT DATE) and undertaken by the CCDT Director, the CCDT project coordinator and representatives from the Graylingwell Chapel Steering Group.

## **Brief and Specification for a Project Manager - Specification for a Project Manager for the Conservation & Development of Graylingwell Chapel, Chichester**

Chichester Community Development Trust (CCDT) wishes to appoint a Project Manager. This will support an HLF Stage 2 bid for the redevelopment of Graylingwell Chapel, a Grade 2 listed building, originally constructed as part of a large Victorian asylum built in the late 1800s. CCDT is a community focused organisation working with residents across Graylingwell Park and Roussillon Park, Chichester. It seeks to empower people by developing skills and supporting projects that create local opportunities, employment and build community spirit. CCDT also owns and manages community buildings and land, safe-guarding these important spaces for the community, and reinvesting profits to create long-term economic, social and environmental benefits.

The chapel is not consecrated and it is not intended that the restored building will be used as a spiritual space. The aspiration is for the building to tell the story of Graylingwell, with appropriate facilities to support this approach. It is important that the redeveloped chapel is able to operate as a multifunctional space, capable of comfortably accommodating a wide spectrum of uses. CCDT would like to combine this with elements of heritage interpretation and further information on the history of the chapel and current community perspectives on its development are supplied at Appendix 1.

### **Key Delivery Areas**

As part of the Development Stage of the project, the appointed Project Manager will be required to:

- Help procure and appoint the building design and consultant team
- Review the scheme to date and, working with the building design team and other consultants, Trust director, steering group and project team, to firm up the project brief
- Operationally manage the work of the building design team and liaise with the Trust Director, Project Coordinator and steering group
- Following sign-off of the project brief by the Steering group and trustees, the Project Manager will help ensure the development of the scheme in accordance with the time, cost and quality constraints set by the project through RIBA stages, up to and including such detail as is required to submit all necessary planning applications
- Work with the building design and other consultants and the steering group to prepare all necessary documentation for an HLF round 2 application

### **Break Clause**

Subject to a Round 2 pass being given, and the Development Phase work completed to CCDTs satisfaction, the contract will be continued into the Capital Phase and the same Project Manager will be employed to help guide the development of the scheme and ensure its delivery on programme, to budget and to a high standard of quality. The Project Manager will be required to assist the Trustees to claim grants offered and, in particular, produce progress reports for the Heritage Lottery Fund.

## **Budget**

The total budget for this role is £xxx including VAT. We would welcome proposals that fall within this budget. Your fee proposal should be presented in a clear manner, in sufficient detail and in a style that enables a clear understanding of the fee, services, programme and deliverables.

## **Responsibilities**

The appointed company will at all times ensure:-

- Compliance with Health & Safety at Work Act and be able to show proof if required.

The appointed company will also:-

- Provide all equipment necessary to carry out the agreed contract
- Show a willingness to reduce impact on the environment.

## **Copyright**

CCDT reserves the right to use or publish any part of the documents in association with the development of the Graylingwell Chapel scheme.

## **Evaluation - Tender Process and Timetable**

Interested parties will provide a proposal in response to this brief. This will set out how their work will be approached, the methodology, and any matters not covered by the brief. The proposal should include:

- How you will respond to the brief, including methodology, timetable and milestones
- Details of relevant experience of project managing similar schemes
- A firm quote for the work including all relevant expenses

The scoring of the tender will be as follows:

Methodology and response to the brief	Relevant experience	Cost
30%	50%	20%

Following submission of tenders we will shortlist candidate for interviews. If shortlisted candidates cannot make an interview date in the week specified, they should state so in their submission.

## **Contact Details**

Please email any questions regarding the brief to Clare de Bathe, Director, Chichester Community Development Trust; [clare@chichestercdt.org.uk](mailto:clare@chichestercdt.org.uk)

## **Submission of Tenders**

Quotations must be received by post, no later than (INSERT DATE). They should be posted to Clare de Bathe, Trust Director, Chichester Community Development Trust, Marketing Suite, Connolly Way, Graylingwell Park, Chichester, PO19 6PQ. The tender should be provided in one complete hard copy and one full digital version, which can be emailed. Interviews will be held on the (INSERT DATE) and undertaken by the CCDT Director, the CCDT project coordinator and representatives from the Graylingwell Chapel Steering Group.

## **Brief and Specification for a Lead Architect - Specification for Architectural Services for the Conservation & Development of Graylingwell Chapel, Chichester**

### **Overview**

Chichester Community Development Trust (CCDT) wishes to appoint a Lead Architect. This will support an HLF Stage 2 bid for the redevelopment of Graylingwell Chapel, a Grade 2 listed building, originally constructed as part of a large Victorian asylum built in the late 1800s. CCDT is a community focused organisation working with residents across Graylingwell Park and Roussillon Park, Chichester. It seeks to empower people by developing skills and supporting projects that create local opportunities, employment and build community spirit. CCDT also owns and manages community buildings and land, safe-guarding these important spaces for the community, and reinvesting profits to create long-term economic, social and environmental benefits.

The chapel is not consecrated and it is not intended that the restored building will be used as a spiritual space. The aspiration is for the building to tell the story of Graylingwell, with appropriate facilities to support this approach. It is important that the redeveloped chapel is able to operate as a multifunctional space, capable of comfortably accommodating a wide spectrum of uses. CCDT would like to combine this with elements of heritage interpretation and further information on the history of the chapel and current community perspectives on its development are supplied at Appendix 1.

The primary purpose of the scheme is conserve the historic fabric of the chapel, introduce effective heating and electrical systems and integrate new fit for purpose facilities. However, the trustees also wish to explore the possibility of introducing a sensitively designed addition to the chapel building. The feasibility of this will need to be explored with the borough's conservation officer and representatives of Historic England and will also need to be considered affordable within the overall budget scheme. All proposed works must respect the historic character and significance of the building.

Initial design concepts have been drawn up to RIBA works stage 1 and are available on request.

### **Objectives**

- CCDT want to establish a detailed architectural design plan for conserving and developing Graylingwell Chapel to a high and sustainable standard.
- CCDT want to create plans for the building which ensure that it functions effectively as a heritage centre and community space and that the design reflects the needs and interests of the local community. To this end, the architect needs to factor in community consultation on the proposed design.

### **Detailed Requirements**

The project seeks to:

- Repair and conserve damaged and deteriorating elements of the external building fabric, including the clay tile roof and flint faced walls

- Provide heritage interpretation for the chapel and the wider site, potentially through the provision of an additional structure
- Unify the chapel with its historic contextual landscape enabling better interpretation and orientation across the Graylingwell site as a whole
- Make improvements to the infrastructure of the historic interior, attending to damp walls and poor decoration and introducing effective heating and electrical systems
- Generate adaptations to the building which will facilitate ambitions for its future use and render it fit for purpose. This means the provision of robust, imaginative and flexible spaces.
- Ensure the chapel adopts a sustainable conservation philosophy and evolves into an environmentally friendly building with an emphasis on the efficient use of sustainable or low carbon energy sources
- Introduce appropriate facilities for multifaceted and functional use of the building, including toilets, a discrete kitchen area and adequate storage
- Improve internal access throughout the building
- Undertake conservation work to the nationally significant stained glass windows
- Identify and rectify conservation and repair requirements to all significant interior joinery including the pulpit

### **Budget**

The total budget for this role is £xxx including VAT. We would welcome proposals that fall within this budget. Your fee proposal should be presented in a clear manner, in sufficient detail and in a style that enables a clear understanding of the fee, services, programme and deliverables.

### **Responsibilities**

The appointed company will at all times ensure:-

- Compliance with Health & Safety at Work Act and be able to show proof if required.

The appointed company will also:-

- Provide all equipment necessary to carry out the agreed contract
- Show a willingness to reduce impact on the environment.

### **Copyright**

CCDT reserves the right to use or publish any part of the documents in association with the development of the Graylingwell Chapel scheme. Any design work and proposals will become the property of CCDT and the architects selected to produce the Stage 1 concepts may not be used to implement the project. CCDT will give accreditation to the architects selected.

### **Tender Response**

The tender response should include costs for the work required to undertake all those tasks set out in this document to the extent that it is needed to enable CCDT to submit a First Round application for funding to HLF and to inform the business plan, baseline activity plan and interpretation planning outline proposals. A pricing document is provided for this purpose and must be signed as part of the tender submission. You are required as a part of your tender to submit a statement to demonstrate how you would organise and execute the tasks outlined in this

specification (maximum 4 pages A4). This should include how you would address the working relationships with the client, a summary of individual project team members' skills and experience and details of at least two comparable projects. This supporting statement must also demonstrate:

- Experience of repair, conservation and design and adaptation of historic buildings.
- Production of innovative design that facilitates multifunctional use of the chapel space with flexibility to accommodate a wide range of community groups.
- Clear understanding of the implications of working with heritage sites.
- Experience of working as part of a large multi-disciplinary project team on medium heritage projects accessible to the public (in excess of £1m).
- Experience of working on HLF Heritage Grant projects with a good understanding of their requirements, the timescales involved and monitoring regimes.
- Knowledge to identify the need for additional surveys and any additional expertise that is required to ensure the designs/repairs are fully compliant with legislation and good conservation practice.
- Experience of presenting to community groups and other local groups.
- Provide details of two referees from comparable projects.

### **Tender Evaluation Criteria**

For the avoidance of doubt, CCDT retains the right to not award any contract in relation to this Invitation to Tender. CCDT does not bind itself to accept the lowest or any tender but will seek competitive all-inclusive lump sum Fixed Fee tenders for architectural services. Should CCDT wish to award a contract, it will be awarded on the basis of who offered the best value, taking due account of relevant experience, previous performance on similar projects, commitment to the project and the service being value for money against the overall project budget. CCDT will assess the tenders against the following criteria: Tenders will be evaluated on quality 50% and price 50%.

<b>Score</b>	<b>Performance</b>	<b>Judgement</b>
5	Meets and exceeds the standards specified	Excellent
4	Meets the standard specified	Good
3	Meets the standard in most aspects, fails in some	Satisfactory
2	Fails standard in most aspects, meets it in some	Unsatisfactory
1	Significantly fails to meet the standard	Poor
0	Completely fails to meet the standard	Not to be considered

<b>Criteria</b>	<b>Assessment</b>	<b>Weighting</b>
Method statement & staffing proposals	Assessed	50%
Experience of HLF & public access capital projects.	Assessed	30%
Similar services	Assessed	20%
References	Information only	

### **Contact Details**

Please email any questions regarding the brief to Clare de Bathe, Director, Chichester Community Development Trust; [clare@chichestercdt.org.uk](mailto:clare@chichestercdt.org.uk)

**Submission of Tenders**

Quotations must be received by post, no later than midday (INSERT DATE). They should be posted to Clare de Bathe, Trust Director, Chichester Community Development Trust, Marketing Suite, Connolly Way, Graylingwell Park, Chichester, PO19 6PQ. The tender should be provided in one complete hard copy and one full digital version, which can be emailed. Interviews will be held on the (INSERT DATE) and undertaken by the CCDT Director, the project manager and representatives from the Graylingwell Steering Group.

## **Brief and Specification for a CDM Advisor - Specification for a CDM Advisor for the Conservation & Development of Graylingwell Chapel, Chichester**

Chichester Community Development Trust (CCDT) wishes to appoint a CDM Advisor. This will support an HLF Stage 2 bid for the redevelopment of Graylingwell Chapel, a Grade 2 listed building, originally constructed as part of a large Victorian asylum built in the late 1800s. CCDT is a community focused organisation working with residents across Graylingwell Park and Roussillon Park, Chichester. It seeks to empower people by developing skills and supporting projects that create local opportunities, employment and build community spirit. CCDT also owns and manages community buildings and land, safe-guarding these important spaces for the community, and reinvesting profits to create long-term economic, social and environmental benefits.

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### **Objectives/ Deliverables**

The project requires a Construction Health and Safety Professional to provide CDM advice to the project team and other contractors and advisors to help them comply with the CDM 2015 regulations. The CDM advisor will:

- Work as part of a team to deliver the Principal Designer duty
- Undertake site inspections and monitoring visits to determine health & safety compliance within the development and delivery phases of the project
- Attend project, design and other meetings, escalating issues as required by the project plan
- Ensure output from projects is of a high standard
- Ability to ensure the project is completed efficiently and within the resource profile which was completed prior to the start of the project
- Support the project manager and project team including the steering group, as required.

### **Key skills**

- Construction industry experience
- Design experience
- An understanding of the design process and the principles of risk reduction.
- A thorough knowledge of the CDM regulations and associated legislation
- Appropriate experience of the design and construction processes.
- NEBOSH Construction Certificate or similar technical or professional qualification
- Registered Member of Association of Project Safety (IMaPS), with CDM 2015
- Graduate or Technical membership of the Institution of Occupational Safety and Health
- A current record of Continuing Professional Development (CPD)

- Working knowledge of Microsoft Office and CAD software
- An additional health and safety qualification such as a Degree, Diploma, or NEBOSH Certificate would be an advantage.

### **Budget**

The total budget for this role is £xxx including VAT. We would welcome proposals that fall within this budget. Your fee proposal should be presented in a clear manner, in sufficient detail and in a style that enables a clear understanding of the fee, services, programme and deliverables.

### **Responsibilities**

The appointed company will at all times ensure:-

- Compliance with Health & Safety at Work Act and be able to show proof if required.

The appointed company will also:-

- Provide all equipment necessary to carry out the agreed contract
- Show a willingness to reduce impact on the environment.

### **Copyright**

CCDT reserves the right to use or publish any part of the documents in association with the development of the Graylingwell Chapel scheme. Any activity plans and proposals will become the property of CCDT.

### **Evaluation - Tender Process and Timetable**

Interested parties will provide a proposal in response to this brief. This will set out how their work will be approached, the methodology, and any matters not covered by the brief. The proposal should include:

- How you will respond to the brief, including methodology, timetable and milestones
- Details of relevant experience of delivering work and contracts on similar schemes
- A firm quote for the work including all relevant expenses

The scoring of the tender will be as follows:

Methodology and response to the brief	Relevant experience	Cost
30%	50%	20%

Following submission of tenders we will shortlist candidate for interviews. If shortlisted candidates cannot make an interview date in the week specified, they should state so in their submission.

### **Contact Details**

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## **Brief and Specification for a Quantity Surveyor - Specification for a Quantity Surveyor for the Conservation & Development of Graylingwell Chapel, Chichester**

Chichester Community Development Trust (CCDT) wishes to appoint a Quantity Surveyor. This will support an HLF Stage 2 bid for the redevelopment of Graylingwell Chapel, a Grade 2 listed building, originally constructed as part of a large Victorian asylum built in the late 1800s. CCDT is a community focused organisation working with residents across Graylingwell Park and Roussillon Park, Chichester. It seeks to empower people by developing skills and supporting projects that create local opportunities, employment and build community spirit. CCDT also owns and manages community buildings and land, safe-guarding these important spaces for the community, and reinvesting profits to create long-term economic, social and environmental benefits.

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### **Key Delivery Areas**

CCDT is looking to appoint a Quantity Surveyor for the Development Phase of the Heritage at the Heart of Graylingwell project, contributing to the development of a Round 2 Heritage Lottery Fund application. As a member of the Construction Design Team, reporting to the Project Manager, the appointed Quantity Surveyor will be required to:

- Prepare the project's cost plans to RIBA stages 3 - 7
- Assess costs for the management and maintenance plan
- Develop a procurement strategy for the project in compliance with Heritage Lottery Fund and Historic England guidelines.

### **Break Clause**

Subject to a Round 2 pass being given, and the Development Phase work completed to the steering's groups, the contract will be continued into the Capital Phase and the same Quantity Surveyor will be employed to help guide the development of the scheme and ensure its delivery on programme, to budget and to a high standard of quality. Specifically, the Quantity Surveyor will:

- Oversee costs of the building works
- Measure works and checking and against contractor claims
- Agree any variation in costs to contract.

### **Budget**

The total budget for this role is £xxx including VAT. We would welcome proposals that fall within this budget. Your fee proposal should be presented in a clear manner, in sufficient detail and in a

style that enables a clear understanding of the fee, services, programme and deliverables.

### **Responsibilities**

The appointed company will at all times ensure:-

- Compliance with Health & Safety at Work Act and be able to show proof if required.

The appointed company will also:-

- Provide all equipment necessary to carry out the agreed contract
- Show a willingness to reduce impact on the environment.

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### **Evaluation - Tender Process and Timetable**

Interested parties will provide a proposal in response to this brief. This will set out how their work will be approached, the methodology, and any matters not covered by the brief. The proposal should include:

- How you will respond to the brief, including methodology, timetable and milestones
- Details of relevant experience of working on similar schemes
- A firm quote for the work including all relevant expenses

The scoring of the tender will be as follows:

Methodology and response to the brief	Relevant experience	Cost
30%	50%	20%

Following submission of tenders we will shortlist candidate for interviews. If shortlisted candidates cannot make an interview date in the week specified, they should state so in their submission.

### **Contact Details**

Please email any questions regarding the brief to Clare de Bathe, Director, Chichester Community Development Trust; [clare@chichestercdt.org.uk](mailto:clare@chichestercdt.org.uk)

### **Submission of Tenders**

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## **Brief for Specification for a Mechanical and Engineering consultant - Specification for a Mechanical and Engineering Consultant for the Conservation & Development of Graylingwell Chapel, Chichester**

Chichester Community Development Trust (CCDT) wishes to appoint a Mechanical and Engineering Consultant. This will support an HLF Stage 2 bid for the redevelopment of Graylingwell Chapel, a Grade 2 listed building, originally constructed as part of a large Victorian asylum built in the late 1800s. CCDT is a community focused organisation working with residents across Graylingwell Park and Roussillon Park, Chichester. It seeks to empower people by developing skills and supporting projects that create local opportunities, employment and build community spirit. CCDT also owns and manages community buildings and land, safe-guarding these important spaces for the community, and reinvesting profits to create long-term economic, social and environmental benefits.

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### **Objectives/ Deliverables**

The project requires a Mechanical and Engineering consultant to provide design and specification information associated with the following:

- Provide Full Mechanical Design Works for the restoration and refurbishment of Graylingwell Chapel
- Provide Mechanical Performance Specifications and Scope of Works
- Provide specifications for Air Conditioning & Comfort Cooling Plant
- Identify Renewable & Sustainable Solutions for the project
- Provide details and specification for Heating and combined Heat & Power Generation
- Delivery reports on Building Management & Control Systems
- Ensure all compliant mechanical installations comply with Building Regulations

### **Budget**

The total budget for this role is £xxx including VAT. We would welcome proposals that fall within this budget. Your fee proposal should be presented in a clear manner, in sufficient detail and in a style that enables a clear understanding of the fee, services, programme and deliverables.

### **Responsibilities**

The appointed company will at all times ensure:

- Compliance with Health & Safety at Work Act and be able to show proof if required.

The appointed company will also:

- Provide all equipment necessary to carry out the agreed contract
- Show a willingness to reduce impact on the environment.

### **Copyright**

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### **Evaluation - Tender Process and Timetable**

Interested parties will provide a proposal in response to this brief. This will set out how their work will be approached, the methodology, and any matters not covered by the brief. The proposal should include:

- How you will respond to the brief, including methodology, timetable and milestones
- Details of relevant experience of delivering work and contracts on similar schemes
- A firm quote for the work including all relevant expenses

Following submission of tenders, we will shortlist candidates for interview. If shortlisted candidates cannot make an interview date in the week specified, they should state so in their submission.

The scoring of the tender will be as follows:

Methodology and response to the brief	Relevant experience	Cost
30%	50%	20%

### **Contact Details**

Please email any questions regarding the brief to Clare de Bathe, Director, Chichester Community Development Trust; [clare@chichestercdt.org.uk](mailto:clare@chichestercdt.org.uk)

### **Submission of Tenders**

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## **Brief for Specification for a Structural Engineer - Specification for a Structural Engineer for the Conservation & Development of Graylingwell Chapel, Chichester**

Chichester Community Development Trust (CCDT) wishes to appoint a Structural Engineer. This will support an HLF Stage 2 bid for the redevelopment of Graylingwell Chapel, a Grade 2 listed building, originally constructed as part of a large Victorian asylum built in the late 1800s. CCDT is a community focused organisation working with residents across Graylingwell Park and Roussillon Park, Chichester. It seeks to empower people by developing skills and supporting projects that create local opportunities, employment and build community spirit. CCDT also owns and manages community buildings and land, safe-guarding these important spaces for the community, and reinvesting profits to create long-term economic, social and environmental benefits.

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### **Objectives/ Deliverables**

We require a highly motivated Structural Engineer – ideally with conservation and heritage experience to work alongside a team of professionals on the heritage at the heart of Graylingwell project. Working independently and alongside the project team the consultant will be able to run various technical aspects of a project and interact with clients. The role will include;

- Preparing contract drawings and specifications
- Preparing design models and calculations for various structural elements including foundations, retaining walls, structural steel and concrete members using various software packages
- Conducting field inspections and condition assessments and preparing reports

### **Key skills**

The structural engineer post requires the following skills:

- Have gained a Degree in Civil or Structural Engineering (or related discipline)
- Ensure self-awareness of relevant regulatory framework, legislation changes, initiatives and industry technology developments. Previous experience of designing using contemporary materials
- Previous experience with working with a listed heritage building
- Effective delivery of assigned work scopes in accordance with Engineering & Design Process and Procedures
- Effective implementation of assigned IMPACT actions
- A working knowledge of AutoCAD
- Strong communication skills both written and verbal

## **Budget**

The total budget for this role is £22,735 excluding VAT. We would welcome proposals that fall within this budget. Your fee proposal should be presented in a clear manner, in sufficient detail and in a style that enables a clear understanding of the fee, services, programme and deliverables.

## **Responsibilities**

The appointed company will at all times ensure:

- Compliance with Health & Safety at Work Act and be able to show proof if required.

The appointed company will also:

- Provide all equipment necessary to carry out the agreed contract
- Show a willingness to reduce impact on the environment.

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## **Evaluation - Tender Process and Timetable**

Interested parties will provide a proposal in response to this brief. This will set out how their work will be approached, the methodology, and any matters not covered by the brief. The proposal should include:

- How you will respond to the brief, including methodology, timetable and milestones
- Details of relevant experience of delivering work and contracts on similar schemes
- A firm quote for the work including all relevant expenses

The scoring of the tender will be as follows:

Methodology and response to the brief	Relevant experience	Cost
30%	50%	20%

Following submission of tenders, we will shortlist candidate for interviews. If shortlisted candidates cannot make an interview date in the week specified, they should state so in their submission.

## **Contact Details**

Please email any questions regarding the brief to Clare de Bathe, Director, Chichester Community Development Trust; [clare@chichestercdt.org.uk](mailto:clare@chichestercdt.org.uk)

## **Submission of Tenders**

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DATE) and undertaken by the CCDT Director, the CCDT project manager and representatives from the Graylingwell Chapel Steering Group.

## **Brief for Specification for a Conservation Advisor - Specification for a Conservation Advisor for the Conservation & Development of Graylingwell Chapel, Chichester**

Chichester Community Development Trust (CCDT) wishes to appoint a Conservation Advisor. This will support an HLF Stage 2 bid for the redevelopment of Graylingwell Chapel, a Grade 2 listed building, originally constructed as part of a large Victorian asylum built in the late 1800s. CCDT is a community focused organisation working with residents across Graylingwell Park and Roussillon Park, Chichester. It seeks to empower people by developing skills and supporting projects that create local opportunities, employment and build community spirit. CCDT also owns and manages community buildings and land, safe-guarding these important spaces for the community, and reinvesting profits to create long-term economic, social and environmental benefits.

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### **Objectives/ Deliverables**

The conservation advisor on the project at Graylingwell Chapel will carry out the following objectives in the role:

- Assessing and recommending buildings and areas for conservation and producing appraisals and schedules of work
- Representing conservation issues to planning and development managers
- Advising on the planning application and guide the project team on the effect of the repair or alterations
- Work alongside local heritage and conservation groups, as well as local agencies
- Provide advice and consultation to residents, partners, the local councils and other bodies, which can be in the form of formal reports, writing leaflets, arranging displays and giving talks.
- Give advice and preparing reports on the condition, future prospect and potential of the building
- Support the project team and provide estimated restoration and conservation costs to Graylingwell Chapel
- Advise on local suppliers and craftspeople who have the skills and materials required to carry out work in keeping with the age of the building
- Ensure that all work complies with internationally accepted conservation standards and national legislation and policy, including health and safety guidelines

### **Key skills**

The conservation advisor will need to show evidence of the following skills:

- A strong interest in, and knowledge of, historic architecture, building methods and techniques
- Knowledge of relevant legislation relating to buildings and conservation
- Confidence working with measurements and budget calculations

- Excellent communication skills, both written and oral and the ability to liaise effectively with a range of other professionals;
- Good analytical skills, accuracy and attention to detail;
- An eye for design, the ability to sketch designs and plans and an understanding of technical drawings;
- Organisational skills and a methodical approach to work;
- Project management skills;
- The ability to produce clear and concise reports;
- Strong team-working skills;

### **Budget**

The total budget for this role is £xxx including VAT. We would welcome proposals that fall within this budget. Your fee proposal should be presented in a clear manner, in sufficient detail and in a style that enables a clear understanding of the fee, services, programme and deliverables.

### **Responsibilities**

The appointed company will at all times ensure:

- Compliance with Health & Safety at Work Act and be able to show proof if required.

The appointed company will also:

- Provide all equipment necessary to carry out the agreed contract
- Show a willingness to reduce impact on the environment.

### **Copyright**

CCDT reserves the right to use or publish any part of the documents in association with the development of the Graylingwell Chapel scheme.

### **Evaluation - Tender Process and Timetable**

Interested parties will provide a proposal in response to this brief. This will set out how their work will be approached, the methodology, and any matters not covered by the brief. The proposal should include:

- How you will respond to the brief, including methodology, timetable and milestones
- Details of relevant experience of delivering work and contracts on similar schemes
- A firm quote for the work including all relevant expenses

The scoring of the tender will be as follows:

Methodology and response to the brief	Relevant experience	Cost
30%	50%	20%

Following submission of tenders, we will shortlist candidate for interviews. If shortlisted candidates cannot make an interview date in the week specified, they should state so in their submission.

### **Contact Details**

Please email any questions regarding the brief to Clare de Bathe, Director, Chichester Community Development Trust; [clare@chichestercdt.org.uk](mailto:clare@chichestercdt.org.uk)

**Submission of Tenders**

Quotations must be received by post, no later than (INSERT DATE). They should be posted to Clare de Bathe, Trust Director, Chichester Community Development Trust, Marketing Suite, Connolly Way, Graylingwell Park, Chichester, PO19 6PQ. The tender should be provided in one complete hard copy and one full digital version, which can be emailed. Interviews will be held on the (INSERT DATE) and undertaken by the CCDT Director, the CCDT project manager and representatives from the Graylingwell Chapel Steering Group.