SHREWSBURY TOWN COUNCIL
Livesey House, 7 St John's Hill, Shrewsbury, SY1 1JD

Shrewsbury Town Council

Invitation to Tender

Feasibility Study and Business Case for a New Community Centre

Shrewsbury South Urban Extension / Sutton

Client: Shrewsbury Town Council
Contract Title: Feasibility Study for the Development of a Community Centre on the Shrewsbury South Urban Extension

Site: Land allocated adjacent to Percy Thrower's Garden Centre, Oteley Road, Shrewsbury

Issue Date: 11th November 2026
Tender Return Date: 18th December 2026
Estimated Contract Duration: Approximately 16–20 weeks

Interested Tenderers:
Interested tenderers are required to register their interest by emailing procurement@shrewsburytowncouncil.gov.uk this will be the trigger point to be sent the Tenderers Questionnaire documentation which is a requirement to be submitted. It also ensures tenderers are kept in formed of any alterations or questions and answers during the tendering process.

1. Introduction

Shrewsbury Town Council invites suitably qualified multidisciplinary consultancy teams to submit proposals to undertake a comprehensive feasibility study into the development of a new community centre/community hub on the Shrewsbury South Urban Extension, serving both the new residential communities being developed off Oteley Road and established residential communities in Sutton.

A parcel of land has been allocated by the developer for community use on land adjacent to Percy Thrower's Garden Centre. The planning agreement/S106 arrangements provide for:

- **£50,000 towards the design and development of the community facility**; and
- **£187,000 towards construction/build costs.**

The Council wishes to establish how these resources can be used most effectively to deliver a viable, sustainable and appropriately scaled community facility.

The study will therefore need to consider not simply whether a community centre can be developed, but **what type of facility is required, what it should provide, how it could be**

delivered, how it could be operated and how additional capital and revenue funding could be secured.

The facility will need to respond to the needs of two distinct but connected communities:

1. residents of the new South Urban Extension, including the future population arising from the development; and
2. established communities in Sutton and surrounding residential areas.

The Council is seeking an evidence-based feasibility study and business case that can provide a clear route from the existing S106 commitments and allocated land through to a deliverable community asset.

2. Background

The Shrewsbury South Urban Extension represents a significant expansion of the town's residential population.

The development has created a substantial new community off Oteley Road alongside established residential neighbourhoods in Sutton. The Council wishes to ensure that community infrastructure develops alongside the residential development and that the new facility becomes an asset serving both existing and new residents.

The allocated site is adjacent to Percy Thrower's Garden Centre and presents an opportunity to create a community facility which can provide a focal point for residents and support community activity, social interaction, health and wellbeing, and local services.

The facility should not, however, be considered in isolation from the wider community infrastructure of Sutton and the South Urban Extension.

The feasibility study should therefore establish:

- the current and future population to be served;
- the demographic profile and likely future needs of residents;
- existing community facilities and services in Sutton and the surrounding area;
- the additional population generated by the South Urban Extension;
- gaps in existing provision;
- opportunities for partnership and co-location;
- the appropriate scale and type of facility;
- how the facility can serve both established and new communities;
- how the facility could be financially and operationally sustainable;
- the level of capital investment required;
- how the existing S106 funding can be maximised;
- what additional funding will be required; and

- the most appropriate delivery and management model.

The Council's intention is that the community facility should become an important piece of local infrastructure and a focal point for community development rather than simply providing a building for occasional community room hire.

3. Objectives

The purpose of the commission is to determine whether a community facility on the allocated site is:

- Needed by existing and future residents;
- Appropriately located;
- Deliverable on the allocated site;
- Appropriately scaled to the community it will serve;
- Financially sustainable;
- Operationally viable;
- Supported by residents and stakeholders;
- Capable of securing additional capital investment;
- Capable of supporting a sustainable programme of community activity; and
- Capable of being delivered using the existing S106 contributions as a foundation for a wider funding package.

The study should provide a clear recommendation on the preferred development option and a realistic route to delivery.

4. Scope of Works

The successful consultant shall undertake the following workstreams.

Workstream 1 – Community Needs and Demographic Assessment

Undertake a comprehensive assessment of current and future community need.

This should include:

- Current population of Sutton and surrounding residential areas;
- Existing demographic profile;
- Existing and projected population of the South Urban Extension;
- Age profile;
- Household composition;
- Children and young people;
- Older people;
- Health and wellbeing indicators;

- Deprivation and socio-economic data where relevant;
- Existing community infrastructure;
- Existing community facilities;
- Existing service provision;
- Existing community organisations;
- Existing activities and groups;
- Current and anticipated gaps in provision;
- Population growth arising from the development;
- Likely future demand for community facilities; and
- Relevant planning and S106 requirements.

The consultant should consider the needs of both new and established residents, identifying opportunities to create a facility which helps bring the communities together.

The assessment should identify where existing facilities could complement the proposed centre and where there are genuine gaps which the new facility should address.

Workstream 2 – Community and Stakeholder Engagement

Design and deliver an inclusive programme of community engagement to establish the aspirations, needs and priorities of existing and future residents.

Engagement should consider:

- Existing residents of Sutton;
- Residents of the South Urban Extension;
- New residents as they move into the development;
- Young people;
- Children and families;
- Older residents;
- Local schools;
- Community organisations;
- Sports and recreational organisations;
- Health and wellbeing organisations;
- Voluntary and community organisations;
- Faith organisations;
- Housing providers;
- Shropshire Council;
- Shrewsbury Town Council;
- Local businesses;
- Relevant developers/landowners; and
- Other relevant public and voluntary sector partners.

The consultant should identify appropriate mechanisms for engaging with residents who may not normally participate in formal consultations.

Engagement should include consideration of:

- Surveys;
- Public consultation;
- Workshops;
- Focus groups;
- Stakeholder interviews;
- Community mapping; and
- Engagement through existing local networks.

The consultant should clearly demonstrate how seldom-heard voices will be included.

Outputs should include:

- Stakeholder Engagement Plan;
- Community Consultation Report;
- Analysis of responses;
- Evidence of community priorities;
- Evidence of demand for facilities and services;
- Identification of potential community partners; and
- Clear recommendations for the development brief arising from engagement.

Workstream 3 – Existing Facilities and Options Appraisal

Undertake an assessment of existing community provision in Sutton, the South Urban Extension and surrounding areas.

The consultant should identify:

- Existing community centres;
- Village/community halls;
- Sports facilities;
- Youth facilities;
- Health and wellbeing provision;
- Libraries and cultural facilities;
- Faith-based facilities;
- Education facilities with potential community use;
- Voluntary sector facilities;
- Commercial venues which currently provide community space; and
- Other relevant community assets.

The assessment should consider whether existing facilities have capacity to meet future demand and whether there are opportunities for partnership, shared use or co-location.

The consultant should then develop and evaluate a range of options for the proposed facility.

- Potential uses may include:
- Flexible community space;
- Community café;
- Meeting rooms;
- Youth provision;
- Family activities;
- Health and wellbeing activities;
- Advice and support services;
- Training and learning;
- Employment and skills support;
- Community kitchen;
- Sports and recreation;
- Flexible event space;
- Offices or outreach space for partner organisations;
- Digital inclusion;
- Activities for older people;
- Arts and cultural activity;
- Volunteering and community development; and
- Other uses identified through the needs assessment and consultation.

The appraisal should consider:

- Community benefit;
- Demand;
- Space requirements;
- Operational compatibility;
- Capital cost;
- Revenue implications;
- Income generation;
- Management requirements;
- Partnership opportunities;
- Future flexibility; and
- Long-term sustainability.

Workstream 4 – Site Appraisal and Development Constraints

The consultant shall undertake a detailed assessment of the allocated site adjacent to Percy Thrower's Garden Centre.

The assessment should include, where information is available:

- Site area and capacity;
- Site boundaries;

- Ownership and legal considerations;
- Access arrangements;
- Vehicular access;
- Pedestrian access;
- Active travel connections;
- Parking;
- Public transport;
- Relationship with the surrounding development;
- Relationship with existing Sutton communities;
- Relationship with Percy Thrower's Garden Centre;
- Utilities and servicing;
- Drainage;
- Flood risk;
- Ecology and biodiversity;
- Trees and landscape;
- Ground conditions;
- Topography;
- Noise and other environmental considerations;
- Planning considerations;
- Site constraints;
- Construction access; and
- Future maintenance considerations.

The consultant should review the relevant planning permission, S106 agreement and associated planning obligations provided by the Council/developer.

The study should identify any outstanding matters which could affect delivery and clearly identify matters requiring further investigation before the project proceeds.

Workstream 5 – Development and Design Options

The consultant shall develop appropriate design and development options for the site.

The Council is not seeking an unnecessarily ambitious building if the evidence does not support it.

The study should therefore consider a range of approaches, including:

- A core community facility delivered within the identified S106 resources and other realistic funding;
- A larger facility requiring additional capital investment;
- A phased development;
- A building capable of future extension;
- Opportunities for shared or co-located provision; and

- Other innovative approaches to delivering community infrastructure.

The preferred option should balance:

- Community need;
- Affordability;
- Quality;
- Flexibility;
- Accessibility;
- Sustainability;
- Operational cost;
- Long-term adaptability; and
- Deliverability.

Design principles should include:

- Inclusive design;
- Accessibility;
- Low energy use;
- Low operating costs;
- Net Zero ambitions;
- Biodiversity enhancement;
- Sustainable materials;
- Flexible internal spaces;
- Future adaptability;
- Appropriate storage;
- Robustness and ease of maintenance; and
- Appropriate relationship with surrounding residential development.

The consultant should produce sufficient concept design information to demonstrate the feasibility, scale and cost of the preferred option and to support subsequent progression towards planning and RIBA Stage 3.

Workstream 6 – Capital Cost and Funding Appraisal

The consultant shall prepare realistic capital cost estimates for the options considered.

The assessment should include:

- Construction costs;
- Professional fees;
- Surveys;
- Planning costs;
- Building control;
- Site preparation;
- External works;

- Landscaping;
- Furniture and equipment;
- ICT;
- Contingencies;
- Inflation;
- VAT assumptions; and
- Other relevant project costs.

Particular consideration should be given to the existing S106 resources:

£50,000 design/development contribution

£187,000 construction contribution

The consultant should advise how these funds could best be deployed and whether they are sufficient to progress the preferred option to the relevant stage.

The study should identify the additional capital funding requirement and develop a realistic funding strategy.

Potential funding sources should include, where relevant:

- National Lottery Community Fund;
- Sport England;
- Arts Council England;
- NHS and health partnerships;
- Foundation and charitable trusts;
- Government capital programmes;
- Local authority funding;
- Social investment;
- Corporate sponsorship;
- Community fundraising;
- Developer contributions;
- Section 106/CIL opportunities; and
- Other relevant sources.

The consultant should identify likely funding requirements, eligibility, timescales and match-funding expectations.

Workstream 7 – Business Plan and Operating Model

Prepare a comprehensive business plan for the preferred option.

This should consider:

- **Operating Model**
- Proposed management structure;

- Governance options;
- Staffing requirements;
- Volunteer requirements;
- Opening hours;
- Programming;
- Community development activity;
- Building management;
- Maintenance;
- Cleaning;
- Security;
- Utilities;
- Insurance;
- Compliance;
- Safeguarding;
- Health and safety; and
- Asset management.

The consultant should consider a range of potential management arrangements, including:

- Direct management by Shrewsbury Town Council;
- Management by a community organisation;
- Charitable or incorporated structure;
- Community benefit/social enterprise model;
- Partnership arrangements; and
- Other appropriate models.

The study should identify the advantages, disadvantages, risks and requirements associated with each model.

Financial Model

The financial model should include:

- Capital costs;
- Revenue expenditure;
- Staffing costs;
- Utilities;
- Maintenance;
- Insurance;
- Income generation;
- Room hire;
- Café/refreshment provision where appropriate;
- Grants;
- Public sector commissioning;
- Health partnerships;
- Training;

- Events;
- Membership;
- Social enterprise activity;
- Other potential income streams;
- Five-year cash-flow projections;
- Sensitivity analysis; and
- Ten-year sustainability outlook.

The business plan should clearly identify the likely annual subsidy, if any, and the circumstances under which the facility could become financially self-sustaining.

Workstream 8 – Community Capacity and Governance

Unlike an established community centre project, the Council does not wish to assume that an existing organisation will necessarily be available to operate the new facility.

The consultant should therefore assess the current community infrastructure and identify potential organisations or partnerships capable of taking on a management role.

The assessment should consider:

- Existing community organisations;
- Governance capacity;
- Leadership;
- Volunteer capacity;
- Financial resilience;
- Skills;
- Safeguarding;
- Policies and procedures;
- Asset management;
- Business management;
- Fundraising capacity; and
- Ability to enter into a lease or other management arrangement.

Recommendations should identify:

- Potential operating partners;
- Capacity gaps;
- Required investment;
- Training and development requirements;
- Governance arrangements;
- Legal/structural requirements;
- Potential partnership arrangements; and
- A realistic pathway towards establishing an appropriate management organisation if required.

Workstream 9 – Delivery Strategy

The consultant shall develop a clear delivery strategy from feasibility through to occupation.

- This should include:
- Recommended development option;
- Site and planning requirements;
- Further surveys/investigations;
- Design development;
- Planning strategy;
- Procurement strategy;
- Funding strategy;
- Governance and management arrangements;
- Community engagement;
- Project programme;
- Key decision points;
- Risk register;
- Dependencies;
- Responsibilities of the Council and partners; and
- Indicative capital and revenue requirements.

The delivery strategy should distinguish between:

Phase 1 – Feasibility and development

Phase 2 – Funding and design development

Phase 3 – Planning and procurement

Phase 4 – Construction

Phase 5 – Opening and operational development

The consultant should identify any opportunities for phased delivery where this would enable the project to proceed more quickly or reduce the initial capital requirement.

5. Deliverables

The successful consultant will provide:

- Inception Report;
- Stakeholder Engagement Plan;
- Community Consultation Report;
- Community Needs Assessment;
- Demographic and Population Assessment;
- Existing Facilities and Community Infrastructure Assessment;
- Site Appraisal;

- Planning and S106 Review;
- Development Constraints Assessment;
- Options Appraisal;
- Concept Design Options;
- Preferred Concept Design;
- Capital Cost Plan;
- Funding Strategy;
- Business Plan;
- Financial Model;
- Governance and Operating Model;
- Community Capacity Assessment;
- Delivery Strategy;
- Risk Register;
- Project Programme;
- Final Feasibility Report;
- Executive Summary; and
- Presentation to Members and relevant stakeholders.

The final report should clearly state whether the consultant considers the project **viable and deliverable**, the preferred option, the anticipated capital requirement, the proposed operating model and the steps required to move towards delivery.

6. Consultant Team

Tenderers should demonstrate access to an appropriately qualified multidisciplinary team, including, as appropriate:

- Project Director;
- Community Engagement Specialist;
- Chartered Architect (RIBA);
- Chartered Town Planner (RTPI);
- Quantity Surveyor (RICS);
- Business Planning Consultant;
- Financial Modeller;
- Community Development Specialist;
- Governance Specialist;
- Charity/Social Enterprise Advisor;
- Landscape Architect;
- Sustainability Consultant;
- Access Consultant; and
- Communications and Consultation Specialist.

Experience of:

- Community centre/community hub development;
- New community development;

- Working with communities experiencing significant population growth;
- Community-led regeneration;
- Development associated with major housing schemes;
- S106/developer-funded community infrastructure;
- Securing capital funding; and
- Establishing sustainable operating models

Tenderers should clearly identify which members of the proposed team will undertake each workstream.

7. Tender Evaluation Criteria

Criteria	**Weighting**
Understanding of the Brief and local context	20%
Proposed Methodology	25%
Relevant Experience	20%
Quality of Project Team	15%
Community Engagement Approach	10%
Social Value Proposal	5%
Price	5%
Total	**100%**

Tenderers should demonstrate specifically how their methodology will address the challenge of creating a community facility which serves both a **new urban extension and an established community**.

8. Indicative Programme

Milestone	**Target**
Tender issued	11th November 2026
Clarification period	25th November 2026
Tender return	18th December 2026
Evaluation	w/c 4th January 2027
Interview	w/c 25th January 2027
Project Approval	Communities & Environment Committee 3rd February 2027 Policy & Resources Committee 8th February 2027

Tender Award 15th February 2027
Project commencement 1st March 2027

9. Budget

Tenderers should provide a fixed fee proposal, including a breakdown of costs by workstream and details of any optional additional services.

The Council has an existing **£50,000 S106 contribution towards design/development** associated with the community facility.

Tenderers should provide a clear proposal for the scope of feasibility and design work that can be delivered within an appropriate proportion of this resource.

The separate **£187,000 S106 contribution towards construction/build costs** should be treated as an identified capital contribution towards the eventual project and not as the assumed total construction budget.

Tenderers should demonstrate how their feasibility work will help the Council to establish:

- the realistic total capital cost;
- the funding gap;
- the amount of additional capital investment required;
- opportunities for match funding;
- opportunities for phased delivery; and
- the most effective use of the existing S106 contributions.

Any optional services or additional work should be separately identified and costed.

The Council expects the proposal to represent value for money while providing sufficient professional resource to deliver a robust, evidence-led feasibility study and business case.

10. Desired Outcomes

The completed feasibility study should provide Shrewsbury Town Council and its partners with:

- A clear evidence base demonstrating the current and future community need;
- A clear understanding of existing community infrastructure and gaps in provision;
- Evidence of the needs and aspirations of both new and established residents;
- A clear definition of the role and purpose of the proposed community facility;
- A preferred development option;

- A viable and deliverable concept design;
- An assessment of the appropriate scale and specification of the facility;
- A robust capital cost plan;
- A clear assessment of the additional funding required beyond the existing S106 contributions;
- A realistic capital funding strategy;
- A preferred operational and governance model;
- A robust business plan and financial model;
- An assessment of the community capacity required to operate the facility;
- A clear delivery strategy and programme;
- Identification of key risks and dependencies; and
- A compelling evidence base capable of supporting future capital funding applications.

The Council is seeking a consultant who can combine technical expertise, community engagement, financial and business planning, and practical knowledge of community infrastructure to help create a sustainable community asset for the **new South Urban Extension and the established communities of Sutton**.

The successful consultant will be expected to challenge assumptions where appropriate and to provide an objective assessment of what is **needed, affordable, deliverable and sustainable**, rather than designing a facility before the evidence has established its appropriate scale and purpose.

11. Required Tender Submission Documentation

Tenderers should provide a concise response addressing the following:

11.1 Understanding of the Brief and Proposed Approach

A statement demonstrating the tenderer's understanding of the project, including:

- The needs of the existing Sutton community and future residents of the South Urban Extension;
- The opportunities and constraints presented by the allocated site;
- The role of the S106 funding;
- The objectives of the feasibility study; and
- The proposed methodology and approach to delivering the required workstreams.

Tenderers should identify any assumptions or significant dependencies.

11.2 Project Team and Relevant Experience

Details of the proposed project team, including key personnel, roles, relevant qualifications and experience.

Tenderers should provide examples of relevant projects demonstrating experience of:

- Community centre/community hub development;
- New or expanding communities;
- Community engagement;
- Feasibility and business planning;
- Capital funding strategies; and
- Developing sustainable operating models.

11.3 Community Engagement

A summary of the proposed approach to engaging existing and future residents, community organisations and relevant stakeholders.

This should demonstrate how the tenderer will ensure that a representative range of views is captured, including seldom-heard groups.

11.4 Proposed Deliverables and Programme

A proposed programme setting out the key stages, activities and milestones for the commission, together with confirmation of the principal outputs and deliverables.

Tenderers should identify any information, decisions or actions required from the Council or other parties to enable the programme to be achieved.

11.5 Risk, Funding and Delivery Approach

A brief statement identifying the principal risks and challenges the tenderer anticipates and how these will be addressed.

This should include the proposed approach to:

- Assessing the capital cost of the preferred option;
- Making best use of the existing £50,000 design/development and £187,000 construction S106 contributions;
- Identifying additional capital and revenue funding;
- Developing a sustainable operating model; and
- Establishing a realistic route to delivery.

11.6 Fee Proposal

A fixed fee proposal for the commission, including:

- Total fee excluding VAT;
- Breakdown of fees by principal workstream or stage;
- Expenses and disbursements;
- Any assumptions or exclusions; and
- Details and costs of any optional additional services.

Tenderers should confirm that the proposed fee represents the full cost of delivering the requirements set out in this Invitation to Tender, subject only to clearly identified exclusions.

11.7 Supporting Information

Tenderers may provide additional supporting information where relevant but should avoid unnecessary corporate or marketing material.

The Council would expect the main tender submission to be concise and proportionate to the scale of the commission.

12. Submitting

If you wish to submit a tender for this project, please submit by either;
Using an address label, clearly marked **SHREWSBURY SOUTH FEASIBILITY** or send by email to procurement@shrewsburytowncouncil.gov.uk , clearly marked **FINAL SUBMISSION SHREWSBURY SOUTH FEASIBILITY.**

Tenders must be received no later than **1pm Friday 18th December 2026**, any tender received after this deadline will not be evaluated.

For any further enquiries, please contact Stuart Farmer on 07976 021000 or email Procurement@shrewsburytowncouncil.gov.uk