

Swaffham Town Council Assets Review
For Swaffham Town Council
Draft report v1.3

STRICTLY PRIVATE AND CONFIDENTIAL

INGHAM
PINNOCK
ASSOCIATES

1. Introduction

Ingham Pinnock Associates (IPA) was commissioned by Swaffham Town Council (STC) in June 2021 to undertake a review of STC owned assets and provide a strategy for how they could be used or repurposed to work more efficiently as a coherent portfolio. This document comprises our draft report.

Background to the commission

STC own a number of assets in Swaffham including buildings, land and objects (see **Appendix A** for a full schedule of STC assets). The function or use of some of these assets such as the Brandon Road Cemetery is fixed, with no realistic scope for change. However, the use of other assets, particularly buildings, is more flexible and can and indeed has changed over time, in some cases multiple times. For example, the current site of the Swaffham Museum was a Georgian residence, then the Town Council offices and now houses the town's Museum and Archive.

The scope of this commission includes only those assets with some realistic potential for change or development (see Figure 1 below). Those assets with no realistic scope for change such as the Brandon Road Cemetery or various recreation grounds are excluded.

Figure 1: Approximate location of STC owned assets within the scope of this commission



Source: Google Earth, 2021

At the time of the commission STC was in the process of acquiring the Sacred Heart Barn and related to this, discussing how other assets might be used to help fund this purchase. In parallel, STC had recently undertaken capital works at the main town centre public conveniences, effectively consolidating the number of WCs, which created surplus space that was available for alternative uses. These factors in particular led to STC concluding that now was the right time to look at all of its assets as a whole and develop a single coherent strategy for the entire portfolio.

Nomenclature

The assets within the scope of this commission may be known by different names to different people. For clarity, we set out below the names that are used throughout this report when referring to different assets along with a brief explanation of where they are in case this nomenclature is not familiar to all readers:

- Assembly Rooms i.e. the historic Assembly Rooms building located in the town centre comprising two large venue for hire spaces
- Community Centre i.e. the relatively new Community Centre building on Camping Land Road, just to the east of the town centre
- Day's Field i.e. land previously used as allotments off New Sporle Road in the north east of the town
- Museum i.e. Swaffham Museum housed in the building otherwise known as the Town Hall on the west side of London Road in the town centre
- The Shambles i.e. a roughly triangular area of backlands to the rear of the WC Block, Assembly Rooms and retail properties facing the Old Corn Exchange
- Swimming Pool Land i.e. a parcel of arable land between the A47 and the Green Britain Centre
- Town Council Offices i.e. the modern building adjoining the Museum to the rear, accessed off Cley Road
- WC Block: The modern building facing onto Lynn Road occupied by town centre public conveniences and a small newsagent.

Approach to the commission

Our approach to this commission was set out in our fee proposal of April 2021; in summary it comprised:

- Undertaking a literature review to understand the existing local planning policy and economic development context in Swaffham and whether there was any existing secondary research of relevance to the assets review
- Preparing an asset by asset review to understand basic information such as their location, current function, utilisation, financial and operational performance, ease of conversion etc. As part of this a SWOT analysis was undertaken for each asset
- Analysing the supply and demand of different uses/facilities (where relevant)
- Establishing a series of objectives or parameters to help inform thinking about potential changes
- Holding an options workshop with Councillors to review assets and discuss different options for different assets and different options for the portfolio as a whole
- Establishing and describing a preferred option that has broad agreement from within STC
- Setting out practical next steps for the Council to progress and deliver the preferred option.

The structure of the remainder of this document broadly follows this approach. It is accompanied by Appendix A: Register of STC assets.

2. Literature review

The purpose of this section of the report is to review any formal or adopted policy or strategy documents that may have an impact on the future of any of STC's assets. Particular focus has been given to adopted planning policy as it sets the statutory basis for the use of land and buildings in Swaffham and the Town Council's own strategy as set out in their most recent Budget Report.

Breckland Local Plan (adopted November 2019)

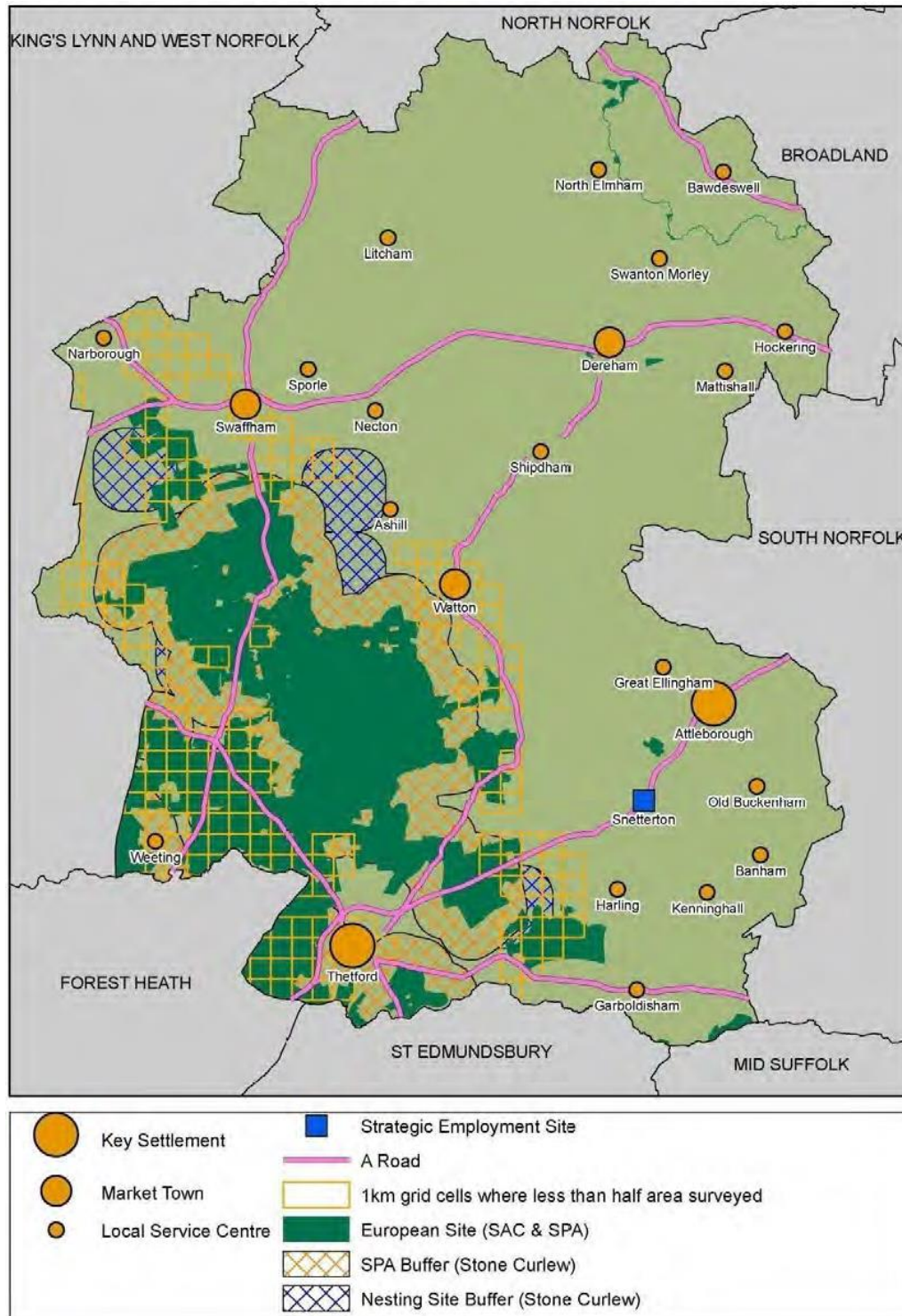
The Breckland Local Plan is the principal planning policy document for the Local Authority of Breckland and therefore it is an influential piece of planning policy affecting land and buildings in Swaffham. The most recent version of the Local Plan was adopted in November 2019 and is therefore relatively up to date.

The Local Plan sets out a vision and objectives for the future of the entire District of Breckland as well as a series of thematic and area specific policies. Several thematic and area specific policies are relevant to the Town Council's assets and are therefore reviewed briefly below.

Classification of Swaffham

Within the Local Plan, Swaffham is formally classified by as a 'Market Town' (see Figure 2) which has a series of implications in terms of development, policy triggers and change. To this in context, the Local Plan states that Thetford, which is Norfolk's fourth largest settlement, and Attleborough, are the 'Major Towns' in the District and the key locations for growth. Swaffham, alongside Dereham and Watton are identified as medium sized towns, which serve as administration and service centres, but are also a focus for retail where they provide a range of services for local residents, and the rural hinterlands, as well as employment.

Figure 2: Breckland Local Plan key strategic diagram



Source: Breckland Local Plan, 2019

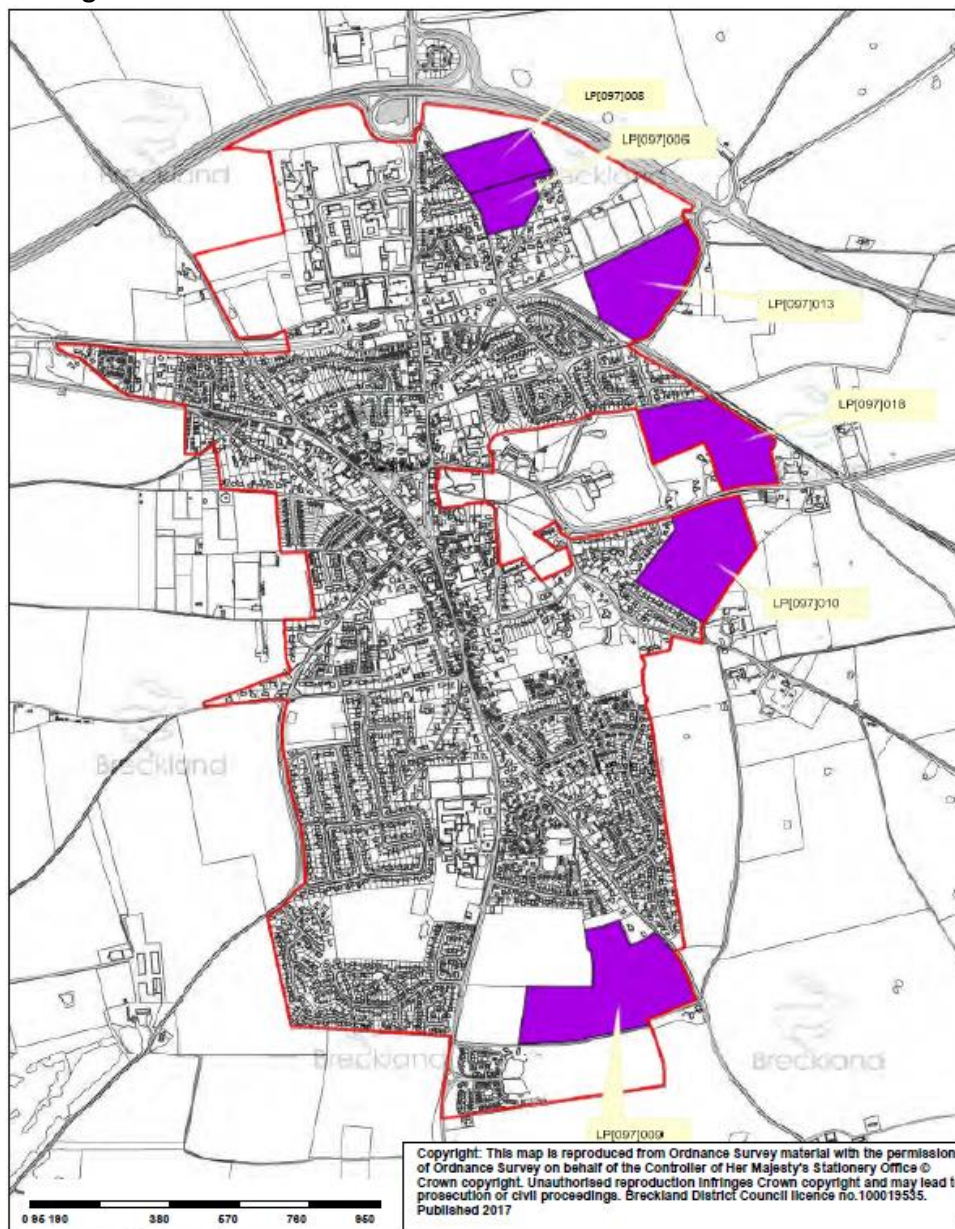
Housing growth

The Local Plan contains several policies which allocate sites for housing and which seek to shape the characteristics of any housing that is delivered. Relevant parts of the Local Plan are included here on

the basis that one of the STC assets within the scope of this commission is the subject of a specific housing allocation.

The Local Plan establishes that Swaffham will provide an additional 1,553 new dwellings over the plan period from 2019 to 2036 on a series of sites allocated for housing (see Figure 3). At the time the Local Plan was adopted in 2019 it states that, of the 1,553 new homes required, around 850 had already been completed or were committed and 525 dwellings were in progress as the subject of planning applications. In summary, by the time the Local Plan was adopted, most of the proposed housing sites had already come forward; by 2021 when this report was written, most of those sites had been developed out.

Figure 3: Housing allocations in Swaffham



Source: Breckland Local Plan, 2019

Of the housing allocations in Swaffham, Day's Field (an STC asset), is identified as 'Swaffham Housing Allocation 1, Land off New Sporle Road (south) reference LP[097]006'. The STC owned site benefits from its own policy which establishes its future use for housing development:

Land amounting to approximately 2 hectares is allocated for residential development of at least 51 dwellings. The provision of open space is required in accordance with Policy ENV 04. Residential development will be permitted subject to compliance with adopted Development Plan policies and the following criteria:

- 1. Principal highway access is provided from New Sporle Road;*
- 2. The layout and design of the site will provide an appropriate response to the established pattern of development along the west of New Sporle Road and respect the site's location as a key gateway into Swaffham;*
- 3. Development proposals should have regard to the findings of the Water Cycle Study which indicates potential issues with the wastewater network capacity. Applications will need to demonstrate appropriate solutions have been identified;*
- 4. Submission of a project level Habitats Regulation Assessment to determine the impact of proposed development on Breckland SPA/SAC and to assess habitat suitability, the need for additional survey work and mitigation strategies where required.*

This policy effectively establishes the future use of Day's Field for housing. Should STC seek to promote an alternative use for the site it would contravene this policy and, given the pressure on the District Council to deliver housing, alternative uses would be likely to be resisted by the Local Planning Authority.

The Town Centre

The Local Plan dedicates a significant section to planning for change in town centres across the District. The Local Plan recognises the challenges faced by market town centres and high streets and the importance of their continued survival to support local community needs.

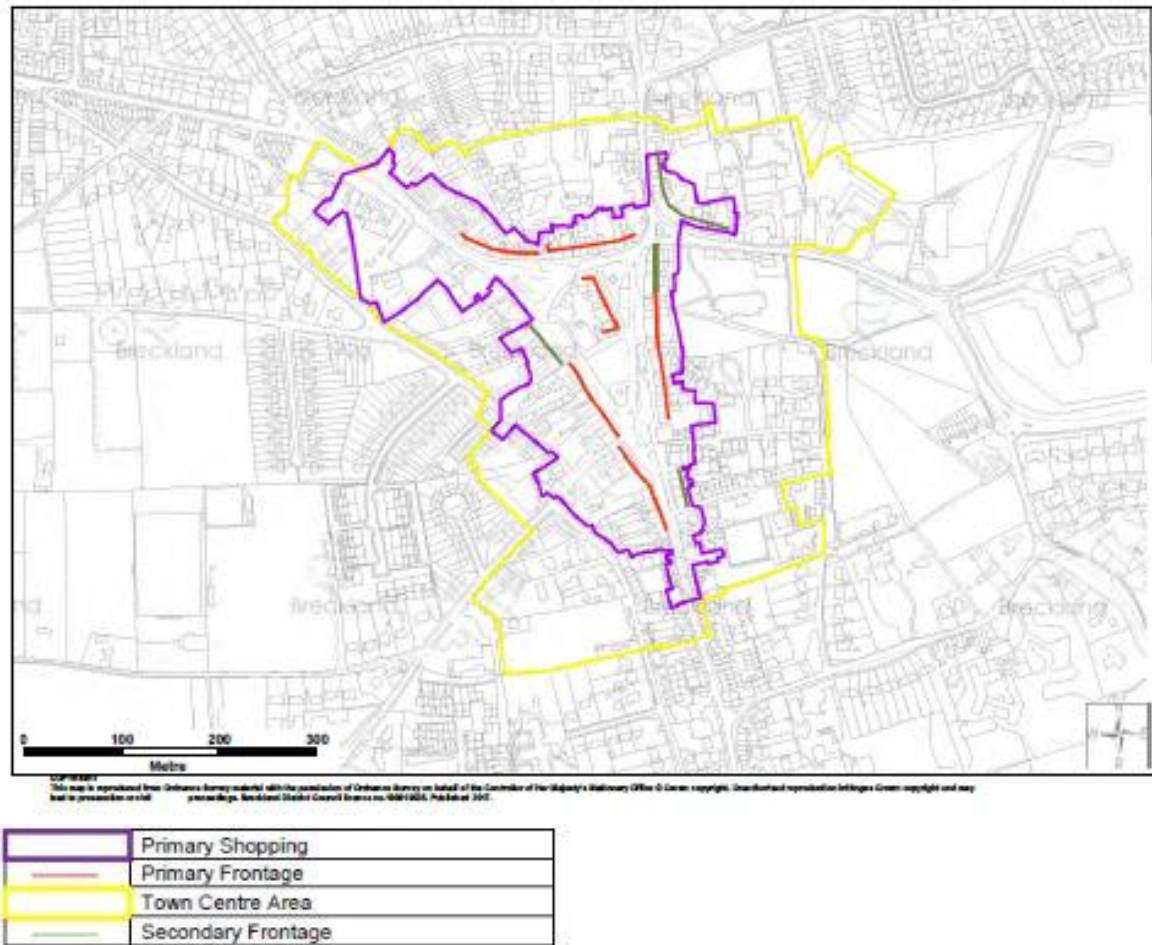
The Local Plan includes a policy that establishes the amount of floorspace of different types that will be accepted in town centres as well as setting out parameters on the nature of any future town centre development. This part of the Local Plan is relevant to this commission because several STC assets are located within an area identified as the town centre (see Figure 4), including the Museum, Town Council offices, WC Block and Assembly Rooms.

The Local Plan states that it seeks to maintain and enhance the vitality and viability of the five main town centres in Breckland, which includes Swaffham. The main strategy for doing this is to try to focus retail and leisure development within town centres and restrict retail and leisure development outside these areas.

The relevant Policy (EC 05 Town Centre and Retail Strategy), states that centres such as Swaffham:

...will be the preferred location for retail, food and non-food, office, leisure and cultural facilities and other town centre uses as defined by national policy. Retail and other town centre development will be supported, provided that it is of an appropriate scale that reflects the size and role of the centre, respects the character of the centre, including any special architectural and historic interest and contributes to maintaining and enhancing its existing retail function.

Figure 4: Swaffham Town Centre boundary



Source: Breckland Local Plan, 2019

The Policy continues:

In addition, the Local Plan town centre and retail strategy seeks to:

- *Support the diversity of main town centre uses in order to enhance their continued vitality and viability with regard to retail, business, cultural and leisure services;*
- *Allow the appropriate provision (in line with needs) of larger retail units (over 200 sq m) in town centres through the amalgamation of units in order to attract those retailers requiring larger modern shop units as long as the overall retail mix is enhanced;*
- *Deliver improvements to the built environment, including public realm, and streetscape. Encourage innovative design and improvements in local design quality. Both of which can contribute to developing a strong local identity and sense of place.*
- *Work with partners to support the active management of the larger town centres; and*
- *Promote better accessibility through improvements in pedestrian and cycle environment and the designation and management of car parking where it is demonstrated it will bring a positive improvement.*

Whilst it is not site specific, as the policy was for Day's Field, Policy EC 05 provides clear and useful guidance for thinking about the future of STC owned assets in the town centre, promoting those uses that will continue to support a vibrant and attractive place.

Designated Heritage Assets and Areas

The Local Plan includes narrative and policies that relate to ‘designated heritage assets’ such as Listed Buildings and Conservation Areas. Two of the Council’s assets - the Museum and Assembly Rooms are Listed Buildings (both at Grade II). In addition to this, these buildings are all situated within the Swaffham Conservation Area. These sites are therefore affected by Policy ENV 07 which deals with Designated Heritage Assets which states:

The significance of designated heritage assets (including their settings), such as listed buildings, scheduled monuments, registered parks and gardens and conservation areas, will be conserved, or wherever possible enhanced. Great weight shall be given to their conservation. Proposals that may affect the significance of a designated heritage asset will be required to provide proportionate evidence to the assets importance, sufficient to identify its significance, including any contribution that its setting makes to enable any impact to be fully assessed, in accordance with national policy.

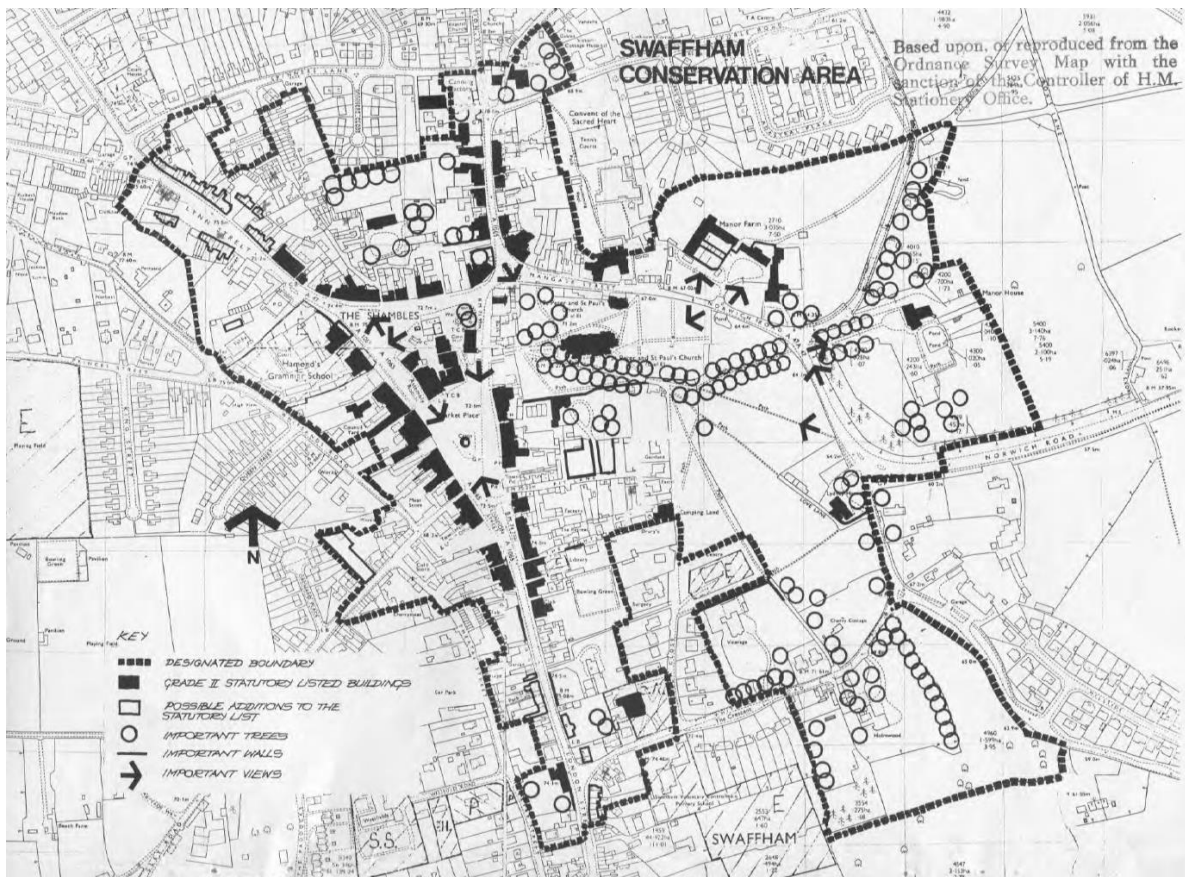
Development that will affect any designated heritage asset will be subject to comprehensive assessment and should conserve or, wherever possible, enhance the architectural and historic character, appearance and setting of the asset. Where a proposed development will affect the character or setting of a Listed Building, particular regard will need to be given to the protection, conservation and potential enhancement of any features of historic or architectural interest; including within the curtilage of a listed building that predates 1st July 1948.

The conversion of listed buildings for economic or residential purposes in locations that would otherwise be unacceptable will be considered where this would ensure the retention and ongoing conservation of the building.

The Swaffham Conservation Area (see Figure 5), is subject to further specific guidance and policies which are set out in the formal appraisal that led to the designation of the Conservation Area. In this case the Conservation Area Appraisal which established the Conservation Area was prepared in 1974 and only excerpts from this document have been seen as provided in the Swaffham Neighbourhood Plan. A copy of the policies within the Swaffham Conservation Area Appraisal are provided as images below along with a plan showing the boundary of the designation.

Whilst the typeset and some of the language used in the 1974 policies may not have aged particularly well, the focus and ambition of many of the policies remains extremely pertinent and could easily have been taken out of a piece of modern planning literature for Swaffham from 2021. There is for example a strong focus on improving the public realm, tree-planting, de-cluttering public realm, removing car parking as well as conserving and enhancing historic buildings and structures.

Figure 5: Plan showing the extent of Swaffham Conservation Area



Source: Swaffham Neighbourhood Plan, 2019

Figure 5: Conservation Area Appraisal Policies

POLICIES.

Although these policies have been geared specifically to Conservation in Swaffham, it would be quite unrealistic to consider the environmental problems of the centre, in isolation from the economics of growth and redevelopment. Breckland District Council, in conjunction with Norfolk County Council intend to prepare a more comprehensive and detailed plan for the town centre which will assess rates of growth, identify environmental conflicts and suggest possible solutions.

The following policies have been devised to ensure:

1. A very high standard of design for all new development and modernisation within the Conservation Area, to be achieved by using the architectural vocabulary embodied in the traditional buildings of the centre.
2. Further enhancement of the area by treating eyesores and providing additional amenities, to be achieved by a combined use of the existing planning legislation, wide consultation and voluntary effort.

1. Existing Buildings - The 1974 Town and Country Amenities Act ensures that no building within the designated area can be demolished without planning permission. In addition to this, the statutory list of Buildings of Architectural or Historic interest has recently been revised. No less than ninety buildings are protected including most of these around the market centre; and now require planning permission for even minor alterations as well as demolition. There are also a number of buildings - mainly small terraces in Lynn Street and the lower part of London Street, of local townscape value which could be added to the statutory list if in danger.

2. New Buildings - A very high standard of design for all new buildings and conversions within the Conservation Area will be required, to be achieved by using the architectural vocabulary embodied in the traditional buildings. Particular attention should be paid to the scale and proportions of the facade, and materials should either harmonize in colour and texture with surrounding buildings, or produce an exciting contrast. Applications should be accompanied by details of design and materials and will normally be given wide local publicity. The Planning Authority is also empowered to bring within its control various types of permitted development such as minor alterations, garages, and advertisements which might threaten the area.

3. Trees - Trees are an integral part of the character of Swaffham, not only the large landscape area, but the small groups and individual trees which provide an important backcloth to frontage properties. Those by Ash Close Farm are especially valuable. The local Amenity Society has prepared a survey of all

trees in and around the town centre, and the Planning Authority is now working on a systematic programme of Tree Preservation Orders for the most valuable ones. In addition the 1974 Act does require owners within the designated area to give at least six weeks notice before felling or lopping any tree. The market centre is spacious enough to take a good number of trees as part of an overall enhancement scheme. They once lined several sides of the market area and formed attractive walkways. Some still survive, others have been replaced and have since died. As a first step, Breckland District Council hope to replace these as part of their 1974-5 planting programme.

4. Parking. - is undoubtedly one of the key environmental issues. The centre is very large and has been sub-divided by roads into a number of parking areas. By far the largest is the central market place, but there is also a series of smaller areas scattered throughout the centre which use up every conceivable open space. Although a complete ban on parking would kill the centre, the existing situation is unsatisfactory and spoils the very attractions which makes Swaffham such a popular shopping centre. There are several opportunities to instigate small scale enhancement schemes which badly need redesigning once cars have been removed, to provide little seating areas. An obvious candidate is the area round the War Memorial which Breckland District Council are hoping to improve as part of their contribution to Architectural Heritage Year in 1975. Parking between the newly planted trees on the eastern side of the market place neutralizes their visual effect, and parking round the Market Cross destroys its impressive situation.

5. Street Furniture. - The accumulative effect of wires, signs and surfaces can so easily ruin the appearance of small corners of the designated area. Although the Planning Authority have little direct control over such details, much can be achieved through close consultation with the relevant authorities. In this connection, the County Surveyor will be consulted on proposals for new road schemes, traffic signs, parking areas, street lighting and resurfacing, and the Post Office and Electricity Board on overhead wires. There are also many opportunities for the Local Amenity Society, or individuals, to instigate small-scale improvement schemes in consultation with the Local Planning Authority, to remove or screen eyesores, clear and maintain footpaths, repaint shopfronts, and provide well-designated facilities such as seating and litter bins.

6. Consultation - Two way consultation is an integral part of of the Conservation process. All planning applications will be automatically referred to the Town Council for their observations and it is hoped that the local amenity society will continue to provide information and opinion on all matters concerning Conservation in the town.

Source: Swaffham Neighbourhood Plan, 2019

Community Facilities

The last section of the Local Plan with direct implications for STC owned assets is the part that deals with the development of community facilities. For the purposes of this the Local Plan community facilities are defined as:

- Local shops
- Meeting places
- Indoor and outdoor sports venues
- Recreation/play areas
- Cultural buildings
- Public houses
- Petrol filling stations
- Places of worship.

Several STC owned assets fall into this definition including the Museum, Assembly Rooms, Community Centre and potentially the Council Offices.

The Local Plan seeks to ensure that the provision of community facilities keeps pace with the development of those communities and more generally it seeks to guard against the unjustified loss of community facilities where there remains a need. The relevant policy (Policy COM 04 Community Facilities) states:

The creation, enhancement and expansion of community facilities will be supported where this would enhance the existing offer, benefit the local economy and be of a suitable scale and type for its location and in locations in close proximity to the area that they will serve.

Proposals, including change of use (outside permitted development rights), which result in the loss of local community buildings (most recently used for this purpose where the use has ceased), will not be permitted unless:

- *It can be demonstrated that there is no local need for the facility or that its continuing function is no longer viable following appropriate marketing*
- *An equivalent facility in terms of quality is provided to serve the same community in an accessible location.*

This policy clearly seeks to retain community facilities wherever possible and guard against loss without strong justification or the re-provision of that facility elsewhere.

Swaffham Neighbourhood Plan 2016-2036 (adopted May 2019)

Alongside the Local Plan, Swaffham also benefits from a Neighbourhood Plan which provides an additional layer of planning policy for the Civil Parish of Swaffham. Neighbourhood Plans are intended to provide additional detail that would not be feasible in District-wide documents such as the Local Plan; they were made possible by the Localism Act (2011) and the Neighbourhood Planning (General) Regulation (2012 as amended).

The Swaffham Neighbourhood Plan was prepared by the Town Council as an appropriate plan making body. The Plan, which passed its referendum in May 2019 is intended to have the same lifespan as the Local Plan and should therefore remain extant until 2036 though it could potentially be updated before this.

The Swaffham Neighbourhood Plan includes a vision for what it wants Swaffham to be by 2036 as well as a series of strategic objectives and policies; these provide important contextual – but non-statutory – context for STC's assets.

The vision for Swaffham in the Neighbourhood Plan is as follows:

By 2036 Swaffham will be a well-connected and flourishing market town, whilst preserving its distinctive and attractive character.

To meet the growing needs of the town and the rural hinterland, it will have a range of high quality homes, new employment opportunities, essential public services and appropriate infrastructure. Growth of the town will respect the natural environment, heritage, character and green credentials. Swaffham will be a sustainable place where people want to live, work and visit.

The Plan also contains several strategic objectives, a number of which are either thematically or geographically relevant to STC's assets; those objectives of particular relevance are provided below:

- *Objective 1: To provide a sustainable range of housing types for a vibrant mixed community*
- *Objective 2: To provide high quality and well-designed development and public space that complements the distinctive character and heritage of Swaffham*
- *Objective 6: To protect the environment and minimise pollution*
- *Objective 8: To develop an economically viable and attractive town centre*
- *Objective 10: To provide inclusive opportunities for cultural, leisure, community and other social activities for all ages.*

Further to this the Swaffham Neighbourhood Plan contains policies which carry statutory weight in determining planning applications and a series of non-statutory projects or initiatives. Several of the Policies are directly relevant to STC's assets and are reviewed briefly below.

Policy HBE3 (Attractive town centre and Conservation Area)

Policy HBE3, sets out the requirements for development in the Conservation Area which as noted earlier incorporates a number of STC's assets; It states:

Development proposals within the Conservation Area should preserve or enhance its character or appearance. In particular, proposals that respond positively to creating an attractive public realm, local townscape and the quality and appearance of the Conservation Area will be supported. Where appropriate to the proposal concerned, development should incorporate the following matters

- i. High quality materials, paving and landscaping, which reflect the local character or are of innovative and sensitive contemporary design*
- ii. Coordinated streetscape design, including signage, lighting, railings, litterbins, seating, bus shelters, bollards and cycle racks.*
- iii. Pedestrian movements that follow natural desire lines, where possible*
- iv. Development that reflects and celebrates the Georgian heritage.*

Policies BUS4 and BUS5 provide guidance on the types of uses the Neighbourhood Plan wishes to see in the town centre and are therefore relevant to a number of STC assets. The two policies state:

BUS4: Town centre retail

In order to keep Swaffham town centre viable and attractive for local residents and visitors, proposals for new retail and town centre uses will be supported and in particular for:

- i. A1 (Shops)*
- ii. A2 (Financial and professional services).*
- iii. A3 (Restaurants and cafés).*

BUS5: Attractive and viable town centre

Business development proposals that respond positively to maintaining an attractive local townscape, improve the vitality and viability of the town centre and enhance the town's aesthetic qualities for the benefit of residents, other businesses and visitors will be supported. In particular the following enhancements will be particularly supported:

- i. Reducing the visual impact of car parking within the town centre*
- ii. Enhancements to the Market Place and Buttercross.*

Swaffham Town Council strategy

As a relatively small Council, STC does not have a stand-alone corporate plan or equivalent planning document. The short to medium term strategy is defined by the thorough annual Budget Reports which give an indication of future plans and ambitions as well as a review of past performance.

The most recent annual Budget Report was prepared in January 2021 for the 2021-2022 financial year. The Budget Report is set out to reflect STC's Committee Structure and includes information relating to various cost headings under each committee. Areas of particular relevance to this asset review are set out below.

Market Committee

As the name suggests, this Committee deals with markets which in Swaffham includes a wide range of markets and an auction.

The success of Swaffham's markets is renowned in the East of England, with a long history, sustained popularity and a track record of innovation. Demand for stalls and trade appears to have remained strong despite Coronavirus which is testament to the management and traders.

Recreation & Community Services Committee

The Recreation & Community Services Committee deals with allotments, the cemetery & churchyard and open spaces such as parks.

The Budget Report notes that demand for allotments continues to be strong with an annual churn of 0% to 5% but otherwise consistently high occupancy rates.

The report notes that the Cemetery Chapel is available to hire and use by the community.

The report notes that the cost of managing open spaces is likely to rise as the cost of managing new open spaces as part of housing developments will be borne by the Council.

Estates, Town Hall/Heritage & Maintenance Committee

This committee deals with the Town Hall building and the Public Toilets, both of which are part of this review. In the future this Committee will also deal with events and tourism as that area of responsibility is divorced from the Market Committee.

The Report states income from the Town Hall has reduced to £0 as a result of the loss of a small office letting within the Town Hall part of the building and the lack of any fee-paying hirers for the Council Chamber.

The Budget Report notes that the WC's have recently been remodelled and indicates that the space left vacant by this work could be re-purposed and let for other uses in the future such as a retail unit or small office space.

Outside of the committee structure noted above, the Budget Report sets out two prospective projects for the future or in progress: Days Field/Green Britain Centre and the Sacred Heart Barn.

3. Asset review

This section of the report presents a suite of background information relating to the assets within the scope of this commission. It is intended to provide a baseline of factual information about each asset as of 2021. The assets included are as follows:



- Assembly Rooms (STC owned, leased to the Iceni Partnership)
- Community Centre (STC owned, leased to the Iceni Partnership)
- Days Field (STC owned)
- Museum including Tourist Information Centre (STC owned, leased to Swaffham Museums Ltd.)
- The Shambles (part owned by STC)
- Swimming Pool Land (owned by STC)
- Town Council offices (owned and occupied by STC)
- WC Block (owned by STC, part occupied by STC WCs, part occupied by a retail tenant)

Whilst it is not a building as such, on the basis it has a physical dimension with some implications for Council assets (such as the storage of equipment) and is an important Council operated function the markets are included in the review below.

Property assets not included in the review on the basis it is assumed the scope for change is very limited/nil are as follows:



- Brandon Road Cemetery
- Campinglands
- Various allotments
- Town Pound
- Haspalls Road recreation ground

The following pages set out the baseline information for each of the assets in turn.

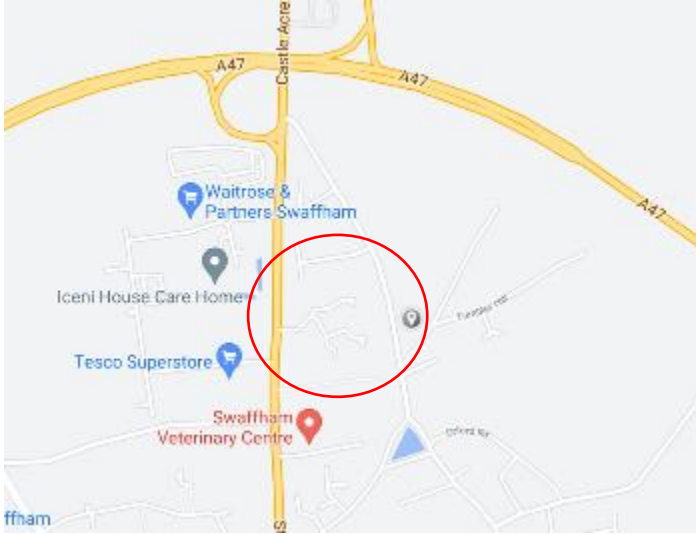

Asset name:	Assembly Rooms
Address:	1 Market Place, Swaffham, Norfolk, PE37 7AB
Location:	
Photo:	
Description:	<p>The Assembly Rooms is a Grade II Listed Building (List Entry Number 1269613) in the town centre. It comprises one very large room (the Assembly Room or Ballroom), a smaller hall space (Regency Room), catering kitchen and other ancillary / back of house spaces. The building benefits from disabled access.</p> <p>The Ballroom costs £17.50 per hour inclusive for charities & community groups or £25 for commercial use. The Regency Room costs £14 per hour inclusive for charities & community groups, or £20 for commercial use.</p> <p>The List Description is provided below for reference:</p> <p><i>Assembly rooms. 1776-78, with south front added 1817 by William Newham. Repairs and alterations in 1950s. Red brick; roof of black-glazed pantiles. South front stuccoed.</i></p> <p><i>EXTERIOR: west front of one storey in a 5-window range. Central 3 bays broken forward and rebuilt in 1950s. Central 6-panelled door. Fenestration of 6/6 unhorned sashes under gauged skewback arches, those to centre 3 bays with segmental heads. Outer bays with original brickwork and dentil eaves cornice. Hipped roof. South front of one storey. 4 late</i></p>

	<i>C19 2-light casements to left set within early C19 moulded surrounds with hoods. Double-leaf C20 8-panelled door to right under 5-paned fanlight and within rusticated arch. Plain parapet. Shallow gabled roof. INTERIOR: south door leads to wide entrance passageway and to reception room at right angles: 3 doorways with lugged surrounds. South windows have lugged internal surrounds. Suspended C20 ceiling. 3 folding doors lead to main assembly room lit from the 5 west windows, which have arched internal surrounds. Suspended C20 ceiling. Gallery at north end.</i>
Size (where known):	The larger hall (Assembly Room or Ballroom) has a capacity of 100 seated and the smaller hall (Regency Room) has a capacity of 60 seated.
Use/uses:	Venue for hire. Used for a variety of private events such as weddings as well as regular indoor markets which are held on Fridays. Has been used in the past for occasional STC meetings.
Value (where known):	£836,875 (insurance value as of May 2015)
Condition:	Good. The building has recently benefitted from an extensive repair and restoration project which was completed in 2006. There are issues with the external paint which are currently being investigated and may be resolved as part of the Swaffham High Street Heritage Action Zone programme.
Average annual running cost:	£0 the property is leased to the Iceni Partnership (social enterprise).
Average annual income:	£0 the property is leased to the Iceni Partnership (social enterprise).
Net financial impact on Council:	£0
Social benefit:	High: The Assembly Rooms provide an important high quality space for the community to hire or visit when it is open for popular local markets and sales.
Economic benefit:	Medium: The Assembly Rooms are likely to attract a degree of footfall to the town centre whether as part of a function hire or people attending markets and sales.
Environmental benefit:	High: The Assembly Rooms is a fine building and occupies a prominent location in the town centre, contributing to the look and feel of an attractive market town centre. It is probably one of a small number of iconic buildings in Swaffham.
Links to other programmes & initiatives:	The High Street Heritage Action Zone has identified the Assembly Rooms as a potential target for investment. It is understood that the investment would be focussed on remedying the issues with the paintwork.
Ease of conversion/adaptation:	The building could be converted or sub-divided but not without impacting the historic fabric, most likely to a significant degree. The two large halls in particular would present a challenge.
Overall SWOT:	<p>Strengths</p> <ul style="list-style-type: none"> • Attractive historic building, well equipped to perform its current role • Good central location in the town centre • In good condition following a recent restoration project • Good disabled access throughout • Clear identity in terms of the function and role of the building in local life • The building is the subject of a long-term lease to a specialist operator which removes the management and financial liability from the Council <p>Weaknesses</p> <ul style="list-style-type: none"> • The building is the subject of a long-term lease which makes it difficult for STC to alter or adapt the building for operational needs



	<ul style="list-style-type: none">• The Listed status of the building and its physical layout mean that it is poorly suited to significant change or adaption• Feedback has indicated that the acoustic performance of the two halls is poor and not currently well suited to meetings <p>Opportunities</p> <ul style="list-style-type: none">• The building is a purpose-built meeting venue and could be used by STC for its meetings – measures to improve the acoustics of the spaces may be needed to ensure it performs as required as a meeting venue• The building is at the centre of a large area of public realm and could play an important role in the forthcoming masterplan for the town centre• The area between the building and the market cross is given over to parking; this area could be improved for the benefit of the building <p>Threats</p> <ul style="list-style-type: none">• The external paint finishes applied as part of the recent restoration project are failing; the appearance of the building is therefore currently quite poor and this could undermine booking and financial viability
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Asset name:	Community Centre
Address:	Campingland, Swaffham, Norfolk PE37 7RB
Location:	(shown as Iceni Partnership) 
Photo:	
Description:	<p>The Community Centre is a large relatively new mixed-use facility close to the town centre. The property is leased to the Iceni Partnership who operate the facility on behalf of the Town Council. Overall the property appears to be well used and operated to a high standard.</p> <p>The Centre provides two main halls for hire, the Buxton Hall and the Dickens Room. The Buxton Hall has a capacity of 100 seated theatre style and the Dickens has a capacity of 50 seated theatre style. The Buxton Hall can be hired for £14 per hour for charities and community groups of £20 for commercial users. The Dickens Room costs £11.50 for community groups or £17 for commercial users.</p>
Size (where known):	-
Use/uses:	The Community Centre comprises a number of modern halls and meeting rooms for hire and a series of small office suites for local companies and NGOs.
Value (where known):	£1,394,702 (insurance value as of May 2015)
Condition:	Good. The building is relatively new and facilities throughout appeared well maintained, clean and tidy.
Average annual running cost:	£0 the property is leased to the Iceni Partnership (social enterprise).
Average annual income:	£0 the property is leased to the Iceni Partnership (social enterprise).

Net financial impact on Council:	£0
Social benefit:	High: The Community Centre plays an important role in the life of Swaffham. It is understood that the meeting rooms and halls are well used by local groups and the small office suites are let to a number of NGOs who provide further social benefits to the local community. There are also numerous additional community activities taking place in and around the building such as the community fridge.
Economic benefit:	High: The Community Centre will attract people into the town centre and it provides high quality small office space and meeting space which will support local economic development.
Environmental benefit:	-
Links to other programmes & initiatives:	-
Ease of conversion/adaptation:	<p>The building appears to be relatively flexible with internal partitions that could be moved to make spaces smaller or larger. The building can and therefore does flex and change to suit the needs of occupiers. Spaces within the building could easily be converted to provide office, leisure or meeting space.</p> <p>Subject to knowing the precise boundary of the site, it is possible there is also scope to extend and enlarge the footprint of the existing building.</p>
Overall SWOT:	<p>Strengths</p> <ul style="list-style-type: none"> • High quality modern mixed use facility • At the time of writing the office suites were all fully let demonstrating good level of demand for the facilities provided • Some on-site car parking • Good disabled access throughout • Clear identity in terms of the function and role of the building in local life • The building is the subject of a long-term lease to a specialist operator which removes the management and financial liability from the Council <p>Weaknesses</p> <ul style="list-style-type: none"> • The building is the subject of a long-term lease which makes it difficult for STC to alter or adapt the building for operational needs • Feedback has indicated that there is insufficient car parking • Demand for office space and possibly meeting space would mean that any significant alterations would create some disruption <p>Opportunities</p> <ul style="list-style-type: none"> • The building contains good quality meeting rooms which could be used to host STC meetings • The building is modern and flexible and could be altered or even extended to host STC office functions • There could be positive synergies from locating STC in the building alongside other public and third sector organisations • Current levels of demand suggest it could be possible to attract additional public or third sector tenants <p>Threats</p> <ul style="list-style-type: none"> • If STC were to locate its office function in the building it could impact how the building is perceived and it's identity could drift away from being a community centre and this might affect its performance.


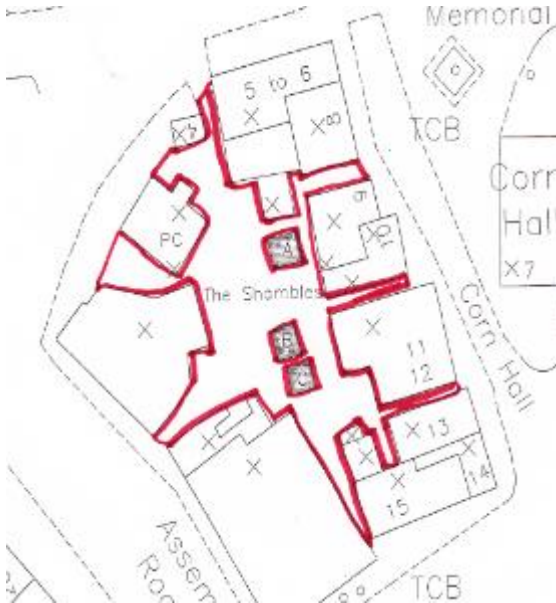
Asset name:	Days Field
Address:	New Sporle Road, Swaffham
Location:	<p>[Approximate location marker with a grey pin]</p> 
Photo:	
Description:	Days Field was previously allotment land, declared surplus to requirements in 2006. The site is currently undeveloped.
Use/uses:	The site is allocated for residential development in the Breckland Local Plan and the Swaffham Neighbourhood Plan. The site previously benefitted from a residential Planning Permission but it is understood that this Permission has expired.
Value (where known):	£775,000 (market valuation from 2019)
Condition:	N/A
Average annual running cost:	£0
Average annual income:	£0

Net financial impact on Council:	£0
Social benefit:	High: The site is allocated for new private and affordable housing which, if delivered would have a positive social benefit to Swaffham by increasing the supply and variety of housing available in the town.
Economic benefit:	Low: The site is allocated for residential development and is unlikely to deliver any significant long-term economic benefits for the town other than by increasing the volume of housing stock.
Environmental benefit:	None.
Links to other programmes & initiatives:	-
Ease of conversion/adaptation:	-
Overall SWOT:	<p>Strengths</p> <ul style="list-style-type: none"> • Principle of development for a valuable use has been established <p>Weaknesses</p> <ul style="list-style-type: none"> • Planning permission is understood to have lapsed so a new application may be required <p>Opportunities</p> <ul style="list-style-type: none"> • Opportunity to generate a significant capital receipt through the sale of the site • Opportunity to generate a revenue income through developing and letting property • Opportunity to pursue self-build model • Opportunity to create an exemplar development by controlling the nature and quality of homes that are built – for example design quality or environmental sustainability <p>Threats</p> <ul style="list-style-type: none"> • Down-turn in residential property market • Complexity and cost of certain delivery models could present risks to STC



Asset name:	Museum (and Tourist Information Centre)
Address:	4 London Street, Swaffham, Norfolk, PE37 7DQ
Location:	
Photo:	
Description:	<p>Swaffham Museum and TIC occupy a Grade II Listed Building (List Entry Number 1269635) in the town centre. The museum comprises a series of domestic scale rooms arranged over several floors and mezzanine levels containing exhibitions on local history and other uses (see below). There is a particular focus on Howard Carter and Egyptology given the local connections. The TIC is embedded within the museum reception/shop at ground floor level.</p> <p>The museum is open 10am – 4pm on weekdays and 10am – 1pm on Saturdays, closed Sundays. Admission costs £3 for adults, £1 for under 18s and £7 for groups.</p> <p>The Museum is leased from the Town Council to Swaffham Museums Ltd which is registered charity (number 04381004). The lease is understood to be for a term of 12 years from December 2013 with either party able to determine the lease by providing a minimum of 6 months notice.</p> <p>The building was previously used by the Town Council as their main office prior to them relocating into their current premises to the rear of the building.</p> <p>The List Description is provided below for reference:</p> <p><i>House, later used as town hall. Early C19. Red brick, slate roofs. EXTERIOR: 2 storeys and dormer attic; 3-window range. Window bays project forward slightly. Central 6-panelled door behind Greek Doric doorcase consisting of 2 columns and 2 pilasters supporting entablature. One 2/2 horned sash right and left under arched heads in which are painted arched hoods. Three 4/4 horned sashes to first floor with plastered decorative gauged skewback arches. Gabled roof. 3 flat-topped dormers fitted with 2/2 horned sashes. Stack on rear roof slope to left and front roof slope to right. INTERIOR: council chamber, formerly</i></p>

	<i>dining room: 2 fluted Greek Doric columns at south end, moulded cornices and late C19 marble chimneypiece. Late C19 stick-baluster staircase with panelled newel posts. SUBSIDIARY FEATURES: circular-section wrought-iron railings to street.</i>
Size (where known):	-
Use/uses:	<p>Ground floor:</p> <ul style="list-style-type: none"> • Tourist Information Centre / Museum shop and ticket office. The Museum charity receives a payment from STC for operating the TIC • Exhibition space <p>1st floor</p> <ul style="list-style-type: none"> • Education and activity room • Exhibition space <p>2nd floor + mezzanines</p> <ul style="list-style-type: none"> • Museum stores and research rooms for digitisation, recording etc.
Value (where known):	<p>£1,098,327 – including Town Council offices (insurance value as of May 2015)</p> <p>£234,000 – including Town Council offices (market value from January 2020)</p>
Condition:	Mixed: Parts of the building appeared to be in good condition, other parts of the building were in poor condition. Given the Listed status of the building a condition survey undertaken by a suitably qualified conservation professional would be beneficial to understand issues and prioritisation.
Average annual running cost:	£3,010 – STC makes this payment to Swaffham Museum Ltd to operate the Tourist Information Centre. All other costs are borne by Swaffham Museum Ltd as part of the lease.
Average annual income:	£0 the property is leased to Swaffham Museum Ltd for a peppercorn rent.
Net financial impact on Council:	-£3,010
Social benefit:	Medium: The TIC and museum function provide some social benefit. However, large parts of the building are given over to the storage of objects and archival material; public access to this material is limited and the space is poorly suited to the storage of this type of material.
Economic benefit:	Medium: The TIC and museum will generate some footfall for the town centre.
Environmental benefit:	Medium: The building itself makes a positive contribution to the environmental quality of the town centre.
Links to other programmes & initiatives:	The High Street Heritage Action Zone is likely to target several buildings close to the museum offices for physical improvement. If is possible that the building could itself benefit from support.
Ease of conversion/adaptation:	The building has been converted and adapted over time; originally a fine house, then the Town Council offices and now a museum. Subject to planning the building could conceivably be converted into office space, retail, residential accommodation, holiday accommodation or a food and drink use.
Overall SWOT:	<p>Strengths</p> <ul style="list-style-type: none"> • Attractive historic building • Good central location in the town centre • Provides an important social and educational function in Swaffham as the town museum and an important repository of local historical objects and documents <p>Weaknesses</p> <ul style="list-style-type: none"> • Parts of the building are given over to functions such as the storage of archival material, to which the building is relatively poorly suited • Parts of the building do not benefit from disabled access



	<ul style="list-style-type: none">• Parts of the building are in poor condition• Paying visitor numbers are relatively low <p>Opportunities</p> <ul style="list-style-type: none">• The building has been adapted a number of times before and could be adapted again to provide an alternative use• The archive is being digitised which presents an opportunity to relocate it off site to more appropriate storage <p>Threats</p> <ul style="list-style-type: none">• The long-term cost of maintaining the building become a challenge to the museum given the relatively low visitor numbers
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Asset name:	The Shambles
Address:	The Shambles – to the rear of buildings off Market Place / Corn Hall / Lynn Street
Location:	
Photo:	
Description:	STC is currently going through the process of registering into its ownership previously un-registered land to the rear of a number of properties in the town centre. The area is known as the Shambles.
Size (where known):	-
Use/uses:	The Shambles is currently used informally as parking and bin stores for retailers and residents living and working in the buildings around its edge. The area provides an important pedestrian thoroughfare (north-south and east-west) and it is understood that there may be rights that protect this.
Value (where known):	Unknown
Condition:	The Shambles currently comprises a large area of tarmacked hardstanding.
Average annual running cost:	£0
Average annual income:	£0



Net financial impact on Council:	£0
Social benefit:	Low: The space provides useful parking for a small number of residents and retailers and a useful cut-through.
Economic benefit:	Low: The space provides a small number of parking spaces for town centre businesses
Environmental benefit:	Low: The area is largely made up of the backs of properties with limited visual quality.
Links to other programmes & initiatives:	The HS-HAZ programme is likely to include the production of a masterplan for the town centre and the delivery of works to the public realm. The evolution of the Shambles should form an important consideration in both these areas and should be represented.
Ease of conversion/adaptation:	The Shambles plays an important role for a small number of retailers and residents in terms of parking and storage. It is possible that this use could be consolidated in order to increase overall capacity or potentially create space for some sort of development. However, the complexity of the site in terms of rights of way and business access is likely to make significant infill development very difficult.
Overall SWOT:	<p>Strengths</p> <ul style="list-style-type: none"> Provides a small number of parking spaces for local businesses and residents Provides a useful cut-through between different parts of the town centre Good central location in the town centre <p>Weaknesses</p> <ul style="list-style-type: none"> Unattractive space in the town centre Under-utilised for parking and bin storage Long-term use by residents for parking and bin store is likely to make any proposals for change contentious Irregular shape of the land/site with a number of (assumed) rights of way traversing it, is likely to make any development proposals very challenging building is relatively poorly suited <p>Opportunities</p> <ul style="list-style-type: none"> The land/site adjoins the STC owned properties of the Assembly Rooms and WC block and could present scope for extension or adaptation Parking layout is currently informal and ad-hoc. Proper design and demarcation could create the potential to increase capacity for parking or other uses Businesses could be encouraged to alter or redevelop the rear of their properties to have more of a frontage onto the Shambles HS-HAZ programme presents an opportunity to replan this area and deliver public realm improvements <p>Threats</p> <ul style="list-style-type: none"> Failure of STC to successful regularise ownership.


Asset name:	Swimming Pool Land
Address:	Turbine Way, Swaffham
Location	(Marked with a grey pin) 
Photo:	(Edged in blue) 
Description:	The Swimming Pool Land site is part of an arable field on the northern edge of the town.
Size (where known):	Unknown
Use/uses:	Farmland – it is assumed the land is part of a wider farm tenancy
Value (where known):	Around £70,000
Condition:	N/A
Average annual running cost:	£0

Average annual income:	£0
Net financial impact on Council:	£0
Social benefit:	None
Economic benefit:	None
Environmental benefit:	None
Links to other programmes & initiatives:	N/A
Ease of conversion/adaptation:	The site would appear to have medium to long-term development potential
Overall SWOT:	<p>Strengths</p> <ul style="list-style-type: none"> • Un-developed site • Adjacent to existing employment site with reasonable road access <p>Weaknesses</p> <ul style="list-style-type: none"> • - <p>Opportunities</p> <ul style="list-style-type: none"> • The site has medium- to long-term development potential for a range of different uses. <p>Threats</p> <ul style="list-style-type: none"> • -

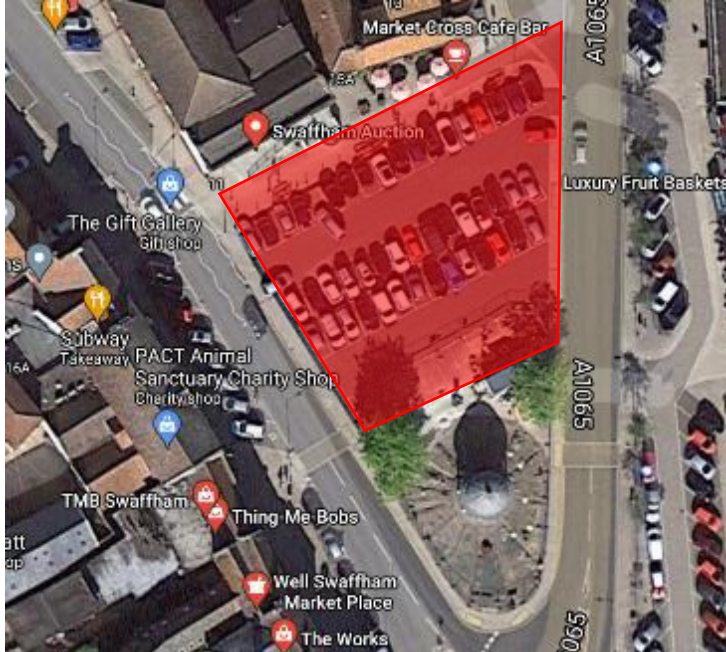

Asset name:	Town Council offices
Address:	4 London Street, Swaffham, Norfolk, PE37 7DQ
Location:	
Photo:	
Description:	<p>The STC offices are in a relatively modern building to the rear of the historic Town Hall. The two buildings are physically linked at ground and first floor levels. The building includes a lift from ground to first floor to enable disabled access to Council meetings taking place in the Chamber; this lift also provides disabled access to the first floor of the museum.</p> <p>Visitor access to the Town Hall is via a yard to the rear off Cley Road. The visibility of the Town Council is poor from the town centre and the entrance route via a back yard does not create a positive sense of arrival.</p> <p>Visitor access is also feasible via the museum entrance onto London Road.</p>
Size (where known):	Unknown
Use/uses:	<p>Ground floor:</p> <ul style="list-style-type: none"> STC staff offices, reception and WCs incl. accessible WC <p>1st floor:</p> <ul style="list-style-type: none"> Council Chamber, storage and WCs incl. accessible WC
Value (where known):	<p>£1,098,327 – including the Museum buildings (insurance value as of May 2015)</p> <p>£234,000 – including the Museum buildings (market value from January 2020)</p>

Condition:	Good: The building is relatively modern and appears to be in good overall condition.
Average annual running cost:	Circa £23,000 per annum
Average annual income:	£0 The building does not generate any meaningful income from the hire or the Chamber. One small office suite was previously let to a local professional services company but they have now vacated.
Net financial impact on Council:	-£23,000
Social benefit:	High: The Town Council Offices is the home of the Town Council and a valuable resource for local residents.
Economic benefit:	High: The Town Council function will deliver a degree of economic benefit through its input to policy development, stewardship of buildings, management of events and markets and its supply chain.
Environmental benefit:	Low: The building is hidden from view from the town centre and does not make any contribution to the quality of the area.
Links to other programmes & initiatives:	The High Street Heritage Action Zone is likely to target a number of buildings close to the Town Council offices for physical improvement.
Ease of conversion/adaptation:	The building could conceivably be converted into office space or another use or the plot could be redeveloped entirely. Redevelopment would require detailed consideration where the building adjoins the Listed historic Town Hall.
Overall SWOT:	<p>Strengths</p> <ul style="list-style-type: none"> Provides a base for STC in the town centre to deliver services and engage with residents <p>Weaknesses</p> <ul style="list-style-type: none"> Awareness and visibility of the premises is poor Access to the site is poor with no pavement on the southern side of the road and no formal crossing for the northern side First impression of the site is poor, hidden away at the end of a short alley with unused buildings on either side The site does not benefit from any dedicated parking for visitors The internal layout of spaces is complicated <p>Opportunities</p> <ul style="list-style-type: none"> The building could potentially be converted to provide an alternative use The site could potentially be redeveloped <p>Threats</p> <ul style="list-style-type: none"> -

Asset name:	WC Block
Address:	4 London Street, Swaffham, Norfolk, PE37 7DQ
Location:	<p>(marked on plan with a red pin showing Sue's News)</p> 
Photo:	
Description:	<p>The 'WC block' was purpose built as a Tourist Information Centre and large public conveniences serving Swaffham town centre.</p> <p>The building was converted initially to provide a small retail unit (Sue's News) with the WCs remaining. More recently WC provision has been reduced which has created a significant amount of surplus space.</p>
Size (where known):	Unknown
Use/uses:	<ul style="list-style-type: none"> • Sue's News retail unit • Public WCs • Vacant space (see below, shown as proposed office)

	
Value (where known):	£166,519 (insurance value as of May 2015)
Condition:	Good: The building is relatively modern and appears to be in good overall condition.
Average annual running cost:	Circa £9,000 per annum for maintaining the WCs
Average annual income:	£5,690 lease of retail unit to Sue's News
Net financial impact on Council:	Circa -£3,000
Social benefit:	Medium: The building provides the only public WC in the town centre.
Economic benefit:	Medium: The building provides some economic benefit to the town centre by supplying a public WC that will be valued by some visitors and by providing a retail unit let to a local business.
Environmental benefit:	Low: The building does not have a particular positive impact on the quality of the town centre.
Links to other programmes & initiatives:	The High Street Heritage Action Zone may address areas of public realm close to the building.
Ease of conversion/adaptation:	<p>The existing retail unit could conceivably be expanded or the vacant space converted to provide office, retail or a café subject to planning.</p> <p>The age of the building and lack of Listed status means that it could also be redeveloped entirely.</p>
Overall SWOT:	<p>Strengths</p> <ul style="list-style-type: none"> Provides a small retail unit which is tenanted Provides the only public town centre WCs Good location in the centre of town Good location opposite the main bus terminus The building is fully accessible <p>Weaknesses</p> <ul style="list-style-type: none"> The building is currently under-utilised The building was designed as a purpose built TIC and public convenience and requires work to be suitably adapted to provide an alternative use; for example, only the principal elevation has glazing, all three other elevations are blank walls <p>Opportunities</p> <ul style="list-style-type: none"> The building is relatively modern and could easily be adapted or redeveloped

	<ul style="list-style-type: none">• As STC takes control of ownership of the Shambles it might be possible to redevelop the site on a bigger footprint. It might also be possible to bring the building forward• If redevelopment were pursued, it may be possible to add at least one additional storey to the building• If redeveloped, the replacement building could make more of the Shambles and try to start activating this space, for example by having openings or glazing onto this area• If redeveloped, new uses could make more of the proximity of the building to the bus terminus <p>Threats</p> <ul style="list-style-type: none">• Retail use could become increasingly difficult over time as town centres continue to adapt and change
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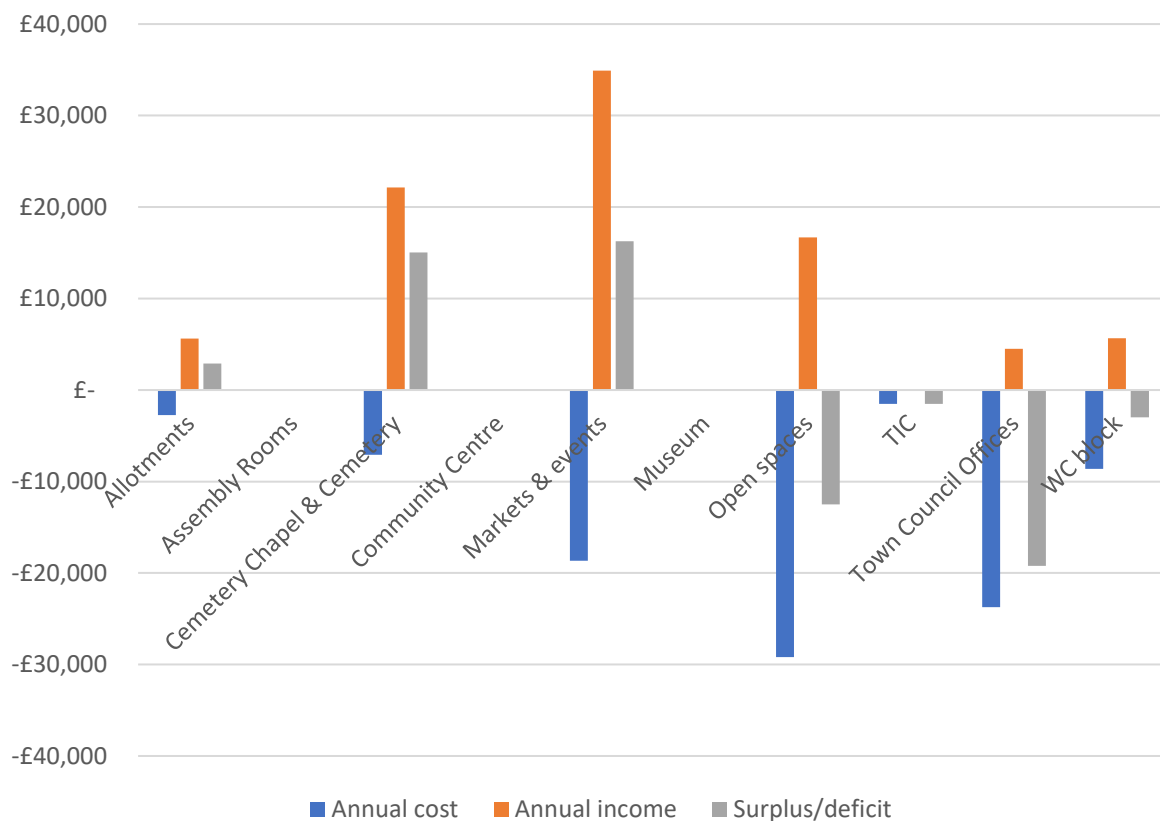
Asset name:	Markets
Address:	New Sporle Road, Swaffham
Location:	<p>[Approximate location marked with red polygon]</p> 
Photo:	
Description:	<p>Whilst it is not a physical asset per se, the market is a large and important function in Swaffham that is operated by STC.</p> <p>There has been a market in Swaffham for over 800 years. Today's market takes place every a Saturday with around 25 regular stalls.</p>
Use/uses:	<p>The market comprises around 25 stalls selling a range of goods such as fruit and vegetables, meat, fish, cheese, homewares etc.</p> <p>One of the unique features is the inclusion of an auction which is held at 11am every Saturday as part of the market. Sellers are able to simply come to the auction on they day and enter their goods into the action. Another unique element is a poultry auction which takes place away from the town centre but which still makes a contribution to the offer.</p>
Value (where known):	£775,000 (market valuation from 2019)
Condition:	N/A

Average annual running cost:	Around £18,000
Average annual income:	Around £34,000
Net financial impact on Council:	+£16,000
Social benefit:	High: The markets provide an important retail function for local residents; it also provides an important social function as an opportunity for the community to come together every week.
Economic benefit:	High: The markets provide a significant positive USP for Swaffham and are likely to generate a significant additional footfall in the town centre. STC also deliver a programme to help new businesses start-up by taking on a discounted market stall; this will have a positive impact on local employment and business creation
Environmental benefit:	Medium: The markets create a busy and attractive focal point when they are taking place.
Links to other programmes & initiatives:	The HS HAZ programme is likely to include the delivery of some improvements to the public realm in the town centre. The market function needs to be represented as part of this work to ensure that it is not adversely impacted and that, as an important and successful town centre function, it benefits from any proposals.
Ease of conversion/adaptation:	N/A
Overall SWOT:	<p>Strengths</p> <ul style="list-style-type: none"> • Long-established, successful market • Held on a Saturday when most people are not working • Inclusion of interesting events/elements such as the auction and poultry auction • Positive contribution to the vibrancy and viability of the town centre • Positive USP for Swaffham likely to attract visitors from across the area <p>Weaknesses</p> <ul style="list-style-type: none"> • Nature of the market as an industry means that it only takes place once a week <p>Opportunities</p> <ul style="list-style-type: none"> • Opportunity to grow and expand the market beyond its current footprint • Opportunity to develop spin-off specialist events such as farmers markets or international markets • Opportunity to complement other events and activities taking place in the town centre <p>Threats</p> <ul style="list-style-type: none"> • Some markets elsewhere have experienced a decline as footfall has decreased for a wide range of reasons

Financial performance

Having reviewed background information relating to each of the assets it was possible to prepare a simple piece of financial analysis that looks at their relative cost and income. This is presented in the graph below, including a number of assets which are out of scope but included on the basis that they have a cost of income associated with them.

Figure 6: Financial performance of STC assets (average of 2018/19 and 2019/20 financial years)



Source: STC data

The graph indicates that the allotments, cemetery and markets all generate a surplus of income over cost and that open spaces, the TIC within the museum, Town Council offices and WC all operate at an annual loss.

There are no bars on the graph for the Assembly Rooms, Community Centre and Museum because they are leased to third parties on a peppercorn rent and all costs are borne by those parties.

The inclusion of this analysis is not intended to imply that Council owned assets should be generating a surplus; STC is after all a public body and is not driven by making a profit for directors or shareholders. It is simply intended to highlight where the Council is generating income or incurring costs and the relative difference between properties in this regard.

4. Options for individual assets

The purpose of this section is to set out different options for individual assets and the relative strengths and weaknesses of those options. The section includes a summary of feedback on the options provided by STC Councillors following a workshop. The discussion at the workshop and the feedback combined led to the generation of a preferred option for the entire portfolio which is presented in section five.

Assumptions

In order to develop realistic options for different buildings in STC's portfolio it was necessary to establish a series of working assumptions, for example about the Council's long-term plans for its operation or the need for public conveniences in the town centre. These assumptions are set out below:

The Town Council

- The Town Council will continue to need fixed desk spaces in some form of office building i.e. it will not switch to 100% remote working, but the location of the Town Council office could change from its existing site
- The Town Council will continue to need a fixed public facing 'front desk' to deal with residents' enquiries but the location could change so long as it is in a reasonably accessible location such as the town centre
- Large-scale STC meetings such as full Council meetings could take place in a building away from the Town Council's office i.e. there is no need for a dedicated Council Chamber as part of the Town Council's accommodation needs. However, in practical terms it would be preferable for Council meetings to take place relatively close to the STC offices
- There is scope for the Town Council office site to be redeveloped in the long-term

Other functions

- The Council would not be in favour of fundamental change to the leasehold arrangement with the Iceni Partnership at the Assembly Rooms and Community Centre i.e. the Council envisages the Iceni Partnership continuing to operate these facilities
- The Council wants to maintain some sort of local museum presence in the town centre and would not be in favour of its wholesale loss. However, there is scope for the archive and collection to be relocated elsewhere
- The Council wants to continue to provide public WCs in the town centre; there is a particular need for these facilities on market days when there are high levels of footfall
- There is a need for some storage space to support the operation of the market and this storage space ideally needs to be close to where the market is held.

Options development

Having established the assumptions above, it was possible to construct a series of options for each of the STC assets. In developing options, a practical, pragmatic approach was taken to thinking about alternative uses and redevelopment opportunities based on our understanding of the local property market and planning policy context.

Assembly Rooms		
	1. Do nothing Assembly Rooms continue as existing	2. Use for Council meetings STC maintain office function in existing building but hold regular large meetings at the Assembly Rooms
Pro:	<ul style="list-style-type: none"> Assembly Rooms remain available to the community for the maximum amount of time 	<ul style="list-style-type: none"> The building is fully accessible with ramped access to the front door and level surfaces throughout and it includes a disabled WC There is a good level of public parking around the building in the town centre Assembly Rooms is a prominent town centre site and this would increase the visibility and awareness of Town Council meetings By de-coupling the meeting room from the Council office it gives STC more flexibility about where it could be located i.e. it does not need an office to include a large meeting space which are relatively rare in Swaffham The Assembly Rooms is an impressive, high quality historic building; holding meetings here could help to generate a positive sense of civic pride and sense of ownership and respect for the Town Council.
Con:	<ul style="list-style-type: none"> Utilisation rates unlikely to be maximised 	<ul style="list-style-type: none"> There would be a cost to STC of hiring spaces for regular Council meetings

Community Centre			
	1. Do nothing Community Centre continues as existing	2. Use for Council meetings STC maintain office function in existing building but hold regular large meetings at the Community Centre	3. Relocate entire STC operation to either existing office space or in a new extension
Pro:	<ul style="list-style-type: none"> Community Centre remains available for community use and hire 	<ul style="list-style-type: none"> The building is fully accessible with ramped access to the front door and level surfaces throughout and it includes a disabled WC There is some dedicated visitor parking provided – albeit limited By de-coupling the meeting room from the Council office it gives STC more flexibility about where it could be located i.e. it does not need an office to include a large meeting space which are relatively rare in Swaffham The building is relatively new and could create a positive modern perception of the Council 	<ul style="list-style-type: none"> Fully accessible (access, disabled WC) Visitor parking High quality modern facilities There could be positive synergies from relocating the Council office into a building with other public/third sector tenants STC's office presence would Iceni with a strong covenant & significant income, this would in turn benefit STC as the freeholder by increasing the resilience of the business model STC's wholesale move from its existing site creates an opportunity to redevelop or re-use the current site for an alternative use
Con:	<ul style="list-style-type: none"> Utilisation rates unlikely to be maximised Risk of turnover of tenants/churn 	<ul style="list-style-type: none"> There would be a cost to STC of hiring spaces for regular Council meetings 	<ul style="list-style-type: none"> There would be a cost to STC of renting space for its office and hiring space for regular Council meetings It could be argued that moving out of the core of the town centre makes STC less visible and less accessible

Day's Field			
	1. Do nothing – Leave site undeveloped	2. Pursue residential use Seek fresh residential planning permission and either sell or directly develop	3. Pursue alternative use Seek permission for alternative use and either sell or directly develop
Pro:	<ul style="list-style-type: none"> Land value likely to continue to increase over time 	<ul style="list-style-type: none"> Complies with existing allocation Bringing forward housing supports the growth of the community and provides new homes in an area of high demand STC could use the site as an opportunity to create and more affordable housing for local people STC could use the site as an opportunity to deliver an exemplar housing scheme and raise standards across the town Opportunity for STC to generate a significant capital receipt or income stream to pay for other projects such as Sacred Heart Barn 	<ul style="list-style-type: none"> The site could provide space for another important use for the community such as new employment floorspace or leisure facilities
Con:	<ul style="list-style-type: none"> Change in policy may undermine current value associated with residential allocation 	<ul style="list-style-type: none"> There would be a cost associated with preparing a new planning application There would be a significant capital cost to STC directly developing the site itself 	<ul style="list-style-type: none"> Contravenes planning policy and could be resisted by the Local Planning Authority Opportunity cost of not delivering residential development – likely to be most lucrative land use There would be a cost associated with developing and/or delivering ideas for alternative uses

Museum			
	1. Do nothing - Museum continues to function as existing including the TIC	2. Cease TIC function Museum continues but the TIC function is closed	3. Mixed use: Museum at ground floor only Museum function continues at ground and upper floors are converted to provide alternative use such as office or residential
Pro:	<ul style="list-style-type: none"> Positive social and economic benefits of existing function Minimal cost to STC with lease arrangement to museum co. 	<ul style="list-style-type: none"> Closing the TIC reduces STC costs Closing the TIC relinquishes some responsibility for the museum of operating the TIC 	<ul style="list-style-type: none"> The option maintains some museum offer albeit smaller, and on the most accessible floor Creates an opportunity for STC to generate income from upper floors

Con:	<ul style="list-style-type: none"> Poor accessibility to upper floors Building is poorly suited to a museum use, particularly upper floors for storage of archive and objects Likely need for investment in long-term repairs and maintenance 	<ul style="list-style-type: none"> Closure of the TIC could have a negative impact on visitor offer of town Closure of the TIC could impact museum footfall 	<ul style="list-style-type: none"> The archive would need to be relocated which could have an associated cost The museum would have less space for exhibits, back of house and education activity such as hosting school groups Capital cost of converting the upper floors
5. Mixed use - Museum relocated elsewhere, Town Council relocate to ground floor and upper floors converted to alternative use such as office or residential		5. Convert whole building to alternative use Museum relocated elsewhere and entire building converted and leased for alternative use such as office or residential	
Pro:	<ul style="list-style-type: none"> Relocating STC into the building would improve visibility, accessibility and therefore improve community impact Relocating STC into the museum could empty out their current office and create an opportunity for an alternative use or redevelopment Relocating the museum out of the upper floors creates an opportunity for STC to generate income from upper floors 	<ul style="list-style-type: none"> Opportunity for STC to generate a capital receipt should it sell the building or create an income stream if it sought to rent the building out for an alternative use such as residential or office 	
Con:	<ul style="list-style-type: none"> There would be a significant cost of relocating the museum and archive to an alternative site The building does not provide sufficient space for large STC meetings so these would need to be held elsewhere such as the Assembly Rooms 	<ul style="list-style-type: none"> There would be a significant cost of relocating the museum and archive to an alternative site 	

Sacred Heart Barn			
1. Do nothing		2. Purchase and convert office use	
Pro:		<ul style="list-style-type: none"> Opportunity to generate revenue income from tenancies Opportunity to support economic development of Swaffham 	
Con:		<ul style="list-style-type: none"> Precludes community use Removes high-quality and relatively new bespoke arts facilities 	
3. Purchase and relocate Town Council		4. Purchase and use as community and arts space	
Pro:	<ul style="list-style-type: none"> Good mix of spaces for offices + meetings Provision of parking on site Creates opportunity to redevelop vacated STC building in town centre 	<ul style="list-style-type: none"> Provides a new community facility for Swaffham Opportunity to generate revenue income from arts and crafts tenants and users 	

		<ul style="list-style-type: none"> • Makes the most of the significant sunk investment in bespoke arts and performance equipment • Minimises the need (and cost) for adaptation
Con:	<ul style="list-style-type: none"> • Poor visibility and poor accessibility for local residents • The building is too large simply for STC to occupy alone so other uses would need to be found for un-used space • Removes high-quality and relatively new bespoke arts facilities 	<ul style="list-style-type: none"> • Cost of operating the building could be high relative to income generated from arts uses

The Shambles			
	1. Do nothing	2. Rationalise parking Introduce marked parking bays and areas for bin stores etc.	3. Rationalise parking and build market store Introduce market parking bays and create a small new building to store market equipment in appropriate location
Pro:	<ul style="list-style-type: none"> • Provides useful informal parking for residents and tenants 	<ul style="list-style-type: none"> • Appearance of the area would be improved by more organised parking • A considered and well designed parking layout could improve efficiency – allowing for the same number of cars to park as existing and create new space for alternative uses • Easier and safer for pedestrians to walk through the area to get from one part of the town centre to another 	<ul style="list-style-type: none"> • Appearance of the area would be improved by more organised parking • Improved parking layout would improve efficiency and create new space for the market store • Easier and safer for pedestrians to walk through the area
Con:	<ul style="list-style-type: none"> • Area remains unsightly and difficult to walk through for pedestrians • Area doesn't make any contribution to vibrancy of town centre 	<ul style="list-style-type: none"> • Resistance from existing users who are used to informal parking arrangements 	<ul style="list-style-type: none"> • Resistance from existing users who are used to informal parking arrangements

Swimming Pool land			
	1. Do nothing	2. STC pursue planning permission for community use and deliver that use	3. STC pursue planning permission for value generating development such as employment of residential
Pro:	<ul style="list-style-type: none"> • Land value likely to continue to increase over time 	<ul style="list-style-type: none"> • Opportunity for STC or another party to use the land to provide facilities needed by the community 	<ul style="list-style-type: none"> • Opportunity to generate capital receipt from sale or income stream from development – retail, employment or storage

		such as leisure which would provide significant community benefit	
Con:		<ul style="list-style-type: none"> Cost to STC of securing planning permission and the delivery of the facility 	<ul style="list-style-type: none"> Cost to STC of securing planning permission and potentially delivering development

Town Council			
1. Do nothing - STC operation continues as existing		2. Relocate museum into Town Council building - STC relocate to elsewhere and the museum moves out of its existing building and into the space vacated at ground and first floor	
• Pro:	<ul style="list-style-type: none"> Minimal cost to STC 	<ul style="list-style-type: none"> More modern building with greater flexibility would provide scope for improved museum exhibition and interpretation Town Council building has level access, disabled WCs on both floors and a lift between ground and first floor making it fully accessible Could provide more suitable, modern storage space for museum archive and collection Creates opportunity for alternative uses to occupy the Museum building 	
• Con:	<ul style="list-style-type: none"> Issues with poor visibility and poor accessibility associated with the current location of the Town Council continue which undermines community impact 	<ul style="list-style-type: none"> Museum store still unlikely to meet British Standards for archival storage Access and visibility would be poor for the museum STC would have to relocate the whole operation to an alternative premises Cost of converting Town Council building into the museum 	
3. STC vacate the building & convert to alternative use STC relocate to elsewhere and the building is converted and leased to an alternative occupier		4. STC vacate the building & redevelop STC relocate to elsewhere and the building is demolished and redeveloped	
• Pro:	<ul style="list-style-type: none"> Opportunity for STC to generate revenue income stream from an alternative tenant, for example if the building was converted into office use Opportunity to improve access to and visibility of STC by relocating to more suitable site elsewhere 	<ul style="list-style-type: none"> Opportunity for STC to generate capital receipt if it chose to sell the site before or after redevelopment and opportunity for a revenue income stream if it developed the site for a leasehold use Opportunity to improve access to and visibility of STC by relocating to more suitable site elsewhere 	
• Con:	<ul style="list-style-type: none"> Cost of relocating entire STC operation Cost of converting the building for an alternative user 	<ul style="list-style-type: none"> Cost of relocating entire STC operation Cost of converting the building for an alternative user Perception of redeveloping a relatively modern building could be poor 	

WC Block

1. Do nothing - Leave as existing with WCs, retail unit and un-used space		2. Convert empty space to into office or retail - Retain WCs, existing retail unit and create additional unit in un-used space	3. Expand existing retail unit into empty space – Retain WCs and expand existing retail unit
Pro:	<ul style="list-style-type: none"> • Site generates a revenue income from the retail unit • Site provides the only town centre WCs 	<ul style="list-style-type: none"> • Opportunity to generate additional income stream from conversion of un-used space • Site continues to provide the only town centre WCs 	<ul style="list-style-type: none"> • Opportunity to generate additional income from expanded footprint of existing retail unit • Site continues to provide the only town centre WCs
Con:	<ul style="list-style-type: none"> • Recent rationalisation of WCs has created a large un-used space 	<ul style="list-style-type: none"> • The space to be converted has poor visibility and works will be required to create an attractive, lettable unit • Cost to STC of converting the space into a lettable unit 	<ul style="list-style-type: none"> • Short-term disturbance to existing tenant whilst unit is being expanded • Cost of works to STC
4. Convert to museum + WCs Existing building converted to provide relocation site for museum alongside public WCs		5. Convert to Town Council offices + WCs – Existing building converted to provide relocation site for Town Council alongside public WCs	6. Redevelop site Existing building is demolished and redeveloped to provide a larger two-storey building
Pro:	<ul style="list-style-type: none"> • Improved location for museum in terms of public access, natural footfall • More modern, flexible building creates an opportunity to provide better exhibition spaces • Site continues to provide the only town centre WCs • Opportunity created for STC at the vacated museum site 	<ul style="list-style-type: none"> • Improved location for STC in terms of public access, natural footfall, visibility etc. and therefore increased community benefit • Building is flexible and could be adapted to provide good quality office space • Site continues to provide the only town centre WCs • Opportunity created for STC at their vacated office site 	<ul style="list-style-type: none"> • Two storey building could house museum or Town Council at first floor and free-up their existing buildings whilst providing commercial lettable space at ground floor • Two storey building could be entirely commercial and generate income for the Town Council • Building could include a mixture of income generating and other community facilities such to deliver community benefit • A replacement building could be more sensitive to its surroundings and improve the appearance of this part of the town centre
Con:	<ul style="list-style-type: none"> • STC would lose the income stream from the retail unit which would be lost to make space for the museum • Cost to STC of the conversion could be significant • Existing building footprint unlikely to be able to house all of the museum and archive so additional space would be required elsewhere 	<ul style="list-style-type: none"> • STC would lose the income stream from the retail unit which would be lost to make space for the Town Council function • Cost to STC of the conversion could be significant • Likely to be too small for Council meetings which would still need to be held elsewhere and this could attract a cost 	<ul style="list-style-type: none"> • Cost to STC of redeveloping the site could be significant • Short-term loss of income from the retail unit whilst the site is being redeveloped

Options feedback

A workshop with Councillors and key STC staff was held to discuss the options for individual assets presented above. Feedback was provided at the workshop and after the session in the form of written notes. A summary of the feedback is provided below identifying those areas where there was strong feeling and/or broad consensus amongst Councillors.

Assembly Rooms and Community Centre

- The Town Council meetings could or should take place in the Assembly Rooms (if acoustics can be addressed) due to the prominence, accessibility, parking, capacity and central location
- STC should not relocate wholesale to the Community Centre or hold major/regular meetings there. It would take up too much space that could otherwise be let to other organisations and start to change the identity of the centre

Day's Field & Sacred Heart Barn

- STC should realise the value of Days Field to pay for delivery of Sacred Heart Barn acquisition and subsequent project
- Sacred Heart Barn should provide some form of arts and crafts-led but flexible community space for example; this could include provision for youth activities
- There is an openness to generating some income from Sacred Heart Barn but this is not the main driver – it should provide a community facility.

The Museum

- There remains a strong desire to maintain a museum presence in the town centre in some form
- There is an acceptance that the current arrangement with the archive & storage is less than ideal in terms of the nature of the space and its limited accessibility
- There is an acceptance that the building isn't well suited to being a museum as a result of there being multiple levels, small rooms and poor disabled access throughout

The Shambles

- There is agreement about the need to rationalise car parking in the Shambles once ownership is resolved by marking out bays to improve layout, efficiency, capacity and appearance
- There is an interest in exploring how the area could be more productive in supporting the town centre in the long-term – for example, could it be used use on market days to provide additional capacity for stalls

Town Council

- There is agreement that office space and large meeting space could be physically separate
- STC recognises that the amount of space provided could be rationalised post-COVID which has forced new ways of working which staff have demonstrated can be effective
- There is a strong desire to move the Town Council back into the old Town Hall to improve connection with residents, increase awareness and accessibility and raise general profile of the Council.

WC Block

- There is strong support for continuing to provide town centre WCs

- There is agreement that the site does represent a significant opportunity and there is an openness to explore options for redevelopment and comprehensive change
- There was less clarity on what the building might become with Cllrs supporting the idea of the relocated Town Council, commercial uses or a youth facility.

5. Preferred option

The purpose of this section is to describe the preferred option emerging from the asset review.

The preferred option was constructed following a detailed review of the feedback received on the options for individual assets. It was presented for discussion with STC at a second workshop involving Councillors and key Council staff. At this meeting the preferred option described below was endorsed and agreed as the long-term strategy for the Council's assets.

Assembly Rooms

The preferred option for the Assembly Rooms is for the Icen Partnership to continue managing the building as a premium venue for hire and for the Town Council to hold its regular large-scale meetings in one of the two spaces for hire.

Subject to the nature of the meeting, sessions held in either the larger or smaller of the two rooms to suit the anticipated of public attendance. Meetings would only be relocated to the Assembly Rooms once acoustic issues have been investigated and fully resolved.

Smaller STC meetings not involving all Councillors and without any requirement to provide public access would be held in a smaller meeting room that forms part of STC's main office space (see below).

The benefits of this move would include:

- Improved public visibility and therefore attendance and participation in local democracy
- Improved disabled access
- Improved parking for the community in the immediate area around the building which would hopefully increase participation
- Improved sense of community pride by holding important meetings in an attractive, iconic and historic town centre building
- Helps to improve awareness of the Town Council and reconnect its operation with the heart of the town by locating meetings in a more central and prominent building
- **The** Town Council would no longer need to provide its own Chamber therefore removing the cost of operating a large space that is rarely used (rates, utilities, insurance, cleaning etc).

It is considered that these community and financial benefits more than outweigh the cost to the Council of hiring a meeting room in the Assembly Rooms and the practical challenges of officers setting the room up for meetings.

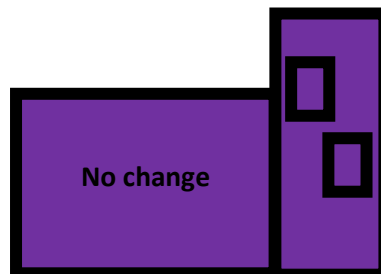
Figure 7: Schematic diagram showing proposed use of Assembly Rooms



Community Centre

The preferred option assumes no change at the Community Centre.

Figure 8: Schematic diagram showing proposed use of Assembly Rooms



Day's Field & Sacred Heart Barn & Swimming Pool

The preferred option is for the value of Day's Field to be realised to cover the cost of STC purchasing Sacred Heart Barn and undertaking any necessary repairs and adaptations to make the building safe and compliant with Building Regulations.

Further, more detailed work on Sacred Heart Barn is provided in a separate report but the preferred option for the building assumes that the space will continue to be used largely as it is currently for creative and performing arts but that large spaces such as the lobby and auditorium could be used more flexibly for a wider range of community uses, for example for youth provision. The preferred option assumes the existing residential let will be retained and that the potential for a new development to be explored in the gap to the north of the building.

Further, more detailed work on the Swimming Pool is provided in a separate report but the preferred option for the pool, in the first instance is to try to seek a third party to operate the pool as a leisure facility. If after a period of time this proves not to be possible, STC should seek to either redevelop or dispose of the land with a beneficial planning permission.

Museum & Town Council

The preferred option for the Museum and Town Council is simply for the two organisations to swap and for surplus space in the Museum building to be adapted and put to an alternative use.

The option assumes that the Museum function would relocate entirely to the current Town Council office, taking over all of the ground and first floor. It is assumed that the modern nature of the construction of the building means that most of the internal partitioning at ground floor could be removed and the space remodelled to provide purpose built museum space. It assumes that the first floor could also be converted to provide exhibition space or education space or storage space for the archive.

In order to mitigate problems with the visibility and accessibility of the museum in its new location, the preferred option assumes that it would continue to operate its visitor reception and shop (and potentially TIC) from its current location. Visitors would therefore still use the existing front entrance

as their point of arrival and simply move through existing ground floor link to get to the new museum at the rear.

As part of any relocation it is suggested that the opportunity to review and potentially rationalise the archive and collection could be taken. It could be that part of the archive is accessioned into the County Archive with only a proportion of material remaining in Swaffham that is most frequently required or used or it could be that the whole of the archive is accessioned.

A scheme for the relocated museum would need to be developed in consultation with the museum team to ensure it meets their needs.

The potential benefits to the museum of the preferred option are as follows:

- The whole of the museum building is fully accessible for the first time with disabled access and WCs at ground and first floor level
- The museum exhibition and displays could be planned assuming a relatively blank canvass unlike the current building that is restricted by its historic form and arrangement of rooms
- If archive material is retained on site, the relocation would mean that it is housed in more modern, appropriate space likely to improve the conservation of items and artefacts
- The museum retains a presence on the High Street and remains visible to passers by
- The museum could benefit from footfall visiting the Town Council which would have its reception on the opposite side of the entrance hall
- The museum could utilise the courtyard space between the two buildings and the access space off Cley Road
- The cost of building repairs and maintenance for the museum is likely to be less in a more modern building

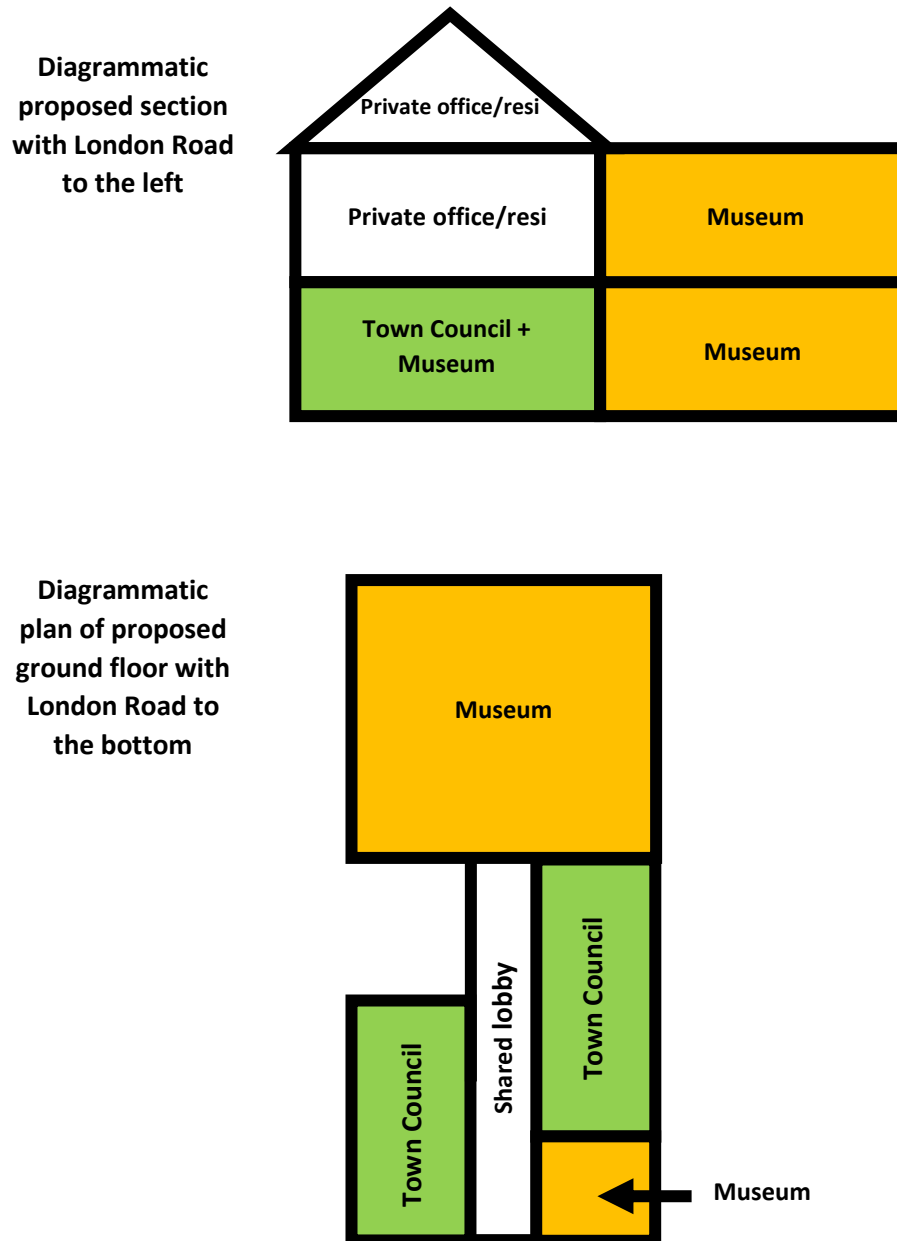
As the museum relocates into the Town Council building, the preferred option is for the Town Council to then relocate its office function into the current museum building. The preferred option assumes that the Town Council customer reception, office space and a small meeting room would be re-provided within the ground floor of the existing museum building. As noted above, large-scale STC meetings would be held in the Assembly Rooms.

The preferred option assumes that the rooms at first and second floor could be converted to provide lettable space for alternative uses, most likely small office suites.

The potential benefits to STC of the preferred option are as follows:

- STC regains a presence on the high street. It becomes more visible and accessible and is therefore likely to be able to deliver greater community benefit
- STC could benefit from footfall visiting the museum which would have its reception on the opposite side of the entrance hall
- An increased sense of civic pride generated by relocating STC into its historic base which is an important and highly attractive historic building
- Property costs incurred by STC should be significantly reduced by relocating into a much smaller footprint
- Space at first and second floor could generate a revenue income stream to STC to invest in other community priorities.

Figure 9: Schematic diagrams showing proposed use of Museum and Town Council buildings



The Shambles

The preferred option for the Shambles is for STC to finalise the current programme of regularising ownership and then working with existing users, designing and marking-out formal parking spaces. Assuming that this process results in improved efficiency of parking layout, the preferred option includes for the provision of a simple store for market equipment to be provided should there be demand at the time.

Part of the design should seek to improve the legibility of the area for pedestrians as a through-route. For example, a pedestrian route through the area could be demarcated by a change of surface treatment such as tar spray and chip. This would help to bind the area back into the town centre and improve the way the town centre works for pedestrians.

In the longer-term there may be some development potential within the Shambles but given the complexity of the site, the large number of surrounding ownerships, tenancies, uses and likely rights of way etc. it is suggested that this not pursued at this time.

WC Block

The preferred option for the WC Block is for STC to redevelop the site. The redevelopment would seek to expand the footprint of the building once STC has completed the rationalisation of the ownership of the Shambles in order to make a more useful plot and. Redevelopment would include the addition of a first floor to the building and potentially the creation of usable floorspace in the roof. Redevelopment could also potentially include bringing the building forward to reflect more appropriately the building line of the existing buildings either side and create a more coherent street scene. Designs for the plot would need to be progressed by a suitably qualified architect and be particularly sensitive to the historic context of the site.

Within the building the preferred option assumes that a proportion of the ground floor would be given over to public conveniences to ensure there remains free provision in the town centre. The use of the remainder of the building would be determined in the future to reflect circumstances at the time but the preferred option establishes that part of the building could be used for a community activity and part of the building for a commercial activity; the ambition would be for commercial income to cover the costs of operating the building and support whatever community function is decided upon.

The benefits of this approach to the WC Block include:

- Continued provision of town centre WCs
- Improving the net revenue profile of the building by introducing commercial uses that cover the cost of maintenance and community activity – this would remove what is currently a revenue liability to STC
- Creating a new piece of flexible community floorspace in the town centre
- Supporting town centre regeneration by increasing levels of activity and addressing a plot that its currently under-utilised

Figure 10: Schematic diagram showing proposed use of the WC Block

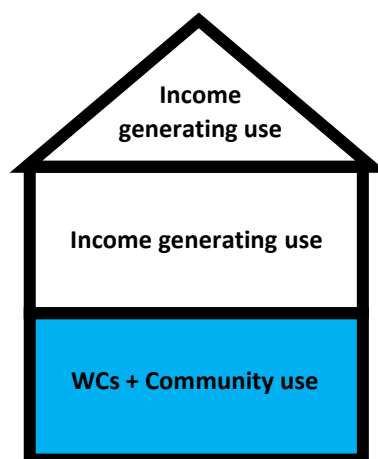
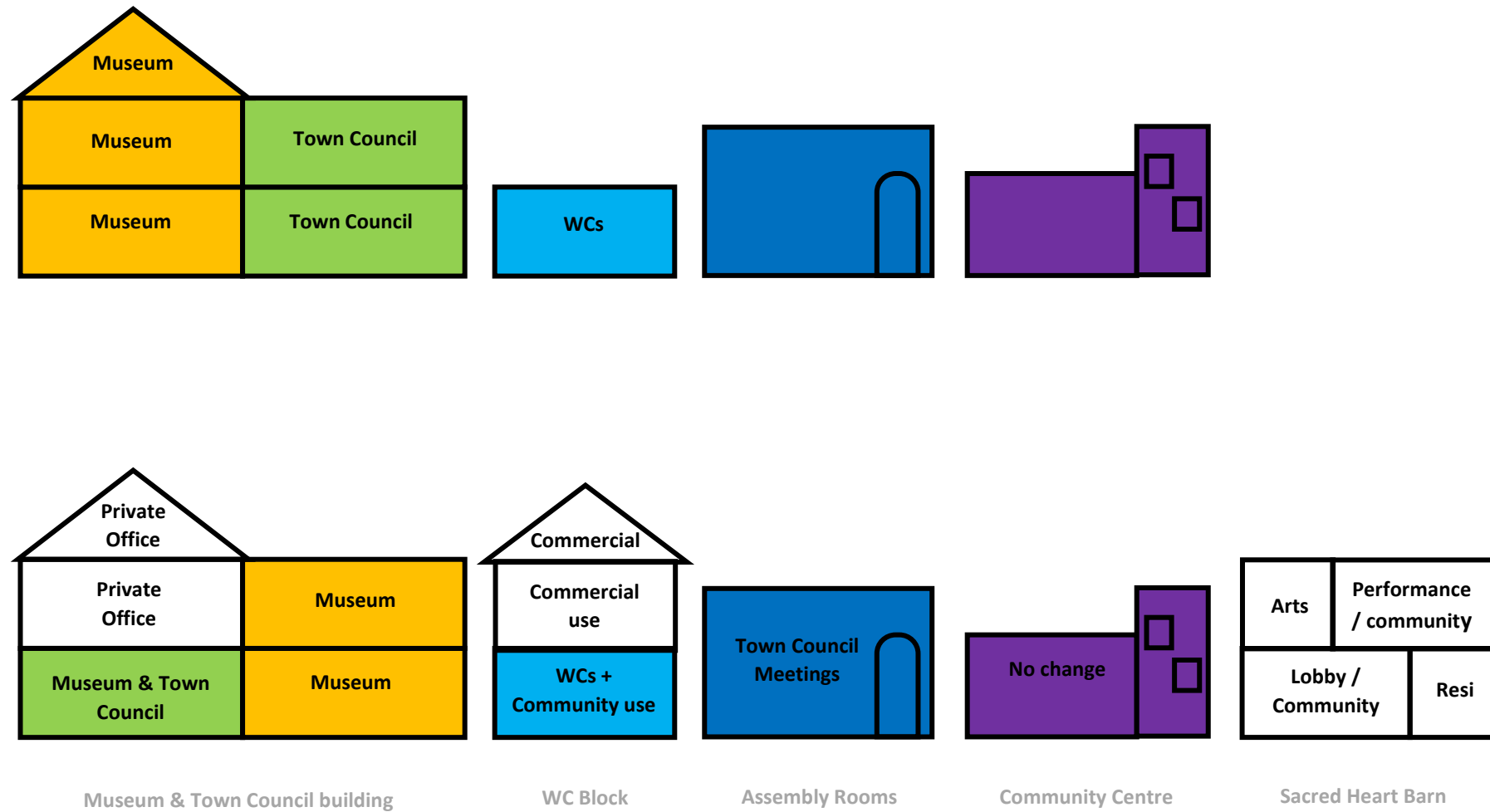


Figure 11: Schematic diagram showing existing portfolio (top) and preferred option (below)



6. Next steps

The purpose of this final section of the report is to set out some practical next steps for each of the elements of the preferred option. In addition, an indicative phasing programme is provided to try and establish the broad order in which elements of the preferred option might be delivered.

Potential approach to phasing

The table below provides an indicative phasing plan for the preferred option. The plan is deliberately broad, recognising the volume of work that in many cases will be needed to make progress.

Figure 12: Outline phasing plan

Phase 1: Short-term (say, within 18 months)
Assembly Rooms <ul style="list-style-type: none"> Investigate acoustic issues using a specialist engineer and install mitigation as required The Shambles <ul style="list-style-type: none"> Complete regularisation of land ownership Mark out parking spaces and erect market store Day's Field & Sacred Heart Barn <ul style="list-style-type: none"> Determine and execute optimal approach to realisation of value from Day's Field Complete purchase of Sacred Heart Barn and undertake necessary repairs and alterations
Phase 2: Medium-term (say, within the next 2-3 years)
WC Block project <ul style="list-style-type: none"> Extend the front of the building to enlarge the retail space
Phase 3: Long-term (say, within the next 5 years)
Museum & Town Council <ul style="list-style-type: none"> Working with the museum, prepare detailed proposals for new museum and Town Council offices Undertake necessary works and relocation and commence meetings from Assembly Rooms Market and lease space at first and second floor level in the old museum building WC Block project <ul style="list-style-type: none"> Prepare detailed designs for WC Block project Establish temporary public WCs for period when building is being redeveloped Deliver redevelopment

Next steps

The next steps set out below are intended to provide a practical schedule of some of the key tasks required to progress each element of the preferred option. They are not exhaustive but are intended to highlight some of the main pieces of work and a broad order of sequence in which that work might be undertaken.

Establish project management and governance arrangements

STC should review and refresh project management and governance arrangements that will be used to progress the preferred option. For example, the Council should consider if the informal Steering Group used to oversee this commission is suitable to overseeing project delivery or if a more formal arrangement might be required, for example, projects could be overseen by the Council's official Estates Committee.

Establishing project management and governance arrangements should include consideration of the amount of delegated decision making power a steering group or subcommittee might have, how that committee reports back to full Council, what budget it has and how it is populated and structured. This information could be captured in a simple project management plan that would provide clear and transparent guidance on just how STC will progress its assets strategy.

Assembly Rooms

Whilst the phasing programme does not envisage the Town Council switching meetings to the Assembly Rooms for some time, it may be worth investigating and addressing issues with acoustics now to improve conditions for existing users. If this is considered desirable the Town Council should seek advice from a suitably experienced acoustician who will be able to empirically assess the acoustics of the two main halls and provide advice on measures to address any issues. Particular care should be taken to ensure that any physical measures are sensitive to the Listed Building and that any necessary consents and permissions are secured before works are undertaken.

The nature of the lease with Iceni Partnership is not known but any costs associated with addressing acoustics could potentially be shared; there is a benefit to the Iceni Partnership in terms of improving the performance of the building and a benefit to the Town Council later down the line when it relocates its meetings to the Assembly Rooms.

The Shambles

In order to progress the preferred option for the Shambles we would suggest that STC undertake the following:

- Complete regularisation of ownership (which we assume will also identify rights and easements associated with the surrounding properties)
- Initial engagement with surrounding owners and leaseholders to explain that ownership is being regularised in favour of STC and that following that STC will be seeking to improve parking facilities.
- Procure a measured topographic survey of the shambles to establish precisely the extent and boundaries of the area
- Develop a simple specification for the market store (size, capacity, security requirements etc.) and scope out potential off-the-peg options
- Procure a transport planner who will undertake a survey of the existing parking patterns and from this information and using the topographic survey, they will design a parking layout or options for different layouts. Consideration should be given to making sure any rights or easements in favour of neighbouring buildings are maintained, making sure pedestrian routes through the Shambles are protected and demarcated where appropriate and that suitable space is given over to a market store and that access to the market store can be gained as needed
- Consult on the proposed layout with neighbouring properties and adapt plans to reflect any relevant feedback received
- Procure contractor to deliver works and procure market store.

We are mindful that the High Street HAZ programme currently being delivered in Swaffham may include funding for public realm works. The Shambles project could form a good candidate for some of this funding and could be promoted to the organisations leading the HS-HAZ programme.

Day's Field & Sacred Heart Barn

In order to progress the preferred option for Day's Field and the Sacred Heart Barn we would suggest that STC undertake the following:

- Engage with a suitably experienced residential development surveyor to identify a model for the disposal of Day's Field that maximises the capital receipt to the Council whilst maximising the delivery of other outcomes. For example, Councillors have expressed an ambition to see development at the site promote more environmentally sustainable forms of housing and promote higher standards of design. Assuming the site is sold with the benefit of planning permission, STC needs to establish how any such ambitions can be locked-in so that the ultimate housebuilder delivers a scheme in line with the Council's wishes
- Commission a professional team to undertake the necessary work to secure a new Planning Permission for the site before proceeding with disposal
- Further detail is provided on the next steps at Sacred Heart Barn in a separate report but a number of immediate key tasks will include:
 - Establishing whether parts of the building meet current Building Regulations and, if not, establishing the cost of rectifying this
 - Establishing whether parts of the building meet current fire safety standards and, if not, establishing the cost of achieving this
 - Establish the existing permitted use of the building for example does the building currently only have an educational use and therefore is a change of use permission required for the building to be used by the community
 - Undertaking necessary work to adapt or alter the building to ensure it meets all of the necessary regulations and can be legally used as desired.

If the Council wishes to proceed with the purchase of the Sacred Heart Barn in advance of securing a receipt from the sale of Day's Field, it will need to bridge fund the purchase and works and there will be a period of risk until the sale of the Field is completed.

If it is feasible, our suggestion would be to pause the acquisition until at least any issues with compliance with Building and Fire regulations have been understood in more detail. Until these issues are understood in more detail, the cost of potentially having to make adaptations to bring the building up to standard is unknown and could be considerable; this represents a significant risk to the Council.

Museum & Town Council

In order to progress the preferred option for the Museum & Town Council we would suggest that STC undertake the following:

- Engage with the museum team to discuss the strategy for the two buildings
- Commission a single design team to develop a brief and prepare detailed proposals for both buildings. The design team should include a suitably qualified conservation accredited architect given the Listed status of the existing museum building, a Quantity Surveyor, engineer and other disciplines necessary such as interpretation and exhibition designers. The team should also include a Business Planning consultant who can help the Council to develop the brief, proposals and identify funding streams for the building in more detail.
- The design team could be procured initially to develop the detailed business case, then to secure planning permission with the option to extend the contract through project delivery if planning permission is granted and funding for the project can be established. The museum team will be a key part of the design process as their needs will be particularly specific

- Work with the museum team to review and rationalise the archive and collection to understand the volume of material that will be staying on site and any material that may be relocated, for example to the County Archive
- Develop an approach to delivery of capital works that allows for the continued operation of the Town Council; for example the front of the building could be adapted first to allow the Town Council to move in and the rear building adapted following that
- Establish source of capital funding to deliver the project
- Procure a suitable contractor to undertake the works and deliver the project
- Market upper floors of the old museum building prior to practical completion to try and secure tenancies (and income) as soon as possible.

WC Block

In order to progress the preferred option for the WC Block we would suggest that STC undertake the following:

Stage 1

- Review the current tenant's lease arrangements to establish whether there is a natural point for pursuing stage 1.
- Consult with the existing tenant and agree an approach to either relocation or expansion of their premises.
- Procure a design team to develop proposals for an extension to the front façade of the building. The design team should include a suitably qualified architect, QS, engineer and other disciplines necessary. The design team could be procured initially to secure planning permission with the option to extend the contract through project delivery if planning permission is granted and funding for the project can be established. The design team should give particular consideration to the conservation area and surrounding Listed Buildings.
- Establish source of capital funding to deliver the project
- Procure a suitable contractor to undertake the works and deliver the development
- Market the space prior to practical completion to try and secure tenancies (and income) as soon as possible.

Stage 2

- Procure a design team to develop proposals for a replacement development. The requirements of the design team procured are as set out above for stage 1.
- In parallel to procuring the design team STC should develop its ideas for community uses it may wish to see installed in the new building in addition to public WCs which are assumed to be a given. STC should also determine what form of income generating use it would like to include in the upper floor(s) of the building. The preferred option assumes residential or office space on the basis they are relatively low-risk but the Council should consult with local property agents nearer the time to understand more about demand for each of these uses. This work looking into uses for the building should feed into the design process.
- Establish source of capital funding to deliver the project
- Work with existing tenants to ensure the Council can secure vacant possession of the building when it needs to in order to undertake the work. Care should be given so as to minimise the amount of time the building is left vacant before it is redeveloped to mitigate minimise lost income to STC
- Procure a suitable contractor to undertake the works and deliver the development
- Market income generating uses prior to practical completion to try and secure tenancies (and income) as soon as possible.

Appendix A: Register of STC owned assets as of 31/03/21

Item No	Description of Asset
<u>Community</u>	-
C1	Town Centre - Lamp Posts, street furniture etc
C2	Town Centre - War Memorial - incl: lights & fencing
C3	Town Centre - Pedlars Sign
C4	Town Centre - Town Clock
C5	Town Hall - Civic Regalia
	Mayors Silver Gilt Chain - £11,831
	Deputy Mayor's Badge - £3,500
	Mayoress Silver Pendant & Chain - £2,500
C6	Town Hall - Museum Artifacts
<u>Land</u>	-
L7	Cemetery - Brandon Road
L8	Open Spaces - Recreation Ground - Haspalls Road
L9	Campinglands
L10	Allotments - Magazine Field
L11	Allotments - Shouldham Lane
L12	Allotments - Days Field
L13	Allotments - Tumbler Hill
L14	Allotments - Four Acres Field
L15	Town Pound
L16	Town Centre - Shambles
L17	Open Spaces - Orford Road
L18	Open Spaces - swimming pool land
<u>Infrastructure</u>	-
I17	Cemetery - Chapel
I18	Cemetery - Electric Kiosk
I19	Cemetery - Two small garages
I20	Cemetery - workshop
I21	Open Spaces - Multi Use Games Area - MUGA
I22	Open Spaces - Sk8 Park
I23	Open Spaces - Youth Shelter Merryweather Road
I24	Open Spaces - Youth Shelter, Skate Park
I25	Open Soavces - Oaklands play area equipment
I26	Town Centre - Assembly Rooms
I27	Town Centre - Buttercross monument
I28	Town Centre - Church Gates, 50%
I29	Town Centre - Church Wall
I30	Town Centre - Community Centre
I31	Town Centre - Public Toilets (& shop)
I32	Town Centre - Street Furniture/3 x Bus Shelters/benches/flower pots
I33	Town Hall - building
I34	Town Hall - Patio Doors
<u>Equipment</u>	-
E01	Allotments - Water pipes & meters on allotments
E02	Cemetery - Chapel contents (chairs, Lecturn etc)
E03	Cemetery - Topple Testing Equipment
E04	Market Place - Benches £1500x 8
E05	Market Place - Bollards & electricity
E06	Market Place - Car Charging machines x 2

E07	Market Place - Lampposts
E08	Market Place - Lighting and lampposts
E09	Market Place - UKPN cabinet
E10	Market - 11 Market gazebos, & tables
E11	Market - Xmas decorations
E12	Market - Trailer for stalls
E13	Market - posts & chains
E14	Open Spaces - Recreation Ground, Haspalls Road - Playground equipment
E15	Open Spaces - 2 seats at play area
E16	Open Spaces - Litter bins at play area
E17	Open Spaces - Signs at play area
E18	Open Spaces - Skateboard equipment
E19	Open Spaces - Surfaces at Skatepark
E20	Open Spaces - Fence at Skatboard park
E21	Open Spaces - Sensory Garden at the Rec
E22	Open Spaces - Fitness Equipment at the Rec
E23	Open Spaces - sam2 Speed Awareness camera
E24	Open Spaces - Flower barrels x 7
E25	Open Spaces - Recreation Ground Toilet Block new meter
E26	Open Spaces - SK8 Park - foot steps on seating area - grant funded
E27	Open Spaces - Goalposts - Orford Road & Oaklands Play area
E28	Open Spaces - Dog bin
E29	Open Spaces - WW1 Gas Beacon
E30	Open Spaces - Net swing seat
E31	Open Spaces - Merryweather Fencing
E32	Open Spaces - New Grit Bins x 3
E33	Open Spaces - Teenage Play area
E34	Outside Equipment - garden equipment - mowers etc
E35	Outside Equipment - Security Bollards (14)
E36	Outside Equipment - Truck Silver - AP63 LXN
E37	Outside Equipment - New Strimmer
E38	Outside Equipment - Council Gazebo
E39	Outside Equipment - various tools
E40	Outside Equipment - combi system/blower
E41	Outside Equipment - new mower
E42	Outside Equipment - Cemetery Sheds door padlocks
E43	Outside Equipment - 3 in 1 sack truck
E44	Outside Equipment - hurdes for sheeep fair
E45	Outside Equipment - town centre flags
E47	Outside Equipment - Ride on Mower - final payment
E48	Outside Equipment - Truck - Citreon - AU68 CNC - LEASE
E49	Outside Equipment- Cordless combi drill
E50	Outside Equipment - Pole Saw Chains
E51	Outside Equipment - Truck - AU68 CNC - Tow Bar
E52	Town Hall - Christmas Decorations
E53	Town Hall - Office contents - computers, office furniture, chamber furniture, chamber audio equipment, etc
E54	Town Hall - Town Criers Bell
E55	Town Hall - Town Criers Uniform
E56	Town Hall - Laptop Computers
E57	Town Hall - Gates/fences

E58	Town Hall - CCTV/Alarm & other office contents
E59	Town Hall - PA System for outdoor events
E60	Town Hall - laminator
E61	Town Hall - projector & screens
E62	Town Hall - Fire Equipment - Town Hall & Museum
E63	Town Hall - revised IT equipment
E64	Town Hall - fire alarm door closers
E65	Town Hall - office guillotine
E66	Town Hall - CHUBB Safe
E67	Town Hall - GDPR compliant shredder
E68	Town Hall - wall fans
E69	Town Hall - it - additional equipment
E70	Town Hall - office chairs
E71	Town Hall - carpets