

# Green Britain Centre

## Outline Business Plan 29<sup>th</sup> October 2018



### Contents

1. Introduction
2. Location
3. Options
4. SWOT Analysis
5. Benefits/Risks

# 1. Introduction

## Background

The Green Britain Centre is regarded as an iconic construction; it is a landmark recognised across the country.

The Green Britain Centre is home to the first windmill (wind turbine) in the world open for the public to climb, allowing people to experience wind energy up close; designed by famous architect Sir Norman Foster, offering fantastic views it offers over the Norfolk countryside.

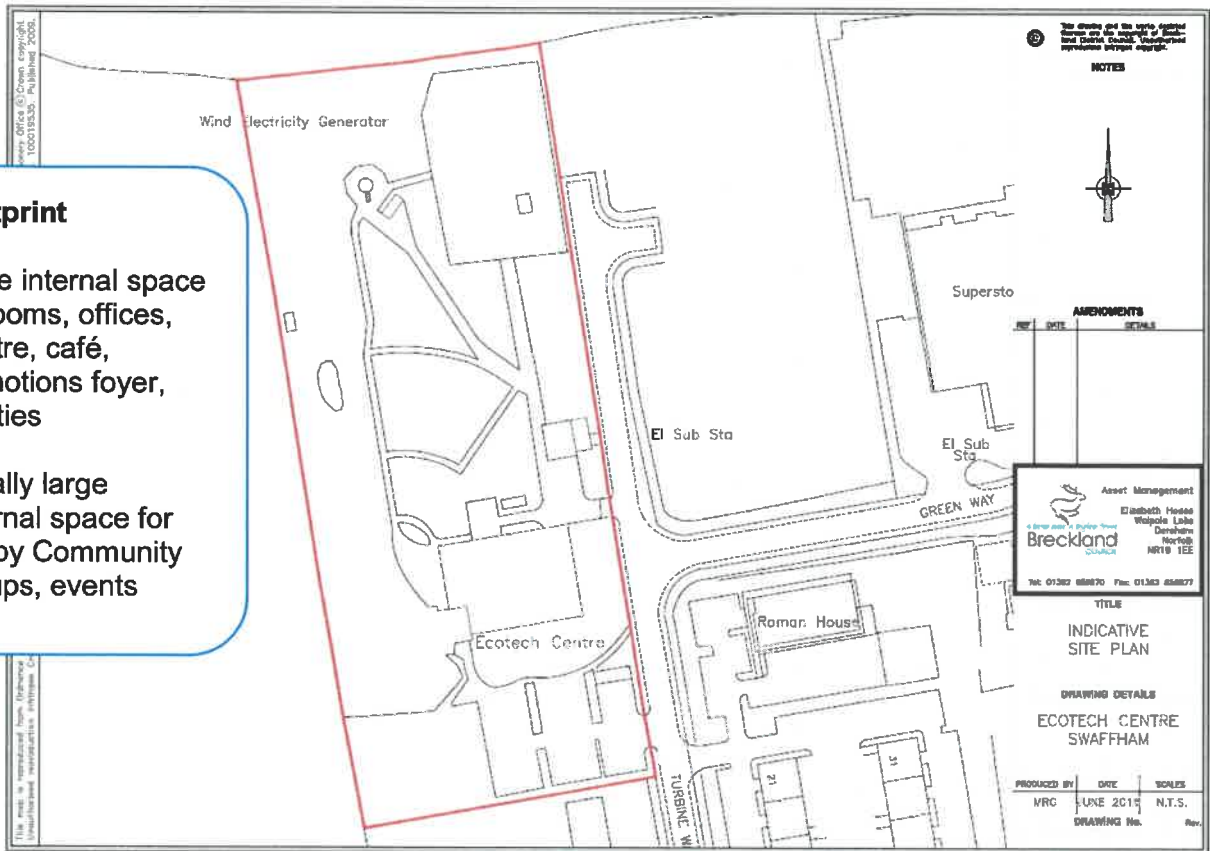
With the current lease due to expire in January 2019 Swaffham Town Council have decided to create this proposal to provide a range of options that would bring together Community, Commercial and Public ventures under the same roof providing a central hub for many, attracting new investment to the town and offering a synergy of services with the potential for economy of scale, efficiency in delivery and concentration of efforts on key wider aims.

## Aim

The aim of Swaffham Town Council is to offer a collaboration of community, commercial and public services that encourage interdependence whilst allowing freedom of growth.

- **Community** – bringing together service users, improving facilities for the ever-growing population of Swaffham and surrounding villages
  - offer a local experience and an opportunity to connect with local community groups and their services
  - link the edge of Town location with the heart of the Town, particularly paying attention to the Town Centre and historic Market Place and the many Community Groups located within the Town
- **Commercial** – encouraging local small, medium & large businesses to invest in the infrastructure of the programme, utilise space on an ad hoc and/or regular basis, and increase use of local employment
  - an opportunity to generate a viable income, obtain direct customer feedback
  - an opportunity for start-up businesses to trade in a unique environment
- **Public** – bring together interdependent public services to provide a one stop shop for residents.
  - Promoting the value of all available public service offerings, improving the town for resident and visitors.
  - Win the hearts and minds of the residents of Swaffham and its hinterland villages, make them feel welcome in this unique building located in their Market Town

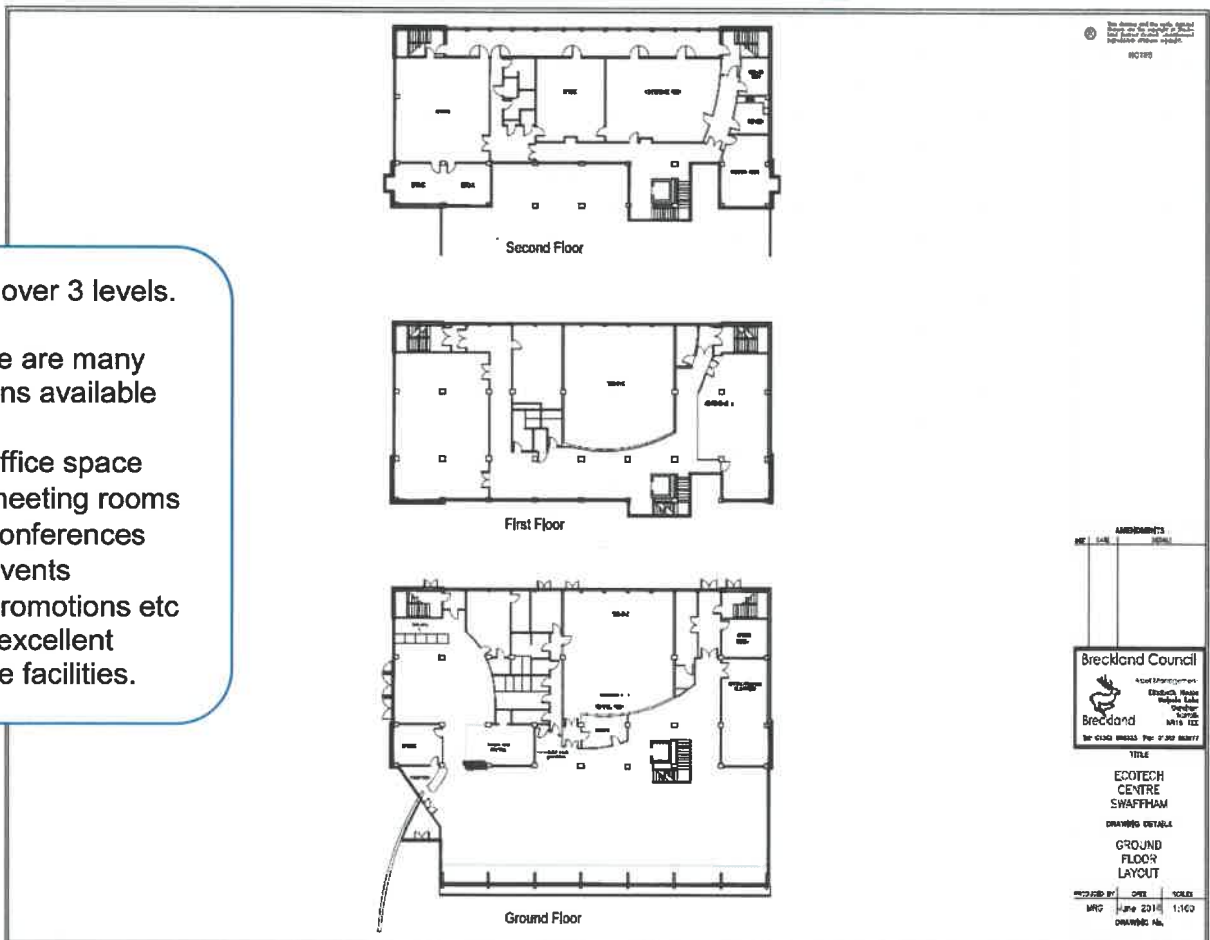
## 2. Location



### Footprint

Large internal space for rooms, offices, theatre, café, promotions foyer, facilities

Equally large external space for use by Community Groups, events



Spilt over 3 levels.

There are many options available for:

- office space
- meeting rooms
- conferences
- events
- promotions etc with excellent onsite facilities.



**Location:**

- Easy access to A1065 and to town
- A47 with immediate access to Kings Lynn, Dereham/Norwich and Fakenham/Coast.
- On outskirts of town so avoiding clogging up Station St & London Rd more than necessary
- Land adjacent allocated by Swaffham Town Council for a swimming pool – could be utilised as part of larger project.



### 3. Options

The main aim would be to utilise the existing Green Britain Centre facilities:

- Meeting Rooms - rented out to local organisations on a rolling lease
- Conference rooms - hired out on an hourly or daily rate.
- Café - commercially leased or run in-house.
- Theatre/conference room - developed as a multi-use hall including a Cinema.
- Turbine – continued as a tourist attraction
- Gardens – maintained and enhanced by local community groups
- Electric Car Charging & Car Parking – improved and increased to maintain and support the Ecotech philosophy already established for the centre and Swaffham as a whole

Three additional elements exist that would provide a balance of Community, Commercial and Public services attracting local employment, improving the local economy and engaging a wider audience within Swaffham and the County.

#### a) Community

Provide an enhanced Community Hub – complementing the Swaffham Community Centre, Campingland

- Engaging local Community Groups to base themselves at the Centre:
  - Garden Science Trust – already established
  - Family Action – established in Swaffham (already with close ties to the Garden Science Trust)
  - Age Concern – could use centre amenities this would prove beneficial
- Engaging local Clubs and Societies to hold group meetings – friendly environment with onsite facilities.

Suggested community groups: ESCAPE (close ties with Garden Science Trust already established at the Green Britain Centre / Age Concern /

#### b) Commercial

Provide an enhanced Commercial centre:

- Opportunity to develop a Commercial Leisure Centre
  - Using land adjacent to the Green Britain Centre has been allocated for a future Swimming Pool and could be used to maximise the outdoor space to develop the sports and leisure opportunities.
  - Preserve the long-standing wish of eventually having a swimming pool in the town
- Opportunity to offer the Café as a commercial venture (under a sub-lease agreement)
- Engage local commercial ventures to set up within the centre (under a sub-lease agreement or monthly rental basis)

#### c) Public

Provide a central source for public services in the town that are mutually dependent on each other:

- Relocate the Swaffham Town Council - allowing Swaffham Heritage to take over the larger Town Hall.
- OR Relocate the Swaffham Heritage centre – making a new Civic, Leisure and Heritage Centre.
- AS APPROPRIATE Encourage external public services to the centre – Citizens Advice Centre, Family Action, Age Concern – to allow the Community Centre the opportunity to breathe and cope with the ever expanding community group world that we live in

## 4. SWOT Analysis

<p><b><u>Strengths</u></b></p> <p>Good access Road and excellent link back in to the town centre and to the town from the hinterland villages, A1065/A47</p> <p>Established Community venture (Garden Science Trust) already on site</p> <p>Plenty of scope to expand</p> <p>Space to encompass wider range of users</p> <p>The overall benefit for all Swaffham Residents and the Breckland District</p> <p>This project will rejuvenate the area and provide a sustainable lasting project for the Town</p>	<p><b><u>Weaknesses</u></b></p> <p>Poor past history of community engagement – needs to be overcome</p> <p>History of three failed projects in the building – overcoming a negative public perception</p>
<p><b><u>Opportunities</u></b></p> <p>Increase community involvement and increase sense of belonging</p> <p>Reach a wider scope of community use</p> <p>Employment opportunities for local people, to work alongside the wider community use</p> <p>Create a community leisure facility and possible swimming pool – an opportunity exists right now to re-locate, adapt, extend the facility to address the current need for a Leisure Centre</p> <p>Link the edge of Town location with the Town and its Community Groups</p>	<p><b><u>Threats</u></b></p> <p>Commercialisation – taking the building too far away from its original concept</p> <p>Financial viability would have to be underwritten by the Town Council – change of Council every four years (same as Breckland and County Council's)</p> <p>Pre-conceived ideas of a negative kind, that would present whoever takes on the building in the future</p>

## 5. Summary Conclusion

In summary the broad outline of this project could be determined by establishing which organisations would be interested in re-locating to the Centre, which organisations can bring something to the sustainability of the Centre and the overriding aim would be to develop the Centre as part of the town, so that it functions as an integral part of the town as a whole, rather than as a separate entity on the edge of the town.

It would not be developed to the detriment of other community facilities within the town, as the overriding aim would be to complement what the town already has. This project is all about doing what is right and can maximise the benefits of what is a very special unique building. It is all about creating a sustainable community and business hub for the town, that does not lose sight of its environmental past and cements itself in Swaffham's future.