



July 2015

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## **“THE COMMUNITY MATTERS IN SPROWSTON”**

### **A Business Plan for the Phase 3 Development of Sprowston Diamond Centre Building, School Lane, Sprowston, Norwich, NR7 8TR**

*“I am of the opinion that my life belongs to the community, and as long as I live it is my privilege to do for it whatever I can”.*  
George Bernard Shaw

#### **Executive Summary**

- In 2012 the parish lacked a defined centre and the Town Council wished to provide a visible focus promoting community pride and a sense of identity as well as a practical multi-use facility. This business plan clearly defines how this vision can be met by the further redevelopment of the former school buildings on School Lane, Sprowston into a multi-purpose community facility.
- The continued development will create more new facilities and a sports hall in Sprowston, offering several function rooms in which to hold conferences, dance classes, community meetings, clubs, business training, computer clubs, and cater for weddings, parties and celebrations. The large central hall will provide for a range of sports and activities including football, hockey, cricket, badminton, bowls, and table tennis, and hold events such as concerts, bingo and cinema. It will also enable further numerous clubs to hire the hall to deliver a range of activities for the local community. The centre will house an ICT

computer hub to bring technology into the community and will increase the nursery space provision to provide vital pre-school child care.

- The re-development will not only bring a modest community building back into wider use but also create a long awaited community facility that will improve access to information, amenities and sport, fulfilling the needs of the whole community.
- The building works required to deliver the complete centre were divided into three phases. Phase 1 involved the extension of the east wing to provide the initial Early Learning Nursery Centre and provision of toilet accommodation. Phase 2 involved converting the original nursery into principal multi-use rooms which enabled the hiring of the hall to community use.
- Phase 3 will be the main sports hall, kitchen, changing facilities and multi-function rooms in a contemporary glass structure separating the now developed Victorian wings which involved the restoration and conservation of these historic school buildings which were becoming dilapidated. In addition the success of the nursery in the east wing will be rewarded by an extension which will provide additional child placement for 23 children under 5s. Planning permission was granted in 2014 (Appendix A).
- The community centre is financially viable and sustainable. The Town Council secured the majority of the funding for undertaking Phase 1 and 2. Income streams are currently being collected via the hire of the various rooms. The large amount of interest from clubs, businesses and residents to hire and support the facility has been ascertained through public use consultation and surveys. Income generation has determined that the centre is sustainable in the future to provide the community of Sprowston with this long awaited facility.
- Sprowston Diamond Centre will provide a place for the community to tackle social exclusion and urban isolation bringing local people together encouraging self-development, social cohesion and create a focal point for the community.
- Sprowston is ideally placed to serve not only its geographical district council area of Broadland, but by its locality on the main Norwich ring road to attract and serve users from postcodes NR1, NR3, NR6 and NR7.

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## **Appendices**

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- Appendix B - School Lane Pre-School Business Plan February 2015
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- Appendix E - Confirmation of Successful Grant Applications
- Appendix F - Sprowston Neighbourhood Plan

## 1 Introduction

- 1.1 Sprowston Town Council acquired the freehold on the building, site plan opposite, renamed Sprowston Diamond Centre from Norfolk County Council who disposed of Sprowston Integrated Youth Support Development Centre (Youth and Community Centre) and field on School Lane, Sprowston, into their ownership to manage for the benefit of the community. Prior to its use by Norfolk County Council the building was a school providing education to children of the parish. Following this use the building housed County outreach officers when limited alterations and improvements were carried out. The buildings use as a school is still remembered to this day by some former pupils and their children. As such bringing it back into community use has gone some way to resurrecting its original purpose. Below are two photographs of the building in its original use as a school.





- 1.2 When securing the building and field, careful analysis of Council reserves and future precept revenue by the Council revealed that a loan from the Public Works Loan Board of £414,000 could be accommodated. This was allocated as a purchase price of the building and field £314,000 (£289,000 and £25,000 respectively) leaving £100,000 for solicitors disbursements, architects consultation fees and remedial building improvements.
- 1.3 The building had previously received a programme of works to accommodate its use as offices with parts remaining in poor condition with very limited facilities dating back to the 1970s and not attractive to potential new users; existing users were lost as the fabric of the building required updating particularly with regard to disabled access.
- 1.4 The project of redevelopment following acquisition was sub divided into three phases in an attempt to gain grant aid for individual parts of the redevelopment.
- 1.5 The first phase of the redevelopment and extension to the east wing of the building provided limited nursery space, and additional walkway with toilets to accommodate a meeting room. That phase also included conserving the brickwork to the original school building by repointing. The work commenced on acquisition of the building during the winter 2012.

- 1.6 This business plan for Phase 3 is a proposal for the redevelopment of the building following Architects Bidwells commissioning by the Town Council.



School Lane Elevation

## 2 Background

- 2.1 Sprowston is a predominantly built-up parish comprising mainly 20<sup>th</sup> Century residential development. Substantial industrial and retail areas are located in the south-east corner of the parish. There is extensive woodland to the east and open farmland to the north. The area is well serviced by schools and recreational open spaces. There are approximately 6,500 properties and an estimated population of 14,341. Sprowston has been identified to grow substantially in the next 20 years, being identified by the Greater Norwich Development Partnership as a 'growth point' with a housing increase of 5,500 over the next 20 years. Sprowston is bordered by Old Catton, Norwich, Thorpe St Andrew, Beeston St Andrew and Rackheath.

2.2 Sprowston Town Council is part of the 'administrative' local government fulfilling functions in the parish boundary of Sprowston under powers delegated under the LGA 1972 and Localism Act 2010. Electors of Sprowston appoint 15 Members of the Council to fulfil these functions which include: maintenance and supervision of all open spaces including play equipment; operational burial ground; delegated County highways functions; community building provision; allotments; partnership working with many organisations on projects in Sprowston, including District and County Council, churches, community and charity groups, Police, providing information to residents and directing them to the right agency to solve problems fulfilling the first contact tier to local government. The Council achieved Quality Status in 2006 and regularly communicates with residents through a quarterly newsletter and interactive website to highlight local issues. Members of the public are always welcome at meetings. However, Sprowston has never had a dedicated community building.

There is a long history of support for the provision of a community building within the parish of Sprowston for community activity and proposals for a comprehensive community facility in Sprowston have been voiced for more than four decades. **The parish lacks a defining centre and the Council wants to provide a visible focus promoting community pride and a sense of identity as well as a practical, multi-use facility.**

In 2010, the Town Council commissioned Bidwells to prepare feasibility reports to explore land use in Sprowston to provide a long awaited community building. The report identified S.106 and community infrastructure monies as a potential source of providing such a facility. However, the report was critical that looking to locate a community centre within any proposed 'new' developments may be a perception of the whole community that such a facility would be to serve the new development only and may not be embraced by current Sprowston residents. Research amongst existing residents has shown that the chosen option of the Town Council to purchase the building and field on School Lane has fulfilled this need within the existing boundary of Sprowston.

2.3 The Localism and Decentralisation Bill (December 2010) put a greater onus on local communities to deliver against local priorities which the Council were keen to fulfill. In particular, the proposal to introduce a 'Community Right to Bid for Assets of Community Value' suggested giving communities the chance to develop a bid and raise the capital to buy assets on the open market. This ambition was fulfilled with the acquisition by this Council of the renamed building Sprowston Diamond Centre.

- 2.4 The Elected Members of the Town Council have committed to an overarching theme of creating a sustainable community. Before the acquisition of the building, there was concern that the parish had lost its identity as a result of the expansion of Norwich and the lack of local facilities. The acquisition of such a building by the Town Council as an enabling activity has sought to reinstate a sense of community.
- 2.5 Sprowston Town Council has an adopted Neighbourhood Plan for the Sprowston area. Through creation of the Plan, local people have the opportunity to help shape future policies for land use covering community facilities. The Neighbourhood Plan included extensive consultation and assessment and became part of the local planning framework, with its policies applying until 2026, adopted by Broadland District Council in May 2014. The local interest in community facilities formed a large section of this Plan, including refurbishment of the Sprowston Diamond Centre and road layout of School Lane. One of the Council's key aspirations for the Neighbourhood Plan is addressing the lack of certain community facilities in the area and reinstating a sense of settlement and community identity.

### **3 Aims and Objectives**

#### **3.1 Principal aim of Phase 3**

To refurbish and extend the middle section of Sprowston Diamond Centre to establish a multi-purpose sustainable community facility which will become the focal point for community activities in Sprowston. The project will provide opportunities for the community to come together by offering access to educational training, development opportunities, social and sporting activities, health services, advice and community support. The building has been deliberately designed to enhance the street scene with an inviting glass frontage building designed to advertise the focal point of the building with clear views, open aspect encouraging access.

#### **3.2 Aims**

- To bring the community together to tackle social exclusion and urban isolation;
- To provide a better future for young people and their families;
- To provide opportunities for personal development in a local community setting;

- To encourage the community to develop itself – planned by local people, for local people, managed by the strong position of the Town Council to make the building self-financing;
- To provide a community resource which is accessible to all individuals and community groups regardless of age, sex, race, disability, sex orientation or income level;
- To act as a catalyst for the process of sustainable community-led regeneration of an existing historic but partially dilapidated building;
- To provide existing and potential community groups wishing to use, and the residents wishing to attend activities at the centre with support and provide modern, adequate and sustainable community facilities in the future;
- To encourage participation in sporting and exercise activities improving health and social wellbeing;
- To lift community spirit and confidence within Sprowston and adjacent areas of Norwich;
- To foster functional links with other organisations.

### 3.3 Key project objectives of Phase 3

- Provide a range of educational support, training and social opportunities to people of all ages;
- Provide opportunities for the community to come together to enjoy a range of social and sporting activities;
- Provide a range of youth activities for children and young people;
- Provide community development support to enable local people to take a more active role in developing and delivering services in the community;
- Provide a range of volunteering opportunities for people;
- Provide opportunities for local producers/crafts to distribute/promote their products, e.g allotment groups;
- Provide improved access to a range of health advice/services;
- Provide a new facility, where none currently exist, to provide information to tourists and visitors to Sprowston, particularly those visiting the historic old school and viewing the Sprowston Heritage tapestries of the history of Sprowston;
- To centralise as many community activities as possible in a safe, accessible and desirable location;
- Ensure that all community amenities are accessible and inclusive;
- Make provision within the facility for all existing (the nursery) and potential user groups identified through the detailed needs analysis process;

- Develop a marketing strategy that ensures maximum use of the facility and maximum revenue;
- Ensure that the facility is financially sustainable and that a generous sinking fund (reserve account) is established for long and short term maintenance;
- Create opportunities for employment, i.e Centre Manager, Caretaker/Handyman, Administrative Assistant etc.

#### **4 Management**

- 4.1 As a local authority, the Council does not have a constitution. Sprowston Diamond Centre is owned by the Town Council and managed by the Council staff administered by the Town Clerk's Office. The office administers all other buildings and land owned by the Council as well as providing help and support to all residents concerning local government matters. The Council has 15 elected Members and the Town Clerk reports to the full Town Council. All decisions and major points of discussion are recorded and made available to the public at the following meeting having been approved by the Council. The public is informed of progress and the Council maintains a communication strategy. The Chairman of the Council meets each week with the Town Clerk and submits an annual report to the Town Council.
- 4.2 The Town Council has appointed Bidwells Architects as the main project directors to oversee planning, design, technical drawings and on site progress. A report is made back to Council at all stages and liaison with the office to meet specific project targets.
- 4.3 The Town Council is determined that the facilities should be used to the maximum. There is an existing clientele who have been established by the Town Council and these users will be increased by competitive marketing of facilities with good advertising, including Council media, local press, radio and television. Agencies who offer grant aid will be rewarded by media coverage.
- 4.4 The Town Council is charged with keeping its premises in good order. Full insurance is provided by Zurich International who specialise in and offer advice on security and Health & Safety issues as well as cover for local authorities.

- 4.5 Staff at the Council are trained in accordance with Health & Safety regulations. Groundsmen are trained and retrained to handle heavy machinery. Cleaning and office staff regularly update manual handling and first aid skills. The Town Clerk has the Certificate in Local Policy Studies and is a member of the Society of Local Council Clerks. Sprowston Town Councillors also receive management training in local governance.
- 4.6 Sprowston Town Council is in a strong position to take on the refurbishment and management of Sprowston Diamond Centre as a community centre with a track record of transformation and efficiency as examined in recent Annual Audit reports. The Council gained Foundation Level Status accreditation in January 2015, demonstrating the effective service delivery provided locally and adopting the five core values of Local Government including ensuring best value for money. This has included accreditation and a commitment from the Council to be representative of their community, properly managed, and proactive in working with the local voluntary and community sector and with other local authorities and agencies. The Council has dedicated offices that are open to the public, an informative parish website, quarterly newsletter and other regular communications. The Town Council has an appetite for what can be provided for the community, being a strong voice for citizens of the local neighbourhood.
- 4.7 The current annual running costs for the building have been factored into this business plan. Already, through rebranding and better promotion resulting in wider use of the building, there is every opportunity to provide a self-financing building at lower than current costs.

## **5 Establishing the Need**

- 5.1 Sprowston's population is estimated at 11,665 (2011 Census, ONS). However, the population is set to grow substantially over the next 11 years as identified by the Greater Norwich Development Partnership's 'growth point' status. Applications have been approved, are in the pipeline or are part of the Broadland Local Plan for over 5,000 additional homes.

Currently, deprivation is experienced by 57.2% of households (in 1 or more dimension) and by 22.4% (in two or more dimensions) (ONS). Levels of obesity (25.1% adults, 17.4% year 6, NCMP 2011/12) are also higher than the Norfolk average, as is the prevalence of dementia and Excess Winter Deaths. Wider access to local services (e.g. health and wellbeing, dementia café) would be beneficial to this community.

16.39% of the population is aged 0 – 17 year old (approx. 2,000 children and young people) (ONS 2012). The nursery has an existing waiting list for under 5s.

The High School is larger than average with around 1,750 pupils. The proportion of young people gaining 5 or more GCSE A\* to C grades is close to the national average but requires improvement (Ofsted 2013). From April 2014 to date, calls to the police concerning Anti-Social Behaviour totalled 284 (including 141 calls relating to nuisance) (Broadland District Council Community Safety statistics). Whilst older people are less likely to be victims of crime, ASB contributes to generational tensions and higher rates of fear of crime (Broadland Sustainable Community Strategy). 26.39% of people are aged 65+.

- 5.2 Potential users have voiced a need for over 4 decades. Public engagement confirmed the need for community group meeting space and wider community facilities during a survey of community needs sent out to 6,900 households in 2010/11 (Feasibility study, Bidwells). Enquiries from community groups, since February 2012, requiring meeting space and initial bookings exceeds space available, strongly indicating bookings could be increased. A further community survey in 2012/13 (Appendix C), undertaken as part of Sprowston's adopted Neighbourhood Plan, informed what community facilities were required by residents and neighbouring settlements. It showed a need to provide space, not available elsewhere in the parish, for a number of current and potential user groups. A need was expressed for space large enough to accommodate 250 people to pursue activities in an attractive environment; provision of modern kitchen, bar facilities; cloakroom and toilet facilities; informal areas for family and social gatherings; appropriate flooring for dance, indoor sport and social use; staging for amateur and professional drama groups; adequate storage; and all with access for disabled users. The need for wider provision of local sports facilities is supported by the Greater Norwich Area and Sport England 'Playing Pitch Strategy', October 2014. There will be sufficient parking for the groups using the facilities; and cycle racks to encourage use of pedal transport. The School Lane Pre-School has prepared a business plan for the nursery extension (Appendix B).
- 5.3 A specific survey targeting youth opinion was sent out to local schools. This provided added value and essential information, as they identified the need for increased opportunities to participate in positive activities and to socialise e.g. a youth activities in a safe and stimulating environment.
- 5.4 During the past year we have consulted the regional BME Health Partnership consortium. We have identified a group to take forward exercise and health programmes, parenting skills, healthy cooking and living workshops. Although the BME

community is small in Sprowston and Broadland generally, increasing social contacts between ethnic minority residents and settled members of the community is an example of a potential use of the facility and more importantly, could lead to learning for the engagement of new communities resulting from the planned development growth. It also demonstrates that consultation and assessment have become part of the Town Council's community planning framework.

- 5.5 Sprowston Town Council has always provided outdoor sporting facilities within the parish and this is an opportunity to cater for indoor sports hall activities at Sprowston Diamond Centre and the adjoining field.

## **6 Why the redevelopment is needed**

- 6.1 Sprowston is a growth area town, mainly comprising existing 20th century residential developments, without its own community facility. There is an urgent need for a community resource to overcome barriers to accessing the support, information and care the community needs. Although there are clubs for both young and old operating in limited church rooms etc., the community is disadvantaged as it has no central community facility with enough capacity for existing and potential groups to offer services allowing all ages to mix and interact. Tackling urban isolation is a pressing need for the ageing demographic.
- 6.2 Since the Council took ownership and the building has been open to community groups and commercial bookings since 2012 the plan has been to develop the building in 3 phases. Phases 1 and 2 have been successful and users have increased and are taking up facilities. There is no other pay and play indoor sports facility in Sprowston which also has the capacity for large groups such as parties or hall activities.
- 6.3 An equipped kitchen would offer the opportunity to increase luncheon club provision to the older people within the community. The need for nursery places is acute. The 'drop in' centre, providing an information and advice point including a computer suite, would provide space where people of all ages can come together and further their personal development in a local setting.

- 6.4 The field has been used for football practice and a running club on two evenings per week, but there is currently no facility for participants to use changing facilities. The field has lights which make it ideal for team training and games during the winter months. The changing rooms will greatly enhance the use of this field. This would enable partners who support initiatives to address fitness, poor lifestyle choices and obesity – space providing opportunities for activities which enhance well-being to affect change to long term health conditions and premature mortality.
- 6.5 The Town Council took the view that the two school buildings should be saved and this is supported by Sprowston Heritage, a group of local historians who have provided detailed reminiscences of families experiences and photographic records as school children. This group wants to relocate permanently to Sprowston Diamond Centre; showing artifacts exhibits to increase interest. Phase 3 would achieve a multiplicity of objectives bringing Sprowston into a modern era ready to meet increasing sporting and community challenges.
- 6.6 The ambition of the Town Council has been regularly published to the community using *Sprowston Matters*, a quarterly newsletter delivered to each property in the Sprowston area, as well as parish notice boards, the website and more recently community events with exhibitions. Comments, in the main, have been in the main favourable, with many constructive suggestions. (Appendix C).
- 6.7 The Sprowston Neighbourhood Plan (Appendix F) makes reference to the redevelopment of Sprowston Diamond Centre and plans to respond to the communities needs and expand the range of activities for Sprowston residents in a vibrant centre for community life. See Section 6.
- 6.8 The Town Council surveys to ensure that the new community centre meets users' needs and usage with regard to Phase 3, as it is seen as a project that will serve the community of Sprowston now and in the future.

## **7 New Opportunities, who will benefit and how?**

- 7.1 The positive benefits to the whole community are substantial and are listed in no particular order:

- The redevelopment of Phase 3 of the building will establish a community centre – a community hub offering multiple use;
- There is a limited environmental impact – the site already has a building on it. Redevelopment will mean the retention of an historic part of Sprowston;
- The Council, as a tier of Local Government, will always exist to manage the building, unlike buildings in trust, and the parish will benefit from a solid financial base to support revenue costs;
- Fully accessibility and inclusive – easy access to the building complying with DDA;
- Increased opportunities for trans-generational social interaction;
- The inclusion of a commercial kitchen facility will make the centre more attractive and fit for purpose for all hirers, especially large catering such as luncheon clubs (the current day centre is at full capacity), weddings and parties;
- Extra support for a stable, growing community with a large catchment area;
- Community safety will be improved due to the high visibility planned for central section;
- A large number of long standing, thriving user groups are ready to take advantage of the new improved larger rooms;
- Increased opportunities to volunteer and participate;
- Local people will be enabled to take a more active role in developing and delivering services in the community;
- The field users will have access to changing facilities or social amenities;
- Increased health benefit from participation in additional sports on offer;
- Adult education is currently very limited due to lack of day time facilities; and has become a regular user;
- The inclusion of a small hall and quiet room will be of great benefit to the doctors' surgery who could use this for mass inoculation programmes, and the Blood Donor Service;
- Easy access by pedestrians and cyclists as well as car users with parking provided;
- Improved access to information and amenities for the whole community;
- Increased revenue available for maintenance and development of community facilities.

### 7.3 However, there are possible weaknesses in the project:

- Dependent on substantial grant aid despite public loans involved;
- Minor disruption to present user group whilst redevelopment work progresses;

- Considerable burden on the local council tax payer. Relatively large loans needed that will take 20 years to repay;
- Building has been phased into three projects resulting in delays implementing the aims and objectives of the Council;
- Investment in professional fees for specific project. If the project fails, the investment will be lost as any new project will have to start from scratch;
- Organised sport – football and indoor sports – ceasing due to lack of facilities causing apathy in club participation.

## **8 Description of the Phased Project to Redevelop Sprowston Diamond Centre**

8.1 The development of Sprowston Diamond Centre has been undertaken in three phases, mainly as a result of relocating existing uses in the centre, together with the availability of funding for each phase.

The proposed phased development is to minimise disruption to existing uses and to maximise the chances of securing necessary funding for the capital works. Most importantly, the phases have been carefully planned so that the initial refurbishment phase stands up as a viable project should the new build phases not go ahead.

### ***Phase 1 – east wing extension and refurbishment (completed)***

The first phase involved the extension to the east wing of the building to provide an early learning nursery centre which included a single storey extension with outside play space, together with the conversion of office space into toilet accommodation. This effectively allowed the east wing to be independent from the remainder of the building, and therefore operates separately whilst further redevelopment of the site is undertaken. This phase aims to provide a suitable early learning nursery centre to cater for 26 children between the ages of two and five. This space has been identified for further redevelopment to accommodate double the intake of children as a result of the requirement for nursery placements for two year olds.

It also has an office area to house the Town Council staff and a large function room hired out to various clubs and organisations, including Council meeting space.

The works involved essential external repairs including repairs to stone window sills, timber sash windows, localised brick repairs, and repointing in a lime conservation mortar. These works will prolong the life of the property and were undertaken in a sympathetic manner to retain its architectural and historic importance. The phase of works to this scheme was to preserve the Victorian architecture.



***Phase 2 – west wing (completed)***

The second phase of the development was to relocate the nursery from the west wing into the east wing which enabled these principal rooms to be refurbished and upgraded to provide a multi-function room with kitchen; and providing a flexible facility which is hired to a variety of uses previously highlighted.

The external fabric has been repaired and enhanced to conserve the building.



Exterior photograph of phase 2 building work housing School Room

***Phase 3 – main development***

This phase consists of the major element of the work to deliver the main spaces within the new centre. It involves the demolition of the existing link building between the east and west wings and the construction of the main hall and ancillary

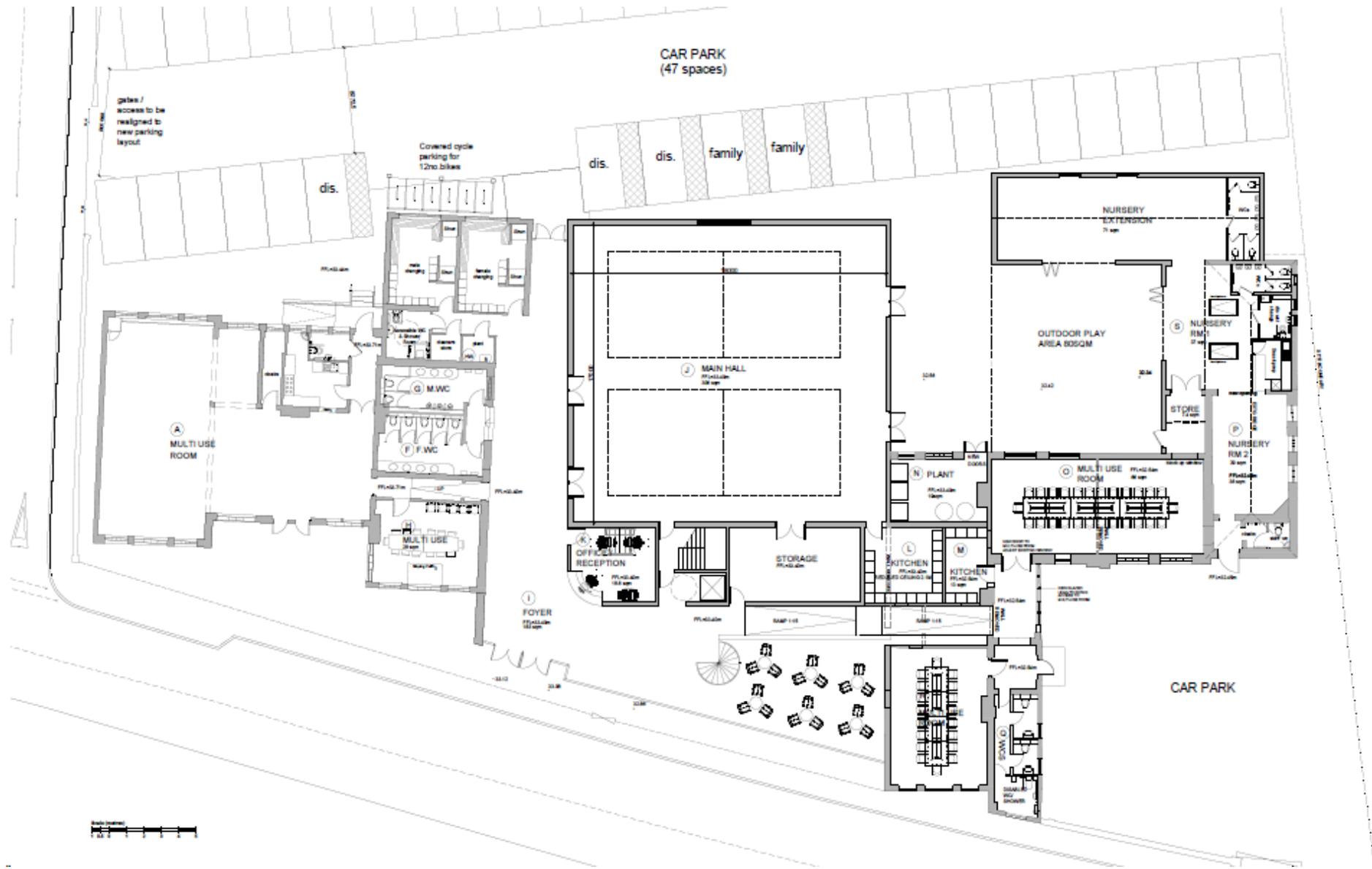
spaces. This infill section will be a contemporary glass faced structure to give a clear separation between the Victorian wings. The theme of the brickwork will follow through behind the glass façade. This element will deliver a centre that will house the large multi-functional room which can be used for gatherings, weddings, parties, conferences, badminton and other sports activities. There will also be other multi-functional rooms which will cater for clubs, exercise classes, and a computer suite.

New changing rooms will be provided which will assist with the use of the sports hall and leisure field adjacent to the site.

The mezzanine floor will have an area for a local 'drop in' centre where residents can simply enjoy each other's company, make a cup of coffee, read the papers or surf the internet. This informal meeting place, with display/exhibition facilities, will greatly improve the visitor experience for all users. The inclusion of a commercial kitchen facility will make the centre more attractive and fit for purpose for hirers.

The purpose built extension to the phase 1 nursery would provide 23 additional under 5 placements, catering for accommodation around the outside play area, with additional toilet facilities.

The images on the following pages illustrate the current proposals.



Daytime Views of Proposal

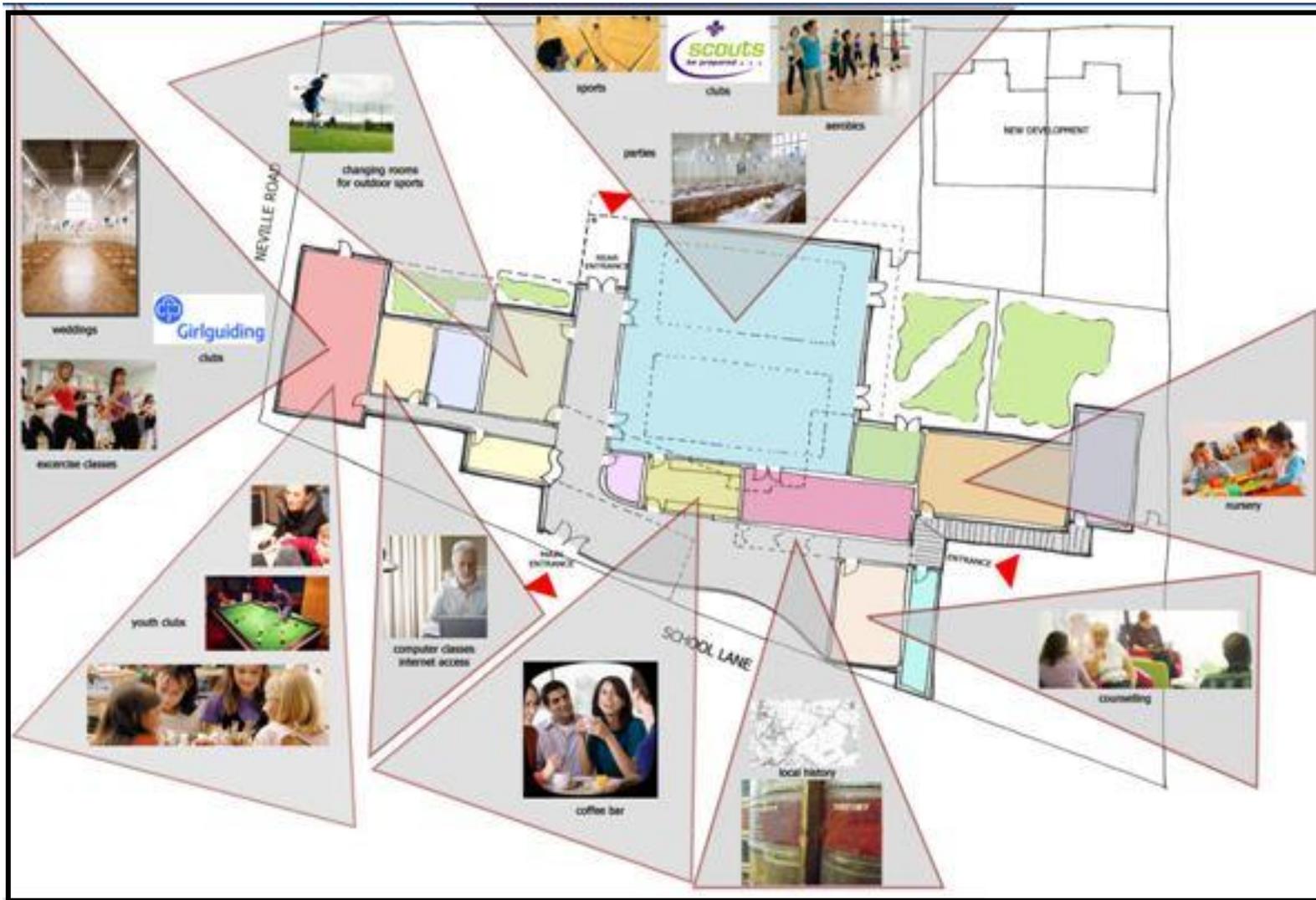


External Night-Time view showing proposed mezzanine level



## 8.2 Key uses for Phase 3 facilities

<b>clubs</b>	<b>events</b>	<b>nursery</b>
Youth activities	Cooking facility	Pre-school
Meeting place	Parties	Soft play
Coffee mornings	Weddings	After School Clubs
Elderly/day clubs	Training	Play Groups
Coffee bar	Conference	Breakfast Clubs
Gardening club	Arts	
Cooking facility	Celebrations	
Computer clubs	Meetings	
Quiet study & reflection	Scouts / Brownies / Guides	
Drop in counselling	Concerts	
Business training & meetings	Bingo	
Music rehearsals	Theatre productions	
Karate	Soft play	
Yoga	Badminton	
Arts	Table Tennis	
Football	Cinema	
Hockey	Ballroom Dancing	
Cricket	Sales & Fairs	
Rugby	Exhibitions	
Darts	Workshops	
Aerobics / Zumba		
Snooker		
Short mat bowls / new age curling		
Ballet / Street Dance / Line Dancing		
Pilates		
Korfball		



### 8.3 ***Energy Efficiency***

The central sports hall will be built to modern standards which will, in turn, increase the energy efficiency. A new heat source will be incorporated within the new build. The scheme will include solar power together with high efficiency boilers and a building management system to ensure that the running costs are kept to a minimum.

## 9 **Project Management**

### 9.1 ***Communication, marketing and staffing arrangements***

The Town Clerk as Project Facilitator in collaboration with the Town Council is responsible for:

- securing funding for Sprowston Diamond Centre from grant providers and local business;
- driving the development phase of the project;
- developing the vision of Sprowston Diamond Centre in collaboration with the community;
- commissioning and overseeing the full design team including an energy conservation consultant and other consultants where necessary and building contractors to the point where a buildings project manager is appointed;
- communicating to the community all relevant information pertaining to the development of Sprowston Diamond Centre through the media, parish publication, website and other means as outlined in the Council's Communication Strategy and the Centre's Communications Plan;
- liaising weekly with the Chairman of the Town Council, Centre Management Committee;
- organising and leading public participation and consultation events and displays;
- engaging and managing volunteers to assist with the development of the project;
- securing commitment to the project from existing users, relocating users and potential new users;
- liaising with statutory bodies such as local Councils, Youth Service providers, Children's Services, other voluntary sector groups including Citizens Advice Bureau etc as well as local churches, charities and organisations.

Once Sprowston Diamond Centre is complete, communication and marketing will become the responsibility of the **Centre Manager**. He/she will be responsible for:

- managing bookings for the community building;
- developing, implementing and regularly updating a marketing strategy for Sprowston Diamond Centre;
- developing the role of Sprowston Diamond Centre as an educational centre for awareness of local issues such as climate change, micro generation technology and energy conservation for schools, business and local authorities. This may involve the Centre Manager undertaking a programme of training in order to develop his/her own skills;
- booking, planning and implementing visits to the centre by visitors wishing to learn about the history of Sprowston;
- publicising the facilities available at Sprowston Diamond Centre;
- producing and updating publicity/marketing materials in printed and electronic format such as the website;
- managing Sprowston Diamond Centre and publicising events/activities taking place;
- organising, publicising and managing regular fund raising events and activities to benefit Sprowston Diamond Centre;
- engaging with and recruiting new users;
- ensuring that the facilities meet the needs of the existing users;
- managing other paid staff e.g. cleaners, caretakers and administrative support;
- ensuring that the building is maintained to a high standard;
- acting as the designated health and safety officer, and fire officer and carrying out regular risk assessments.

## **10 Project Benefits**

- 10.1 The realisation of the refurbishment of Phase 3 of Sprowston Diamond Centre will allow for the Town Council's ambition for the building to be a hub for the community and the improvements provide even more groups with the chance to use the facility for activities and events. The redevelopment of Phase 3 of Sprowston Diamond Centre will serve the whole community including disabled and disadvantaged groups. The project will provide opportunities for the community to come together by offering access to educational, training and development opportunities, social and sporting activities, health services, welfare advice and community support.

- Construct a new purpose built extension to the existing building providing modern facilities;
- To provide easy car parking, full compliance with the Disability Discrimination Act and accessibility by public transport from all parts of the parish and beyond;
- Broaden access to, and more use of, existing services/creating a greater number and wider range of new services;
- Improve opportunities for the community to access a wider range of learning and social and sporting events;
- Increase participation by the community in decision-making processes that affect the community;
- Improve community relationships and networks;
- Improving financial viability of community premises;
- Premises that use less energy, pollute less, create less waste and have a reduced contribution to climate change, by setting an example of modern building practice – emphasizing the reduction of the carbon footprint by incorporating highly efficient insulation, solar panels and low emission lighting;
- Improvements to the appearance of the building and the surrounding area.

## 11 Project Objectives and Outcomes

### 11.1 **Key objectives** – Adapted from ‘Norfolk Early Help’ for increased nursery accommodation

- To provide more nursery places
- To providing a safe, modern, warm and spacious environment for children in which they will be protected from harm and given opportunities to learn to look after themselves
- To provide an environment in which to have fun.
- To provide early learning and childcare.

#### **Key outcome**

- More nursery age children will have a positive start to life and their early development.

11.2 **Key objectives** - to provide up to date sports facilities

- To provide opportunities for participation sports;
- To provide changing room facilities, separate to sexes and sports officials
- To provide a comfortable, inviting communal area
- To provide adequate storage facilities for hiring groups.

**Key outcome**

- The provision of changing rooms, a communal area and storage facilities would enable more clubs/individuals to take up sport and improve their health; encourage players, officials, volunteers and supporters to mix socially; and more groups would be strengthened by ability to hire more regularly.

11.3 **Key objectives** – to provide facilities for clubs, societies and other organisations

- To provide attractive kitchen and bar arrangements for hirers
- To provide modern cloakroom and toilet facilities
- To provide casual areas for social gathering
- To provide appropriate flooring for dance, indoor sport and social use
- To provide staging for amateur and professional drama groups
- To provide adequate storage
- To ensure that all facilities provide for disabled usage
- To provide space for new user groups for whom there is currently no space within the parish.

**Key outcome**

- There will be improved community health: the provision of warm, welcoming facilities will increase the amount of activities available to the community; increase the amount of community groups able to pursue their activities; help to make the centre more financially viable and increase community cohesion and inclusion.

11.4 **Key objectives** – to provide easy access to a public facility

- To resurface and line the existing car park – with disabled places close to the building entrances
- To provide necessary disabled access through level footways and appropriate points of access and egress
- To provide ample cycle racks to encourage cycling
- To provide a lift to the mezzanine floor for the elderly, disabled and young
- To encourage the use of public transport – the site is close to bus stops.

**Key outcome**

- More disabled users will be able to use the facilities and more users will be able to use 'greener' forms of transport.

11.5 **Key objectives** – to provide spacious office/storage/meeting rooms to meet the evolving needs of the community.

- To replace and provide an attractive facility for local groups to meet socially
- To store documentation and equipment safely and securely
- To continue to provide public internet facilities and hearing loop, display mediums and screens
- To support local business (particularly 'start-up') and community groups by providing broadband, office and storage facilities.

**Key outcome**

- More members of the community will have greater skills and capacity to meet local needs.

11.6 **Key objectives** – add value to the community

- Promote community growth by adding to the sum of community activity
- Provide a flagship public building;
- Increase motivation to take part in community activities
- Increase the sense of community – a place to meet, socialise and feel involved
- To increase a sense of pleasure, using and 'owning' the building - the new building will be safe and stimulating and attractive to the whole community

- To tackle crime and improve community safety by offering alternative activities for young people
- To enhance the quality of life and capacity of local people to contribute to local regeneration including health, culture and sports opportunities
- To provide a sense of identity – a village centre
- To provide opportunities for greater social diversity
- Increase involvement – more people engaging with each other and the local council
- Fully inclusive – easy access for the old, disabled, young and hard to reach cultural groups and financially deprived
- More secure – use of decommissioned building being habited discourages anti-social behaviour
- Provision of visitor information – providing information for visitors to Sprowston about the history and locality, through static displays and the hanging of the Sprowston tapestries.

***Key outcomes***

- Community pride and social awareness will be increased
- More people of all ages will be positively engaged in the community
- Improvements in the local social environment lead to higher levels of community cohesion
- Improved community health results in healthy activity mentally, physically and socially.

11.7 ***Key objectives*** – measurement of contribution

- To monitor feedback from users
- Record the number of groups/people attending and level of turnover
- Undertake questionnaires to show the number of participants in sport activity and people accessing health activities
- To monitor number of enquiries and visitors to the Centre.

***Key outcome***

- The centre will have improved social, economic and environmental sustainability.

## 11.8 ***Monitoring and Evaluation***

Monitoring and evaluating the performance of Sprowston Diamond Centre will be crucial in guiding the progress of the project throughout its life. The purpose of the monitoring and evaluation system will be:

- To record the use of the centre's various projects and strands;
- To demonstrate to funders to what extent targets are being met;
- To provide solid information to enable the Town Council to review and evaluate the success of the project. This will enable them to implement policies to continually improve the overall impact of the project.

### **Monitoring system**

The Town Clerk will have overall responsibility for ensuring that an appropriate system for monitoring the use of the centre is established. Each element of the project will have its own monitoring data to collect carried out in a number of ways:

#### *Structured Monitoring*

Numbers and profile of people using the centre, questionnaires, surveys and interviews with individual users, delivery partners and local community groups will be collected. Output information and evidence will also form part of this category.

A management committee of paid and volunteer workers, users and stakeholders will be set up to evaluate the centre's services, charges and running procedures. Nursery management will be directly involved in the nursery extension. Disabled users will have an ongoing voice.

#### *Semi-structured monitoring*

Semi structured monitoring will be carried out by encouraging delivery partners and staff in the Centre to keep a record of particular events, achievements, successes and challenges which shed light on the impact of the Centre. Photographs of activities / events, users' comments books and other creative means of recording users' views will come into this category.

Spontaneous monitoring

Informal feedback, letters, compliments and complaints and media coverage will all form part of the overall monitoring system. These will not be taken as hard evidence of the success or otherwise of the project, but they may still help the Town Council to understand how Sprowston Diamond Centre is viewed from within the target community.

In addition to the internal monitoring information, certain local baseline data will be collected in order to measure the impact of changes on things like crime, health, employment and education.

**Evaluation process**

The monitoring information will be used by Sprowston Town Council Management Group and the delivery partners to evaluate the overall performance of Sprowston Diamond Centre. The evaluation will be undertaken within the context of financial controls and achievement of targets, to ensure the effective management of the centre and compliance with the terms of grants received.

The evaluation process will inform the future strategic direction of the centre, ensuring that as a facility it continues to improve and meet greater needs.



Sprowston Diamond Centre user group will meet quarterly to maximise user requirements. The results of the evaluation process will be made available to the public and stakeholders through the annual report, newsletter and at events.

### 11.9 ***Access policy and risk control***

The building is fully accessible for all and refurbishment will include flush thresholds and wide corridors and doorways to ensure easy access for all members of the community.

Hearing Loops have been provided in refurbished meeting rooms, and will continue to be available in future redevelopment.

Current provision allows disabled access and toilet facilities, the corridors and most rooms do not comply with current accessibility standards due to the level change between the two old school buildings.

The new build and redevelopment phases will be fully compliant with and exceed the latest building regulations.

If the hirers abuse the facilities, it will be necessary for Sprowston Town Council to withhold the deposit paid. Consideration will then be given to whether it is necessary to exclude offenders who continuously fail to take due care of the facilities. Meetings of Town Council take place on a three week cycle.

The project will be staffed to ensure safety and security for all users. Sprowston Town Council will monitor anti-social behaviour. Sprowston Town Council will be responsible for the production of Risk Management Plans, which will detail the requirements for rotas, staffing, and health and safety requirements for all users. Annual risk assessment review will take place, as is current practice, combined with monthly checks by the Centre Manager.

### 11.10 ***Risk analysis***

The Town Council has identified a number of potential risks facing the project during both the development and operational phases of the project. The following table summarise these risks and outlines what steps will be taken in order to minimise the impact on the project.

Risk	Methods of preventing or minimising
Capital match funding for the project is not secured	<p>Phased development allows for delivery of scaled down proposal</p> <p>Realistic and comprehensive fundraising strategy in place. Other funding bids ready for submission.</p> <p>Professional support in fundraising already being delivered</p> <p>QS Cost control</p> <p>Community Infrastructure Levy / S.106 / Public Works Loan borrowing</p>
Ongoing Revenue income funding not sufficient	<p>The high number of paying hirers reduces this risk.</p> <p>Support from local authorities / grants</p>
Delay in The Construction	<p>Penalty Clauses for time overruns with contractors.</p> <p>Built in time contingency to construction period</p>
Failure to secure delivery of services from external agencies	<p>Ongoing liaison keeping partners informed. Working to a realistic timetable</p> <p>Early involvement of partners has increased their sense of ownership and commitment to the project.</p> <p>Letters of support are currently being sought</p>
Burn out of volunteers involved in Sprowston Diamond Centre delivery of community activity	<p>Centre manager will take a lot of the day to day management burden away from volunteers. Training for community group retention of volunteers and volunteer training will be encouraged.</p> <p>Regular monitoring and evaluation will identify problems before they become terminal.</p> <p>Range of activities targeting all sections of the community.</p> <p>Regular whole community events such as open days and fun days.</p> <p>Monitoring and Evaluation systems in place to monitor profile of users.</p>

<p>Centre not viewed as being accessible to the whole community</p>	<p>Equal Opportunities Policy and procedures in place</p> <p>Involving young people and whole community in the development of the project.</p> <p>Marketing centre to new growth area homes (new residents)</p>
<p>Vandalism of building</p>	<p>Secure by design principles adhered to Urban design principles of people policing spaces adhered to. Seek advice from the Constabulary's Architectural Liaison service.</p>
<p>Problems with recruitment of staff</p>	<p>All posts are offered at fair salaries</p> <p>Have time and budget to advertise properly and in advance of need</p> <p>Project should generate a lot of good publicity, could help with recruitment.</p>
<p>Low take up of services from the community</p>	<p>Unlikely as <u>all</u> the services have been requested by the local community.</p> <p>A Marketing Plan will be developed..</p>

## 12. Funding and Financial Sustainability

### 12.1 Recent Accounts

Copy of Annual Return Statement of Accounts – last complete financial year

*Sprowston Town Council  
Year Ended 31 March 2014  
Annual Return Statement of Accounts*

	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Balances brought forward	862,429	744,188	699,888
(+) Annual Precept	500,108	459,184	499,137
(+) Total other receipts	326,724	498,546	340,120
(-) Staff costs	313,442	300,032	283,237
(-) Loan interest/capital repayments	83,637	82,943	98,361
(-) Total other payments	547,993	619,055	298,170
(=) Balances carried forward	744,188	699,888	859,377
Total Cash & Investments	738,965	691,360	866,775
Total Fixed assets	2,406,048	2,499,111	2,501,323
Total Borrowings	770,488	975,250	914,230

2013/14 Audited by Mazars 19 September 2014

2014/15 Audited internally and presented to Mazars

#### *Town Council Bank Accounts*

At the end of June 2015, Barclays Business Saver Account shows a balance of £410,144.82 and the Active Saver Account a balance of £491,842.85. At the same date the total of all bank accounts amounts to £15,177.03 with the precept half year payment of £266,484.50 in September 2015.

The Council has taken advantage of the low fixed interest rates (2.24% and 3.31% from the Public Works Loan Board. The Council has taken the prudent view that there is a saving in interest payments by phasing the loan applications.

## 12.2 **Building costs**

Building costs for the various phases have been worked up in association with a Quantity Surveyor and these are detailed in **Appendix D**. In summary, the forecasted costs for the works, including professional fees, statutory fees etc are as follows –

Phase 3 – Main building – Sports Hall, Changing Rooms, Nursery Extension etc                      £2,494,495 +VAT (Capital)

The Architects have prepared full working drawings and a detailed specification of works and a full tender process in accordance with the Council's Financial Regulations will be undertaken as soon as funding is confirmed. This will be tendered to a number of building contractors in a competitive tender situation and prices provided in accordance with the Town Council's tender procedure.

## 12.3 **Partnership Funding**

<b>Funding Sources</b>				
	£ requested	Date Applied	Confirmed £	Evidence
<b>Council reserves specific to project</b>		2015/16	202,913	Budget papers
<b>Sport England Inspired Facilities</b>	75,000			Applied for
<b>Reaching Communities buildings</b>	500,000	23.03.15		Applied for
<b>Public Works Loan</b>	286,582			To apply for
<b>Geoffrey Watling Charity</b>	30,000	08.07.15		Applied for
<b>Section 106 payments</b>	400,000			Unsecured
<b>Community Infrastructure Levy</b>	1,000,000			Applied for Greater Norwich Growth Board
<b>Totals</b>	2,291,582		202,913	

## 12.4 Revenue Funding

The budget to maintain the community building is allocated proportionately from the general parish precept and reserves from the previous accounting year. The budget consists of income and expenditure from the hire of Sprowston Diamond Centre. Costs in maintaining, marking the field and grass cutting are included in the general parish account and should not increase. The cost of cleaning, materials and time will increase but is compensated by additional hire charges. The staffing budget for the centre will increase and needs to be self-sufficient. Interim revenue for administration will be funded from the general parish budget as council officers will continue with their present duties.

Since the Town Council is a public body funded by local council tax, there is no likelihood of default.

## 12.5 Pricing Policy

The Council provides services to the community. It sees itself as an enabler – a provider of community facilities for community benefit.

The Town Council has set fees for Sprowston Diamond Centre and the field for 2015/16 (this does not include use of equipment). All prices are exclusive of VAT. Charges per hour or part thereof

### **School Room with kitchen**

Weekday £18.00 per hour

Weekend / Bank Holidays £20.00 per hour

### **St Quintin Room or Adjacent Field**

Weekday £15.00 per hour

Weekend / Bank Holidays £17.00 per hour

### **Delves Room**

Weekday £10.00 per hour

Weekend / Bank Holidays £12.00 per hour

**Burrows Room**

Weekday	£ 8.00 per hour
Weekend / Bank Holidays	£10.00 per hour

**Meeting Room**

Weekday	£ 5.00 per hour
Weekend / Bank Holidays	£ 7.00 per hour

**Diamond Field**

Weekday	£15.00 per hour
Weekend/Bank Holidays	£17.00 per hour

Rates for start-up groups are negotiable and there are additional smaller rooms which can be hired for less than the above charges.

The above charges incorporate set up of supplied layout by user of tables and chairs.

**12.6 Current Income & Expenditure**

	2013/2014 £	2014/2015 £
<b>Hire of rooms</b>	17,466	38,543
<b>Cinema receipts</b>	553	2,496
<b>Precept</b>	132,604	100,207
<b>Expenses</b>		
<b>Caretaker</b>	20,413	30,379
<b>Heat &amp; Light</b>	8,539	6,343
<b>Business Rates</b>	5,429	6,830
<b>Cleaning and Skips</b>	1,381	3,185
<b>Loan Charges</b>	37,404	36,660
<b>Room Hire Expenses</b>	2,269	4,727

## 12.7 Projected Hire Income for current users at May 2015

<i>Regular Hirer</i>	<i>No. of uses p.a.</i>	<i>Total income £</i>
Benjamin Foundation	6	446.00
Carol Brenchley	21	1329.00
Sprowston Residents(Community events and celebrations)	38	1124.00
Broadland District Council	4	162.00
Diana Campbell	21	268.00
Dynamic Dance	85	5085.00
Metafit with Sally Hart	49	773.00
Energy Works	6	272.00
Insanity Interval Training	18	396.00
Cinema	12	2493.00
JPK Events	4	825.00
Music Bus	9	287.00
Norfolk County Council	67	4552.00
Nuline Dance	18	702.00
Respect4Us	5	691.00
Sally-Anne-4-Fitness	9	360.00
School Lane Pre-School	220	18,800.00
Pavilion Band	47	968.00
Threshold Theatre Company	8	514.00
Traditional Karate & Fitness	16	758.00
East Coast Health	3	276.00
Wherry Housing Association	79	8425.00
Total		49,506

Once the sport facility is complete it is estimated that by the end of year 1:-

- Use of sports hall at a 50% take up e.g 168 people per week x 50 weeks @ £2 each = £16,800
- Use of field is currently £227 per annum. It is estimated that 3 new clubs would use the field = £908
- Use of sports hall for exercise – current income £8346. It is estimated that 3 new clubs would use the hall = £14,746

Once Phase 3 is completed it is estimated that 40 new groups would use the main hall and ancillary spaces.

### 13 Management of the Centre

#### 13.1 *How the Centre will be maintained*

The Town Council has a programme of maintenance at all buildings and open spaces to ensure that all the facilities remain as pristine as possible within the constraints of constant and high volume use. Sprowston Diamond Centre will be added to this regime.

<i>Period</i>	<i>Programme</i>	<i>Responsibility</i>
<b>Daily</b>	Visual check of building following evening/weekend hiring	Town Clerk/Caretaker-Cleaner in charge
	Clean main hall, kitchen/bar, empty bins	Caretaker-Cleaner in charge
	Clean changing rooms when used	Caretaker-Cleaner in charge
<b>Monthly</b>	All areas checked, Fire Alarms tested	Town Clerk/Caretaker-Cleaner in charge
	Legionella	Taurus Monitoring
<b>Periodically</b>	Hall floor and room divider maintenance	Caretaker-Cleaner in charge
<b>Yearly</b>	Health and Safety check including fire drill	Town Clerk
	Insurance update	Town Clerk
	Electrical testing including security	Town Clerk
	Heating and Boiler maintenance	Town Clerk

### 13.2 ***Health and Safety***

The Town Council is charged with keeping all its premises in good order. Full insurance is provided by Zurich International who specialise in and offer advice on security and Health and Safety issues as well as cover for local authorities.

The Council has many years' experience in maintaining its existing premises and venues for hire and this would be extended to Sprowston Diamond Centre.

### 13.3 ***Training and development of staff***

Staff members are trained in accordance with Health & Safety regulations. The Council's grounds men are trained and retrained to handle heavy machinery. Cleaning and office staff regularly update manual handling and first aid skills. Elected Members of the Council attend training courses on election and are aware of employer responsibilities, with each member of staff issued with a handbook and Health & Safety guidance policy.

### 13.4 ***Maximising the effect of the New Community Facility – Phase 3***

#### ***The Need to Market the Centre***

In marketing terms the Centre is a venue where individuals, groups, public and private organisations will pay to use the resources, and services, to undertake activities. Marketing is a management process that identifies, anticipates and supplies customer requirements – and makes sure it's done efficiently and profitably. In order to maximise the usage of the Centre it will be necessary to develop a basic marketing plan which will include the following:

- Identifying the resources and services available
- Who uses and could use the Centre – focus on users who will be most likely to hire and build loyal relationships by offering them the services they want

- What pricing is in place – this can be varied for different users. For the local user this should be kept low, but for corporate customers the price can be increased without jeopardising their custom. Do the charges cover the costs and make a profit?
- How are you going to promote your Centre? Who is the market, when is the market, how do you/will you promote to them, how do they/will they contact you and do you advertise?

Central to any successful marketing plan is an understanding of the users and their needs. The ability to satisfy the users' needs better than the competitors will make the Centre the preferred venue in the area.

Residents are already aware of the Town Council's plans under Phase 3 to redevelop the new community facility at Sprowston Diamond Centre, informed by the Council's website, newsletters and consultation events. The Town Council plans to hold an Open Day at Sprowston Diamond Centre when Councillors' and Council Staff will be available to answer any questions about the new centre. Residents can also ask questions on progress and decisions relating the centre at Town Council. The Council Staff are available for direct face to face meetings to answer questions.

### 13.5 ***Future aims***

The scope, progression and growth of the redevelopment of Sprowston Diamond Centre gives even more possibilities:

- Using a collapsible stage to encourage local drama and touring drama groups;
- Sports hall staging for competition events;
- Soundproofing of smaller room for band practice;
- Sprowston Youth Engagement Project to relocate to the Centre; for use of the sports hall and café facilities and Wi-Fi suite;
- Sprowston Wanderers Football Club to relocate to Sprowston for practice sessions on the field, on completion of changing facilities
- School Lane Pre-School to double their intake of children.