

STRATEGIC ECONOMIC AND INFRASTRUCTURE INVESTMENT PLAN
FOR
BOROUGH OF KING'S LYNN AND WEST NORFOLK

NOVEMBER 2013

(DRAFT VERSION 7)

Borough Council of
**King's Lynn &
West Norfolk**



CONTEXT

- 1 The Strategic Economic and Infrastructure Investment Plan is a statement of intent focusing on the opportunities and priorities that will be pursued to deliver growth and realise the economic potential of the borough. Economic growth needs to be progressed alongside other aspects of the borough's development including land use planning, education and skills, transport, services and the environment. The Local Development Framework's Core Strategy provides the planning framework within which the growth aspirations must sit.
- 2 There have been profound changes in the economic, fiscal and policy climate in the UK, with long-lasting implications for economic and housing growth and for economic development and regeneration policy on employment, business support and innovation, skills, infrastructure provision and investment. There have also been significant changes at sub regional level in the structures supporting economic development. Regional development agencies and other regional agencies have been phased out and Local Enterprise Partnerships (LEPs) have been created to provide the sub regional strategic lead on many aspects of economic development.
- 3 The functional economic sub region of King's Lynn, which covers the western part of Norfolk as well as parts of northern Cambridgeshire and southern Lincolnshire and has a population in excess of 200,000 lies within two LEP areas – Greater Cambridge Greater Peterborough and New Anglia LEPs.
- 4 Partnership working will be essential to maximising the economic drivers of the area and deliver the priorities and will require, at times, joint working with our neighbours. As funding is increasingly being channelled through the LEPs, the Local Enterprise Partnerships will be central to any plan to deliver growth.
- 5 The key objective for the Investment Plan is to deliver a step change in the economic performance of the area by prioritising investment activity. This will require identifying and overcoming the barriers to investment including access and infrastructure, site availability, finance; making best use of public funding and assets and encouraging and stimulating private sector investment; and increasing employment through workforce development, raising skills and the levels of qualifications.
- 6 In this context the Plan:
 - a. sets the priorities for investment to stimulate economic and housing growth in the borough
 - b. establishes a delivery programme for short and medium term projects (2014-2020) – Appendix 1
 - c. informs the Strategic Economic Plans (SEPs) and EU Structural and Investment Fund Strategies (SIFs) for the Greater Cambridge Greater Peterborough and New Anglia LEPs and the business and investment plans for national and sub national agencies;
 - d. provides the evidence base for levering in funding from the Single Local Growth Fund and the EU Structural and Investment Fund.

WORLD LEADING BUSINESSES

- 7 West Norfolk has a core of world leading businesses that have achieved tremendous innovation in advanced engineering and manufacturing and would provide an excellent platform to build on. Key examples include:
- a. BAE Systems and Rolls-Royce - 'Centre of Excellence' in aerospace engineering, electronics and avionics.
 - b. Bepak (US) - manufacturer of drug delivery systems, developed in partnership with global pharma companies. Has between one third and 90% world market share depending on which product line chosen. Around one third of the asthma inhalers currently in use around the world include mechanisms produced by Bepak in King's Lynn. Every second of every day there are around 1000 people across the globe using an inhaler manufactured by Bepak in King's Lynn.
 - c. British Sugar Wissington is the largest and most efficient sugar beet processing factory in the world. It also hosts the first industrial scale bio-ethanol fuel manufacturing plant in the UK. Using waste heat and CO₂, it also grows one fifth of the UK commercial tomato crop. Significant strengths in innovation and environmental sustainability
 - d. Cooper Roller Bearings - has just over half of world market share of split roller bearing sales, all manufactured in King's Lynn. Key customer sectors are power, marine, mining, heavy industries. Developing offshore wind markets. It produced the bearings on which the Jodrell Bank telescope is mounted, the third largest steerable telescope in the world.
 - e. Germain's Technology Group - world leader in specialist treatments and seed technology. Global headquarters and principal manufacturing site in King's Lynn. Has over half of the European market.
 - f. Palm Paper - the fastest and most efficient newsprint manufacturing facility in the world. Uses 100% recycled paper fibre. Represents one third of the UK production capacity of newsprint .
 - g. R J Herbert Engineering - manufacturers of materials handling equipment, originally for the agricultural and food industries. Diversification into specialist robotic baggage handling and security equipment for international airports including Heathrow Terminal 4, Stansted, Schipol, Charles de Gaulle
 - h. Foster Refrigerator and Williams Refrigeration - King's Lynn is a centre of excellence for design and manufacture of commercial refrigeration, having the top two companies in the UK based here. Both companies are in the top 10 of European refrigeration manufacturers, both operate worldwide and both have their global corporate headquarters in King's Lynn.

INVESTING IN GROWTH

- 8 Securing sustainable economic growth involves supporting and growing sectors where we have a core advantage, where there is the skill base and the supply chain that creates a critical mass, where the sector is and will remain a major contributor in terms of jobs and GVA and where there is a long term potential.
- 9 Evidence shows that the sectors in the local economy with growth potential are:
 - a. **Food manufacturing and agribusiness** – This sector embraces the complete food supply chain from primary production through to food processing and distribution including agrichemicals and biofuels, research and development of technology and the manufacturing of agricultural and processing machinery. The borough has a strong representation in this sector and a number of leading edge businesses. The sector employs 6,160 people which is equivalent to 12.9% of the workforce compared with 9.4% nationally.
 - b. **Advanced engineering and hi-tech manufacturing** - This sector includes manufacturing, engineering, technical consultancy and associated research and development. This sector is well developed locally, benefitting from significant expertise amongst the existing businesses and the supply chain activity. The sector is estimated to provide 2,420 jobs in the area, representing 5.1% of local employment (compared to 3.8% nationally). This sector has the potential to boost the area's GVA and productivity, especially through export growth.
 - c. **Tourism** - The tourism and hospitality sector is diverse and includes accommodation, tourist attractions, sports and recreation activities, bars and restaurants. It is estimated to account for 4,200 FTE jobs locally (8.4% of employment, compared to 8.2% nationally). The value of tourism to the local economy is estimated to be £428m per annum. The area is diverse with historic and natural assets, vibrant towns and an attractive rural environment. There are opportunities to further develop this sector by encouraging more overnight stays, and making more of the potential offered by attractions.
- 10 For a number of years the focus has been on physical regeneration stimulated by significant public sector investment, particularly in King's Lynn. This regeneration activity has created the framework from which the economic dividends will derive and the emphasis now needs to shift on maximising national and local public sector resources by aligning them with European funding and leveraging in private sector investment.
- 11 The approach to stimulating economic growth is to build on and re-enforce the borough's economy existing strengths and competitive advantages and thereby increasing investment and job creation. The following strategic priorities and objectives are central to enabling the economy to grow.

STRATEGIC INVESTMENT PRIORITIES

PRIORITY ONE - LOCATIONS Strengthening key employment locations
a. Secure the vitality of King's Lynn, Downham Market and Hunstanton
b. Maximise the economic potential of strategic employment locations
PRIORITY TWO - BUSINESSES Supporting business growth and investment
a. Provide effective business support to assist businesses to start and grow
b. Support local SMEs to reinvest in the borough
c. Attract new foreign and domestic inward investment
d. Encourage innovation and new process and product development
PRIORITY THREE - SKILLS Developing a workforce with the skills required by a growing economy
a. Improve the engagement between businesses and training providers and schools
b. Increase work placements, apprenticeships and internships
c. Improve access to careers advice
d. Raise attainment and employability skills
PRIORITY FOUR - INFRASTRUCTURE Infrastructure improvements to unlock housing and employment growth
a. Increase the availability of high quality employment premises
b. Ensure that the transport and utilities infrastructure will enable future growth
c. Connect people with jobs and markets
d. Increase the provision and range of housing

PRIORITY ONE - STRENGTHENING KEY EMPLOYMENT LOCATIONS

12 This priority builds on the Local Development Framework policies of improving the vitality and functioning of key employment locations and settlements as places for people to live, work and visit.

Strategic economic locations

Strengthening the role of King's Lynn as a primary sub regional centre

13 King's Lynn is the main town, economic driver and service centre of an extensive and largely rural sub region which includes west Norfolk, north Cambridgeshire and south Lincolnshire. The population of the urban area of King's Lynn is 46,000 but the population of the sub region served by King's Lynn is approximately 200,000.

14 A comprehensive development and investment programme needs to be developed to meet the physical, economic, social and cultural needs of the town with the aims of:

- a. strengthening the role of the town as a key sub regional centre;
- b. growing the population of the town to 50,000 and delivering a housing programme of at least 7,000 new dwellings;
- c. encouraging economic growth to support the increased population and provide around 3,000 additional jobs;
- d. putting in place transportation measures to improve links to the town and movement within it, in order to release key sites for housing and employment growth;
- e. providing the necessary public utilities, services and facilities to support the growth and serve the King's Lynn sub region; and raising skill and education levels to meet employer demands, raising aspirations and increasing average earnings.

TABLE 1	Project	Partners	Target Date
1. Town Centre Extension	Provision of 20,000 square metres of retail and leisure floorspace	Borough Council Norfolk County Council Private sector	2015-2020
2. Southern Town Centre Regeneration Scheme	Support to bring commercial and other premises back into use.	Borough Council Heritage Lottery Fund Private sector	2014-2019
3. Develop a centre of excellence in advanced engineering	Develop a business campus on Nar Ouse Regeneration Area	Borough Council Private partners LEPs	2015-2020

Developing Hunstanton's position as a water-sports venue and visitor destination

- 15 Hunstanton is a coastal town and main employment centre serving a significant rural hinterland in the north of the borough but it is also a popular seaside resort with a large, but seasonal, number of visitors. Hunstanton's local economy is largely dependent on tourism and service sector jobs. Tourism provides a significant amount of employment and income during the summer months. However the seasonal pattern of visitors creates pressures in terms of sustainability of services and facilities and seasonality of employment.
- 16 Hunstanton's future economic success will be dependent upon its ability to broaden and diversify the visitor offer by using its natural assets to develop its water sports potential which will also strengthen its role as a key service centre on the Norfolk coast.

TABLE 2	Project	Partners	Target Date
1. Southern seafront and town centre masterplan	Enhancement of the built environment, promotion of development opportunities and attraction of new investment	Hunstanton Town Council Borough Council Norfolk County Council	2013/14
2. Coastline protection Snettisham to Hunstanton	Provision of coastal protection measures in order to safeguard the tourism/visitor economy and offer	Environment Agency Defra Borough Council Norfolk County Council	2016-2020

Strengthening Downham Market's position as the main service and employment centre serving the southern part of the borough

- 17 Downham Market is the main service centre and focus for employment in the southern part of the borough. In support of this the focus will be on providing additional employment land, ensuring that there are the appropriate level of services and facilities for the increasing population and its role as the service centre for the local tourism offer

TABLE 3	Project	Partners	Target Date
1. Provision of start up units / workshops / offices	Develop the remaining plots at St John's Centre in Downham Market	Borough Council	2015-2020
2. Unlocking employment land at Bexwell Business Park	Liaise with land owners to assess infrastructure requirements	Borough Council	2015-2020

Strategic employment locations

Create a centre of excellence for aeronautical engineering with RAF Marham at the hub

- 18 Marham is one of the largest and busiest bases in the RAF. It is home to 4 squadrons as well as a number of specialist units and will be the base for the new Joint Strike Fighter. Around 5,000 people are employed on the base.
- 19 Rolls Royce and BAe Systems have established state of the art facilities at RAF Marham to deliver in depth maintenance of the aircraft. This provides a strategic hub from which to develop a cluster of businesses around military and civil aeronautical engineering and its supply chain.

TABLE 4	Project	Partners	Target Date
1. Securing the essential infrastructure including premises	Delivery of site infrastructure to meet the requirements of an expanded base and create new opportunities	Borough Council Norfolk County Council Businesses RAF Marham/MOD Estates Landowners/developers	2015-2020

Securing the position of the National Construction College at Bircham Newton as the leading construction industry training provider

- 20 The National Construction College at Bircham Newton is the largest construction training provider in the UK and Europe. It provides training to more than 30,000 people each year including 700 apprentices. As well as the National Construction College the 500 acre site hosts the head office functions of the Construction Industry Training Board. The National Construction College and Construction Industry Training Board operations are significant contributors to the local economy. Between them they employ 680 people at the site and around another 100 contractors and spend significant capital and operational budgets with local businesses.

TABLE 5	Project	Partners	Target Date
1. Developing a construction related University Centre	Delivery of higher level construction related qualifications in partnership with existing University Partners	National Construction College Partner UK Universities	2015 - 2020
2. Upgrading of the training facilities	Enhancement of existing and addition of further training facilities to broaden the scope of the training provided	National Construction College	2015 - 2020

PRIORITY TWO - SUPPORTING BUSINESS GROWTH AND INVESTMENT

21 The focus is on developing those businesses that have the potential to grow and by encouraging the creation of new businesses, attract new investment and improve the competitiveness of existing businesses. To support the growth there is the need to raise the level of skills and qualifications and to address the barriers that prevent individuals from accessing employment, training and learning.

Fostering enterprise and stimulating business growth and investment

22 The growth of the economy requires supporting the growth and development of the key businesses and sectors; facilitating the creation and survival of new businesses; and attracting Inward Investment and supporting reinvestment by existing businesses. To enable this growth the focus will be on activities that will create new sustainable jobs as well as the retention of existing jobs.

TABLE 6	Project	Partners	Target Date
1. Business Start-up Programme	Provision of business start-up advice information and guidance	Borough Council Norfolk County Council	2014 - 2016
2. Business Support Programmes	Provision of business advice information and guidance	Borough Council NWES	2015- 2020
3. Business Aftercare programme	Provision of business support and advice.	Borough Council	2014 - 2020
4. Pre Incubator Programme	Provision of support for early start businesses with high growth potential	Borough Council NWES	2014 - 2020
5. Invest in West Norfolk	Marketing of the borough as a business location	Borough Council	2014 - 2020
6. King's Lynn Innovation and Enterprise Centre	Provision of a 2,500 square metres Enterprise Centre	Borough Council NWES New Anglia LEP	2013 - 2015
7. Visit West Norfolk	Marketing destinations and tourism products within the borough to raise awareness amongst consumers and the travel trade, to encourage increased visitor spending to support growth and investment in the tourism sector	Borough Council West Norfolk Tourism Forum Visit Norfolk Visit North Norfolk Visit East Anglia	2014 - 2016

8. King's Lynn Innovation and Enterprise Centre Phase 2	Provision of move on space	Borough Council NWES GCGP LEP New Anglia LEP	2016 - 2020
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PRIORITY THREE – DEVELOPING A WORKFORCE WITH THE SKILLS REQUIRED BY A GROWING ECONOMY

23 Human capital is a prerequisite of a successful knowledge economy and a key asset for attracting businesses and in that respect the workforce – those already in jobs and those seeking to enter the labour market – is a critically important economic asset. A well-educated and skilled workforce is the key to improving the productivity of existing companies and attracting new investment and companies. To achieve this it will require improving the aspirations and achievements of young people and reduce the number of young people not in employment, education or training (NEET); raising the qualifications and skill levels of the local workforce; and increasing the number of employers supporting training and education in the workplace.

TABLE 7	Project	Partners	Target Date
1. Local Skills Team Pilot Project	Develop a skilled workforce that meets the needs of business	GCGP LEP West Norfolk Secondary Schools Borough Council Fenland District Council Opportunities Peterborough Local Businesses	2013 - 2015
2. Inspire to Succeed	Collaborative work to raise attainment across West Norfolk Schools	West Norfolk Partnership West Norfolk Schools Norfolk County Council Borough Council	2013 - 2015
3. King's Lynn University Campus	Delivery of the University Campus at the College of West Anglia in King's Lynn	College of West Anglia Borough Council Norfolk County Council Anglia Ruskin University	2015 - 2017
4. Aerospace Skills Study	Feasibility study into the potential to increase the number of people employed in the aerospace sector	Industry partners Local Authorities, Aerospace Technology Institute, Skills Funding Agency Academia	2015 - 2016

PRIORITY FOUR - INFRASTRUCTURE IMPROVEMENTS TO UNLOCK HOUSING AND EMPLOYMENT GROWTH

- 24 A potential constraint on the future physical and economic growth is capacity of the infrastructure to support the growth plans. This includes the road and rail network, the digital infrastructure, and the servicing of critical sites as well as increasing the provision and range of the housing stock.
- 25 Roads, both to and from the sub region as well as within it, are of relatively poor standard. The constraints on capacity created by the historic road pattern of King's Lynn are exacerbated by the barrier created by the River Great Ouse. The single line rail connection on part of the King's Lynn – Cambridge – London line limits capacity and frequency of service. Overall, the borough has a good supply of land for employment and housing growth. However there is an ageing and restricted supply of industrial and commercial premises. The borough's telecommunications' infrastructure provision (digital and mobile) is inadequate for both residents and businesses. This is a key obstacle to the competitiveness of businesses, the levels of educational attainment and growth of skills and the ability of residents to access services and information.
- 26 The Adopted Core Strategy provides for 16,500 new dwellings in the borough from 2001 – 2026. The Plan provided for almost three-quarters of these to be located in the three main towns of King's Lynn, Downham Market and Hunstanton, together with the Wisbech fringe. Delivery up to 2012 has, on average, taken place at broadly the intended rate of 660 per annum. Specific new allocations are in the process of being made through the Detailed Policies and Sites Plan to ensure that sufficient land is provided to meet the plan total.
- 27 The A47 is the key road transport in the borough linking to the A1, the Midlands and the North. Currently the road is underperforming, being largely single carriageway, resulting in slow and unreliable journeys. Improvements to the route have the potential to create 750 jobs and 400 additional dwellings and generate £15m private investment and a £19m increase in GVA per annum by 2032. Alongside improvements to the A47, the provision of the A10/A47 link will reduce pressure at a key junction on the A47 (Hardwick Roundabout) and enhance overall network capacity. This link will enable the delivery of at least 1600 homes as an urban extension to King's Lynn. In parts of King's Lynn the levels of vehicular traffic and the associated congestion and air pollution is a key issue. The King's Lynn Area Transportation Strategy identifies a package of transport improvements to ensure that the town remains accessible and that the vehicular movements and demands associated with the growth can be accommodated.

Upgrading of the road network

TABLE 8	Project	Partners	Target Date
1. A47 Trunk Road improvements	Dualling and on line improvements to the A47 Trunk Road	Highways Agency Norfolk County Council Borough Council A47 Alliance GCGP & New Anglia LEP	
2. King's Lynn area transportation improvements	Implementing a package of targeted highway works	Norfolk County Council Borough Council	
3. A10/A47 Link Road	Provision of a new link between the A10 and A47 at West Winch	Norfolk County Council Developers/landowners	
4. Delivery of the pinch point road at Marsh Lane / Lynnsport	Provision of a new access road to enable 430 dwellings to be built	Borough Council Norfolk County Council Private sector	2015 - 2016

Improving the King's Lynn – Cambridge - London Rail link

TABLE 9	Project	Partners	Target Date
1. Ely North Junction	Upgrade the junction to enable increased frequency and capacity on the Kings Lynn – Cambridge link	Network Rail East of England Rail Alliance	2013 - 2019
2. Power Upgrade	Increase speed and frequency of services	Network Rail East of England Rail Alliance	2013 - 2019

Infrastructure to unlock of employment land

TABLE 10	Project	Partners	Target Date
1. King's Lynn Innovation and Enterprise Centre	Site preparation works	Borough Council NWES New Anglia LEP	2014
2. NORA employment land	Feasibility and Site preparation works	Borough Council	2014-2016

Securing the provision of essential utilities capacity and infrastructure

TABLE 11	Project	Partners	Target Date
1. Superfast Broadband	Secure maximum broadband coverage and speed across the borough through the Better Broadband for Norfolk programme	Norfolk County Council BT	2013 -2015
2. Flood defences and flood protection	Provision of flood defences and protection to allow the development of sites for housing and commercial uses	Environment Agency Internal Drainage Boards Borough Council	2014 onwards

WEST NORFOLK DELIVERY PLAN 2014-2020

INVESTMENT PROPOSALS 2014 - 2017

PRIORITY ONE - LOCATIONS						
Project	Outputs and Outcomes	Investment required / secured	Potential Funding sources	Preparatory works needed	Timescales	Delivery Partners
Nar Ouse Regeneration Area employment land, King's Lynn –site improvement and infrastructure works	Unlock 12ha site of employment land for development	£250,000 - £3,000,000 (tbc)	GCGP LEP NA LEP	Site feasibility / ground investigations Cost	2015-2017	BCKLWN
King's Lynn Town Centre improvements	Bus station area improvements	£1m*	S106 agreement with Sainsbury's and Tesco	Design improvements scheme Options appraisal Feasibility work	2015-2017	BCKLWN
King's Lynn southern town centre regeneration scheme	Bringing commercial and other premises back into use	£2.5m	HLF THI BCKLWN NCC Private sector	Submission of Stage 2 application to HLF	2014-2019	BCKLWN Property Owners
Coastal Protection, Snettisham - Hunstanton	Securing the investment in and the contribution of the visitor economy.	£1.2m	Defra EA BCKLWN NCC GCGP LEP NA LEP	Site investigation Detailed design	2015-2020	EA BCKLWN

* Funding secured

PRIORITY TWO – BUSINESSES						
Project	Outputs and Outcomes	Investment required / secured	Potential Funding sources	Preparatory works needed	Timescales	Delivery Partners
King's Lynn Innovation and Enterprise Centre	Provision of a 2,500 sq m Enterprise Centre	£4m*	BCKLWN NA LEP		2015/16	BCKLWN NWES
Delivery of the Business start-up programme	Provision of advice and guidance. 25 new business start-ups	£35,000*	BCKLWN NCC		2014-2015	BCKLWN NCC Delivery Partner
Delivery of business support programmes	Provision of business advice and guidance	£100,000	GCGP LEP NA LEP	Preparation of content & materials, marketing activity	2015-2017	BCKLWN NWES
Delivery of Business Aftercare Programme	Provision of information and advice to local businesses	Staff Resources*	BCKLWN		2014-2017	BCKLWN
Pre incubator programme	Support for high growth businesses	£50,000	BCKLWN NWES	Programme content, delivery mechanism and marketing	2014-2015	BCKLWN NWES
Invest in West Norfolk	Delivery of inward investment marketing initiative	Staff Resources*	BCKLWN	Creation and launch of website, development of marketing programme	2014-2017	BCKLWN
Visit West Norfolk	Destination marketing campaign	tbc			2014-2017	BCKLWN West Norfolk Tourism Forum Visit Norfolk Visit North Norfolk Visit East Anglia

* Funding secured

PRIORITY THREE – SKILLS						
Project	Outputs and Outcomes	Investment required / secured	Potential Funding sources	Preparatory works needed	Timescales	Delivery Partners
Delivery of university campus	3,500 sqm university building	£6,500,000	CWA GCGP LEP NA LEP ARU	Preparation and submission of planning application	2015-2017	BCKLWN CWA ARU
Inspire to Succeed	Increase in the levels of attainment in young people	£330,000*	West Norfolk Partnership		2014 -2016	West Norfolk Partnership West Norfolk Schools NCCI BCKLWN
Local Skills Team Pilot	Improved skills match between school leavers and employer requirements	£200,000*	GCGP LEP	Design of programme content and identifying mechanisms for delivery	2014-2015	GCGP LEP West Norfolk Secondary Schools Local businesses BCKLWN
Phase 2		£350,000	GCGP LEP	Preparation of content, materials, marketing activity	2015-2017	Fenland District Council Opportunities Peterborough
Aerospace Skills Feasibility Study	Assessment of the potential to increase the number of people employed in the aerospace sector	£100,000	GCGP LEP NA LEP	Project specification Application for funding Tendering of contract	2015-2016	Industry partners Local Authorities, Aerospace Technology Institute, Skills Funding Agency and academia

* Funding secured

PRIORITY FOUR – INFRASTRUCTURE						
Project	Outputs and Outcomes	Investment required / secured	Potential Funding sources	Preparatory works needed	Timescales	Delivery Partners
Delivery of access road at Marsh Lane / Lynnsport, King's Lynn	Unlock site to deliver 587 housing units	£3.55m	BCKLWN GCGP LEP NA LEP	Detailed scheme design Planning consent Tendering	2015-2016	BCKLWN NCC Developers
Flood protection and flood defence	Development of sites for housing and commercial uses	tbc	Defra EA GCGP LEP New Anglia LEP CIL		2017-2020	EA Internal Drainage Boards Developers & Landowners

* Funding secured

WEST NORFOLK DELIVERY PLAN 2014-2020

INVESTMENT PROPOSALS 2017-2020

PRIORITY ONE - LOCATIONS						
Project	Outputs and outcomes	Investment required	Potential Funding sources	Preparatory works needed	Timescales	Delivery Partners
King's Lynn Town Centre extension	Provision of up to 20,000 sq m of retail and leisure floorspace	£20m (estimate)	Private sector GCGP LEP NA LEP	Option appraisals Scheme design Funding Planning and other consents	2015-2020	Private sector BCKLWN NCC
King's Lynn southern town centre regeneration scheme	Bringing commercial and other premises back into use	£2.5m	£1M - HLF Townscape Heritage Initiative £1m – BCKLWN* £0.5m - Private sector	Submission of Stage 2 application to HLF	2014-2019	BCKLWN Property Owners HLF
West Norfolk Advanced Engineering Centre, Nar Ouse Regeneration Area, King's Lynn	Creation of an 2,500 sq m engineering business centre	£7.5m (estimate)	Private sector GCGP LEP NA LEP	Feasibility and option appraisals, Funding, Developer agreements Planning consent	2015-2020	Private sector BCKLWN Local businesses
Coastal Protection, Snettisham - Hunstanton	Securing the investment in and the contribution of the visitor economy.	£670,000	Defra EA BCKLWN NCC GCGP LEP NA LEP	Site investigation Detailed design	2017-2020	EA BCKLWN
St John's Business Units, Downham Market	Provision of 1,000 sq m of business units and offices	£1m (estimate)	BCKLWN GCGP LEP NA LEP	Option appraisals Scheme design Funding Planning consents	2017-2020	BCKLWN

Bexwell Business Park, Downham Market	Provision of infrastructure to open up 20ha of employment land	tbc	Private Sector	Scheme design Planning and other consents	2015-2020	Private Sector BCKLWN
Centre of excellence for aeronautical engineering	Provision of infrastructure including buildings	tbc	Private sector GCGP LEP NA LEP	Feasibility and option appraisals, Funding, Planning consent	2017-2020	Private sector / landowners BCKLWN NCC MoD Estates
Creation of a construction related University Centre, National Construction College	Enhancement of existing and provision of new training facilities to create centre to deliver higher level construction related qualifications	tbc	National Construction College GCGP LEP NA LEP	Feasibility and option appraisals, Scheme design Funding, Planning consent	2015-2020	National Construction College Partner Universities

* Funding secured

PRIORITY TWO - BUSINESSES						
Project	Outputs and outcomes	Investment required	Potential Funding sources	Preparatory works needed	Timescales	Delivery Partners
King's Lynn Innovation and Enterprise Centre Phase 2	Provision of move on sites and premises	tbc	BCKLWN NALEP GCGP LEP	Scheme design Site preparation works Planning consent Tendering of works	2016-2020	BCKLWN NWES
Delivery of business support programmes	Provision of business advice and guidance	£100,000	BCKLWN GCGP LEP NA LEP		2017-2020	BCKLWN NWES
Delivery of Business Aftercare Programme	Provision of information and advice to local businesses	Staff Resources*	BCKLWN		2017-2020	BCKLWN
Pre incubator programme	Support for high growth businesses	£50,000	BCKLWN NWES		2017-2020	BCKLWN NWES
Invest in West Norfolk	Delivery of inward investment marketing initiative	Staff Resources*	BCKLWN		2017-2020	BCKLWN
Visit West Norfolk	Destination marketing campaign	tbc			2017-2020	BCKLWN West Norfolk Tourism Forum Visit Norfolk Visit North Norfolk Visit East Anglia

* Funding secured

PRIORITY THREE - SKILLS						
Project	Outputs and outcomes	Investment required	Potential Funding sources	Preparatory works needed	Timescales	Delivery Partners

* Funding secured

PRIORITY FOUR - INFRASTRUCTURE						
Project	Outputs and outcomes	Investment required	Potential Funding sources	Preparatory works needed	Timescales	Delivery Partners
Flood protection and flood defence	Development of sites for housing and commercial uses	tbc	Defra EA GCGP LEP New Anglia LEP CIL		2017-2020	EA Internal Drainage Boards Developers & Landowners

* Funding secured

Acronyms

BCKLWN	Borough Council of King's Lynn and West Norfolk
CIL	Community Infrastructure Levy
EA	Environment Agency
GCGP LEP	Greater Cambridge Greater Peterborough Local Enterprise Partnership
HLF	Heritage Lottery Fund
MoD	Ministry of Defence
NA LEP	New Anglia Local Enterprise Partnership
NCC	Norfolk County Council
THI	Townscape Heritage Initiative