

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



# **Regeneration and Development Panel**

## **Agenda**

**Tuesday, 3rd April, 2018  
at 6.00 pm**

in the

**Council Chamber  
Town Hall  
Saturday Market Place  
King's Lynn**



Borough Council of

# King's Lynn & West Norfolk



**King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX**

**Telephone: 01553 616200**

**Fax: 01553 691663**

Thursday, 22 March 2018

Dear Member

## **Regeneration and Development Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 3rd April, 2018 at 6.00 pm** in the **Town Hall, Saturday Market Place, King's Lynn** to discuss the business shown below.

Yours sincerely

Chief Executive

## **AGENDA**

### **1. Apologies for absence**

To receive any apologies for absence.

### **2. Minutes (Pages 6 - 10)**

To approve the minutes of the previous meeting.

### **3. Declarations of Interest**

Please indicate if there are any interests which should be declared. A declaration of interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

Those declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

### **4. Urgent Business**

To consider any business which, by reason of special circumstances, the Chairman proposes to accept as urgent under Section 100(b)(4)(b) of the Local Government Act, 1972.

**5. Members Present Pursuant to Standing Order 34**

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

**6. Chairman's Correspondence**

If any.

**7. Corporate Performance Monitoring Q3 2017-2018 - 20 minutes (Pages 11 - 17)**

**8. Cultural Prospectus - 20 minutes (Pages 18 - 37)**

A copy of the draft Cultural Prospectus is included in the Agenda. Officers will give a short presentation to set out the context for the document.

**9. Exclusion of Press and Public**

To consider passing the following resolution:

“That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”.

**10. EXEMPT - Sail the Wash and Visitor Pontoons - 40 minutes (Verbal Report)**

**11. EXEMPT - Report of the Guildhall Informal Working Group - 40 minutes (Pages 38 - 41)**

**12. RETURN TO OPEN SESSION**

**13. Work Programme (Pages 42 - 46)**

**14. Date of the next meeting**

To note that the next meeting of the Regeneration & Development Panel is scheduled to take place on Tuesday 22<sup>nd</sup> May 2018 at 6pm, in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

To:

**Regeneration and Development Panel:** Mrs J Collingham, C J Crofts, P Gidney (Chairman), M Chenery of Horsbrugh, M Howland, P Kunes, C Manning, G Middleton, T Parish, A Tyler, Mrs E Watson and Mrs A Wright (Vice-Chairman)

**Portfolio Holders:**

Councillor Beales – Portfolio Holder for Corporate Assets and Projects

Councillor Hodson – Portfolio Holder for Performance

Councillor Mrs Nockolds – Portfolio Holder for Culture, Heritage and Health

**Officers:**

Chris Bamfield, Executive Director

Jemma Curtis, Regeneration Programmes Manager

Mark Fuller, Principal Project Surveyor

Ged Greaves, Senior Policy and Performance Officer

Matthew Henry, Property Services Manager

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**

**REGENERATION AND DEVELOPMENT PANEL**

**Minutes from the Meeting of the Regeneration and Development Panel held on Tuesday, 20th February, 2018 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillors P Gidney (Chairman), C J Crofts, M Chenery of Horsbrugh, M Howland, P Kunes, C Manning, G Middleton, J Moriarty (substitute for T Parish), A Tyler, Mrs E Watson, D Whitby (substitute for Mrs J Collingham) and Mrs A Wright.

**Portfolio Holders:**

Councillor A Beales, Portfolio Holder for Corporate Projects and Assets  
Councillor R Blunt, Portfolio Holder for Development  
Councillor I Devereux, Portfolio Holder for Environment

**Officers:**

Ray Harding, Chief Executive  
Matthew Henry, Property Services Manager

RD81: **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Mrs Collingham and Parish.

RD82: **MINUTES**

**RESOLVED:** The minutes from the previous meeting were agreed as a correct record and signed by the Chairman.

RD83: **DECLARATIONS OF INTEREST**

There was none.

RD84: **URGENT BUSINESS**

There was none.

RD85: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There was none.

RD86: **CHAIRMAN'S CORRESPONDENCE**

The Chairman had received an update on the West Winch/North Runcion – Strategic Growth Area Borough bid for HIF Funding from the LDF Manager. The Chairman read it out as follows:

The Borough had submitted a bid for funding to the HCA for some £9m to bring forward significant elements of the West Winch Relief Road. This would enable more completions to be achieved sooner on the site. The HIF outcomes were announced in late January and the Borough's bid was not successful. The Council needs to understand from Homes England as to what the options are for different streams of funding and officers are pursuing this.

The bid would have enabled us to speed delivery, but there is a delivery programme, and the Infrastructure Delivery Plan was working to implement this. The Infrastructure Delivery Plan is currently being updated following consultation with the landowners in December and a fuller report is scheduled to be made to the Regeneration and Development Panel at their next meeting.

**RD87: UPDATE FROM THE GUILDHALL COMPLEX INFORMAL WORKING GROUP (5 MINUTES)**

The Vice Chairman, Councillor Mrs Wright, who was Chairman of the Informal Working Group, provided the Panel with an update on the work of the Group. She explained that the Group were meeting on a weekly basis to develop options for the complex. She explained that she had been invited to visit Snape Maltings in Aldeburgh and had been accompanied by another Member of the Informal Working Group. She felt that the Guildhall had some similarities with Snape Maltings in that the design was similar and the site was on the riverfront.

She explained that regular user groups had been invited to attend a Working Group meeting to put forward their ideas for the future use of the complex. The Informal Working Group had also conducted a tour of the Guildhall complex.

Councillor Mrs Wright thanked the Informal Working Group, the Portfolio Holder and officers for their hard work so far and explained that the report of the Informal Working Group would be presented to the Regeneration and Development Panel on 3<sup>rd</sup> April 2018.

**RD88: EXCLUSION OF PRESS AND PUBLIC**

Councillor Moriarty asked for clarification as to why RD90: Compulsory Purchase Orders – Powers available to the Council was proposed to be held in closed session. The Chairman explained that the report would make reference to specific sites.

**RESOLVED:** That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the

following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

RD89: **EXEMPT - SMALL HOUSING DEVELOPMENT SITES (30 MINUTES)**

The Property Services Manager presented the Panel with information on how the Council were developing small sites in the Borough which were under ownership of the Council and potential plans for the future.

The Panel was provided with information on a recently completed scheme, which would soon be ready to go on the market and other sites which could be developed in the future.

The Chairman thanked the Property Services Manager for his presentation and invited questions and comments from the Panel, as summarised below.

The Property Services Manager responded to questions on development costs and profits, which could be used to fund the Capital Programme. He also explained that the Council would be investigating the costs associated with 'houses for life'.

The Portfolio Holder for Corporate Projects and Assets, Councillor Beales, explained that all schemes would be different and some would achieve more profit than others. He explained that a range of options had been considered by the Council on development sites and sometimes delivery was a higher priority than profit. He explained that the first such development scheme was now nearing completion and had been a good learning project.

The Property Services Manager explained that some future development sites could be subject to CIL and this would be looked at on a site by site basis with this cost being factored into the viability appraisals. He also confirmed that Parish Councils would be statutory consultees as part of the planning application process.

The Property Services Manager answered questions on the design of development and how development which was profitable could cross subsidise that which was not so commercial, but would not otherwise come forward for development.

The Panel was reminded that a report had been presented to Cabinet on 25 October 2016, which had set out proposals for housing development sites owned by the Borough Council together with a number of options for consideration.

**RESOLVED:** The Panel noted the update and supported the work in this area.

**RD90: EXEMPT - COMPULSORY PURCHASE ORDERS - POWERS AVAILABLE TO THE COUNCIL (45 MINUTES)**

The Property Services Manager explained the Compulsory Purchase Order process, providing examples of where it had been carried out in the past and where it could possibly be used in the future. He explained that the Derelict Land and Buildings Group looked at individual sites and what could be done with them. An update on the work of the Derelict Land and Buildings Group could be provided to a future meeting of the Panel.

The Chairman thanked the Property Services Manager for his presentation and invited questions and comments from the Panel, as summarised below.

The Property Services Manager responded to questions relating to the individual Compulsory Purchase Orders, other powers which could be used, and the length of the process. He explained that sometimes the instigation of a Compulsory Purchase Order was enough to prompt a discussion with land owners and alternative methods used instead. He also referred to Townscape Heritage 2 for Railway Road.

It was also explained that the Council was required to provide a statement of reason when putting forward a Compulsory Purchase Order and the prime consideration had to be that it was in the public interest. He explained that there also had to be a degree of deliverability if the reason for the Compulsory Purchase Order was part of a wider scheme.

**RESOLVED:** The information was noted.

**RD91: WORK PROGRAMME**

Members of the Panel were reminded that an eform was available on the Intranet which could be completed and submitted if Members had items which they would like to be considered for addition to the Work Programme.

The following items were suggested for addition to the Work Programme:

- Update on the Gayton Appeal to the High Court. It was agreed that a briefing note could be provided to all Councillors via the Members Bulletin.
- Update on Public Toilets. It was explained that the Environment and Community Panel had previously set up an Informal Working Group to look at the operation of public toilets in the Borough and a discussion would be held with the Chairman of the Environment and Community Panel regarding an update.

- The Vice Chairman requested that the Panel look at the areas above shops in the town centre as some of them were in poor states. Comments were also made that this was an issue in Hunstanton as well.

**RESOLVED:** The Panel's Work Programme was noted.

RD92: **DATE OF THE NEXT MEETING**

The next meeting of the Regeneration and Development Panel would be held on Tuesday 3rd April 2018 at 6.00pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

**The meeting closed at 7.56 pm**

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

|                 |   |   |    |
|-----------------|---|---|----|
| REPORT TO:      | Regeneration and Development Panel          |   |    |
| DATE:           | 3 April 2018                                |   |    |
| TITLE:          | Corporate Performance Monitoring Q3 2017-18 |   |    |
| TYPE OF REPORT: | Monitoring                                  |   |    |
| PORTFOLIO(S):   | Performance                                 |   |    |
| REPORT AUTHOR:  | Becky Box                                   |   |    |
| OPEN/EXEMPT     | Open  | WILL BE SUBJECT<br>TO A FUTURE<br>CABINET REPORT: | No |

**REPORT SUMMARY/COVER PAGE**

|   |
|---|
| PURPOSE OF REPORT/SUMMARY:  |
| The corporate performance monitoring report is in place to monitor progress against agreed performance indicators for the year. The report contains information on the corporate performance monitoring undertaken during Q3 2017/18.   |
| KEY ISSUES:   |
| <p>Performance indicators for 2017/18 have been agreed by Portfolio Holders and Executive Directors as the key performance measures for the year; they cover all Directorates. These indicators were reported quarterly to Corporate Performance Panel.</p> <p>In 2017, the Scrutiny Structures Task Group recommended that Panels should consider their own indicators and this was approved by Cabinet on 9 January 2018.</p> <p>This monitoring report highlights specific performance issues; where indicators have not met agreed targets they are drawn out into an Action Report, which provides additional detail on what actions are being taken to correct performance that has a variance to target.</p> <p>The Q3 2017/18 monitoring report shows that 58% of targets have been met and performance has improved against target for 4 indicators.</p> |
| OPTIONS CONSIDERED:   |
| Not applicable.   |
| RECOMMENDATIONS:  |
| <p>The Panel is asked to</p> <ul style="list-style-type: none"> <li>i. Review the performance monitoring report</li> <li>ii. Agree the actions outlined in the Action Report.</li> </ul>  |
| REASONS FOR RECOMMENDATIONS:  |
| To demonstrate that the Council monitors and puts in place appropriate actions to correct performance that has a variance to the set target, to assist us in meeting our statutory duty to try and secure continuous improvement.   |

## 1. Introduction

- 1.1 The Council's Performance Management Framework includes quarterly monitoring and reporting of performance. Each quarterly performance report was presented to the Corporate Performance Panel and made available to all Councillors and Portfolio Holders for information on the Council's intranet, Insite.
- 1.2 In 2017, the Scrutiny Structures Task Group recommended:

*That Panels should consider their own performance indicators and they be encouraged to monitor the progress in line with the corporate objectives through that route.*
- 1.3 The recommendation was supported by Corporate Performance Panel on 18 December 2017 and approved by Cabinet on 9 January 2018.
- 1.4 The Panel's indicators are reported in full on the corporate performance monitoring report – Q3 2017/18. The report includes a summary of the performance levels and direction of travel. It is hoped this provides Members with a useful 'snapshot' at the start of the report.
- 1.5 Exception reporting is used whereby those indicators that have not met their target are drawn out into an Action Report. This report focuses attention on adverse performance. In addition to the notes shown on the full report, senior managers provide information on the actions being taken to bring performance in line or reasons why this cannot happen.
- 1.6 The future reporting timetable is listed below and this has been devised by working through the calendar of meetings, sifting deadlines and time required to obtain and validate the performance data and comments:

| Reporting period | Q4 2017/18 (Jan-Mar) | Q1 2018/19 (Apr-June) | Q2 2018/19 (July-Sept) | Q3 2018/19 (Oct-Dec) |
|------------------|----------------------|-----------------------|------------------------|----------------------|
| Panel meeting    | 31 July 2018         | 11 Sept 2018          | 11 Dec 2018            | 9 April 2019         |

- 1.7 Indicators and targets are agreed by Portfolio Holders and Executive Directors. As part of its work programme, the Panel may wish to consider the indicators within its remit and make recommendations regarding future performance measures and targets.

## 2. Monitoring Report - Key points from the Q3 2017/18 performance monitoring report

- 2.1 The following tables summarise the Council's current performance levels, comparing performance to the previous four quarters.
- 2.2 The percentage of indicators where performance has improved against the target for Q3 2017/18 has decreased to 33%, and the percentage of indicators that have not improved against target has remained at 0%. The balance is made up of one indicator which continues to meet the target and a significant proportion of indicators that are reported annually, new indicators or for monitoring only.

|   | Q1 2017/18   | Q2 2017/18   | Q3 2017/18 |
|---|--------------|--------------|------------|
| Performance has improved against target  | 3<br>(33.5%) | 4<br>(44.5%) | 4<br>(33%) |

|  |  |              |              |            |
|--|--|--------------|--------------|------------|
| Performance has not improved against target      |  | 1<br>(11%)   | 0<br>(0%)    | 0<br>(0%)  |
| Performance has met and continues to meet target |  | 1<br>(11%)   | 1<br>(11%)   | 1<br>(8%)  |
| Performance remains unchanged and below target   |  | 0<br>(0%)    | 0<br>(0%)    | 0<br>(0%)  |
| Other:   |  |              |              |            |
| • reported annually                              |  | 4<br>(44.5%) | 4<br>(44.5%) | 7<br>(59%) |
| • new indicator                                  |  |              |              |            |
| • monitor only                                   |  |              |              |            |
| Total number of indicators                       |  | 9            | 9            | 12         |

- 2.3 There has been no change in the number of indicators that have met the target for Q3 2017/18. Actions are in place for the 2 indicators that have not met the quarterly target.

|                                |  | Q1<br>2017/18 | Q2<br>2017/18 | Q3<br>2017/18 |
|--------------------------------|--|---------------|---------------|---------------|
| Performance target met         |  | 6<br>(67%)    | 7<br>(78%)    | 7<br>(58%)    |
| Performance target not met     |  | 3<br>(33%)    | 2<br>(22%)    | 2<br>(17%)    |
| Other:                         |  |               |               |               |
| • reported annually            |  | 0<br>(0%)     | 0<br>(0%)     | 3<br>(25%)    |
| • figure not available         |  |               |               |               |
| • monitor only (no target set) |  |               |               |               |
| Total number of indicators     |  | 9             | 9             | 12            |

### 3. Issues for the Panel to Consider

Members should review the attached analysis of achievement of the agreed performance indicators for the year. The Action Report should then be reviewed to ensure areas which have not been met target are appropriately addressed.

### 4. Corporate Priorities

Performance indicators are developed to monitor key activities many of which directly underpin the achievement of the Council's Corporate Business Plan.

### 5. Financial Implications

None

### 6. Any other Implications/Risks

None

## **7. Equal Opportunity Considerations**

None

## **8. Consultation**

Management Team, senior officers and Portfolio Holder

## **9. Conclusion**

Management Team actively monitors this information on a regular basis and uses the information highlighted on the action report to gain an understanding of the reasons for the levels of performance that have been reported. Members should use the report to assess the actions outlined in the action report which the panel is asked to agree.

## **10. Background Papers**

Corporate Business Plan 2015/16 – 2019/20  
Scrutiny Structure Task Group report, 2017

# Performance Monitoring

## Action Report Q3 2017-18

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



This report highlights indicators that have not met target for Q3 2017-18 and is a supporting document to the Performance Monitoring Q3 2017-18 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

| Status |  | This indicator has not met the target. |
|--------|--|--|
|--------|--|--|

### Performance Indicators Q3 2017-18

| Ref | Name                                      | Q3 2017/18 Target | Q3 2017/18 cumulative performance | Q3 2017/18 (Oct-Dec) performance | Status | Notes  | Actions  |
|-----|---|-------------------|-----------------------------------|----------------------------------|--------|--|--|
| CO4 | % of rent arrears on industrial estates   | 3.00%             | 4.90%                             | Increased by +1.43%              |        | A tenant on a seasonal payment plan is experiencing issues fulfilling the agreement. | Meeting to be arranged between Property Services and the tenant to resolve the issues. |
| CO6 | % of rent arrears on retail/general units | 3.00%             | 4.43%                             | No change                        |        | Late payments from 2 tenants missed the December deadline.                           | Check late payments have been received and action accordingly.                         |

## Performance Monitoring Q3 2017-18

Borough Council of  
King's Lynn &  
West Norfolk



|        |  |  |     |  |  |     |  |   |     |
|--------|--|--|-----|--|--|-----|--|---|-----|
| Status |  | Indicator has not met the target         | 17% |  | Indicator is on target                   | 58% |  | New 2017-18 indicator                       | 59% |
| Trends |  | The value of this indicator has improved | 33% |  | The value of this indicator has worsened | 0%  |  | The value of this indicator has not changed | 8%  |

Actions being taken on indicators that have not met target are outlined on the accompanying Action Report

### Commercial Services

| Ref | Link to Corporate Priority | Name                                       | Good Performance | 2016/17 full year perf. | Q3 2017/18 target | Q3 2017/18 cumulative performance | Q3 2017/18 status | Versus this time last year | Note   |
|-----|----------------------------|--|------------------|-------------------------|-------------------|-----------------------------------|-------------------|----------------------------|--|
| CO3 | 1                          | % of rent achievable on industrial estates | Aim to maximise  | 92.36%                  | 90.00%            | 93.71%                            |                   |                            |  |
| CO4 | 1                          | % of rent arrears on industrial estates    | Aim to minimise  | 3.59%                   | 3.00%             | 4.90%                             |                   |                            | A tenant on a seasonal payment plan is experiencing issues fulfilling the agreement. |
| CO5 | 1                          | % of rent achievable on retail units       | Aim to maximise  | 96.36%                  | 96.00%            | 96.56%                            |                   |                            |  |
| CO6 | 1                          | % of rent arrears on retail units          | Aim to minimise  | 4.14%                   | 3.00%             | 4.43%                             |                   |                            | Late payments from 2 tenants missed the December deadline.                           |

### Environment and Planning

| Ref  | Link to Corporate Priority | Name  | Good Performance | 2016/17 full year perf. | Q3 2017/18 target | Q3 2017/18 cumulative performance | Q3 2017/18 status | Versus this time last year | Note          |
|------|----------------------------|---|------------------|-------------------------|-------------------|-----------------------------------|-------------------|----------------------------|---------------|
| EP3a | 2                          | Processing of <b>major</b> development applications   | Aim to maximise  | 75.0%                   | 50.0%             | 100.0%                            |                   |                            |               |
| EP3b | 2                          | Processing of <b>non-major</b> development applications   | Aim to maximise  | 78.0%                   | 65.0%             | 87.0%                             |                   |                            |               |
| EP3c | 2                          | % of decisions on applications for <b>major</b> development that have been overturned at appeal, measured against total number of major applications determined         | Aim to minimise  | 10.0%                   | 10.0%             | 3.0%                              |                   |                            |               |
| EP3d | 2                          | % of decisions on applications for <b>non-major</b> development that have been overturned at appeal, measured against total number of non-major applications determined | Aim to minimise  | 1.0%                    | 10.0%             | 0.5%                              |                   |                            |               |
| EP5  | 2                          | % of standard land charges searches carried out within 10 working days  | Aim to maximise  | 100%                    | 95%               | 100%                              |                   |                            |               |
| EP6  | 2                          | % of applications refused   | Aim to minimise  | —                       | —                 | 7.84%                             | —                 |                            | New indicator |

## Performance Monitoring Q3 2017-18

Borough Council of  
King's Lynn &  
West Norfolk



| Ref | Link to Corporate Priority | Name                                    | Good Performance | 2016/17 full year perf. | Q3 2017/18 target | Q3 2017/18 cumulative performance | Q3 2017/18 status | Versus this time last year | Note          |
|-----|----------------------------|---|------------------|-------------------------|-------------------|-----------------------------------|-------------------|----------------------------|---------------|
| EP7 | 2                          | % of refused applications then appealed | Aim to minimise  | –                       | –                 | 35.55%                            | –                 |                            | New indicator |
| EP8 | 2                          | % of appeals lodged that are overturned | Aim to minimise  | –                       | –                 | 31.25%                            | –                 |                            | New indicator |

## Ensuring Culture and Heritage Make West Norfolk a Better Place

### Foreword

West Norfolk has a strong sense of place, a long and proud heritage, and a rich and varied history. Our culture and heritage define what is so special and unique about West Norfolk, and help us think more ambitiously about our future.

As our 2015-2020 Corporate Plan makes clear, we are committed to doing all we can to drive economic growth and a prosperous future for the people that live and work here, whilst ensuring that the quality of life and natural assets of the area are preserved.

To achieve those aims our Corporate Plan<sup>1</sup> has six priority strands of work, one of which is our focus on culture and heritage. This short Cultural Prospectus expands upon the commitments we made in our Corporate Plan, outlining what we have learnt in the last two years as we have sought to strengthen our cultural and heritage asset base and offer. It also seeks to build on the Borough Council's strong track record in investing in culture and heritage projects and partnerships.

It outlines a refreshed vision, and a clear road map for how we plan to consolidate progress and integrate our efforts more powerfully with the work of our key stakeholders, and the intentions and ambitions of key local and national investors.

We look forward to working with our partners to ensure that culture plays the fullest possible role in making West Norfolk a better place, enhancing liveability and facilitating the successful and sustainable growth of the region.

*Councillor Elizabeth Nockolds, Deputy Leader, Cabinet Member for Culture, Heritage and Health*

### 1. A Platform for Smart Growth

*'Sustainable economic growth is a top priority for the Borough Council. A strong economy that is growing will generate more and better job opportunities for local people and is more likely to attract people to the area to work. These people will be looking for quality housing, education and other services.'*<sup>2</sup>

Our aspiration is for West Norfolk's cultural and economic growth to be smart growth; well connected to the wider sub-region; sustainable and high quality; and ensuring that the

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<sup>1</sup> [https://www.west-norfolk.gov.uk/info/20163/corporate\\_performance\\_and\\_transparency/450/corporate\\_business\\_plan](https://www.west-norfolk.gov.uk/info/20163/corporate_performance_and_transparency/450/corporate_business_plan)

<sup>2</sup> [https://www.west-norfolk.gov.uk/info/20163/corporate\\_performance\\_and\\_transparency/450/corporate\\_business\\_plan](https://www.west-norfolk.gov.uk/info/20163/corporate_performance_and_transparency/450/corporate_business_plan)

quality of life in West Norfolk grows apace with these increases in population and economic activity.

Therefore, improving liveability is a strategic priority to create a platform for sustained growth. This means supporting the role that culture, heritage and landscape play in making key priority places like King's Lynn, and other key towns and communities across West Norfolk, great places to live, work, and invest in, encouraging and attracting more creativity and innovation in our local economy.

West Norfolk has a vibrant cultural and heritage asset base that this Cultural Prospectus seeks to support and grow. The borough boasts a rich built and natural environment (with over 100 Scheduled Ancient Monuments; around 2,000 listed buildings, and 5 Historic Parks and Gardens) and plays host of a wide variety of different events and festivals across the borough each year (from the Kings Lynn Festival to specialist poetry and literature events). Whilst more strategic cultural facilities are focused in the larger settlements such as King's Lynn, Hunstanton and Downham Market, there are many smaller but important tourist and/or cultural facilities throughout the rest of the borough.

Key focal points of our cultural offer are geographically well placed to exploit vital connections across the East of England. For example, King's Lynn sits as one point of a powerful triangle with Norwich and Cambridge, both of which have strong emerging strengths in terms of digital creative businesses. There are growing connections between cultural and creative organisations in West Norfolk, and the network of publically funded cultural organisations concentrated in Norwich and Cambridge, creating the possibility for collaborative partnerships that will give people across West Norfolk new opportunities to access high quality cultural activities, and new forms of creative employment.

As the recent New Anglia Local Enterprise Partnership Economic Strategy makes clear<sup>3</sup>, strong growth is expected across Norfolk and Suffolk, with 88,000 new jobs, and 140,000 new homes predicted by 2036. Both the New Anglia and Greater Cambridgeshire and Greater Peterborough LEP strategies identify priority places which will be essential as drivers of growth. King's Lynn is one of those priority places, part of two key growth corridors – the critical east west growth corridor along the A47 from King's Lynn to Great Yarmouth and Lowestoft, and the A10 and rail corridor to Cambridge.

King's Lynn is therefore a vital east and south growth conductor for the region, both economically and culturally, hence the importance of this Cultural Prospectus.

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[http://issuu.com/nakedmarketing1/docs/new\\_20anglia\\_20economic\\_20strategic?e=30940372/55099812](http://issuu.com/nakedmarketing1/docs/new_20anglia_20economic_20strategic?e=30940372/55099812)

## New Anglia Local Enterprise Partnership: Norfolk and Suffolk Economic Strategy (2017)

### King's Lynn

The King's Lynn-Cambridge road and rail corridor offers considerable potential for growth. Unlike other growth corridors to Cambridge, this area offers a direct service to London (100 mins) via Cambridge (50 mins).

The area has seen significant recent investment and is home to leading edge firms including Bespak, Cooper Bearings and Palm Paper. Downham Market is also home to a growing number of ICT and digital firms.

We are committed to securing the infrastructure improvements in both road and rail needed to unlock the area's growth ambitions, including to achieve a half hourly service to London King's Cross and better road connections to Cambridge and along the A10

## BCKLWN Corporate Business Plan 2015-2020

### ***Priority 4: Celebrating our local heritage and culture***

- We will deliver an annual programme of festivals and events to attract people into West Norfolk and showcase our area
- We will support the improvement of our built heritage, drawing in third-party funding where possible
- We will support leisure and tourism within the borough

## **2. Building on Firm Foundations**

The commitments we made in our Corporate Plan<sup>4</sup> grew out of our maturing approach to culture and heritage. For example, Historic England's Urban Panel were highly supportive of our efforts and approach:

*'The Council are to be congratulated on the quality and design of the recent public realm improvements, the authority's entrepreneurial spirit and the enthusiasm of their politicians, especially their Heritage Champion.'*

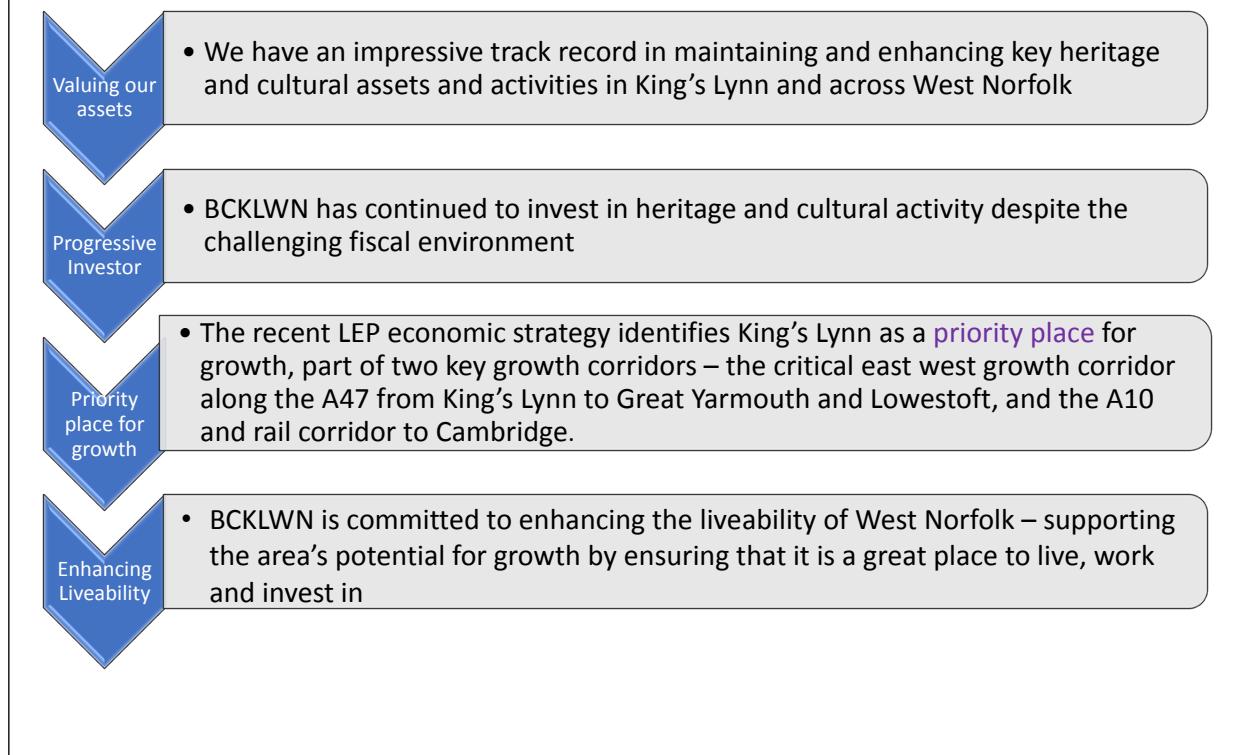
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<sup>4</sup> See Appendix One.

<https://content.historicengland.org.uk/content/docs/committees-panels/urban-panel-review-paper-kings-lynn-may16.pdf>

As Figure One below summarises, we have created firm foundations on which to scale our cultural ambitions. We have already been very successful in gaining third party investment into developing our heritage assets and offer, including £10m grant funding over the past ten years from the Heritage Lottery Fund, and we have well developed plans for the ongoing development of key assets, including the Guildhall.

**Figure One: The Borough Council of King's Lynn and West Norfolk (BCKLWN) : Firm Foundations for our cultural and heritage ambitions**



In 2016 King's Lynn was the first of ten places selected to become a Heritage Action Zone, with the direct funding from Historic England allowing us to achieve economic growth by using the historic environment as a catalyst.<sup>5</sup>

Alongside this systematic approach to developing our heritage assets we have continued to invest in cultural capacity and activities. For example:

<sup>5</sup> <https://historicengland.org.uk/services-skills/heritage-action-zones/kings-lynn/>

- We have invested in a range of audience development and arts and health projects across West Norfolk (with Creative Arts East), including taking cultural events to non-traditional cultural venues to help grow new audiences.
- We have maintained our investment in key venues (Corn Exchange) and fund a wide range of festivals and events
- With the LEP's support We have supported Collusion, a Cambridge based organisation working at the intersection of arts, technology and human interaction, to run a ground-breaking talent development programme in King's Lynn which led to upskilled local creative teams producing four new projection works that were shown on four landmark buildings in King's Lynn.<sup>6</sup> This investment forms part of our coordinated approach to seeding new forms of creative and commercial collaboration across the region.
- We have built strong heritage partnerships and have invested in the provision of cultural services from Norfolk Arts Service, Norfolk Museums Service, and Norfolk Record Office, helping to build the cultural capacity and resources required to deliver on the ambitions of this prospectus.

We are now seeking to build on these firm foundations, securing greater strategic coordination across these key strands of activity by framing a coherent vision of future success, both for the cultural offer in West Norfolk, and in terms of its value-added contribution to the liveability of the Borough, both in terms of health and well-being and by encouraging investment, employment and GVA growth.

This Cultural Prospectus is therefore an enabling document, setting out our refreshed vision and priorities for culture and heritage. We will use it to engage with key partners, build support, and secure co-investment and delivery partners to help deliver our priority outcomes and actions.

### **3. Our 2030 Vision of Success**

Our overarching vision is that culture and heritage will play a full role in enhancing the liveability and growth of West Norfolk.

To achieve our vision we will work with our partners to deliver the following outcomes by 2030:

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<sup>6</sup> web-link to the case study on the Collusion King's Lynn project that I have written for them (and sent in with this draft)

1. We will have increased partner investment into our cultural and heritage assets, capacity and activities.
2. We will have built new arts audiences (local and national) and participants from local communities all across West Norfolk.
3. We will have supported new cultural and commercial collaborations and creative skills development establishing King's Lynn as an entrepreneurial creative hub for West Norfolk, well connected to other important creative clusters in Norfolk, Suffolk and Cambridgeshire.

We will have developed a more year-round, West Norfolk wide cultural offer, offering a greater variety of opportunities for West Norfolk residents to access high quality cultural experiences, and creatively express themselves.

4. We will have built a sharper promotional brand for West Norfolk's cultural and heritage offer, and ensured that it is marketed more effectively through other cross county initiatives (e.g. Look Sideways East)

#### **4. Our Approach – Joined Up Activity Producing Value Adding Outcomes**

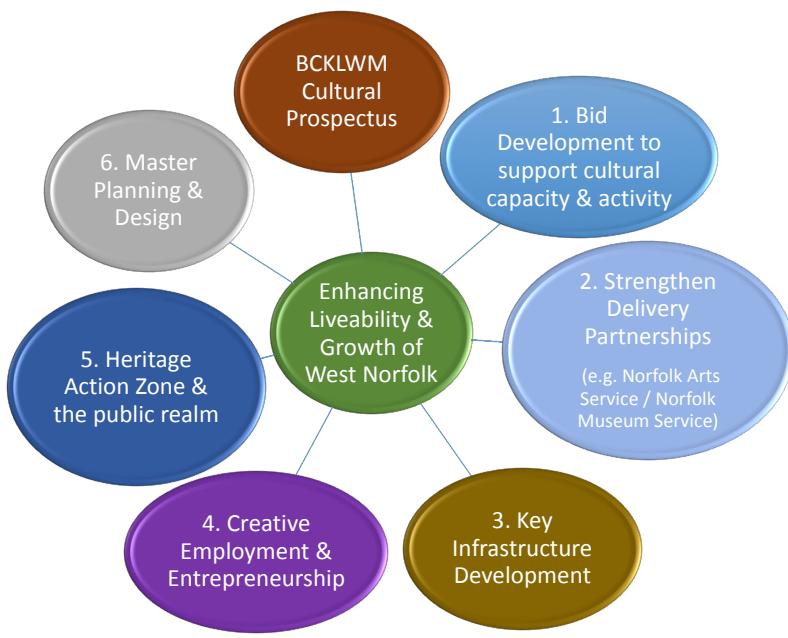
To deliver these outcomes, we will seek to integrate our approach to 6 inter-related areas of prioritised activity, ensuring that our efforts are more joined-up, and that our key partners better understand our plans and how they can best support us to accelerate growth.

Figure 2 below summarises our 6 priority areas of inter-related activity. We believe these points of focus will help us achieve a strong return on our investment, whilst remaining a highly adaptive partner able to quickly trial and test new approaches and find the best solutions to drive sustainable growth.

As we have developed this Cultural Prospectus it became clear that whilst we already have plans and activities under way in each priority area, we need to do more to ensure that:

1. Actions in each of these areas are designed and delivered with the overall aim of enhancing liveability and growth in West Norfolk, and constantly reviewed with their value-added contribution to our 2020 outcomes in mind
2. Our overall vision of success acts as the primary influence on each priority area – for example are our cultural and liveability ambitions adequately informing the design quality expectations we are placing on our development partners? Are our plans for key infrastructure development able to support as many of these priority areas as possible?

**Figure 2: Our Prioritised Areas of Activity**



With those thoughts in mind, our key actions for each priority area of activity are as follows:

## 5. Our Action Plan

### 5.1. Bid Development to Support Cultural Capacity and Activity

We have a strong track record of securing larger scale funding from the Heritage Lottery Fund, and smaller amounts from Historic England. Our priority focus will be to secure continuation funding for our Heritage Action Zone work (see section 4.4. below), and to further develop our relationship with Arts Council England establishing with them the case for a series of incremental capacity building and capital grants.

Over the last ten years King's Lynn and the rest of West Norfolk have received much lower levels of funding from ACE when compared to their investments in other parts of Norfolk and Suffolk in the same period. For example, Great Yarmouth, and other priority 'cold spots' (as defined by levels of cultural participation) have received much greater levels of ACE investment.

We are confident that the projected growth of West Norfolk; King's Lynn's important role as a cultural and economic driver to a sub-region of more than 200,000<sup>7</sup>; and our progressive approach as a cultural investor, will lead to a productive co-investment agenda with Arts Council England. Our aim is to secure significant strategic funding from Arts Council England

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<sup>7</sup> Norfolk Insight: King's Lynn & West Norfolk Borough District Health Picture)

between now and 2030, to help underpin our efforts to increase our cultural capacity and offer.

We will therefore seek support from ACE's managed funds to help formulate a series of inter-linked, highly quality Grants for the Arts bids, reflecting the priorities of this Cultural Prospectus. Points of focus for these grants to support cultural capacity and activity are likely to include:

- Projects designed to systematically scope and develop new audiences, including working with identified communities across West Norfolk<sup>8</sup>. This is likely to require hiring in additional skills and capacity to work with Norfolk Museums Service, Norfolk Arts Service, and key local organisations. The aim would be to improve the cultural offer to currently underserved audiences across West Norfolk.
- Supporting ambitious new cultural programming which will attract audiences / cultural tourists from outside of the Borough, raise our cultural profile and create new opportunities for national collaboration.
- Becoming a more active part of strategic touring activities to ensure that the best of work '*made in the east*' is seen by West Norfolk Audiences, and for specific work to be commissioned that responds to place and need in West Norfolk. The aim will be ensure that King's Lynn and key locations in West Norfolk become a strong network node in a collaborative cultural offer across Norfolk Suffolk, Cambridgeshire.
- Projects that encourage collaborations between arts, technology and business, supporting our ambitions to support creative entrepreneurship in King's Lynn and across West Norfolk.
- Projects that we could deliver with the support of Festival Bridge<sup>9</sup> to initiate and embed a Cultural Education Partnership approach in King's Lynn and West Norfolk, helping us to drive a joined-up art and cultural offer locally, and realising a more coherent and visible delivery of cultural education across West Norfolk, leading to more Arts Mark<sup>10</sup> schools and contributing to higher levels of attainment across the borough. Our efforts here will build on the work already underway around the Heritage Education Network in King's Lynn.

To support this bid development activity, we will continue to work in close collaboration with Norfolk NPOs, and key creative organisations, to ensure a long term programmatic

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<sup>8</sup> Including a focus on migrant communities, building on our recent thinking on how to support these communities to improve individual well-being, build on existing individual and community strengths, and stimulate meaningful relationships (which formed the basis of our recently submitted ESF bid)

<sup>9</sup> <https://nnfestival.org.uk/festival-bridge/>

<sup>10</sup> <http://www.artsmark.org.uk/about-artsmark>

approach to building cultural demand and ensuring culture makes a broad contribution to the quality of life in West Norfolk. For example, we are currently:

- Exploring a follow-on project with Collusion (from their recent illumination projects in King's Lynn), which will deliver a major project of longer duration and impact, creating a nationally unique and significant project 'festival /event' around the themes of interaction and augmentation.
- Investing in Creative Arts East to support the delivery of dementia-inclusive and community-based writing groups in West Norfolk, to build on the developing appetite for arts and cultural engagement that we are seeing in communities across the borough for rural touring work.

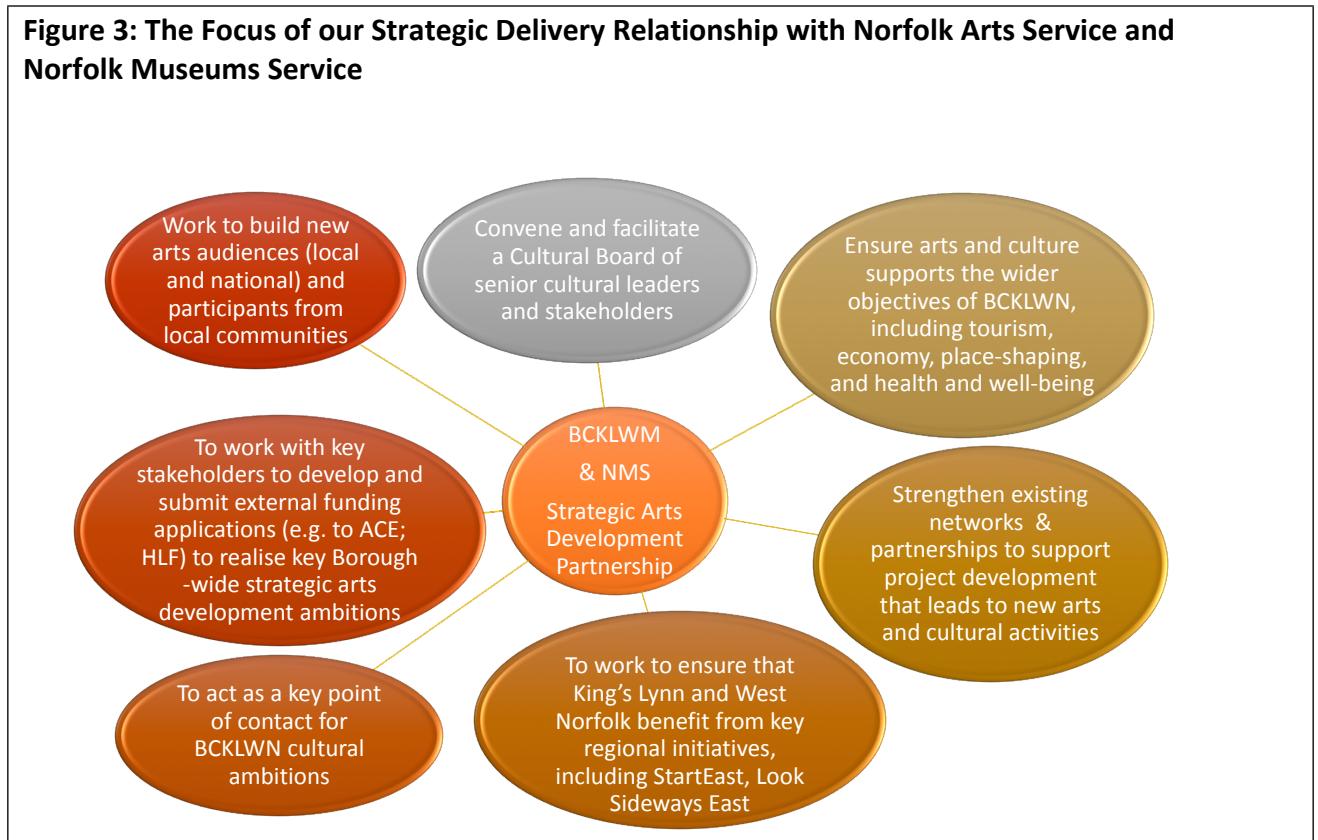
## **5.2. Strengthen Delivery Partnerships**

We are already working closely with a wide range of key stakeholders to strengthen our cultural offer, and we will deepen our delivery partnerships in four key areas:

- With Norfolk Arts Service (NAS) and Norfolk Museums Service (NMS) to build more sustainable and incrementally impactful cultural activities across West Norfolk
- With cultural organisations and producers across Norfolk, Suffolk, and Cambridgeshire who will engage in bid development work with us to bring new cultural work to West Norfolk
- With key regional and national bodies who are a route to strategic support, investment and joint advocacy
- With key local and national stakeholders (cultural and commercial) to increase their understanding of, and support for, our cultural ambitions. Business sector engagement is vital, and we will ensure effective business representation on the proposed Cultural Board, and strengthen our relationship with the New Anglia and Greater Cambridgeshire and Greater Peterborough LEPs.

For example, we have recently finalised the details of an SLA with Norfolk Arts Service and Norfolk Museums Service (see Figure 3 below). Norfolk Arts Service is part of Norfolk County Council Culture & Heritage (along with Norfolk Museums Service and Norfolk Record Office) and both are vital partners in building cultural capacity and delivery across West Norfolk.

**Figure 3: The Focus of our Strategic Delivery Relationship with Norfolk Arts Service and Norfolk Museums Service**



We believe our partnership through the SLA, in combination with this Cultural Prospectus, can have a transformational impact on the clarity and coherence of our bid development and delivery work across West Norfolk. For example, NAS and NMS will use this Cultural Prospectus to convene and facilitate a Cultural Board of senior cultural leaders and stakeholders, drawn from West Norfolk and regionally, which will build support, and coordinated action, behind this shared set of cultural ambitions.

This will bring greater coherence to all our investment and partnership activity, and help to ensure the integration of key supportive activities (e.g. our Heritage Action Zone, and Coastal Community Teams). This Cultural Board will be focused on delivery, and its membership selected accordingly. We will seek the views of partners on how best to regularly consult with the wider creative community in West Norfolk, and across Norfolk, Suffolk and Cambridgeshire.

In a similar strategic vein, Norfolk Arts Service is the joint strategic lead (with Suffolk County Council) for Look Sideways-East, a Cultural Tourism programme across Norfolk and Suffolk in partnership with the New Anglia Local Enterprise Partnership and Arts Council England. We will work through our SLA to ensure that progress delivered through our Destination

Management Plan <sup>11</sup>, for example in terms of improved promotional materials for West Norfolk's heritage and culture offer, feature more prominently in these cross-county marketing activities.

More broadly, we will work with all our partners to ensure that we increase the influence of our strategic advocacy voice with key strategic partners, and embed ourselves more effectively within key cultural development processes across Norfolk Suffolk and Cambridgeshire.

### **5.3. Key Infrastructure Development**

Infrastructure development of all kinds (transport, public realm and amenity) have a role to play in supporting West Norfolk's liveability and cultural and heritage provision. But in this Cultural Prospectus, infrastructure implies a focus on key physical assets in West Norfolk which can play an important role in the culture and creative development of the region.

We will continue to make strategic investments in key projects and infrastructure that deliver to audiences, visitors, and residents across West Norfolk. In the short-term (up to 2020), King's Lynn will remain the likely focal point for our infrastructure investment, in order to capitalise on the success of recent HLF investment; secure additional funding from HLF; and to effectively combine long term capital investment and revenue funding bids to HLF, ACE and other suitable trusts and foundations.

For example, informed by this Cultural Prospectus, and our success in gaining funding to support a feasibility study around creative hub development in King's Lynn (see Section 5.4. below), we have framed new proposals for the Guildhall which would enable the complex to become a multi-use, multi-purpose cultural and heritage asset. A significant capital investment from us (agreed in principle) would be used to secure leveraged funding from HLF and ACE, and other investors.

We are confident that the clarity of our vision for cultural and creative animation across West Norfolk, allied to our willingness to be a committed long term investor in cultural and heritage infrastructure and capacity, can secure a robust creative and commercial future for the Guildhall, which in turn can make a major contribution to achieving our desired 2020 outcomes.

### **5.4. Creative Employment & Entrepreneurship**

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<sup>11</sup> [https://www.west-norfolk.gov.uk/downloads/file/1985/west\\_norfolk\\_destination\\_management\\_plan\\_2016-2020](https://www.west-norfolk.gov.uk/downloads/file/1985/west_norfolk_destination_management_plan_2016-2020)

A key element of our 2030 vision is to support new cultural and commercial collaborations and creative skills development establishing King's Lynn as an entrepreneurial creative hub for West Norfolk, well connected to other important creative clusters in Norfolk and Suffolk.

To achieve these ambitions we will work with our partners to ensure that:

- West Norfolk is seen as a great place to bring/develop a creative project, building on our reputation as an enabling and supportive partner and investor.
- Through our partnership and investments we encourage new forms of creative economy innovation by bringing cultural organisations and local businesses into active collaborations that grow creative employment and skills across the region.
- West Norfolk benefits from key regional and national creative entrepreneurship initiatives, including e.g: StartEast: Building the Cultural Economy.

To accelerate progress towards these outcomes, we have prioritised the following actions

1. We have agreed to participate in a University of East Anglia Creative R&D Partnership bid to the AHRC Creative Industries Cluster Programme – which is aiming to connect the strengths in digital creative industries in Norwich to other possible growth nodes (in this case King's Lynn) in Norfolk and Suffolk. As their bid makes clear, enhancing these sub-regional connections and cross-sector relationships will ensure that strong sectors such as video gaming, arts festivals, literature and cultural tourism can grow and develop in line with regional strategies.
2. We have been successful with a recent application to the 2016-17 Business Rates Pool to support a project to assess the feasibility of setting up a Creative Hub in King's Lynn. A creative hub is a place which brings creative people together, providing space and support for networking, business development and community engagement within the creative, cultural and tech sectors. The study will form an important part of our efforts to foster more creative employment in West Norfolk, and which will help inform our investment and bid development strategies with regard to the development of possible sites for this type of creative economy innovation in the region.

There is real potential for smart growth in this respect. Initial desktop research undertaken by the Borough Council's Economic Development Team in August 2017 identified 40-50 creative businesses (digital marketing, graphic design, web design & development, search engine optimisation, brand identity and software development) actively operating within a ten-mile radius of King's Lynn. This creative hub initiative would help these creative businesses collaborate with each other to access crucial resources such as tools, specialist services, and to develop new products, services and businesses.

3. We have been investing and developing partnerships to support the development of cultural and creative skills. Our recent investment in Collusion has a strong creative talent development and upskilling element, and we have well developed plans

around the development of conservation skills in the ongoing maintenance and development of the Guildhall, working with our partner the Building Crafts and Conservation Trust.

### **5.5. Heritage Action Zone,**

King's Lynn abounds with historical significance, with its churches, guildhalls, town defences and friary remains resonant of the medieval status of Lynn.<sup>12</sup>

Befitting for a town that owes its name to a King (the town was known as Bishop's Lynn until 1537, only becoming King's Lynn with the assistance of Henry VIII), it's a place that encourages big ambitions about how to turn that heritage and history into powerful stories and to ensure inspirational and relevant uses of key heritage assets in King's Lynn and across West Norfolk.

Our Heritage Action Zone plays a vital role in this respect allowing us to achieve economic growth by making historic settlements more attractive to residents, businesses, tourists and investors.<sup>13</sup> We are seeking to revitalise King's Lynn's historic centre with new developments that complement its historic character, accommodating housing and other uses in the heart of the town.

For example, as part of our plans for the transformational redevelopment of brownfield sites located on the historic quayside, we are currently seeking a design team for a £4.9 million programme of public realm and flood defences at Nelson Quay, a prominent and historic waterfront site, stretching from St Margaret's Lane in the north to Friars Fleet in the South.

The project will create flood defences, a wetlands habit, a pedestrian and cycle bridge, a slipway and new public realm including arts installations, shelters, seating and lighting. The infrastructure is the first stage in our plans to deliver 436 homes and 7,695m<sup>2</sup> of commercial space on the site, which neighbours King's Lynn's medieval Nelson Street.

We will ensure that the ambitions in this Cultural Prospectus, to enhance liveability, and secure high quality outcomes for our public realm, public art, and our wider cultural and heritage offer, actively inform all of our ongoing development work.

Put simply, great art makes great places; great places attract talent, and great talent creates great jobs. We will seek to ensure that our ongoing investment in public art and cultural is built out of community engagement and interaction, encouraging communities across West Norfolk to develop a clear sense of identity and belonging.<sup>14</sup>

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<sup>12</sup> cf: 'King's Lynn Through Time', Paul Richards (2014)

<sup>13</sup> <https://historicengland.org.uk/services-skills/heritage-action-zones/kings-lynn/>

<sup>14</sup> <https://www.pps.org/about/leadership-council/>

## 5.6. Master Planning & Urban Design

*'In its fifteen years, the Urban Panel had visited few places with a Council with such an appetite for land acquisition or for proactively engaging in and pushing forward the delivery of development sites as KL&WNC.'*<sup>15</sup>

West Norfolk faces the challenge of growing smartly in ways that enhance the liveability of the region. For example, King's Lynn is embarking on yet another period of expansion, one which is intended to result in a further 7,000 new dwellings being added to the settlement over the next 15 years or so.

Given the predicted northern overspill from Cambridge, and the projected improvements in the frequency of trains between King's Lynn, Cambridge and London King's Cross, our developments need to provide a quality of life, design, and cultural and leisure offer that can attract a diversity of people, and act as an exemplar for new urban, and suburban lifestyles.

Priority actions already underway include the following:

- Our Heritage Action Zone (HAZ), has already helped to draw key organisations in the town (KL&WN, BID, LEP, King's Lynn Preservation Trust) into more active collaboration, and is creating opportunities for the HAZ to assist in the production of Masterplans, help in the preparation of Design Briefs and help to facilitate the delivery of specific projects in the historic town centre.
- We will strive to be an exemplar Borough Council in terms of applying good urban design in historic areas, demanding high quality and place making principles developed from this Cultural Prospectus.
- The Urban Panel recommended that the next iteration of the Local Plan<sup>16</sup> needs to include strategic messages about the character of the town we are seeking to create and to set out a clear expectation that only the highest-quality of design will be acceptable. We will act on this recommendation in producing ongoing iterations of the Local Plan.
- We will undertake further work to refine and embed the cultural and place-making principles outlined in this Cultural Prospectus, to ensure the work of the Council and its design and development processes are creating places that a wider variety of

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<sup>15</sup> <https://content.historicengland.org.uk/content/docs/committees-panels/urban-panel-review-paper-kings-lynn-may16.pdf>

<sup>16</sup> [https://www.west-norfolk.gov.uk/downloads/download/68/core\\_strategy\\_document](https://www.west-norfolk.gov.uk/downloads/download/68/core_strategy_document)  
See Appendix 1 for key policies details on Community and Culture

people and companies will be attracted to live, work, and invest in. This will include our ongoing work with the Coastal Community Teams in Hunstanton and King's Lynn.

## **6. What Next?**

This Cultural Prospectus sets out our priorities for smart cultural and creative growth across West Norfolk. We have framed aspirational, but grounded, ambitions to ensure culture and heritage play the fullest possible role in making West Norfolk a better place, and a vibrant one to live, work and invest in.

West Norfolk has the capacity to transform itself by 2030 , as employment and population growth reinvigorate our historic region as a more connected and innovative economy, full of high quality places, employment and cultural experiences. We expect the actions outlined in this document to play an important role in grasping these opportunities.

We will use this enabling document to engage with our local, national and international partners, to build a sense of shared excitement around cultural growth in West Norfolk, and to establish vibrant co-investment and delivery partnerships to help us achieve our 2030 vision of success.

**Appendix One: Alignment of this Cultural Prospectus with BCKLWM local plan and/ or local economic strategy plan; and key external strategies (e.g. New Anglia Strategic Economic Plan / Economic Strategy / Cultural Board strategy**

This Cultural Prospectus has been designed to align closely with all key ‘local’ and ‘regional’ strategic documents and commitments, as summarised below:

**Borough Council of King’s Lynn and West Norfolk – Corporate Business Plan (2016-2020)**

This prospectus is aligned with the following Corporate Priorities:

Priority 2: Drive Local Economic and Housing Growth

- a. We will support new and existing businesses to help them thrive
- b. We will support activity that helps drive up the skills levels of local people

Priority 4: Celebrate Our Heritage and Culture

- a. We will support the improvement of our built heritage, drawing in third party funding wherever possible
- b. We will support leisure and tourism within the borough
- c. We will deliver an annual programme of festivals and events to attract people into West Norfolk and showcase our area

Priority 6: Work with our partners on important services for the Borough:

- a. We will continue to support improvements in the educational attainment of young people

**King’s Lynn & West Norfolk Borough Council: Local Delivery Framework - Core Strategy (adopted July 2011)**

This prospectus is aligned with the various policies listed in the Local Delivery Framework, but with particular focus on the following elements:

#### **4.2. Vision**

#### **4.3. Core Strategy Objectives**

##### **5.1. Spatial Strategy - Policy CS01**

All of the Policies for Places, and Area Wide Policies, in particular:

##### **7.3. The Economy – Policy CS10**

##### **7.6. Community and Culture – Policy CS13**

**Delivering community well-being and enhancing quality of life through good design.**

Where possible, developers should examine best practice on design in new development and should aim to involve the community early in the design process of new development.

The form, design, location and layout of development should enhance community wellbeing, by:

- being accessible and inclusive - ensuring that people of any age, gender, ethnicity and ability can use and access the development;
- being adaptable - creating high quality development which is capable of being modified either for different uses or to suit people with different needs;
- being locally distinctive - contributing to a sense of place and identity; reducing the opportunity for crime - considering factors such as natural surveillance, boundaries and security features, lighting and the management of public space to promote safe living environments;
- being within walking distance of open space - to increase people's quality of life and enable active and healthy lifestyles.

## **West Norfolk Destination Management Plan 2016-2020**

[https://www.west-norfolk.gov.uk/downloads/file/1985/west\\_norfolk\\_destination\\_management\\_plan\\_2016-2020](https://www.west-norfolk.gov.uk/downloads/file/1985/west_norfolk_destination_management_plan_2016-2020)

This prospectus is aligned with the 10 priority objectives of the West Norfolk Destination Management Plan 2016-2020, and its four key aims:

1. To exploit opportunities to ensure that the visitor experiences and locations in West Norfolk are promoted as effectively as possible through clear branding and marketing by Visit West Norfolk and support marketing by its partners
2. To achieve increased spend by staying visitors by attracting increased visitor numbers, increasing length of stay and by increasing return visits
3. To capitalise on the increasingly large numbers of day visitors attracted to West Norfolk, by working to increase spend per head and by converting day visits into future staying visits
4. To broaden the geographical spread and seasonal spread of visitors throughout West Norfolk by capitalising on and developing the considerable heritage and natural environment assets of the area.

## **Culture Drives Growth, the East's Cultural Strategy 2016-2022 (NALEP, 2016)**

The prospectus is aligned with the following Priority objectives:

1. Accelerating Creative Job Growth –
  - a. support existing cultural and creative businesses in Norfolk and Suffolk to generate more jobs in the regional economy
  - b. create the conditions that lead to an increased rate of new business formation in the cultural and creative industries across the regional
2. Scaling Cultural & Creative Investment
  - a. Increase the scale and diversity of public and private investment into Norfolk and Suffolk's cultural and creative industries
  - b. Develop a distinctive cultural enterprise agenda, which will make the region a place where creative talent comes, stays, and makes things of cultural and economic significance happen
3. Backing Creative Talent

- a. Increase the scale, quality and diversity of the creative workforce in Norfolk and Suffolk
  - b. Create more pathways and routes to participation and training in arts and cultural activities, and in turn into creative employment and cultural start-ups
4. Increasing Cultural & Creative Diversity
- a. Ensure cultural and creative diversity is at the heart of the region's cultural ecology and identity

### **Strategic Economic Plan (2012):**

- The project will address the High Impact Growth Sector of ICT / Digital Creative
- The project will address the Underpinning Sector of Tourism and Culture

### **The East – New Anglia LEP Economic Strategy (November 2017)**

The prospectus addresses the following Key sectors: Digital Creative & ICT and Visitor Economy – Tourism, Heritage and Culture

Planned activities are supportive of:

**Priority Places:** King's Lynn and the A10 and rail corridor to Cambridge

#### **Priority Themes:**

- **Driving Business Growth and Productivity:** Prioritise digital and physical infrastructure projects to support businesses to develop and provide the space that new and existing firms need to grow
- **Driving Inclusion and Skills:** Prioritise leadership support for our entrepreneurs and those in new high growth businesses, through further accelerator support, business mentorship. Providing the ecosystem that new entrepreneurs need to succeed
- **Visitor Economy, Tourism and Culture:** A varied and rich tourist offer, from coast and countryside to postcard market towns, underpinned by a dynamic and pioneering cultural sector boasting internationally celebrated brands.

Our area's vibrant cultural sector boasts award-winning theatres, major international festivals such as Aldeburgh and Norwich, England's first UNESCO City of Literature. The culture and heritage sector and natural landscape plays a unique role in creating the 'sense of place' that makes

the area a great place to live, work, learn, invest and do business in. The sector is an important employer of 88,000 and attracts significant investment from national and international funding bodies

**Agenda Item 11**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

## REGENERATION AND DEVELOPMENT PANEL WORK PROGRAMME 2017/2018

| <b>DATE OF MEETING</b>  | <b>TITLE</b>   | <b>TYPE OF REPORT</b> | <b>LEAD OFFICER</b>                     | <b>OBJECTIVES AND DESIRED OUTCOMES</b>   |
|---|--|-----------------------|---|--|
| 28 <sup>th</sup> June 2017  | Enterprise Zone Update   | Update                | Ostap Paparega                          |  |
| 28 <sup>th</sup> June 2017  | Riverfront Delivery Plan – Final Report  | Policy Development    | Jemma Curtis                            | To comment on the final report before consideration by Cabinet.  |
| 28 <sup>th</sup> June 2017  | One Public Estate Update   | Update                | Matthew Henry                           | To receive an update. Last update presented to the Panel was in November 2016                                    |
| 28 <sup>th</sup> June 2017  | Southgates   | Policy Development    | Matthew Henry                           | Workshop Session   |
| <b>25<sup>th</sup> July 2017 – Venue Hunstanton Sailing Club – 4.45pm – tour and meeting to start at 6.00pm</b> |  |                       |   |  |
| 25 <sup>th</sup> July 2017  | Tour of Hunstanton Heritage Gardens to take place before the meeting at 4.45pm |                       |   |  |
| 25 <sup>th</sup> July 2017  | Bus Trips  | Workshop session      | Councillor Crofts                       | Councillor Crofts to present suggestions on what could be done to encourage more bus trips into the town centre. |
| 25 <sup>th</sup> July 2017  | Hunstanton Heritage Gardens  | Update                | Jemma Curtis/ Ostap Paparega            | Update following tour before meeting   |
| 25 <sup>th</sup> July 2017  | Hunstanton Prospectus Update   | Update                | Jemma Curtis/Ostap Paparega             | To receive an update on the work of the CCT  |
| <b>29<sup>th</sup> August 2017 - Tour of Lynnsport Housing site before meeting – 4.45pm</b>                     |  |                       |   |  |
| 29 <sup>th</sup> August 2017  | Lynnsport Major Housing Project and Tour of the Site                           | Update                | Dale Gagen.                             |  |
| 29 <sup>th</sup> August 2017  | EXEMPT - Heritage Action Zone – Update and Options                             | Update                | Ostap Paparega                          | To receive an update and make comments   |
| 29 <sup>th</sup> August 2017  | EXEMPT - THI 2 – follow up from Workshop Session                               | Policy Development    | Jemma Curtis/Ostap Paparega/Steven King | To receive an update following the Workshop sessions held in April 2017.   |

42

|   |  |                       |                         |   |
|---|--|-----------------------|-------------------------|---|
| 29 <sup>th</sup> August 2017  | Register of places of interest                                     | Verbal Update         | Chairman                | Chairman requested this item be added to the Work Programme.  |
|   |  |                       |                         |   |
| 3 <sup>rd</sup> October 2017 – meeting to be preceded by a tour of the THI area – Members to meet at the Town Hall at 4.45pm. |  |                       |                         |   |
| 3 <sup>rd</sup> October 2017  | Tour of St Margarets and St Nicholas THI area                      | Update following tour | Steven King             | Follow up after the tour which will precede the meeting   |
| 3 <sup>rd</sup> October 2017  | Workshop Session – River access                                    | Workshop              | Chris Bamfield          | As discussed at the August meeting.   |
| 3 <sup>rd</sup> October 2017  | Enabling stalled sites across the Borough to be developed – EXEMPT | Presentation          | Dale Gagen              |   |
| 3 <sup>rd</sup> October 2017  | One Public Estate EXEMPT   | Verbal Update         | Matthew Henry           | Verbal Update   |
| 3 <sup>rd</sup> October 2017  | New Economic Strategy for Norfolk and Suffolk                      | Information           | Ostap Paparega          | To receive information prior to the Strategy being submitted to Cabinet for endorsement   |
|   |  |                       |                         |   |
| 12 <sup>th</sup> December 2017  | Budget   | Presentation          | Lorraine Gore           | Opportunity to feed into the Budget setting process prior to its submission to Cabinet and Council.   |
| 12 <sup>th</sup> December 2017  | Enterprise Zone Update   | Update                | Jemma Curtis            |   |
| 12 <sup>th</sup> December 2017  | EXEMPT Waterfront Update   | Update                | Jemma Curtis            | To receive an update on sites in the area.  |
| 12 <sup>th</sup> December 2017  | Scrutiny Arrangements Review – Cabinet Report                      | Cabinet Report        | Sam Winter              | To consider the report and make any appropriate recommendations to Cabinet.   |
|   |  |                       |                         |   |
| 10 <sup>th</sup> January 2018   | Infrastructure Delivery Plan and West Winch Development            | Update                | Nikki Patton, Alan Gomm | Follow up as requested by the Panel in March.   |
| 10 <sup>th</sup> January 2018   | St George's Guildhall update                                       | Update                | Chris Bamfield          |   |
| 10 <sup>th</sup> January 2018   | New Homes Bonus  | Information           | Stuart Ashworth         | The Panel requested an update on the implications of any changes to the New Homes Bonus and the effect that this would have when decisions were overturned on appeal. |
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| 20 <sup>th</sup> February 2018   | EXEMPT Small Housing Development Sites                  |                    | Matthew Henry                         | Information on small scale developments in the Borough   |
| 20 <sup>th</sup> February 2018   | EXEMPT Compulsory Purchase Order Powers                 |                    | Matthew Henry                         | Overview of the Powers that the Council has.   |
| 20 <sup>th</sup> February 2018   | Update from Informal Working Group – Arts Centre        | Update             | Members of the Informal Working Group |  |
|  |   |                    |                                       |  |
| 3 <sup>rd</sup> April 2018   | Cultural Prospectus                                     | Policy Development | Chris Bamfield/Mark Fuller            | To receive the draft Cultural Prospectus. Environment and Community Panel to be invited for this item of business                        |
| 3 <sup>rd</sup> April 2018   | EXEMPT Report from the Guildhall Informal Working Group | Policy Development | Chris Bamfield/Mark Fuller            | To receive an update on the work of the Informal Working Group   |
| 3 <sup>rd</sup> April 2018   | Corporate Performance Monitoring Report                 | Monitoring         | Ged Greaves                           | To monitor progress against agreed performance indicators for the year relevant to the Regeneration and Development Panel.               |
| 3 <sup>rd</sup> April 2018   | EXEMPT Sail the Wash/Visitor Pontoons                   | Update             | Jemma Curtis                          | Follow on from the use of the river workshop session and an update on potential future opportunities for the Pontoons and Sail the Wash. |
| Update on Infrastructure Delivery Plan and West Winch Development - An update note will be provided via the Members Bulletin |   |                    |                                       |  |

## REGENERATION AND DEVELOPMENT PANEL WORK PROGRAMME 2018/2019

| DATE OF MEETING                       | TITLE   | TYPE OF REPORT | LEAD OFFICER                 | OBJECTIVES AND DESIRED OUTCOMES   |
|---------------------------------------|---|----------------|------------------------------|---|
| <b>22<sup>nd</sup> May 2018</b>       |   |                |                              |   |
|                                       | Membership of Task Groups and Informal Working Groups | Operational    |                              | To appoint Members to the Task Group for 2018/2019  |
| <b>26<sup>th</sup> June 2018</b>      | Business Improvement District                         | Information    | Representatives from the BID | To provide the Panel with information on what the BID levy is being used for in the town centre.    |
|                                       | NORA Enterprise Zone Update                           | Update         | Jemma Curtis                 | Update on progress with the NORA Enterprise Zone.   |
| <b>31<sup>st</sup> July 2018</b>      | Q4 2017-2018 Corporate Performance Monitoring Report  | Monitoring     | Becky Box/ Ged Greaves       |   |
|                                       |   |                |                              |   |
| <b>11<sup>th</sup> September 2018</b> | Q1 2018-2019 Corporate Performance Monitoring Report  | Monitoring     | Becky Box/ Ged Greaves       |   |
|                                       |   |                |                              |   |
| <b>30<sup>th</sup> October 2018</b>   |   |                |                              |   |
|                                       |   |                |                              |   |
| <b>11<sup>th</sup> December 2018</b>  | Q2 2018-2019 Corporate Performance Monitoring Report  | Monitoring     | Becky Box/ Ged Greaves       |   |
|                                       | Budget  | Presentation   | Lorraine Gore                | Opportunity to feed into the Budget setting process prior to its submission to Cabinet and Council. |
| <b>29<sup>th</sup> January 2019</b>   |   |                |                              |   |

|                                   |  |            |                        |  |
|-----------------------------------|--|------------|------------------------|--|
|                                   |  |            |                        |  |
|                                   |  |            |                        |  |
| <b>12<sup>th</sup> March 2019</b> |  |            |                        |  |
|                                   |  |            |                        |  |
| <b>9th April 2019</b>             | Q3 2018-2019 Corporate Performance Monitoring Report | Monitoring | Becky Box/ Ged Greaves |  |
|                                   |  |            |                        |  |