

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



Regeneration and Development Panel

Agenda

Thursday, 12th September, 2024
at 6.00 pm

in the

**Council Chamber, Town Hall and available
for the public to view on [WestNorfolkBC on
You Tube](#)**



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200

Wednesday 4th September 2024.

Dear Member

Regeneration and Development Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Thursday, 12th September, 2024 at 6.00 pm** in the Council Chamber, **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies for absence

To receive any apologies for absence.

2. Minutes (Pages 5 - 12)

To approve the minutes of the previous meeting.

3. Declarations of Interest (Page 13)

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 Chair 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 Chair of their intention to do so and what items they wish to be heard before a decision on that item is taken.

6. Chair's Correspondence

If any.

7. Transport Informal Working Group Terms of Reference (Pages 14 - 15)

8. Update on Draft Economic Strategy for West Norfolk (Pages 16 - 65)

9. King's Lynn Enterprise Park and NORA Update (Pages 66 - 68)

10. Southgates Update (Pages 69 - 81)

11. Work Programme and Forward Decision List (Pages 82 - 89)

12. Date of the next meeting

To note that the next meeting of the Regeneration & Development Panel is scheduled to take place on 15th October 2024 at 6.00pm in the Town Hall, Saturday Market Place, King's Lynn.

13. 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 paragraphs 1, 2 or 3 of Part 1 of Schedule 12A to the Act".

14. EXEMPT - Southgates Update from Norfolk County Council (Pages 90 - 114)

15. EXEMPT - King's Lynn Enterprise Park and NORA update (Verbal Report)

16. EXEMPT - Cabinet Report - Strategic Land Acquisition (Pages 115 - 129)

To:

Regeneration and Development Panel: P Beal, S Bearshaw (Chair), R Blunt, A Bubb, Mrs J Collingham, R Colwell, C J Crofts, S Everett (Vice-Chair), P Hodson, S Lintern, J Osborne and J Ratcliffe

Portfolio Holders:

Councillor Ring, Portfolio Holder for Business and Culture

Officers

Duncan Hall – Assistant Director

Matthew Henry – Assistant Director

James Grant – Principal Project Manager

Jemma Curtis – Regeneration Programmes Manager

By Invitation:

Consultants for the Economic Development Strategy

Consultants for the Southgates Masterplan

Representatives from Norfolk County Council

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, 23rd July, 2024 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors Bearshaw (Chair), Beal, Bubb, Collingham, Colwell, Dickinson (substitute for Blunt), Everett, Hodson, Lintern, Osborne and Ratcliffe.

PORTFOLIO HOLDERS:

Councillor de Whalley – Portfolio Holder for Climate Change and Biodiversity

Councillor Ring – Portfolio Holder for Business and Culture

PRESENT UNDER STANDING ORDER 34: Councillor Kemp

OFFICERS:

Lorraine Gore – Chief Executive

Oliver Judges – Executive Director

Duncan Hall – Assistant Director

Tim Fitzhigham – Cultural Officer

James Grant – Principal Project Manager

Mark Fuller – Principal Project Surveyor

Dave Clack – Corporate Health and Safety

BY INVITATION:

Representatives from Metro Dynamics

Representatives from the King's Lynn Ferry

RD14: APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Blunt and Crofts.

RD15: MINUTES

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

RD16: DECLARATIONS OF INTEREST

There was none.

RD17: URGENT BUSINESS

There was none.

RD18: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Kemp.

RD19: **CHAIR'S CORRESPONDENCE**

There was none.

RD20: **WEST NORFOLK ECONOMIC DEVELOPMENT STRATEGY**

[Click here to view the recording of this item on You Tube.](#)

The Assistant Director presented the update which provided Members with an update on the West Norfolk Economic Development Strategy including recent progress, engagement, consultation and emerging themes.

The representative from Metro Dynamics provided an overview of the engagement that had been carried out including a launch of the survey and business round table exercises. The Panel was advised that the information and evidence collected would be used to create the vision statement.

The Panel were referred to the five key themes and the strategic priorities against the themes as detailed in the presentation.

The next stage would be to review the information and produce a draft which would then be shared for feedback with an aim to take the final version of the Strategy through to Cabinet in November 2024.

A copy of the presentation is attached.

The Chair thanked officers for the presentation and invited questions and comments from the Panel, as summarised below.

The Chair, Councillor Bearshaw commented that transport investment was key.

In response to a question from Councillor Lintern, it was explained that further community engagement would take place to gain feedback on the draft strategy.

Councillor Colwell commented that work needed to be carried out to build confidence in public transport. He hoped that all would engage in the draft strategy and provide feedback.

Councillor Bubb asked if twenty years was too long term as things could change. The Assistant Director advised that the vision needed to

be long term in terms of infrastructure and investment, but would be reviewed as required.

Councillor Hodson referred to the Council review of the commercial portfolio and rent levels. The Executive Director commented that the Council was looking at their investment portfolio and needed to get a balance between regeneration investment and income to the council, based on demand and supply.

The Portfolio Holder for Business and Culture, Councillor Ring, advised that the West Norfolk Economic Strategy was one of a number of Strategies coming forward and it was important that the emerging Strategies all aligned. He referred to the Council's investment portfolio and, in reviewing rent levels, that it was important not to interfere and undermine the private sector market.

Councillor Ring advised that the Strategy would be long term, but would be reviewed regularly.

RESOLVED: The update was noted.

RD21: **UPDATE ON THE FERRY**

[Click here to view the recording of this item on You Tube.](#)

The Principal Project Surveyor provided the Panel with detail of the Borough Council and Norfolk County Council study on the ferry infrastructure which had been commissioned in 2022. The study had concluded that approximately £6 million of investment was required for a solution for the link span and pontoon, both sides, and for a new ferry with wheels.

Following the results of the study, it had been determined that the business case wasn't viable, and the results of the study had gone no further.

The Principal Project Surveyor also explained that work was ongoing between the Borough and County Council to determine the ownership of the ferry structures.

Health and safety checks had also been carried out and some repairs required to the King's Lynn side had been identified. A contractor was in the process of being procured to carry out the repair works required.

The Chair had invited the operator of the King's Lynn ferry to the meeting to address the Panel and the operator of the ferry explained that he was pleased that work was being carried out to the steps on the King's Lynn side as someone had recently fell over. He commented that although minor remedial work was being carried out, more

investment was required in the ferry service as it was a valuable public service.

The Principal Project Surveyor commented that a Structural Assessment of both landing stages was required and he was in the process of arranging for this assessment to be carried out.

The Chair thanked officers and the operator of the ferry for the update and invited questions and comments from the Panel, as summarised below.

Councillor Colwell referred to the Norfolk County Council Devolution Deal and that it had recently been put on hold for three months. He asked if the Council would be putting in a request for funding for the ferry upgrade and other improvements to public transport serving the town centre. He asked that Cabinet give consideration to submitting requests to Norfolk County Council for funding opportunities as a result of the Devolution Deal.

The Corporate Health and Safety Officer explained that the £6 million investment identified by the Study was disproportionate to the amount of people that used the service, therefore alternative options needed to be considered and these should be based on the outcome of a structural survey.

The Chair asked if the Council had looked at the vacant Del Monte site which could be used to extend the ferry car park.

The Assistant Director commented that the Council was engaged in the Devolution process and working with colleagues at Norfolk County Council to look at routes to funding and investment opportunities.

The operator of the ferry commented that there had been a reduction in the use of the ferry post-Covid, but he also felt that the state of the landing stages could put users off. He commented that extending the car park would encourage more people to use the ferry and that more signage, including 'park and sail' would encourage more visitors to use the service.

Councillor Bubb asked for consideration to be given to moving the landing stage King's Lynn side to a more suitable location.

Councillor Collingham commented that a strategy was needed, and firstly consideration needed to be given to if the ferry should be promoted more as a tourist attraction or active travel link. She commented that the ferry should be part of the heritage offering for the town centre.

Councillor Kemp addressed the Panel under Standing Order 34 and commented that the ferry was an important commuter route and transport link and Town Deal Board funding should be used to improve

the service. She commented that accessibility was an issue and proper walkways were required. Councillor Kemp commented that £6 million wasn't too much to invest in this important service for residents and tourists and investment would result in increased footfall in the town.

The Executive Director commented that work was ongoing with the Borough and County Council and health and safety checks would be carried out as required.

The Portfolio Holder for Climate Change and Biodiversity explained that he would press for health and safety issues to be dealt with. He acknowledged that there were long term challenges due to funding and highlighted future opportunities that could benefit the ferry such as the Guildhall Project.

The Chief Executive informed the Panel that work would be carried out to commission the structural survey so that repair works could be identified and work would continue to determine the ownership of the Ferry.

RESOLVED: The update was noted.

RD22: **SOUTHGATES REGENERATION AREA UPDATE**

[Click here to view the recording of this item on You Tube.](#)

The Principal Project Manager presented an update on the Southgates Regeneration Area. A copy of the presentation is attached.

The Panel was informed that a more detailed update on progress would be presented to the Panel at their meeting in September.

The Chair thanked officers for the presentation and invited questions and comments from the Panel, as summarised below.

The Chair asked if air and noise pollution would increase as a result of the work and the Principal Project Manager stated that Norfolk County Council would be creating the highways scheme, so detail would be available then.

Councillor Ring, Portfolio Holder for Business and Culture commented that the Masterplan provided the best options for the site, which was an important gateway to Kings Lynn, including active travel and public realm. He explained that the highways aspect needed to be right and it was important to align this masterplan with other strategies being taken forward.

Councillor Collingham referred to the proposed cycle route and it was explained that this would be a lighted junction. It was noted that the

presentation contained artists impressions and more detail would be available once the Highways Scheme was developed.

RESOLVED: The update was noted.

RD23: **WORK PROGRAMME AND FORWARD DECISION LIST**

[Click here to view the recording of this item on You Tube.](#)

Councillor Dickinson commented that the Car Parking Strategy had slipped many times on the Work Programme. The Assistant Director commented that there had been challenges in bringing this forward, including capacity issues, but work was now progressing. He also referred back to the comments made by the Portfolio Holder, in that it was important that emerging Strategies all aligned, which had resulted in some delays.

RESOLVED: The Panel's Work Programme and Cabinet Forward Decisions List was noted.

RD24: **DATE OF THE NEXT MEETING**

The next meeting of the Regeneration and Development Panel was scheduled to take place on 10th September 2024 at 6.00pm in the Town Hall.

RD25: **CABINET REPORT - GUILDHALL RIBA STAGE 4 OPTIONS**

[Click here to view the recording of this item on You Tube.](#)

Officers presented the Cabinet report which set out options for the delivery of the St George's Guildhall and Creative Hub project. Information was provided on the options to be considered and the recommendations as contained within the report.

The Panel had also been on a site visit to the Guildhall in advance of the meeting.

The Chair thanked officers for the presentation and invited questions and comments from the Panel, as summarised below.

Councillor Lintern commented that doing nothing was not an option and she supported the recommendations as included in the report.

Councillor Collingham commented that the project needed a more commercial approach and she was surprised that costs had increased so much, although she supported the recommendations as set out in the report.

The Portfolio Holder for Business and Culture, Councillor Ring commented that the original figures were estimates and this report included more accurate costs. He explained that there had also been an increase in ambition and he felt that the business plan was conservative. The Portfolio Holder highlighted the wider economic benefit of the project if it was done right.

The Panel agreed to move into closed session to consider the exempt sections of the report.

RD26: **EXCLUSION OF PRESS AND PUBLIC**

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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.

RD27: **EXEMPT - CABINET REPORT - GUILDHALL RIBA STAGE 4**

Officers responded to questions from Members relating to the exempt information contained within the report.

It was highlighted that a further report relating to funding would be presented to Cabinet in February/March 2025.

RESOLVED: That the Regeneration and Development Panel support the recommendations to Cabinet as set out below.

Cabinet resolves:

1. To approve the RIBA Stage 4 (technical and detailed design) development to the 'Full Scheme' to include the renovation of the St George's Guildhall and creation of a Creative Hub as further set out in section 3 of the report, which, if delivered, would result in an estimated overall cost of this Major Project of £20.2m.
2. To approve the Funding Strategy to secure £11.3m as set out in section 4 which will realise the finance required to achieve the Full Scheme, and to endorse advancement of applications to funding bodies.
3. That a report be brought back to Cabinet in February – March 2025 with the results of the Funding Strategy for a decision to be taken in approving the continued progress of this Major Project.
4. To approve the commencement of the procurement process to appoint a main contractor to deliver the Full Scheme, to run in parallel with the Funding Strategy, with an update of the pre-tender cost and funding position for the scheme to be brought back to Cabinet in February – March 2025.

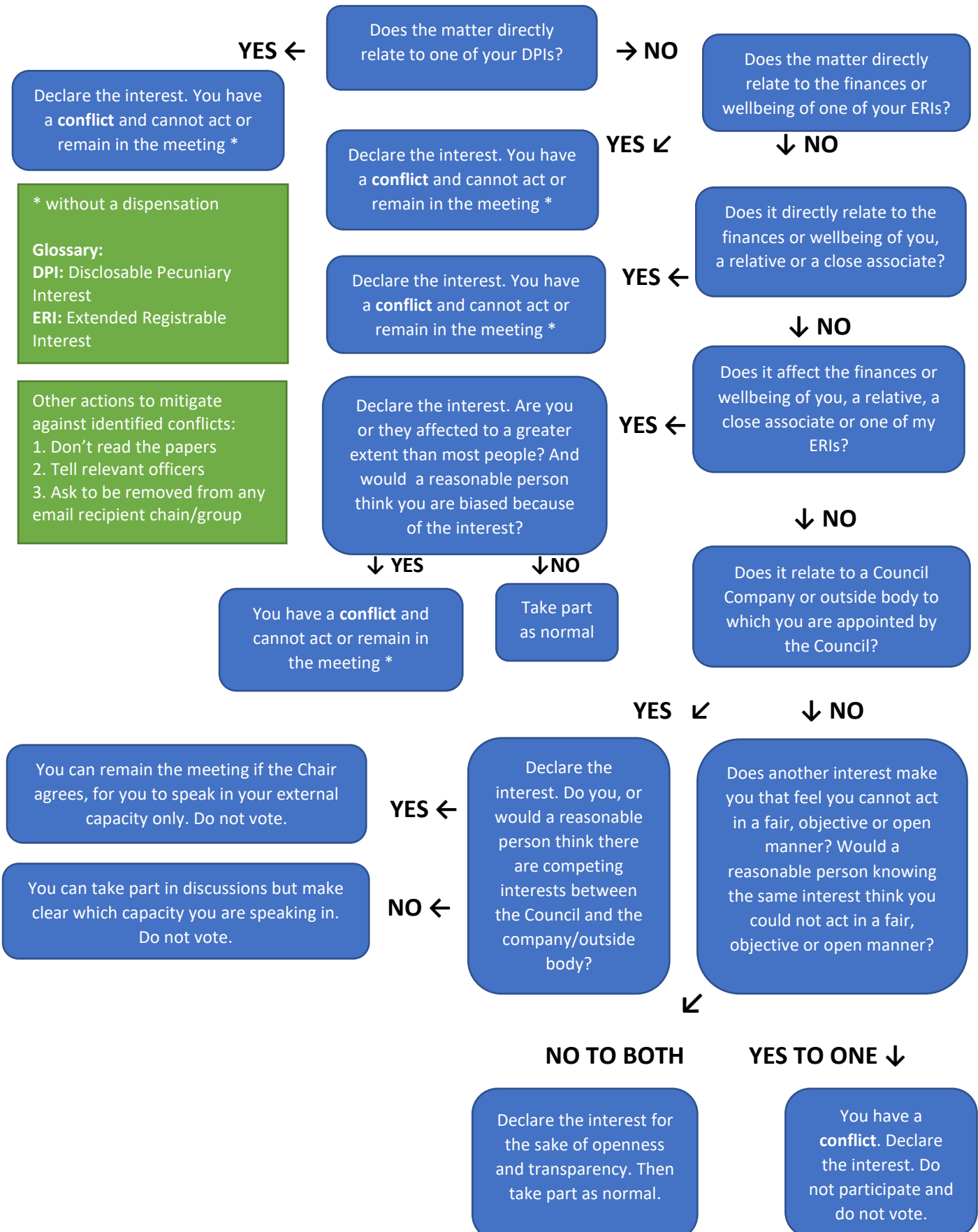
5. Subject to the agreement by the King's Lynn Town Board and all required authorities (e.g. S151 officer agreement), submit a Project Adjustment Request (PAR) (as required under the Towns Fund programme) as soon as practically possible because of changes to the agreed outputs, timings and funding assumptions.

The meeting closed at 7.55 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Regeneration and Development Panel		
DATE:	12 th September 2024		
TITLE:	Transport Informal Working Group Terms of Reference		
TYPE OF REPORT:	Informal Working Group		
REPORT AUTHOR:	Rebecca Parker, Senior Democratic Services officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

<p>PURPOSE OF REPORT/SUMMARY:</p> <p>The Panel, at their meeting on 16th April agreed the Terms of Reference for the Transport and Infrastructure Informal Working Group.</p> <p>The Informal Working Group held a meeting on 22nd August and considered the Terms of Reference.</p> <p>The Informal Working Group have suggested amendments to their Terms of Reference which the Panel are asked to consider.</p> <p>A copy of the amended Terms of Reference are attached with track changes.</p>
<p>RECOMMENDATIONS:</p> <p>That the Panel approve the amendments to the Transport Strategy Informal Working Group as attached.</p>
<p>REASONS FOR RECOMMENDATIONS:</p> <p>To provide the Informal Working Group with Terms of Reference.</p>

King's Lynn Transport Strategy Informal Working Group

Terms of Reference

Terms of reference for a new informal working group as agreed at Regeneration & Development Panel on 16th April 2024.

1. To assist with the formation of a high-level strategy and action plan for Transport in King's Lynn including considering and inputting into:
 - a. King's Lynn Area Transport Strategy
 - b. Norfolk Rail Prospectus
 - c. Car Parking Strategy
 - d. Future plans for the Ferry Service
4. :
2. The group will consider the existing and future issues and opportunities for transport in King's Lynn over the next 30 years.
3. The Informal Working Group will be provided with any and all such documents as is reasonably needs with it requires to support its work.
4. The Informal Working Group to comprise of 6 core members, be Chaired by the Chair of the R&D Panel and draw in input from a range of Members and experts as required including representatives from external bodies/individuals and organisations as required.-
5. The Informal working group will be supported by officers at the Borough and County Council.
- ~~6. The Informal Working Group will be provided with any and all such documents as is reasonably needs with it requires to support its work.~~
- ~~7.6.~~ The Informal Working Group can meet in person or remotely.
- ~~8.7.~~ The Informal Working Group to report back their initial findings to the Regeneration and Development Panel in January 2025 and after that upon request from the panel.
- ~~9.8.~~ The Informal Working Group will remain established until such time the Regeneration and Development Panel see fit, so that the Informal Working Group can conduct post evaluation reviews as required.

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Terms of reference agreed by at Regeneration & Development Panel 5th June 2024.

Economic Vision and Strategy

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DRAFT – for consultation

September 2024

Borough Council of
King's Lynn &
West Norfolk

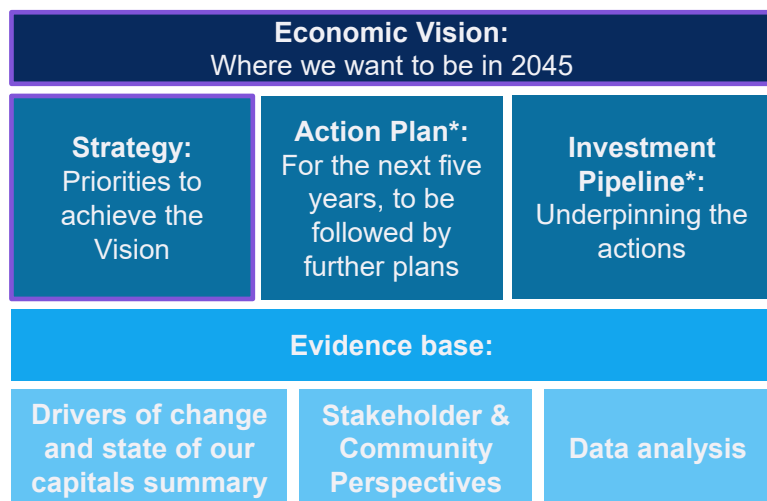


About this document

This document sets out the Economic Vision and Strategy for King’s Lynn and West Norfolk.

It describes where we want to be in 2045 and our strategic priorities for achieving this vision, building on where we are today. It is accompanied by a detailed Action Plan*, which has an associated Investment Plan*, setting out specific actions to take to realise our vision.

↳ These documents are supported by a range of qualitative and quantitative evidence, which provide detail on the rationale for the vision and strategy.



* To be developed as part of the “call to action”

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Introduction

King's Lynn and West Norfolk is the second largest local authority area in terms of land in England. Famous for big skies and open space, we have a wealth of beautiful natural assets, such as the Fens, rural countryside, and designated National Landscape across the coast. The Wash, the largest estuary system in the UK, stretches along the coastline from Snettisham and its RSPB reserve in the south west, through villages such as Heacham, Holme-next-the-sea and Thornham, and the Victorian seaside town of Hunstanton with its strong tourism offer and famous cliffs, all the way to the National Trust Brancaster Estate with its sandy beaches in North Norfolk.

∞ The Borough is also renowned for its ancient history and traditions, with urban and rural heritage attractions from the ancient towns of Downham Market, one of Norfolk's oldest market towns, and King's Lynn, known for its Hanseatic and maritime history, through to heritage sites including castles, stately homes, ancient churches and museums.

Our natural environment and cultural heritage have forged an economy that is rich in expertise across agriculture and food sectors, with fertile farmland and a climate that lends itself to arable farming, along with a prominent livestock industry and significant employment in associated processing and manufacturing. Our manufacturing and engineering capabilities are reflected in a wider manufacturing and engineering business base which locates here to access those specialisms.



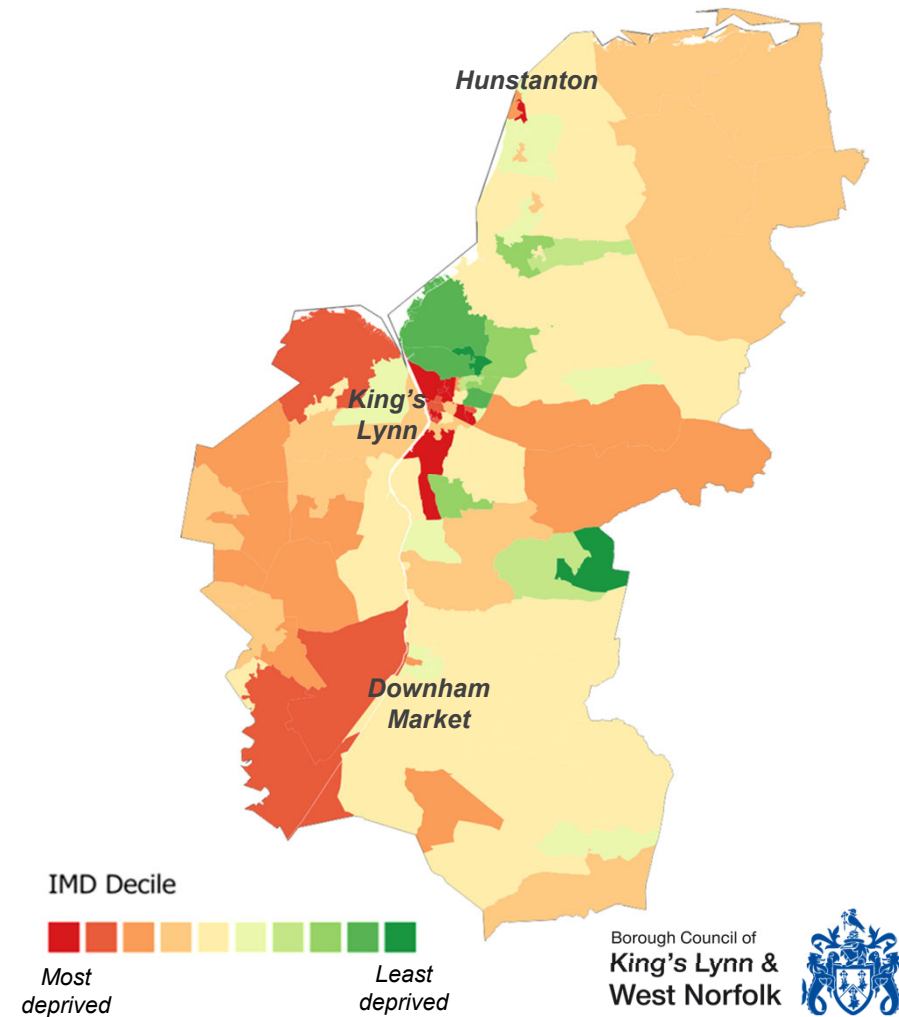
Introduction

We have a place people want to visit, and our tourism offer generates direct jobs as well as supporting significant employment in local retail and hospitality businesses. The Borough has a strong foundational economy, including significant employment in manufacturing, engineering, and health and care, which is expected to increase to support an aging population with more complex needs in the years to come, many of whom live in rural and coastal areas where public transport options are limited.

However, as a rural community with a predominately production, consumer and public service economy, we have been more exposed than most to the economic shifts the UK has experienced over recent decades; from Brexit induced labour shortages and trade difficulties affecting our businesses, to residents who still feeling the impact of the 2008 financial crash and subsequent austerity, had this compounded by the Covid-19 pandemic and cost-of-living crisis that has typified the 2020s so far.

Our population is ageing rapidly, accelerated by young people moving outside of the area at early career stages and fewer people choosing to be here mid-career. Our people also face significant challenges associated with poor physical and mental health, which reinforces the continued need to address isolation; even in an age where digital connectivity can provide *some* alleviation, a rural community is by nature more dispersed, which makes facilitating active lives and in-person connectivity all the more important.

The disparities of a beautiful place with challenging circumstances are most acutely evident in the stark disparities in deprivation in West Norfolk. Ensuring the natural benefits of our place feed through to our communities benefiting from a strong economic life is vital.



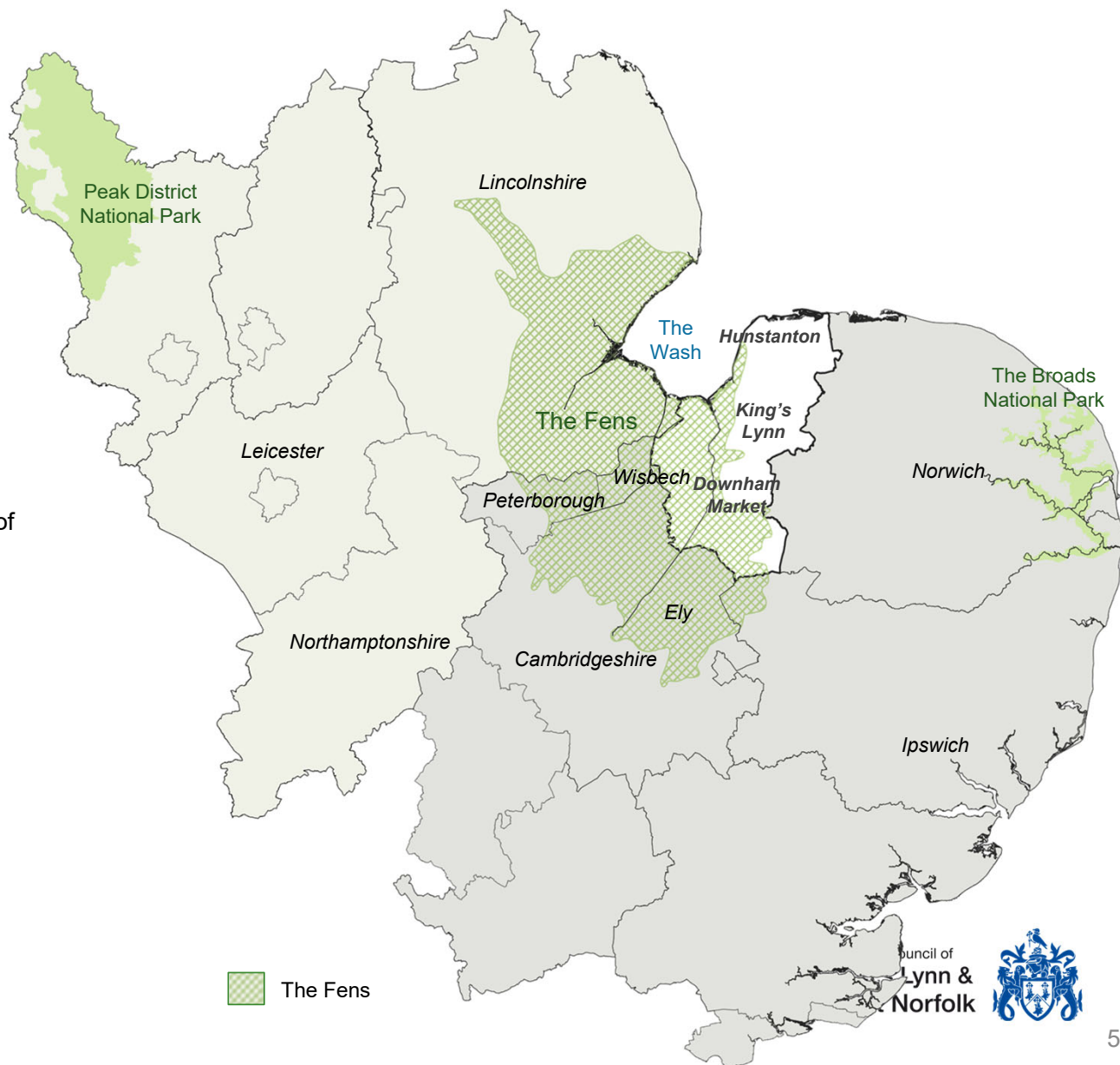
Introduction

West Norfolk is home to the largest population in Norfolk County and as host to the most businesses is a critical economic centre for the county. However, along with North Norfolk we are also the most sparsely populated area in Norfolk, and challenging connectivity means that we have a more a self-contained labour market than other areas in the County.

The borough is unique in the county in sharing borders with multiple other county/combined authority areas: Suffolk, Cambridgeshire and Peterborough and Lincolnshire. This feature of our geography drives close connectivity with places outside of Norfolk, in a way that is not necessarily the same for other parts of the County.

This connectivity to both Norfolk and surrounding areas drives a diverse character, where parts may feel distinctly different to one another; Downham Market may feel more connected to Fenland and Cambridgeshire, for instance, while Hunstanton may feel more like North Norfolk.

Looking to the future, our borough will be part of a devolved area bordering other devolved areas, sharing a cultural geography which lends itself to partnership working. In this context, West Norfolk must have a compelling economic story, which draws together the opportunities that are clearly present to drive our economic growth and position the Borough's important economic role within Norfolk and the broader region.



A new economic vision and strategy for West Norfolk

The development of a distinct economic vision for West Norfolk is a new step for the area. Developed in partnership through a collaborative process involving stakeholders and residents across Borough, supported by robust data and analysis, this document enables us to deliver in partnership; actively driving the development of West Norfolk through our own efforts and through purposeful connections with partners in the wider region.

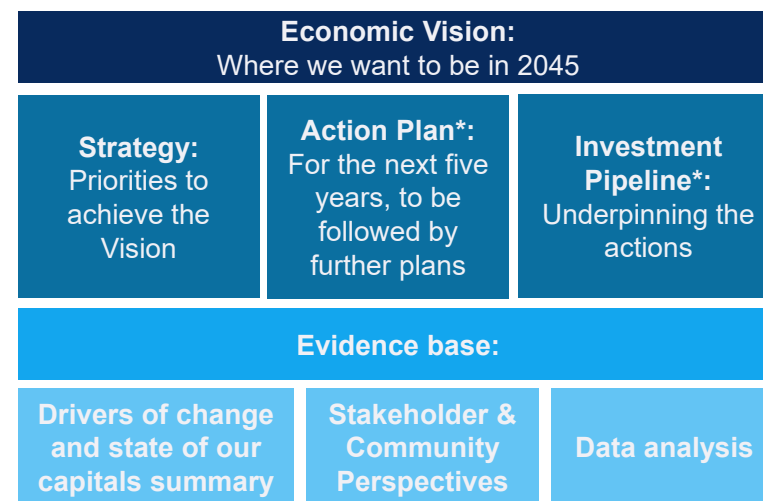
Fundamental to this is the development of a unifying vision which captures the breadth and strengths of the Borough and its different economic and population characteristics and provides an agreed position on what we want to collectively achieve that can tie together and inform future project decisions and investment planning over the long-term.

↳ The vision is a strong, shared articulation of King's Lynn and West Norfolk as a Borough and its ambition for the future, bringing together the views of a diverse range of stakeholders, residents, business community groups. The strategy provides a route forward to achieve the vision and drive sustainable growth.

In the development of this vision and strategy there has been significant consideration of drivers of change for the socio-economic prospects of the Borough as a whole and its towns and rural communities – the strength/opportunities which can be capitalised upon and the challenges/threats to be addressed and mitigated for the future.

An extensive programme of engagement with local residents and businesses was undertaken in development of the strategy, including a survey, workshops with business owners, residents and community groups, borough visits and a programme of officer and stakeholder engagement calls. All perspectives captured helped shaped this vision for what the future of West Norfolk should look like.

This strategy is not just for the Council; it is for West Norfolk a whole. The council is one partner, but anyone who lives, learns, works, visits or invests in West Norfolk is another. This document is a call to action for all partners involved, to work together to realise this vision, leveraging our unique strengths and assets to create a thriving future for West Norfolk.



Our approach to economic growth

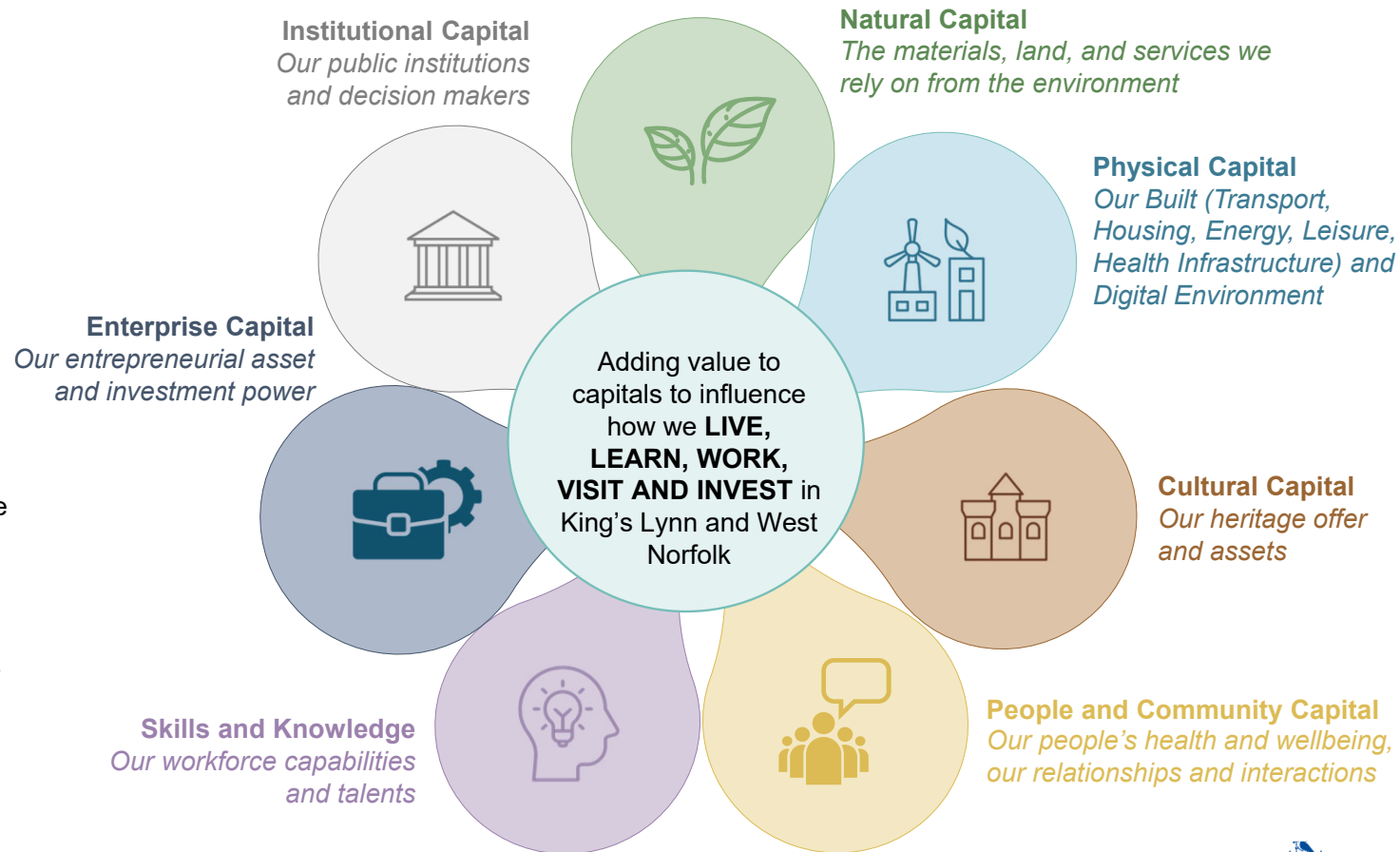
Growth is critical, but we believe that inclusive, sustainable economic growth, which enhances the wellbeing of our residents and the sustainability of our environment, needs to consider impact and potential across various aspects of economic life.

Our strategy is underpinned by a **capitals approach**, seeking to identify and deploy strong concentrations of capital in the Borough, recognise capitals that are depleted and require investment and ultimately seek to add value across all.

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Adopting a capitals approach allows us to identify surpluses of capital in the Borough, which should be further increased and used responsibly, and recognise capitals that are depleted and require investment.

Ultimately, this approach seeks to add value across all areas, recognising that the various aspects of economic life are interlinked, and we cannot focus solely on economic capitals.



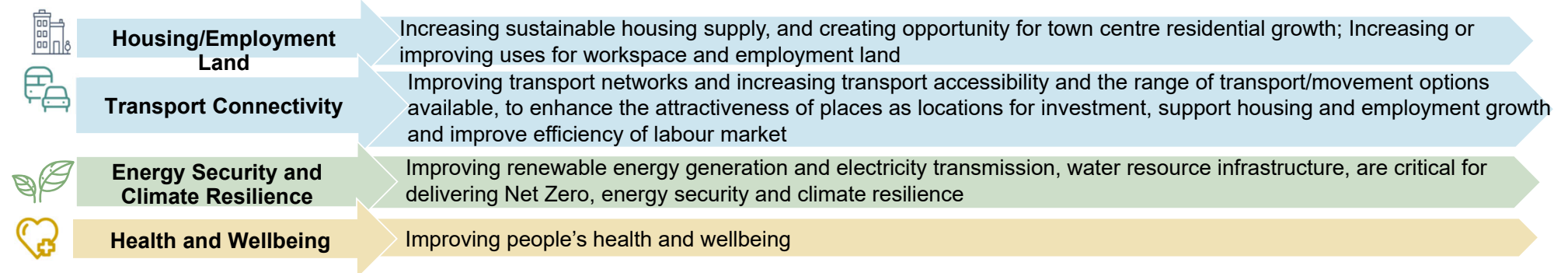
Our approach to economic growth

Underpinning the strategy is a set of growth levers that describe the ways in which growth can be achieved. It is through the co-ordinated application of these levers, guided by the vision and strategy, that economic growth in the Borough will be achieved.

Economic levers:



Cross-cutting levers/ growth enablers:



Where we are today



The status of our capitals at a glance



Natural Capital

Strengths

- 20 minutes to work 20 minutes to the coast
- Coastline, The Fens
- Over 10m trips (c.6.4m visitors) in 2022
- Total tourism value - £560m, total visitor spend - £421m
- £11m business rates retention 2022/23
- CO2 emissions have decreased since 2005
- Active travel increased by 8.2%

Challenges

- Coastal erosion, floods, drought, climate change threats
- The Wash – flood risk management
- Lower than average proportion of properties with EPC rating of A-C
- Ouse Washes Habitat Creation programme failing
- Above average per capita transport emissions



Physical Capital

Strengths

- 10.5k new homes planned by 2040, with 4K a sustainable urban expansion to the south of King's Lynn at West Winch
- Offshore wind off Hunstanton
- Rail connectivity to Cambridge and London

Challenges

- Declining town centres, above regional average high street retail vacancy rates
- Limited rural transport impacts night-time economy and workforce mobility to employment centres
- 30% of neighbourhoods are in the bottom 20% nationally on IMD barriers to housing
- Rural businesses - physical/digital infrastructure
- Some areas are 1h+ by car from nearest employment centre of 5,000+
- 64% of neighbourhoods have above average travel time to key services
- Summer tourism pressures infrastructure
- Grid connectivity
- 2/3 leisure centres at risk of closing due to building condition



Cultural Capital

Strengths

- Cultural and heritage assets:
 - St. George's Guildhall,
 - Sandringham,
 - The Walks,
 - Corn Exchange
 - Riverfront Quays area,
 - King's Lynn historic town centre
 - Hanseatic Port
 - Burnham Market
- King's Lynn/West Norfolk festivals
- Growing immigrant population
- Downham Market food/hospitality offer

Challenges

- Residents unaware of Borough's offer
- Assets underutilised/lacking activation to benefit the local economy/community



People and Community

Strengths

- Worthwhile life, happiness scores above UK average, anxiety scores below UK average
- Lynnsport

Challenges

- 26% aged 65+ - this group growing the most
- Declining proportion aged 25-39
- Impact of rurality on health – insufficient access to GPs
- c.20k residents live in areas among the 20% most deprived in England, with life expectancy varying significantly based on where in the Borough one lives
- 56% of households have 1+ dimension of deprivation
- Joint least densely populated LA, lower population growth than across the East of England
- GDHI increased from 2017-21, but still below UK average
- Poor evening economy, and lack of an offer for young people



Skills and Knowledge

Strengths

- School of Nursing Studies
- Above average percentage of firms provide on the job training
- BOOST Programme
- Above average proportion of 16–18-year-olds in apprenticeships
- CWA University Centre
- Partnership with Anglia Ruskin University

Challenges

- 6.7% of the population have no qualifications
- 4.5% NEET, higher than national and Norfolk averages
- 30.3% of people with level 4+ qualifications - below average
- Second highest levels of economic inactivity in Norfolk (22.1%)
- Lack of hospitality skillset to support visitor economy sector
- Limited HEI presence
- BOOST Programme ending March 2025



Enterprise Capital

Strengths

- Most productive sectors are Energy and Adv. Manufacturing and Engineering
- Adv. Manufacturing and Engineering has the highest GVA (£530m, c.28% share)
- 70.7% of people both live and work in KLWN
- Decrease in percentage of people providing <19 hours of unpaid care a week from 2011-21
- Gradual increase in employment
- Median workplace wages on par with Norfolk average (c.£590)

Challenges

- Job density below regional and national averages
- Lower proportion of employment in high skilled occupations
- GVA per hour less than UK average
- Lack of commercial/ industrial space



Institutional Capital

Strengths

- Long Term Plan for Towns - King's Lynn (TBC)
- AEB devolution
- BID
- King's Lynn Enterprise Park
- Local Nature Recovery Strategy (in development)
- Norfolk Floods Strategic Alliance
- CTAP Programme
- Norfolk Economic Strategy (in development)

Challenges

- Upward trend in temporary accommodation
- Lack of day-to-day support for small businesses
- Decline in cases of homelessness prevention
- Perception that town centre car parking charges impact footfall

Our environment and community life

West Norfolk has a wealth of beautiful natural assets, such as the Fens, rural countryside, and coastal offer, which make our borough a fantastic place to live, learn, work, visit, and invest. These assets give our residents a strong quality of life, enabling them to be 20 minutes from work and 20 minutes from the coast, and make West Norfolk an ideal trip away for individuals and families alike. Our worthwhile life and happiness scores are both above the UK average, while our anxiety scores are below the UK average.

Challenges still remain, with climate change, specifically coastal erosion, threatening to change our natural environment and potentially alter our visitor economy drastically. We lack sufficient housing and necessary supporting infrastructure supply. Poor health disproportionately impacts some of our communities, with our rurality posing a particular challenge - rural residents struggle with less access to GPs and other essential health services, and mental health conditions associated with social isolation.

Our residents and visitors benefit from trainline connectivity to outside of the area, particularly to Cambridge and London. This is ideal both for short trips, or for re-locating professionals mainly working from home – enabling them to work in a faster-pace urban environment, and recharge surrounded by rural beauty at home. However, transport and travel connectivity within the Borough is highly limiting.

Culture and heritage are at the heart of our places, and assets like St. George's Guildhall, Sandringham Estate, King's Lynn historic town centre, the Hanseatic Port, and more, attract national and international visitors. Our festivals further contribute to our thriving sense of community and shared identity. However, our culture and heritage assets are currently underutilised, or lacking activation to benefit the local community and our economy. Our town centres are similarly underutilised, with above average retail/industrial vacancy rates, and our leisure centres are increasingly falling into disrepair.



154,300 residents
Largest population in Norfolk



15.3% of population living in the 20% most deprived areas of England
(c. 20,000 residents)
Norfolk: 14.9%



56% of households have at least one dimension of deprivation
Relative deprivation in Norfolk increasing over time



Significant health inequalities

Life expectancy for men in North Lynn is 11.5 years shorter than men in Brancaster, Burnham and Docking (72.2 vs. 83.7)

Life expectancy for women in North Lynn is 7.9 years shorter than for women in Fairstead and Springwood (77.6 vs. 85.5)

Life expectancy in King's Lynn and West Norfolk is below the Norfolk averages



Ageing population
More than 25% 65+ – and growing
Declining proportion ages 25-39

Our places

West Norfolk is a diverse borough comprising three main towns, King's Lynn, Hunstanton and Downham Market, and several small villages.

Hunstanton

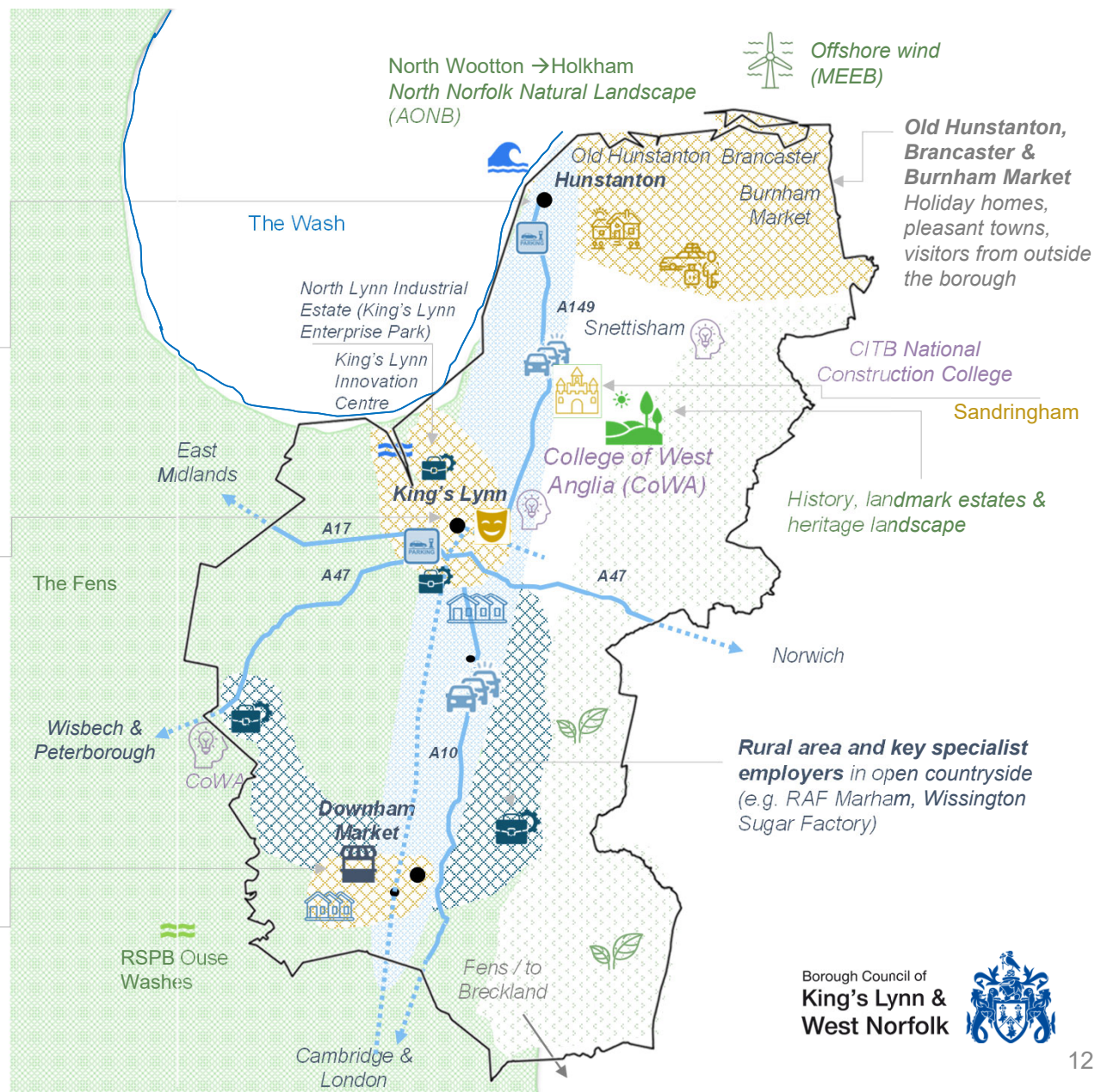
Known for its beautiful beaches and coast, Hunstanton is characterised by affluent areas with many holiday homes and an older retired population. **However**, its facilities need improvement, it struggles with overtourism in the summer, and coastal erosion poses a significant threat.

King's Lynn

King's Lynn has a rich cultural and heritage offer, as well as maritime and river assets. **However**, the town is not perceived as a cultural destination. It struggles with a declining retail offer and limited leisure activities for young people and families, leading residents to prefer nearby cities like Norwich. The town has good rail and road connections to Cambridge and London, **but** congested roads, limited public transport and parking systems create barriers for residents to come into town. The Town Investment Plan aims to catalyse a number of investments to address these issues and enhance both the day and night-time economy.

Downham Market

Town growing rapidly, independent shops popping up, high demand for houses, lower prices than Cambridge, up-and-coming young demographic, **but** not enough to do for young families. Schools, health and leisure facilities are not yet there to meet the demand of a growing population.



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Our social and infrastructure challenges

West Norfolk faces a complex and interconnected set of challenges related to housing, transport, and health, which together create a cycle that impedes economic progress.

Old and inadequate housing stock: Our housing stock is aging and inefficient, with insufficient diversity in housing size, types, and tenure options, making it difficult to accommodate current and future demographic changes. Many homes are situated in conservation areas, which restricts opportunities for renewal. Additionally, numerous built areas are at risk of flooding. Despite efforts to support housing growth and address market failures, significant challenges persist, particularly in the private rented sector and affordable housing provision. The limited housing offer, combined with the diverse market across urban, southwest, and northeast areas, has resulted in under-occupation in King's Lynn town centre, inadequate provision in Downham Market, and a predominance of second homes, holiday homes, and larger properties in coastal and rural areas.

Transport and connectivity constraints: Despite direct train connection to major cities such as Cambridge and London, public transport options within the borough are insufficient, especially in rural areas, and road congestion often creates a barrier to access essential services and economic opportunities. These issues contribute to rural isolation, impacting our residents' quality of life and economic prospects.

Population health challenges: As a borough, we face significant health challenges, including pockets of high deprivation, homelessness, and poor physical and mental health outcomes. These issues are exacerbated by inadequate housing and transport systems, as well as limited health and leisure facilities in town centres and rural villages, which struggle to meet existing and future demand and needs. While significant progress has been made in reducing homelessness, particularly in decreasing rough sleeping, challenges remain, especially with hidden homelessness, such as families in temporary housing and individuals in insecure accommodation.

If left unaddressed, we risk the private housing market continuing to focus primarily on attracting and catering to retirees, resulting in an increasingly older population. This will lead to a surge in demand for healthcare services for the elderly, placing additional strain on our health infrastructure. Meanwhile, younger residents may leave in search of better opportunities, leading to school closures and a shrinking workforce. To reverse this trend, we need a comprehensive strategy that integrates improvements in housing, transport, and health infrastructure. Specifically, we need a modern housing stock that meets the needs of all age groups, enhanced public transport to reduce rural isolation and improve access to local opportunities, and bolstered health and leisure facilities. By implementing these changes, we can make West Norfolk more attractive to younger adults and families, support a healthier and more balanced community, and lay the foundation for a sustainable and prosperous future for all residents.

Examples of housing types in the borough



Our business base and economic life

West Norfolk is an important economic centre in Norfolk, its largest for businesses, second largest for employment and strong for productivity. Our most productive sectors are Energy and Advanced Manufacturing and Engineering, with Advanced Manufacturing and Engineering having the highest GVA of all our sectors (£530m, approximately a 28% share).

A higher percentage of firms in the borough provide on the job training compared to the national average, highlighting their investment in upskilling our local population. There is also significant investment coming into the Borough, through programmes such as the Long-Term Plan for Towns in King's Lynn, our Enterprise Zone, and the Business Improvement District.

We still, however, struggle with untapped potential in our working age population and business base; we have a lower proportion of employment in high skilled occupations, our business base is expanding at a consistently slower rate compared to nationally, and our jobs density remains below both regional and national averages. Agri-food – our only large-employing sector with a distinct local specialism – is not on a growth trajectory, presenting a challenge for future growth.

The declining proportion of our population aged 25-39 is particularly difficult, in light of our lower rate of high level skills and higher rates of young people not in education, employment or training (NEET). Combined with our high levels of economic inactivity, this presents a challenge to developing a workforce with the skills needed for the future.



£3.2bn GVA; £34.2 GVA per hour worked (productivity, 2022)

Norfolk: £32.90
UK: £39.7



30.3% NVQ Level 4+

Norfolk: 33.1%
England: 43.2%



£589.20 median workplace wages

Norfolk average: £588.30

£585.30 median resident wages

Norfolk average: £600.00



6,650 businesses*

+15% (2013-23)

Norfolk: +14%
England: +23%



79.8% employment rate

Norfolk: 77.4%
National: 75.8%



22.1% economic inactivity rate

Norfolk: 20.2%
England: 21.4%



Our distinctive sectors

West Norfolk's economy is characterised by strengths that have evolved from our industrial and cultural heritage, our location and our natural environment.



Agri-Food

West Norfolk is a hub for agri-food in the UK, home to businesses across the full food supply chain, from producers to processors, manufacturing and wholesale through to local retail and food service, as well as wider supporting services such as fertilisers, packaging and machinery. A critical part of our industrial heritage, this specialism will be as important in our future as it has been in our past.



Manufacturing and Engineering

Flowing originally from our agri-food and maritime economy, our businesses have developed significant inter-connected expertise in manufacturing and engineering. Our world leading manufacturers benefit from connection to our engineering economy, which includes locally owned SMEs and global companies operating alongside the Port of King's Lynn, which specialises in agri, manufacturing and recyclables, and RAF Marham, one of the largest air bases in the UK.



Water and Waste management

West Norfolk has a long history of water-related industry. Shaped by our location and network of rivers, the port and maritime trade drove our economic growth for centuries and our agriculture industry has always relied heavily on water management. This legacy underpins our expertise in sustainable water management and advanced wastewater treatment, which in are in turn leading to emerging strengths in waste-to-energy and the wider circular economy.



Visitor Economy

Our visitor economy is built on our historic heritage, cultural assets and natural landscapes, which draw visitors year-round. West Norfolk combines beautiful architecture, coast and countryside with unique market towns, which alongside a growing programme of festivals and a developing arts scene, positions us as a strong cultural and historic destination.

Our economic challenge

Despite West Norfolk's strong role in the Norfolk economy and the presence of many prominent and successful businesses, the picture overall is one of challenge. Looking at the recent economic performance of sectors across our whole economy identifies three particular issues:

Whether looking at measures of employment, businesses or gross-valued added, only 20% comes from sectors that are on a growth trajectory.

Our distinctive sectors don't over-ride these trends, rather recent trends show our agri-food sector is struggling; businesses have closed and whilst employment overall has not declined, it has not grown.

At the same time, agri-food is growing elsewhere in the UK, which means we have started to lose ground on our specialism. Whilst engineering and manufacturing are on a positive trajectory, too few of our sectors – distinctive or found everywhere - are growing.

Industrial specialisms in West Norfolk, beyond agri-food, are fragile.

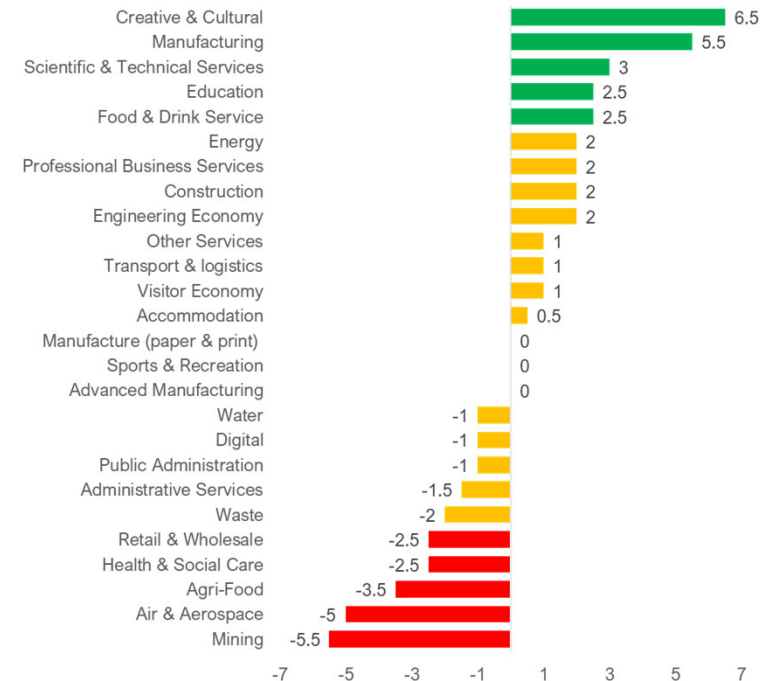
In manufacturing, our specialism lies in the traditional manufacturing base, which intensifies the importance of supporting our businesses with the transition to advanced and modern methods of manufacturing. Our other specialist sectors are either comparatively small in terms of number of jobs and businesses, e.g. water and waste management, or are not supported by allied strengths in the economy, and therefore require concerted interwoven development. The visitor economy is a prime example of the latter: whilst there is a distinct concentration of holiday accommodation, particularly on the coast, and we have destination worthy assets this is not reinforced by strong concentrations of other leisure and recreation activities and services.

Under-representation in professional service economy activities.

We have a small, but growing, number of businesses in science and technological services, and the creative and cultural sectors, but our business base is significantly under-represented in these and in professional and digital service businesses that form a critical part of today's service economy. Strengthening and pro-actively developing from our positions of deep expertise will be of paramount importance moving forward. However, we must also build capacity where we are underpowered and these service sectors must form a greater part of our business base in the future, to support and enable growth.

Trajectory/Measure	Growth	Static	Decline
Employment	13,970	22,390	27,500
% of Employment	22%	35%	43%
Businesses	1,000	2,890	1,700
% of Businesses	18%	51%	30%
GVA (£millions)	579	1,425	1,048
% of GVA	19%	47%	34%

Growth trajectory by sector



Note: This measure reflects sectors that have seen the most proportionate growth in 5 years across five measures: businesses, employment, gva, productivity and specialisation. They may not be most productive or most specialised or largest.

A challenging combination of core issues

In enterprise, skills, people and physical capital - the core of the KLWN economy today - is a set of interlinked, embedded issues that must be addressed to deliver future growth. None of these have quick fixes, nor can they be addressed in isolation. Rather, they require combined, long-term action.

We have:

A smaller business base. Despite strong rates of business creation for Norfolk, too few businesses are on a growth footing and indexed change in the number of businesses in the borough shows King's Lynn and West Norfolk consistently behind growth in the business base in the East of England and nationally.

Fragile industrial specialisms and underpowered professional services. Our strength in agri-food is undoubtedly an asset, but we must address fragility in our other distinctive sectors to promote growth. We also have far less activity than average in professional, digital and sci-tech services, these are not only sources of high-value work in themselves, but also critical enablers of growth in our distinctive sectors.

Fewer residents with high-level skills. King's Lynn and West Norfolk has been consistently below the East of England and national averages for the proportion of the resident population with high level skills. This is predominantly a reflection of the jobs available, which tend to demand low-mid level skills grow our economy.

Restricted labour market for senior and professional roles. Whilst the rate of growth in senior roles has matched East and National averages, KLWN has had consistently fewer senior and professional jobs available. This is a reflection of the smaller business base and the customer service, trade and production focus of the businesses.

A steeper decrease in working age population. The proportion of our population that is working age has been consistently below the East of England and national average over the last 20 years and indexed change shows a significant divergence in working age population growth compared to the situation nationally.

Constrained housing. There is poor distribution of housing tenures across the Borough with particular challenges in the urban areas and low representation of households with children. Housing is less affordable and there has been a fall in home ownership with mortgages.

To grow our economy, we need:

More businesses, who in turn create more jobs and more supply chain and investment opportunities for other businesses (who then create more work).

To act on two fronts: 1) harness our specialisms, leveraging our expertise to the full to pursue growth and 2) maintain and build stable capacity in the wider economy

Our businesses to drive greater demand for high level skills, providing motivation for residents to up-skill.

Our businesses to offer more opportunities for senior professional jobs

More working age residents, and those residents need jobs and homes to live in.

A housing supply that is available, attractive and affordable for more working age residents.



Smaller business base

Fragile industrial specialisms



Lower demand for high-level skills

Restricted labour market



Smaller working age population



Housing constraint

Imperatives to act

We live, learn and work in a beautiful place that people want to come to visit and invest in. We are surrounded by nature, which influences many positives in our way of life, but brings great responsibility to manage and maintain it for the future. Our rich heritage is infused in our industry and our culture, we are place where people have settled and thrived for centuries and continue to be an open, welcoming community.

However, our communities feel constrained. Moving around the Borough is hard, finding the right home is problematic, health – physical and mental – is a challenge for many. Despite feeling engaged with the natural environment, people increasingly look outside of the Borough and its towns for entertainment, experiences and opportunities.

The imperatives to act to change direction from where we are today are strong. We need to:

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Transform our towns in into lively destinations during day and night for residents and tourists



Increase economic participation and activity among all age groups, from young people to older residents



Improve productivity across our sector strengths and retain more economic value within the local community



Manage our natural resources proactively, efficiently and sustainably, increasing our resilience to climate change



Create active, inclusive, connected communities, improving health, wellbeing and economic vitality



Our vision and strategy for 2045



Our vision for 2045

Our vision is founded on the understanding that a vibrant economy encompasses not only economic growth but also the wellbeing of our residents and communities, and the sustainability of our towns, places, and natural environment. To achieve this, we have broken down the vision into five strategic pillars. These will guide our efforts to ensure inclusive, sustainable, and prosperous economic growth for our residents and businesses while ensuring that our beautiful heritage, landscape and natural resources can continue to be responsibly used by our community and tourists.

In 2045 King's Lynn and West Norfolk is a model for sustainable, active and inclusive rural communities, where the benefits of economic growth are shared widely, and natural and cultural heritage is preserved, enhanced and celebrated for future generations.

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King's Lynn and West Norfolk will be a vibrant economy, characterised by:



Thriving towns that are destinations for both residents and tourists



Access to education and good work, at all phases of life



Specialised agri-food, engineering, waste & water and visitor economy sectors, with productive jobs and businesses that are a reason to stay in the area, re-locate to it and invest in it



Proactive, efficient and sustainable management of our natural resources



Happy, healthy people living in inclusive communities with access to housing, health services, social and leisure facilities



Thriving towns

We need to transform our towns into lively destinations during day and night for residents and tourists, so that more people live in, work in, enjoy and visit them.

In 2045 our towns will be lively and attractive during both the day and night, offering a strong entertainment and dining scene. More people will live in our towns and will choose to spend more of their leisure time and money within the area. We will attract more tourists who will explore our beautiful coastal *and* countryside areas, rich cultural heritage, and vibrant town centres, supporting a year-round borough-wide visitor economy.

To get here we will focus on:

- Developing modern, safer, more attractive, mixed-use town centres, with vibrant day and night entertainment
- Increasing residential and non-retail workplace presence in town centres
- Improving public transport (more frequent and better-connected), active travel and parking solutions to into town centres and workplaces
- Effectively leverage our cultural and natural assets
- Incentivising a year-round tourism across the borough, not only on the coast

Our indicators to understand progress towards this over the long-term are:

- Increase in housing units in town centres
- Increase in footfall in town centres
- Town centre vacancy rates decrease

We have foundations for success in this from:

- King's Lynn Town Investment Plan
- Hunstanton Neighbourhood Development Plan
- West Norfolk Tourism Development Plan

AG0



In development:

The Place



Multi-use Community Hub

King's Lynn Long Term Plan for Towns - a vision and 3-year investment plan to access funding for safety and security, high streets, heritage, and regeneration, and transport and connectivity in King's Lynn

King's Lynn Cultural and Heritage Strategy – 10-year strategy to bring together our array of creative partners, residents and businesses on the priorities to support the development of Creative Industries in King's Lynn.

Downham Market Town Tourism Plan

Local Plan 2019-2040 – updated strategy to shape and steer new development in West Norfolk

King's Lynn Transport Strategy

King's Lynn and Hunstanton Parking Strategy

Slide 21

AGO

Image to be updated

April Grossman, 2024-09-02T14:31:47.023

Access to education and good work

We need to increase economic participation and activity among all age groups, from young people to older residents, so that we can see increased employment rates across all age groups, better access to high quality jobs, and raised skills and wages.

In 2045 we will be a community where younger people are inspired into local careers and find ample opportunities to start their careers locally and older people can work, or volunteer, for longer if they want to. We will attract mid-career professionals and families to settle and work in our borough. Clear career pathways and targeted high-skilled training will match the needs of local industries, ensuring that residents can access high-quality jobs.

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To get here we will focus on:

- Raising young people's aspirations and ensuring access to quality schools, colleges, higher education, work-related training and jobs
- Raising skills levels in the borough, particularly more level 4 skills, ensuring an adequate supply of skilled labour aligned with local needs
- Retaining and attracting incoming young and mid-career professionals and families to work and live in the borough
- Supporting older individuals who want to, to continue working for longer

Our indicators to understand progress towards this over the long-term are:

- Level 4+ skills attainment increases
- Wages and GDHI increases
- High proportion of senior professional employment

We have foundations for success in this from:

- BOOST Programme
- Norfolk and Suffolk LSIP



School of Nursing Studies

*The University Centre:
partnership with Anglia
Ruskin University*



In development:

Strategic Skills Plan (AEB) – will guide Adult Education Budget devolution in Norfolk

West Norfolk 

Productive jobs and businesses

We need to improve productivity across our sector strengths and retain more economic value within the local community, so that we have more jobs and businesses, better and more employment space, and increased productivity across our sector strengths.

In 2045 we have enhanced productivity by capitalising on our strengths in manufacturing, engineering, food production, net zero, leisure & tourism, and by fostering innovation in these sectors created new jobs and grown the business base. We are capturing value from tourism spend, ensuring it benefits local businesses and communities. We have adopted technologies and business processes that are contributing to a more productive, resilient economy.

To get here we will focus on:

- Developing key sectors strengths (agri-food, manufacturing & engineering, water & waste management and visitor economy),
- Fostering entrepreneurship, start-ups, scale-ups and inward investment
- Developing high-quality business premises and industrial sites and enhance destination marketing
- Promoting and enabling the adoption of cutting-edge technologies
- Leveraging connections to key economic hubs, such as the Cambridge corridor
- Encouraging supply chain efficiency and complementarities among sectors
- Supporting expanding international trade and export activities

Our indicators to understand progress towards this over the long-term are:

- Increased employment land and commercial space
- Increased GVA in our growth sectors
- Increased number of high-growth enterprises

We have foundations for success in this from:

- King's Lynn Enterprise Park Site Development Plan 2021-2026

King's Lynn Enterprise Park



King's Lynn Innovation Centre



In development:

Norfolk County Council Economic Strategy – will support economic growth of Norfolk and ensure that all residents, businesses, and places benefit

Further incubator space at King's Lynn Enterprise Park

Creative Hub at St. George's Guildhall for creative industries

Business co-working/hot desking space in the Multi User Community Hub

Managed natural resources

We need to manage our natural resources proactively, efficiently and sustainably, increasing our resilience to climate change, so that we can more efficiently and sustainably use and re-use our natural resources and generate clean energy.

In 2045 proactive, efficient and sustainable natural resource management is protecting and conserving the beautiful natural environment that makes our place. Sustainable business practices to manage natural resources efficiently have been adopted, making our economy more resilient to climate change and extreme events such as coastal erosion, flooding, and drought. Implementing circular economy principles, industrial symbiosis, decarbonisation, and the use of renewable resources is ensuring long-term environmental sustainability and energy security.

To get here we will focus on:

- Supporting interventions aiming to mitigate the impact of climate change on our natural resources
- Supporting businesses to become energy resilient, encouraging circular economy, decarbonisation and the generation / adoption of clean energy
- Ensuring local residents and businesses benefits from national relevant energy generation projects
- Encouraging sustainable and responsible tourism

Our indicators to understand progress towards this over the long-term are:

- Increased investment in natural resource management
- Growth in our water and waste management sector
- Reduced damage levels from floods/drought events

We have foundations for success in this from:

- Norfolk Climate Strategy
- Coastal Transition Accelerator Programme



Ouse Washes

In development:

KLWN Climate Change Strategy 2024-2028 – alongside an action plan, will set out our approach to tackling climate change

Local Nature Recovery Strategy - will map the existing natural environment and identify opportunities for delivering nature recovery through habitat restoration, creation and expansion.

Norfolk LEAR – Local Energy Asset Report (to be replaced by the Norfolk Energy Plan)

Healthy, inclusive communities

We need to create active, inclusive, connected communities, improving health, wellbeing and economic vitality, so we can have reduced rural isolation and reduced deprivation at local level.

In 2045 our increased housing supply in towns is enabling residents to locate and stay in the area, where they have access to comprehensive health and wellbeing facilities. Isolation in rural areas has improved through improved digital and transport connectivity, ensuring that all residents can participate fully in economic and community life. Residents lead active lives, with access to recreational and leisure facilities, promoting a healthier lifestyle for all.

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To get here we will focus on:

- Enabling active and healthier communities
- Ensuring that all residents can access education, employment, leisure opportunities and health services, regardless of their age, location, background or disabilities
- Removing mental health barriers to work and reduce sickness absences among young people
- Reducing rural isolation

Our indicators to understand progress towards this over the long-term are:

- Longer healthy life expectancy in all areas of the borough
- Increased number of GPs/service providers per population
- Improvements in neighbourhood-level health indicators
- Increased mix of housing types
- Reduced house price to workplace-based earnings ratio

We have foundations for success in this from:

- King's Lynn and West Norfolk Health & Wellbeing Partnership Strategy
- King's Lynn Transport Strategy
- Norfolk Strategic Infrastructure Delivery Plan 2022
- Transport East Transport Strategy
- King's Lynn Local Cycling and Walking Infrastructure Plan



Sustainable transport and regeneration scheme (STARS)

In development:



Nar Ouse Active Travel Hub

Housing Needs Assessment – will update previous assessments of the need for different types and tenures of housing.

Alive West Norfolk Capital Investment Strategy – will set out the investment required in our borough's leisure facilities

Marmot Programme - Marmot principles in development for improving health equity across the borough

Homelessness and Rough Sleeping Strategy – will set out the issues the borough faces locally and what it is doing to prevent homelessness.

Our vision and strategic priorities

In 2045 King's Lynn and West Norfolk is a model for sustainable, active and inclusive rural communities, where the benefits of economic growth are shared widely, and natural and cultural heritage is preserved, enhanced and celebrated for future generations.

VISION

OBJECTIVES

STRATEGIC PRIORITIES

OUTCOMES




Thriving towns

Transforming our towns into lively destinations during day and night for residents and tourists

- Develop modern, safer, more attractive, mixed-use town centres, with vibrant day and night entertainment
- Increase residential and wider (non-retail) workplace presence in town centres
- Improve public transport, active travel and parking solutions
- Effectively leverage our cultural and natural assets for all to experience
- Incentivise a year-round tourism across the borough, not only on the coast

More people live in, work in, enjoy and visit our towns



Access to education and good work

Increasing economic participation and activity among all age groups, from young people to older residents

- Raise young people's aspirations and ensure access to quality schools, colleges, higher education, work-related training and jobs
- Raise skills levels in the borough, particularly more level 4 skills, ensuring an adequate supply of skilled labour aligned with local needs
- Retain and attract incoming young and mid-career professionals and families to work and live in the borough
- Support older individuals who want to, to continue working for longer

Increased employment rate across all age groups, better access to high quality jobs, and raised skills and wages



Productive jobs and businesses

Improving productivity across our sector strengths and retaining more economic value within the local community

- Grow from our key sectors strengths
- Foster entrepreneurship, start-ups, scale-ups and inward investment
- Develop high-quality business premises and industrial sites and enhance destination marketing
- Promote and enable the adoption of cutting-edge technologies
- Leverage connections to key economic hubs, such as the Cambridge corridor
- Encourage supply chain efficiency and complementarities among sectors
- Supporting expanding international trade and export activities
- Leverage exporting opportunities and inward investment via our Hanse business network

More jobs and businesses, better and more employment space, increased productivity across our sector strengths




Managed natural resources

Manage our natural resources proactively, efficiently and sustainably, increasing our resilience to climate change

- Support interventions aiming to mitigate the impact of climate change on our natural resources
- Support businesses to become energy resilient, encouraging circular economy, decarbonisation and the generation / adoption of clean energy
- Ensure local residents and businesses benefits from national relevant energy generation projects
- Encourage sustainable and responsible tourism

More efficient and sustainable use and re-use of our natural resources and clean energy generation



Healthy, inclusive communities

Creating active, inclusive, connected communities, improving health, wellbeing and economic vitality

- Create active and healthier communities
- Ensure that all residents can access education, employment, leisure opportunities and health services, regardless of their age, location, background or disabilities
- Remove mental health barriers to work and reduce sickness absences among young people
- Reduce rural isolation

Improved health, wellbeing and economic vitality, reduced rural isolation and deprivation at local level

We will achieve our vision and deliver against our objectives by seeking investment and using our assets and resources to:

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How we will act

Our vision and strategy for King's Lynn and West Norfolk are built upon the insights and aspirations of a diverse range of stakeholders, including community organisations, educational and training institutions, government and environmental agencies, businesses, and residents.

Through collaborative effort, the council team has shaped a vision and priorities that reflect our current state and our ambitions for 2045. But this strategy is not just for the Council; it belongs to the entire community and it is through our combined efforts that these objectives will be achieved.

As we move forward, the Council will lead the call to action, inviting all partners, residents, businesses, and community groups, to work together, leveraging our unique strengths and assets to create a thriving future for King's Lynn and West Norfolk. This strategy serves as the anchor and guiding reference for our collective actions over the next 20 years.

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Together, we will design and implement a coordinated action plan aimed at enhancing economic prosperity and improving the quality of life for all.

An investment plan will follow, outlining the resources needed to realise our vision and priorities, along with a plan for regular monitoring and evaluation against our key metrics.



Economic Strategy and Vision

Annex 1 – Drivers of Change and the State of our Capitals 2024

DRAFT - not for wider circulation



About this document

This document is part of a series of documents which sets out the King’s Lynn and West Norfolk Economic Vision and Strategy.

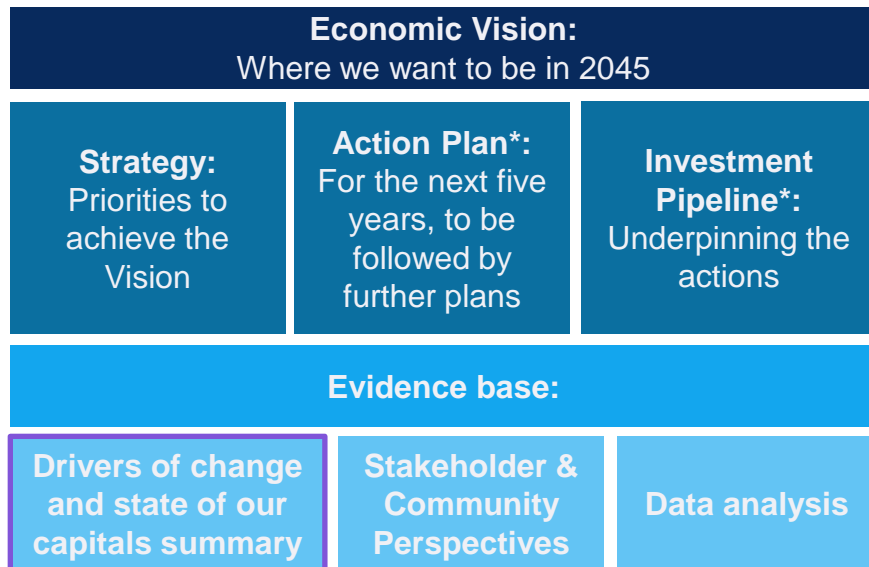
It outlines the key trends, as of 2024, that will shape our future way of life in the borough.

It also provides a moment-in-time view of the current state of our capitals, at the time of drafting the Economic Strategy and Vision, informed by the quantitative and qualitative evidence outlined in the evidence bases in this collection.

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* To be developed as part of the “call to action”

Introduction: Understanding drivers of change and our capitals' status

The following Annex provides a summary of the broader local, UK, and global policy and economic contexts considered during the development of our economic strategy.

It also outlines the foundational rationale that shaped our vision and strategic priorities, assessed through the lens of our seven capitals. By combining data analysis with qualitative insights, we highlighted the current state of our capitals, identifying both challenges and strengths.

47 As we developed our vision and priorities for the next 20 years, understanding these drivers of change and the current status of our capitals was essential to crafting a strategy that is both resilient and forward-looking in leveraging our opportunities and mitigating existing and potential challenges.

Natural Capital



Skills and Knowledge



Physical Capital



Institutional Capital



Enterprise Capital



Cultural Capital



People and Community Capital

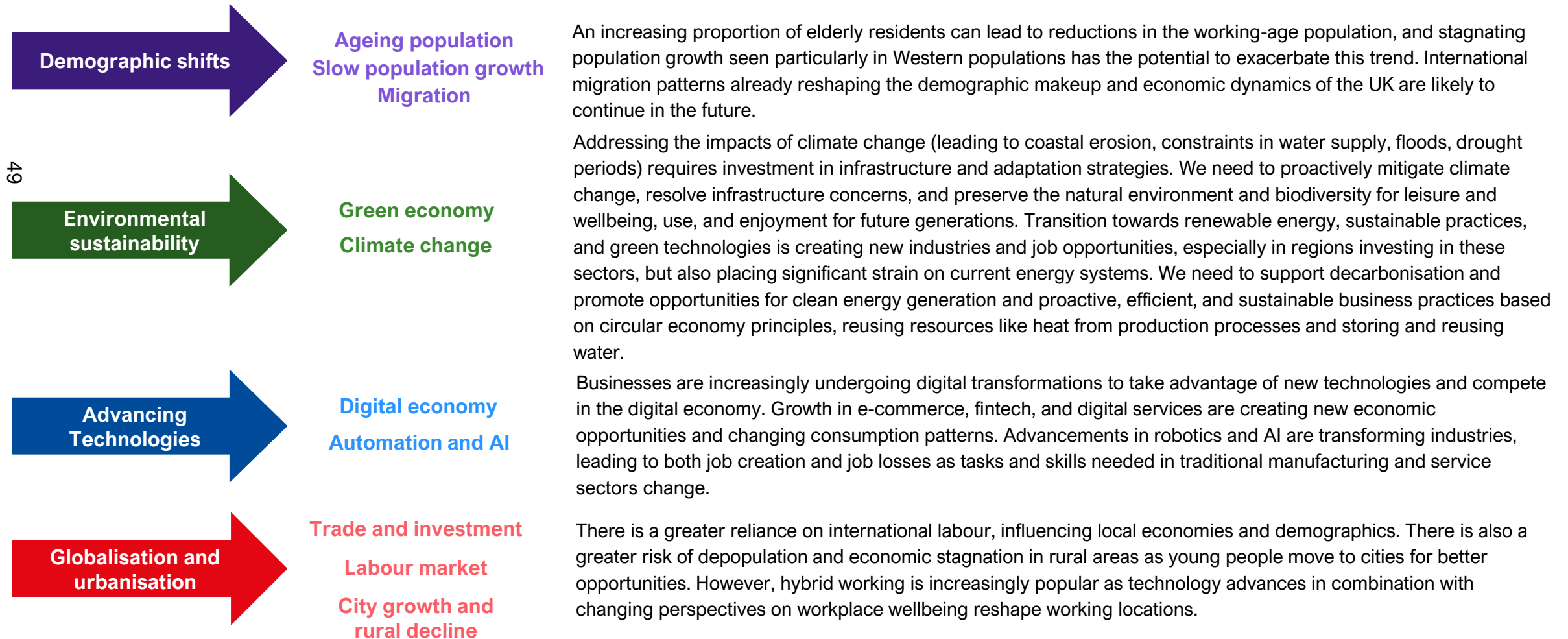


Drivers of change: Headline future trends



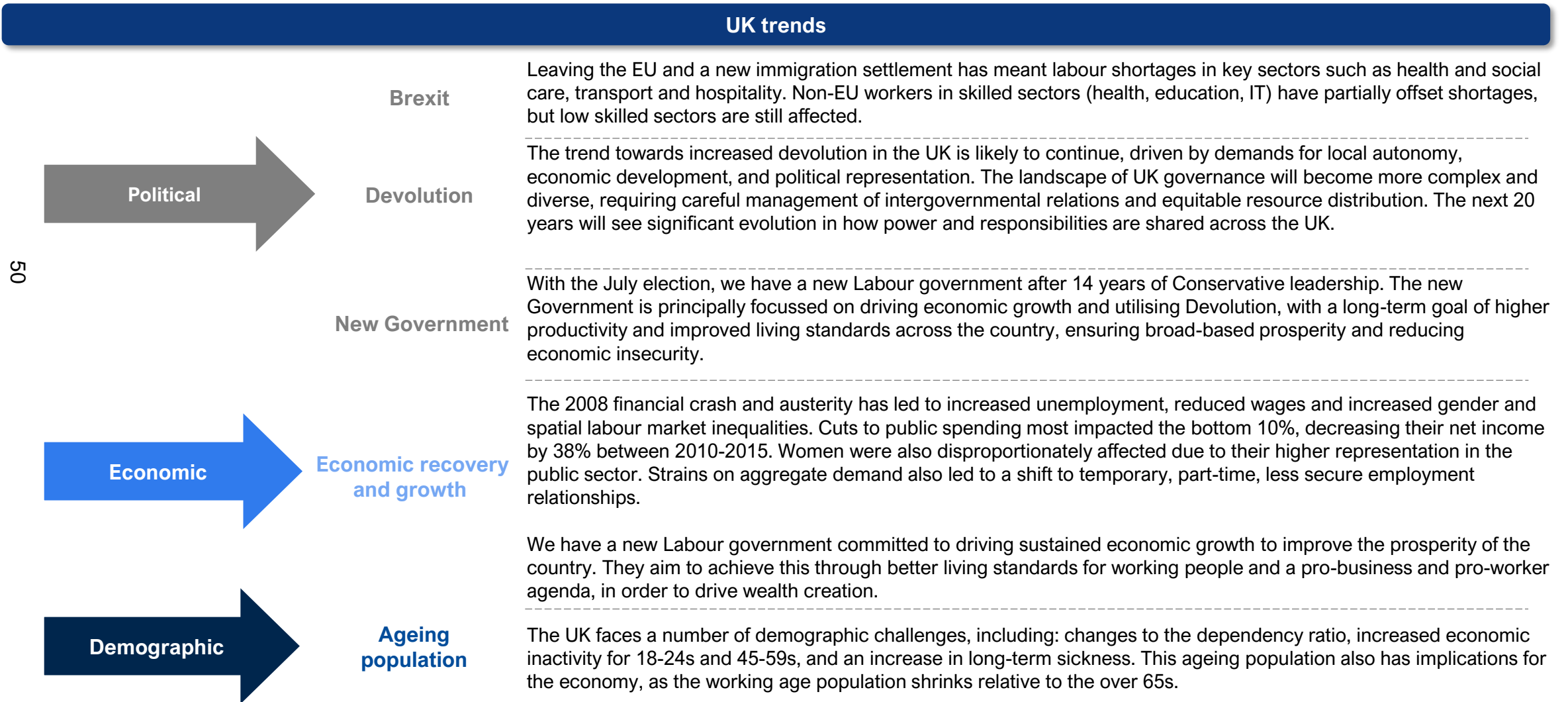
The global trends shaping our future

As the aim of this strategy is to set a vision for King's Lynn and West Norfolk over the next 20 years, a consideration of the wider drivers of change that will influence economic life everywhere and the socio-economic prospects of the Borough is critical.



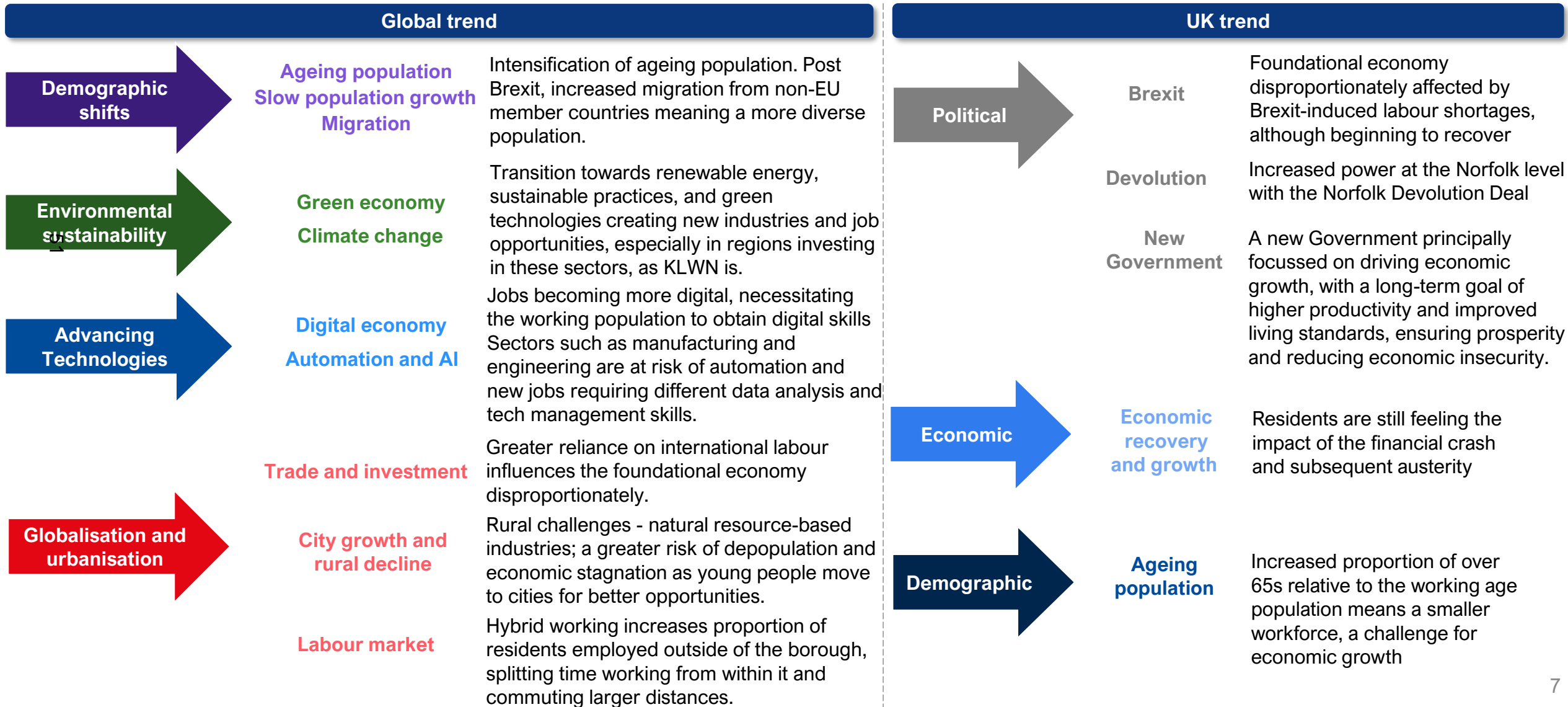
The UK drivers and trends shaping our future

Alongside the global trends, there are several UK macro-economic trends that will also influence economic life in the Borough and are equally important to consider.



Implications for King's Lynn and West Norfolk

These global and UK macro-economic trends can be expected to have the following impacts on King's Lynn and West Norfolk



The state of our capitals today



The status of our capitals at a glance



Natural Capital

Strengths

- 20 minutes to work 20 minutes to the coast
- Coastline, The Fens
- Over 10m trips (c.6.4m visitors) in 2022
- Total tourism value - £560m, total visitor spend - £421m
- £11m business rates retention 2022/23
- CO2 emissions have decreased since 2005
- Active travel increased by 8.2%

Challenges

- Coastal erosion, floods, drought, climate change threats
- The Wash – flood risk management
- Lower than average proportion of properties with EPC rating of A-C
- Ouse Washes Habitat Creation programme failing
- Above average per capita transport emissions



Physical Capital

Strengths

- 10.5k new homes planned by 2040, with 4K a sustainable urban expansion to the south of King's Lynn at West Winch
- Offshore wind off Hunstanton
- Rail connectivity to Cambridge and London

Challenges

- Declining town centres, above regional average high street retail vacancy rates
- Limited rural transport impacts night-time economy and workforce mobility to employment centres
- 30% of neighbourhoods are in the bottom 20% nationally on IMD barriers to housing
- Rural businesses - physical/digital infrastructure
- Some areas are 1h+ by car from nearest employment centre of 5,000+
- 64% of neighbourhoods have above average travel time to key services
- Summer tourism pressures infrastructure
- Grid connectivity
- 2/3 leisure centres at risk of closing due to building condition



Cultural Capital

Strengths

- Cultural and heritage assets:
 - St. George's Guildhall,
 - Sandringham,
 - The Walks,
 - Corn Exchange
- Riverfront Quays area,
- King's Lynn historic town centre
- Hanseatic Port
- Burnham Market
- King's Lynn/West Norfolk festivals
- Growing immigrant population
- Downham Market food/hospitality offer

Challenges

- Residents unaware of Borough's offer
- Assets underutilised/lacking activation to benefit the local economy/community



People and Community

Strengths

- Worthwhile life, happiness scores above UK average, anxiety scores below UK average
- Lynnsport

Challenges

- 26% aged 65+ - this group growing the most
- Declining proportion aged 25-39
- Impact of rurality on health - insufficient access to GPs
- c.20k residents live in areas among the 20% most deprived in England, with life expectancy varying significantly based on where in the Borough one lives
- 56% of households have 1+ dimension of deprivation
- Joint least densely populated LA, lower population growth than across the East of England
- GDHI increased from 2017-21, but still below UK average
- Poor evening economy, and lack of an offer for young people



Skills and Knowledge

Strengths

- School of Nursing Studies
- Above average percentage of firms provide on the job training
- BOOST Programme
- Above average proportion of 16-18-year-olds in apprenticeships
- CWA University Centre
- Partnership with Anglia Ruskin University

Challenges

- 6.7% of the population have no qualifications
- 4.5% NEET, higher than national and Norfolk averages
- 30.3% of people with level 4+ qualifications - below average
- Second highest levels of economic inactivity in Norfolk (22.1%)
- Lack of hospitality skillset to support visitor economy sector
- Limited HEI presence
- BOOST Programme ending March 2025



Enterprise Capital

Strengths

- Most productive sectors are Energy and Adv. Manufacturing and Engineering
- Adv. Manufacturing and Engineering has the highest GVA (£530m, c.28% share)
- 70.7% of people both live and work in KLWN
- Decrease in percentage of people providing <19 hours of unpaid care a week from 2011-21
- Gradual increase in employment
- Median workplace wages on par with Norfolk average (c.£590)

Challenges

- Job density below regional and national averages
- Lower proportion of employment in high skilled occupations
- GVA per hour less than UK average
- Lack of commercial/ industrial space



Institutional Capital

Strengths

- Long Term Plan for Towns - King's Lynn (TBC)
- AEB devolution
- BID
- King's Lynn Enterprise Park
- Local Nature Recovery Strategy (in development)
- Norfolk Floods Strategic Alliance
- CTAP Programme
- Norfolk Economic Strategy (in development)

Challenges

- Upward trend in temporary accommodation
- Lack of day-to-day support for small businesses
- Decline in cases of homelessness prevention
- Perception that town centre car parking charges impact footfall



Natural Capital

Where are we now?

Strengths

Natural assets

- Coastline, The Fens
- Walking trails/paths (ie. recently extended King Charles III Coastal route link-up with the Norfolk Coast Path, Peddars Way)

Visitor economy offer

- Over 10m trips (c.6.4m visitors) in 2022
- Total tourism value - £560m, total visitor spend - £421m
- £11m business rates retention 2022/23

Climate change mitigation

- The Wash – flood risk management
- CO2 emissions have decreased since 2005

Net Zero/clean energy

- East of England Hydrogen Cluster

Challenges

Sustained threat of climate change

- Threat of coastal erosion, flooding, drought, climate change
- Above average per capita transport emissions
- Emissions from land use / agriculture
- Lower than average proportion of properties with EPC rating of A-C

Loss of biodiversity

- Ouse Washes Habitat Creation programme failing

Direction of travel?

If this is left unchanged:

Natural assets

- Coastal erosion will significantly reduce the coast in 20 years, resulting in the degradation of our natural capital, and a need to shift attention to different parts of the Borough

Visitor economy offer

- We will struggle to continue to attract visitors, as the main asset will have disappeared

Climate change mitigation

- Flooding could destroy many of the agricultural assets in the Borough
- Carbon and other greenhouse gas emissions continue to increase, accelerating the harmful impacts of climate change

Net Zero/clean energy

- The region will continue to develop its growing clean energy sector, building off of the East of England Hydrogen Cluster

Flood risk from rivers and the sea*



This map shows that large areas of the Borough sit within flood zone 3, which has the highest risk of flooding. These areas have a 1 in 100 or greater chance of flooding from rivers; or a 1 in 200 (0.5%) or greater chance of flooding from the sea each year.

Large areas of land in our coastal communities are within flood zone 3 and therefore at higher risk of flooding.

Implied result:

- The coast is host to a significant proportion of our economic activity. If the coast is going to disappear, this is a real threat to economy, as well as the environment, driving a critical need to diversify tourism offer to increase resilience of economy.

*Source: Environment Agency, Flood Map for Planning (Rivers and Sea) – Flood Zone 3, 2024



Physical Capital

Where are we now?

Strengths

- Planned housing growth between 2001-26
- Offshore wind off Hunstanton

Challenges

Housing

- Significant barriers to housing - 30% of KLWN neighbourhoods are in the bottom 20% nationally on IMD barriers to housing

Transport

- Some areas are 1h+ by car from the nearest employment centre of 5,000+
- Limited rural transport impacts night-time economy and workforce mobility to employment centres
- 64% of neighbourhoods have above average travel time to key services
- Timeliness of transport services, connectivity to Norwich
- Lack of dualled roads from Peterborough to Norwich and Hunstanton to Cambridge leads to traffic congestion

Town centres

- Town centre decline, above regional average high street retail vacancy rates

Supporting infrastructure

- Summer tourism pressures
- Grid connectivity
- Physical/digital infrastructure for rural businesses

Direction of travel?

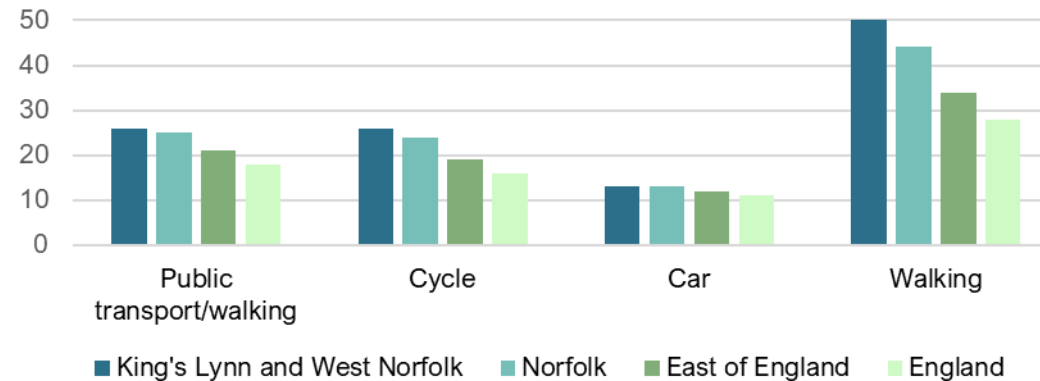
If this is left unchanged:

- Housing - development will continue outside of King's Lynn, contributing to King's Lynn decline
- Transport - inefficient transport links will make it increasingly difficult to live in the Borough and travel within and outside of it for work
- Town centres – town centre decline will continue, failing to attract residents
- Supporting infrastructure - wait times for services will increase as planned housing growth strains the capacity of existing services

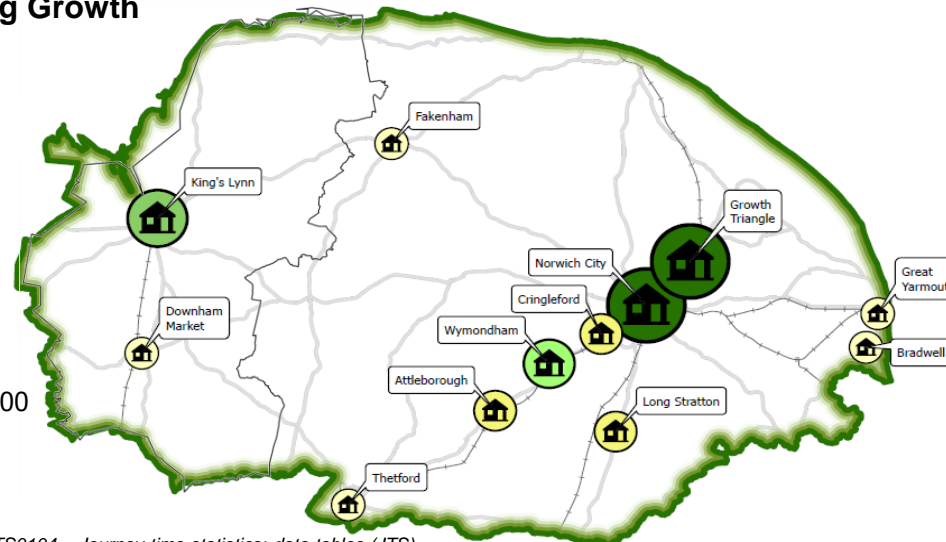
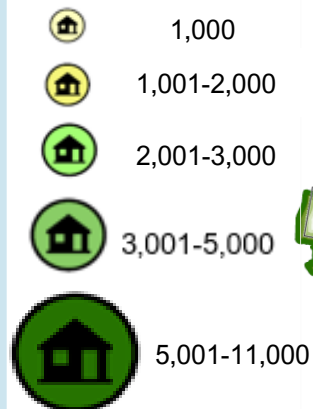
Implied result:

- Our physical capital must be able to sustain the growth our economy needs.
- Without a sufficient housing offer, effective transport, thriving town centres, supporting infrastructure and service provision, we will fail to provide for current residents and attract new ones.

Average minimum travel time (in minutes) to reach the nearest key services by mode of travel, 2019



Planned Housing Growth





Cultural Capital

Where are we now?

Strengths

- Cultural and heritage assets such as St. George's Guildhall and the Shakespearean floorboards, the Corn Exchange theatre, Sandringham Estate, The Walks, historic town centre of King's Lynn, Burnham Market
- Strong maritime history evidenced today - Riverfront Quays area, ⁵¹Manseatic Port and Festival, but currently underutilised asset
- King's Lynn/West Norfolk festivals
- Downham Market food/hospitality offer and hub for The Fens
- Cultural and Heritage Strategy in development



Customs House



Downham Market Town clock



St George's Guildhall

Challenges

- Residents unaware of Borough's offer
- Decrease in number of businesses and employees in retail and arts, recreation and entertainment, against national trends
- Lack strong volunteer network to sustain assets

Direction of travel?

If this is left unchanged:

- Current investment in our cultural and heritage assets, alongside the development of Cultural and Heritage Strategy mean that our cultural and heritage assets are well-placed to continue to attract visitors
- Culture and heritage is a priority for investment: *West Norfolk Tourism Development Plan 2022-26* sets a strategic aim of 'Developing the cultural product'; the *King's Lynn Town Investment Plan 2020-21* outlines 5 priorities for investment, one of which is enhancing cultural opportunities to repurpose the town centre; *UKSPF Investment Plan* seeks to take a culture-led approach to visitor economy excellence, through leveraging cultural assets
- Sustained investment is necessary, as the culture and heritage industry must maintain its assets and modernise to fit the needs of the future
- If investment in culture and leisure is left unchanged, this will increasingly become a 'tie breaker' for investors and employers. A high-quality culture/leisure offer is a first base expectation when investors and workers are deciding where to relocate to, or allocate assets.

Implied result:

- King's Lynn and West Norfolk has a surplus of cultural and heritage assets. This is advantageous as they attract visitors and generate value for the economy. But, these assets are consistently underutilised.
- It is important that this prioritisation and investment continue, in order to ensure that this valuable asset remains an attraction to the area.



People and Community Capital

Where are we now?

Strengths

- Largest population in Norfolk
- Worthwhile life, happiness scores above UK average
- Anxiety scores below UK average
- Strong sense of community
- Growing immigrant population



Challenges

- 26% aged 65+ (Norfolk - 24%; England - 18% - this group growing the most)
- Declining proportion aged 25-39
- Disparities in healthy life expectancy - North Lynn healthy life expectancy is c.7-10 years less than those outside of King's Lynn
- Poor evening economy, lack of an offer for young people
- 56% of households have at least 1 dimension of deprivation
- Joint least densely populated LA and lower population growth than across the East of England
- GDHI increased from 2017-21, but remains below UK average



% of residents living in 20% most deprived areas in England

King's Lynn and West Norfolk: 15%

Norfolk: 15%

England: 20%



Housing affordability ratio*

King's Lynn and West Norfolk: 8.9%

Norfolk: 8.6%

England: 8.3%

Direction of travel?

If this is left unchanged:

- The 65+ section of the population will continue to grow faster than the working age population
- Health inequalities will continue to impact the availability and activity of the workforce, and strain our public services
- A poor evening economy and lack of an offer for young people mean that young people may leave the borough, and it will be difficult to attract young people in
- Population growth will not occur at the rate needed to replace the retiring population
- Greater housing unaffordability compared to Norfolk and England averages mean that residents will continue to struggle to obtain affordable housing

Implied result

- The 65+ section of the population growing faster than the working age population means that the relative proportion of the population in the workforce will decrease – this poses a challenge to economic growth.
- Out-migration of young people and an inability to attract young people into the borough will further contribute to shifting demographics, in a way which negatively impacts the size of the labour force.
- As King's Lynn and West Norfolk is located commuting distance away from Cambridge and Peterborough, many young families could move to the borough for cheaper, higher-quality housing, whilst commuting out of the borough for work. If housing becomes increasingly unaffordable in King's Lynn and West Norfolk, the appeal of this offer diminishes, further risking depopulation in the borough.



People and Community Capital

Mosaic segments individuals and households based on their demographic, behaviours and lifestyle characteristics to give a deeper understanding of who they are:

Prestige Positions - affluent families living in large, detached homes in desirable neighbourhoods, often in suburbs or small towns with good city connections. Typically married couples, either older without dependents or with children, and have high market value homes surrounded by gardens.

Country Living - well-off homeowners in rural areas, often older or families, who enjoy spacious, attractive homes with above-average prices. These residents appreciate the countryside and have usually lived in their homes for a long time.

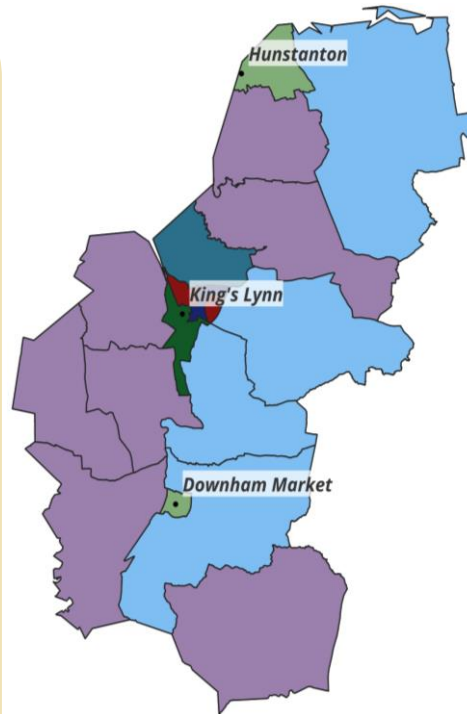
Rural Reality - affordable homes in village communities, often distant from cities. Residents are older individuals and families, typically working in local, lower-wage jobs, and living in semi-detached, terraced, or detached houses with below-average values.

Senior Security - retired homeowners in their late 60s-80s with good pension incomes, living in mid-range, mortgage-free homes. They are financially comfortable, and cautious with savings and investments.

Aspiring Homemakers - young adults in their 20s-30s, settling in modestly-priced homes, attractive to new buyers. These households, a mix of couples and singles, often have young children and face significant mortgage expenses.

Family Basics - families with limited incomes who carefully budget to make ends meet, typically living in low-cost, mid-20th century homes. These households include couples and single parents with children, often renting from local authorities or housing associations.

Transient Renters - young, single individuals in their 20s and 30s, frequently moving and renting low-cost homes. They live alone or with others in affordable flats or terraced houses, usually near urban centres, primarily renting from private landlords.



It is interesting to note how the breakdown in West Norfolk differs from that of Norfolk and England. What we aren't seeing in West Norfolk, which this strategy aims to change, is a significant presence of groups F, G and O (working families, some may have young children, or young professionals).



Skills and Knowledge

Where are we now?

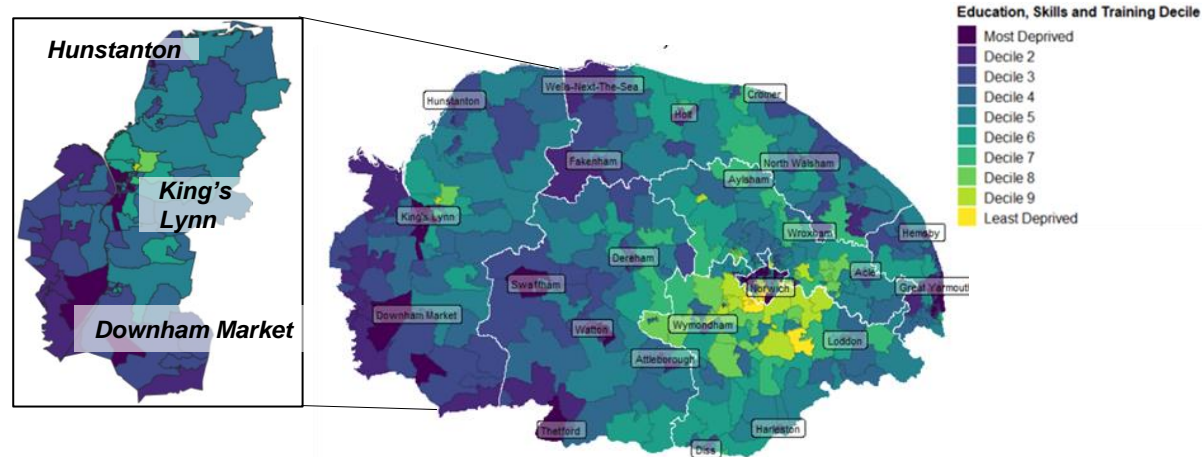
Strengths

- School of Nursing Studies Apprenticeship
- Higher percentage of firms provide on the job training than the national average
- BOOST Programme
- Higher proportion of 16-18 year olds in apprenticeships than the national average

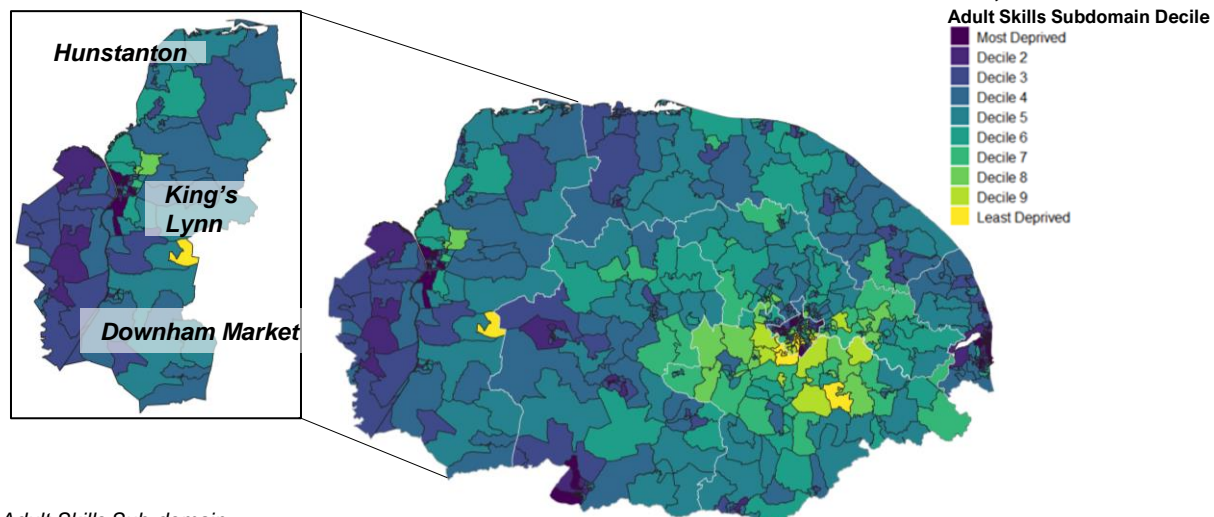
Challenges

- 4.5% NEET, higher than national and Norfolk averages
- Limited education infrastructure – cold spot for HE provision
- Below average percentage of people with level 4+ qualifications – 30.3%, compared to 33% in Norfolk and 43% in England
- 6.7% of the working age population have no qualifications – on par with regional and national averages
- Second highest levels of economic inactivity in Norfolk (22.1%), higher than national and regional averages
- Lack of skillset locally to support local sectors

Education, Skills and Training IMD Deciles for Norfolk LSOAs, 2019



Adult Skills Subdomain IMD Deciles for Norfolk LSOAs, 2019



Direction of travel?

If this is left unchanged:

- Limited infrastructure through which to provide higher-skilled training
- Our residents will continue to lack the qualifications necessary to obtain higher-skilled, higher-paid jobs
- Economic inactivity rates will remain high
- Lack of hospitality skillset locally to support visitor economy sector will harm the sector in the long run, as it will fail to keep up with sustained local demand

Implied result?

- Businesses will struggle to take up training necessary to improve skills and productivity
- Higher-skilled industries and businesses, which tend to be higher growth, will continue to locate outside the borough, where they can access the necessary skills supply
- Young people seeking better educational opportunities or high-skilled work will leave the borough



Skills and Knowledge

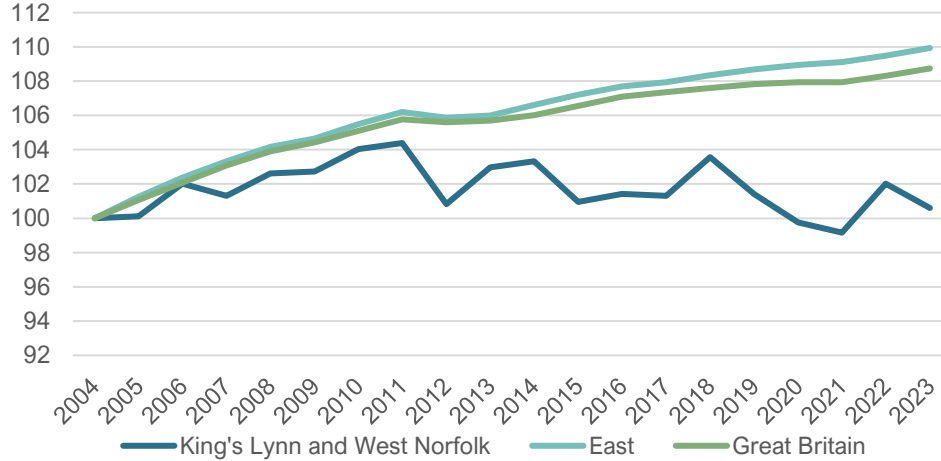
Enterprise Capital



Our inter-related embedded trends, which we must disrupt to drive a different direction of travel in the future:

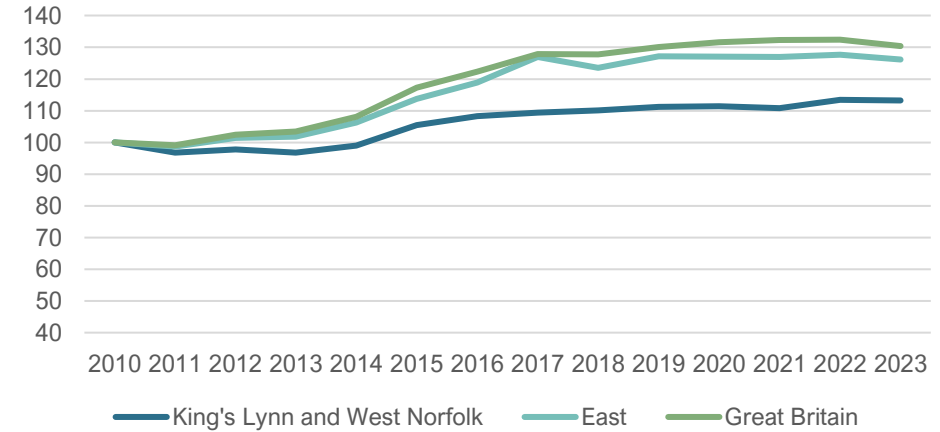
Steep decrease in working age population

Indexed change in working age population 2004-2023



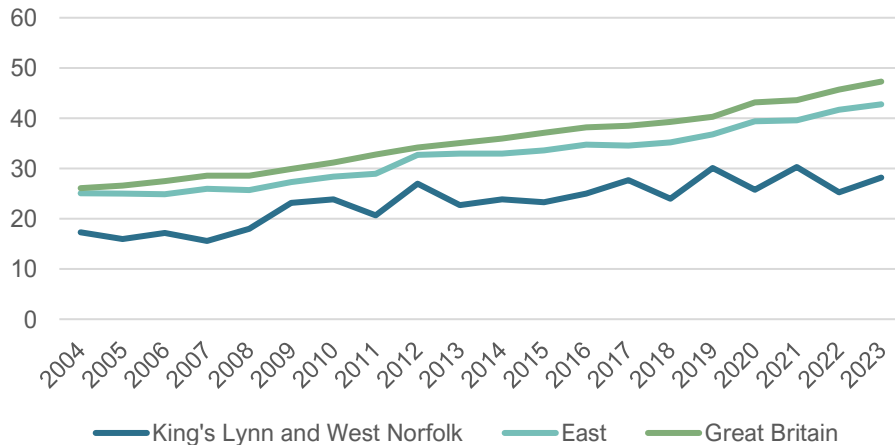
Smaller business base

Indexed change in number of businesses



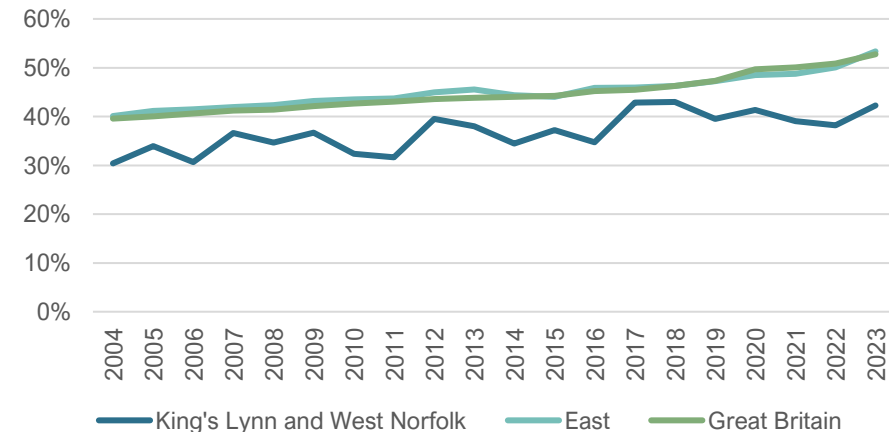
Fewer residents with higher level skills

Proportion of residents with L4+ skills



Restricted labour market for senior and professional roles

Proportion of jobs that are SOC 1, 2 or 3



09



Enterprise Capital

Where are we now?

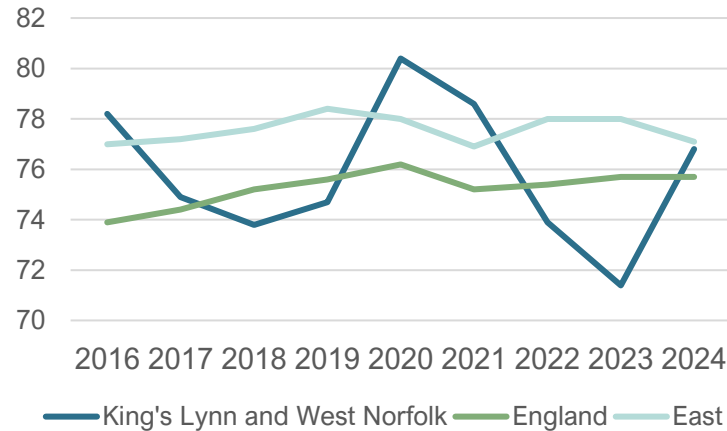
Strengths

- Most productive sectors are Energy and Adv. Manufacturing and Engineering
- Advanced Manufacturing and Engineering has the highest GVA (£530m, c.28% share)
- 70.7% of people live and work in KLWN
- Decline in percentage of people providing <19 hours of unpaid care/week from 2011-21
- Creative and Cultural sector has grown across multiple measures in the last 5 years

Challenges

- Jobs density below regional and national averages
- Lower proportion of employment in high skilled occupations
- GVA per hour worked less than UK average
- Loss of working age population relative to over 65s
- Unclear landscape for start-up/ business support
- Shortage of commercial/ industrial space
- Struggles for town centre businesses around decreased footfall, car parking, restrictions on heritage/listed buildings

Employment rate (%) since 2015



Observations

- **Only 20% of employment, businesses, or GVA comes from growing sectors.** Almost 50% of jobs are in declining sectors, and our growth sectors are not highly specialised.
 - Agri-Food is particularly worrying – in KLWN it is standing still, whilst areas around it move forward
 - Our foundational sectors make up 40% of total jobs
- **KLWN's economy lacks specialisation** in any significant concentration, beyond Agri-Food. Manufacturing and Construction are more specialised, but not to a large extent. The wider story of the economy is one of under-representation or having no more than you'd expect.
 - Even the visitor economy is no more specialised than the rest of the UK. Beyond a high concentration in Accommodation, the economy is not what you'd expect of a destination town
- **Almost non-existent senior professional tier** - limited incentive to upskill locally, as there aren't employment opportunities for these skills **KLWN's business base is small**, and most businesses are small (very high proportion of sole proprietors). Changing the business base is essential to drive changes in skills demand - there must be jobs that require higher level skills and more varied employment opportunities – at any level. This requires:
 - Business transformation & digitalisation, driving re-/up-skilling
 - Businesses to scale-up and create new job opportunities
 - Business to start in, or re-locate to, the area
- **Under-represented in 'modern service economy' activities** - some of the highest value-added jobs: professional services, admin services, digital, science & technology, but can build on growth in Creative and Cultural sectors



Productivity (GVA per hour worked)
King's Lynn and West Norfolk: £32.5
 Norfolk: £32.9
 UK: £37.7



Average gross weekly pay
King's Lynn and West Norfolk: £589
 Norfolk: £588
 England: £645



Business 3-year survival rates*
King's Lynn and West Norfolk: 63%
 Norfolk: 63%
 England: 56%

*Based on 2019 births

**Local Units – individual sites, e.g. including all operating sites of chain businesses



Enterprise Capital

Our growing, declining, and static sectors

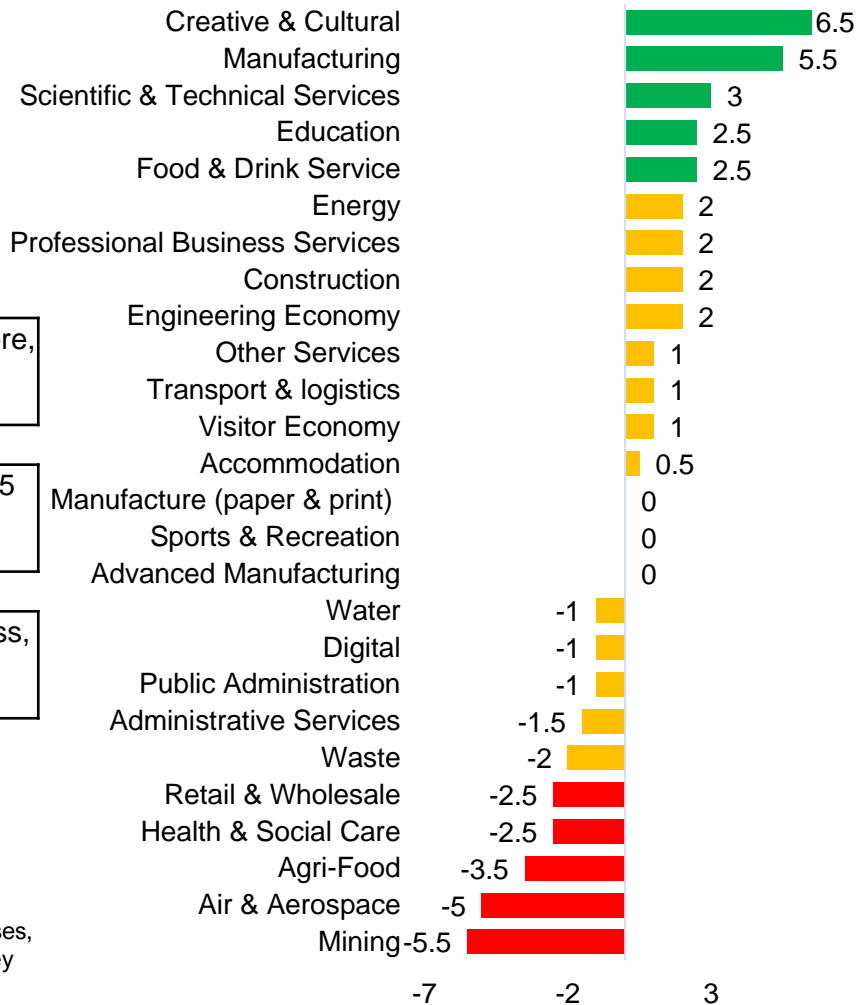
The Food and Drink Service, Education, Scientific and Technical Services, Manufacturing, and Creative and Cultural sectors have all seen growth across multiple measures in the last 5 years.

62 Growth index score of 2.5 or more, sector has seen growth across multiple measures.

Growth index score between -2.5 and 2.5, growth has been relatively static or mixed.

Growth index score of -2.5 or less, sector has seen decline across multiple measures.

Note: This measure reflects sectors that have seen the most growth in 5 years across five measures: businesses, employment, GVA, productivity and specialisation. They may not be most productive or most specialised.



Direction of travel?

If this is left unchanged:

- Many of our sectors are static – not growing nor declining - and most of our businesses are not on a growth trajectory. If left unchanged, key sector strengths will remain static, or may decline
- KLWN will continually retain lower-skilled jobs, as high-skilled jobs locate elsewhere
- Continued lack of commercial/industrial space - businesses will struggle to relocate to KLWN
- This, combined with low job density means productivity will remain below the UK average
- Trend towards hybrid working could mean that people working in higher-skilled roles can move to the area bring their job with them. This would impact the resident population skills profile, but not do anything for the workplace population.
- Limited local employment opportunities drive diminishing working age population, as people must move outside the area for work
- Risk with ‘traditional’ manufacturing being the highest specialism within manufacturing in the borough - automation, offshoring

Implied result?

- Economy and residents will continue to miss out on high skilled opportunities
- We will fail to attract and retain those seeking higher-skilled work - there are too few jobs at this level, so even if there is one – it’s risky because if that doesn’t work out, other options are limited
- Productivity will remain low, and we will struggle to grow our economy, realise our full potential



Enterprise Capital

Our growing and declining sectors – summary statistics

The Food and Drink Service, Education, Scientific and Technical Services, Manufacturing, and Creative and Cultural sectors have all seen growth across multiple measures in the last 5 years.

63

Sector	Employment	Employment CAGR	Businesses	Business CAGR	GVA (millions)	GVA CAGR	Productivity	Productivity CAGR	Average concentration	Concentration Growth
<i>Creative & Cultural</i>	845	7%	140	3%	£ 34	17%	£ 40,006	9%	0.50	17%
<i>Manufacturing</i>	2,750	2%	185	1%	£ 266	5%	£ 96,905	2%	1.26	8%
Scientific & Technical Services	695	-1%	265	3%	£ 21	1%	£ 30,729	3%	0.68	13%
Education	4,625	0%	80	3%	£ 161	2%	£ 34,773	2%	0.87	8%
Food & Drink Service	5,055	7%	330	2%	£ 97	3%	£ 19,184	-3%	1.13	6%
Construction	4,310	3%	1,045	3%	£ 258	2%	£ 59,861	-1%	1.36	4%
<i>Energy</i>	130	2%	10	15%	£ 4	-6%	£ 33,723	-9%	0.68	49%
Professional Business Services	3,705	2%	495	3%	£ 490	0%	£ 132,239	-1%	0.57	8%
Other Services	1,995	-3%	350	2%	£ 66	3%	£ 32,936	6%	0.79	-7%
Transport & logistics	2,035	2%	265	4%	£ 58	-1%	£ 28,710	-4%	0.83	-2%
Accommodation	1,565	2%	100	9%	£ 30	-2%	£ 19,184	-3%	2.06	19%
Advanced Manufacturing	1,605	1%	45	0%	£ 118	0%	£ 73,451	-1%	1.09	4%
Manufacture (paper & print)	315	-5%	20	0%	£ 36	-3%	£ 113,936	2%	1.04	-2%
Sports & Recreation	710	-10%	75	-1%	£ 19	2%	£ 26,744	14%	0.76	-31%
Digital	545	2%	135	-3%	£ 27	1%	£ 49,790	-1%	0.32	1%
Public Administration	1,930	-4%	80	4%	£ 227	-5%	£ 117,617	-1%	2.79	5%
Water	400	23%	5	-13%	£ 13	14%	£ 33,723	-8%	2.40	-18%
Administrative Services	2,950	2%	240	0%	£ 72	-3%	£ 24,320	-4%	0.75	8%
Waste	195	-7%	25	11%	£ 7	-14%	£ 33,723	-8%	1.14	8%
Health & Social Care	9,795	2%	150	-5%	£ 293	-1%	£ 29,913	-2%	0.93	-3%
Retail & Wholesale	7,450	2%	670	0%	£ 218	-3%	£ 29,226	-4%	1.15	2%
Agri-Food	9,970	0%	870	-2%	£ 522	0%	£ 52,344	0%	2.01	-8%
Air & Aerospace	210	-8%	10	-13%	£ 13	-8%	£ 62,975	-1%	0.78	-41%
Mining	75	-7%	-	0%	£ 3	-14%	£ 33,723	-8%	0.40	-26%
Total	63,500	1%	5,665	1%	£ 3,062	0%	£ 48,220	-1%	1	0

Note: This measure reflects sectors that have seen the most growth in 5 years across five measures: businesses, employment, GVA, productivity and specialisation. They may not be most productive or most specialised.



Institutional Capital

Where are we now?

Strengths

- King's Lynn Town Deal Board – a collective that encompasses a wide range of firms, civic and community organisations, elected councillors, and anchor institutions, including representatives from Queen Elizabeth Hospital, Chamber of Commerce, and the College of West Anglia (CoWA)
- Long Term Plan for Towns in King's Lynn
- Norfolk Devolution
- Business Improvement District (BID)
- King's Lynn Enterprise Park
- Local Nature Recovery Strategy (in development)
- Norfolk Floods Strategic Alliance
- CTAP Programme
- Connections with Norfolk Economic Strategy (in development)
- Skills Group

Challenges

- Upward trend in temporary accommodation
- Lack of day-to-day support for small businesses
- Decline in cases of homelessness prevention
- Cost of parking perceived as a barrier to people utilising the town centre. Car parking is a contentious issue, which diminishes institutional capital.



Direction of travel?

If this is left unchanged:

- Increasing trends towards Devolution mean many more powers will be delegated at the County level and targeted investment happening at local level
- Town Deal Board provides a framework to build off of for future collaboration
- There is a very active and engaged community infrastructure, as evidenced by extensive engagement in this Strategy development process. The Council is developing this plan, but broader institutions across the area need to come together around it

Implied result:

- With this Strategy, the Council has the opportunity to build its institutional capital by linking together local institutions which have a stake in the future of the borough (ex. Anchor institutions and stakeholder organisations)
- Increased opportunities to address local issues effectively through stronger local decision-making and resource allocation.
- Collaboration with neighbouring areas will be strengthened, allowing us to see the wider regional picture and work together on common goals.
- Greater power in lobbying for major changes where needed, such as improvements in transport infrastructure and services (i.e. rural transport).



POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Regeneration & Development Panel		
DATE:	12 th September 2024		
TITLE:	Nar Ouse Regeneration Area		
TYPE OF REPORT:	Update		
PORTFOLIO(S):			
REPORT AUTHOR:	Matthew Henry [Assistant Director Property & Projects]		
OPEN/EXEMPT	Open (part) Exempt (part)	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

<p>PURPOSE OF REPORT/SUMMARY:</p> <p>Panel Chair has requested an overview and update on the progress being made at the Nar Ouse Regeneration Area in King’s Lynn.</p> <p>A presentation will be delivered to the Panel during its meeting on 12th September.</p>
<p>KEY ISSUES:</p> <p>The delivery of the Nar Ouse Regeneration Area, and the Enterprise Zone, are long-standing policy initiatives of the Borough Council of King’s Lynn and West Norfolk that has been supported by multiple agencies such as the New Anglia Local Enterprise Partnership (as was), Homes England, Norfolk County Council, and others.</p> <p>Over recent years the NORA site has been one of the largest brownfield sites being tackled in the east of England (120 acres) and was designated Millennium Communities status by the ODPM (Office of the Deputy Prime Minister) in 2001, and, subsequent to this, part of the NORA site was designated as an “Enterprise Zone” in 2016.</p> <p>To date the overall NORA has delivered :</p> <ul style="list-style-type: none"> • £100m + investment • Land acquisitions and consolidation. • Remediation works to heavily contaminated areas of land. • Primary Utilities and Infrastructure implemented and diverted. • Surface Water Drainage infrastructure delivered on-site and off-site. • Outline planning permission (overall NORA site) • Reserved Matters planning permission (Business Park/Enterprise Zone) • New arterial road (Nar Ouse Way) • New primary school & community facility • Central Park • Housing development [267 units delivered by BCKLWN (contract with Lovells)] • Hotel (Travelodge) • Pub Restaurant (The Gatehouse) • Starbucks Drive Through • King’s Lynn Innovation Centre [KLIC] • More recently <ul style="list-style-type: none"> ➢ Secondary road and utility infrastructure – opening up land for development ➢ A new NHS medical facility – due to open in Autumn 2024 ➢ Speculative offices ➢ Speculative light industrial units

OPTIONS CONSIDERED:

The report and supporting presentation is/will be provided as an update to the R&D Panel Members. Future Cabinet Reports will be produced as and when land disposals, and proposed developments arise, with these proposals coming before the R&D Panel for comment.

RECOMMENDATIONS:

No recommendations are proposed at present, however, Panel Members will be able to ask questions following, or during the update presentation.

REASONS FOR RECOMMENDATIONS:

Not applicable.

REPORT DETAIL

1. Introduction

2. Proposal/Post Implementation Review/Monitoring Report *delete as appropriate.*

Set out the proposal in more detail.

If it is a review – set out objectives of the project as previously agreed. Describe what has been delivered. Summarise outcomes as compared to Policy Objectives. Summarise lessons learnt.

If a Monitoring report set out performance against targets. Include Trend Information and benchmarking.

Select two or three areas for more in depth examination.

3. Issues for the Panel to Consider

Guide towards key questions which the Panel may wish to address.

Invite Members to make any proposals for consideration when future projects or proposals are considered.

4. Corporate Priorities

Provide details of how this proposal fits with Corporate Priorities.

5. Financial Implications

6. Any other Implications/Risks

7. Equal Opportunity Considerations

8. Environmental Considerations

9. Consultation

10. Conclusion

11. Background Papers

List all papers referred to in compiling the report.

Southgates Masterplan

BCKLWN Regeneration and Development Panel

12 September 2024

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Agenda Item 10

Agenda

Introductions

Recap - project background and status

Concept designs

- Development plots
- Landscaping and public realm

70 Engagement

Planning and delivery

Q&A



Tom Rudd
Associate Director,
Town Planning
BDP

Project Background

2022 Masterplan: strategic vision for reconfiguration of highways junction, public realm improvements and new development

Heritage, placemaking and active travel benefits

80% buy-in at public consultation
↗

Successful NCC LUF bid - £24M funding awarded to highways elements in January 2023



Project status 2024

Highways proposals

STARS developed by NCC for OBC submission (Autumn 2024)

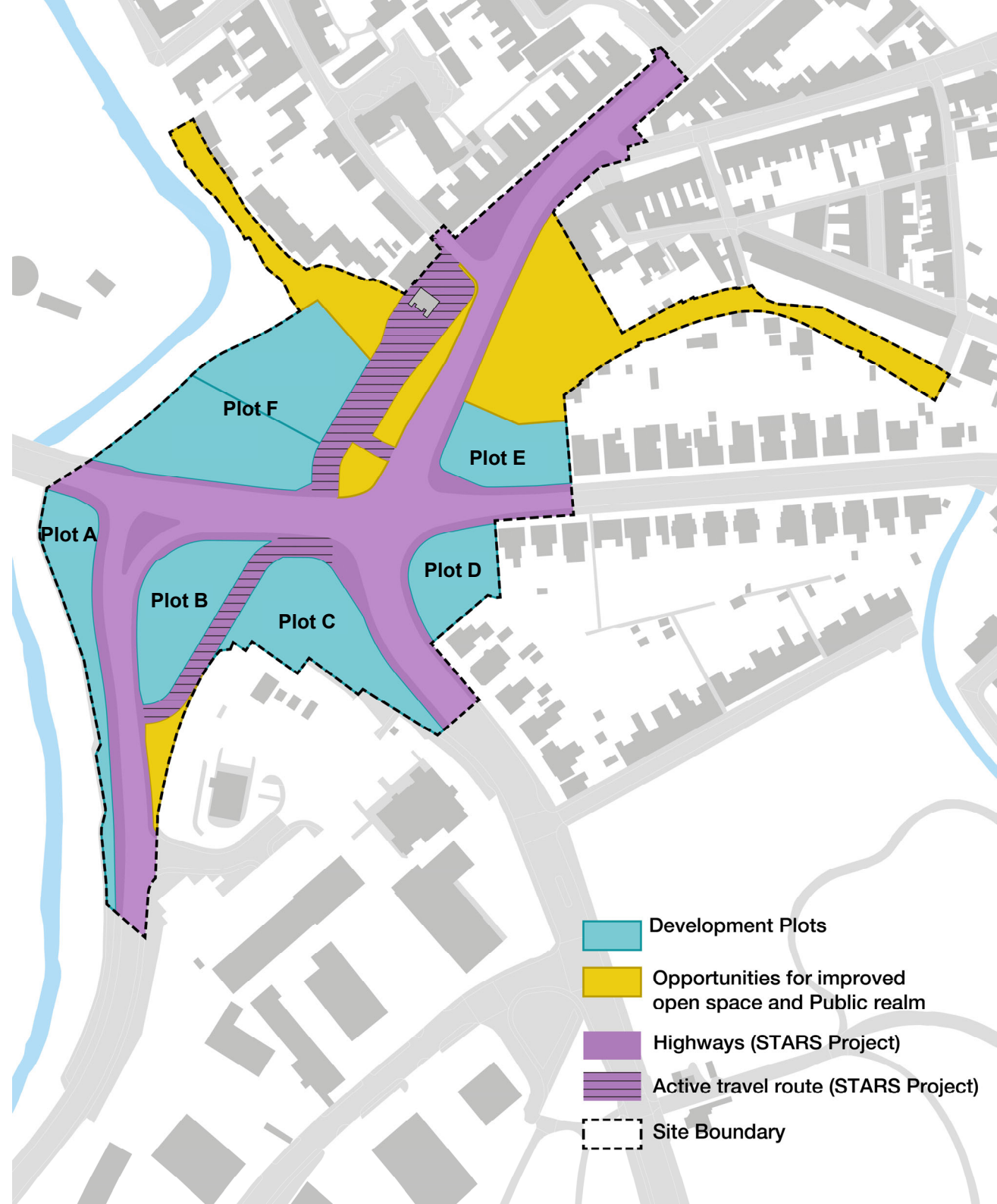
Public realm and development plots

Developed by BCKLWN (May-Sept 2024):

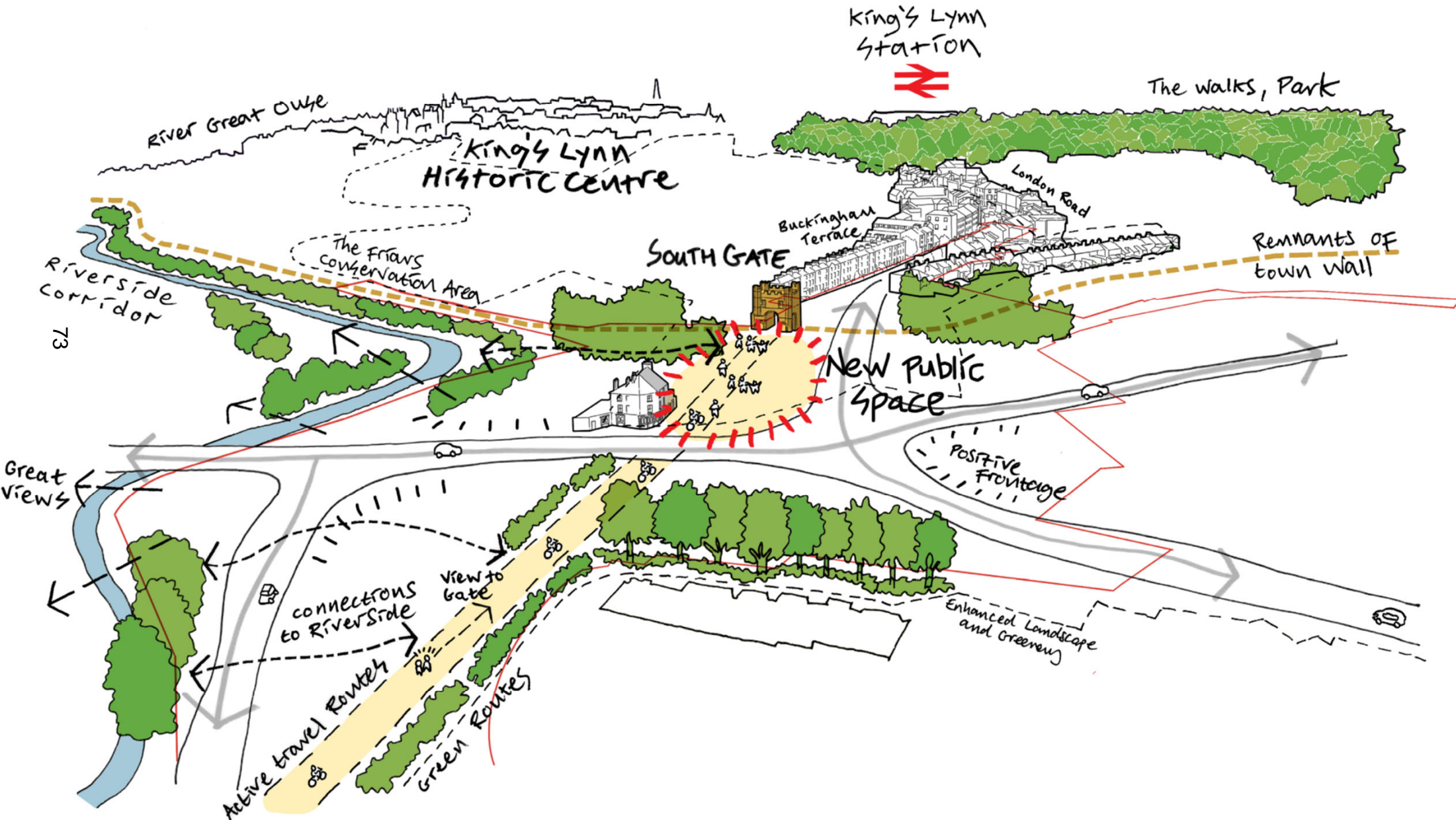
- Public realm and landscaping – to RIBA Stage 3
- Built development – to RIBA Stage 2

⁷²
Co-ordinated design and overarching planning strategy

Property Consultants – LSH preparing viability appraisals and advising on delivery

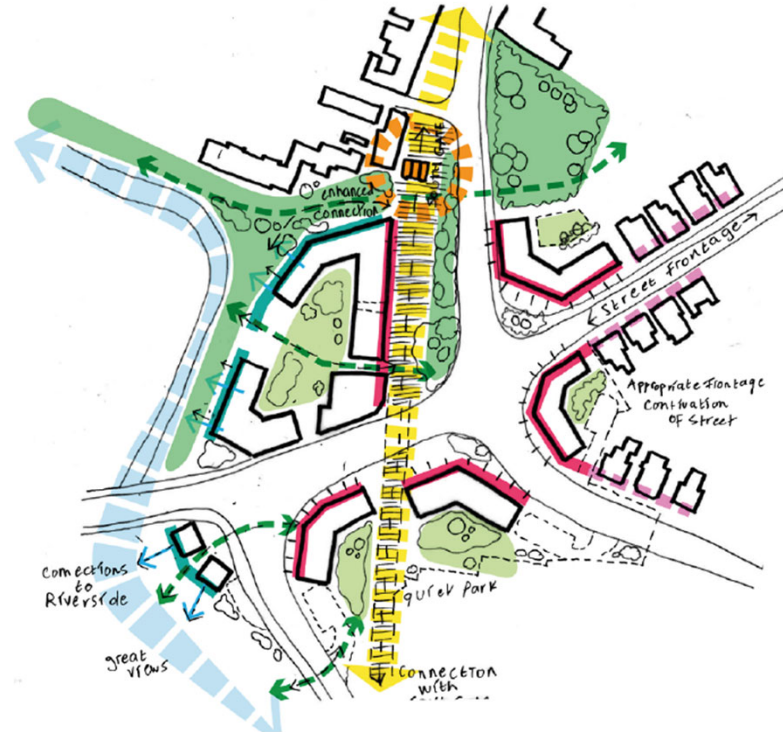


Vision



Concept design

Plot layout options



Option 1:
Defined route to South Gate,
open space to east

Option 2: (preferred)
Frontages to street edges –
courtyards and amenity spaces,
retains existing park layout

Option 3:
Alignment to South Gate and
London Road

Massing and façade typologies



Landscaping and public realm

Design principles

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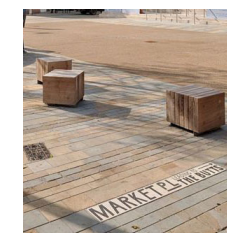
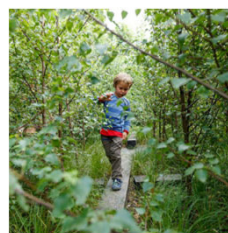
Public realm layout options



Option 1: Linear layout



Option 2: Geometric layout



Option 3: 'Retelling history' (preferred)

Organic forms mirror existing mounds and water bodies

Reconnect town moat from east to west

Materials, details and play elements to reflect site history and culture

Engagement

RESIDENTS AND INTEREST GROUPS

1-1 discussions and workshops (2022 and 2024)

Civic Society, St N. & St M. Ward Forum, Discover KL BID, Town Guides, Bicycle Users Group,

GENERAL PUBLIC

6 week consultation in 2022 – 80% agreement with ambition

Consultation on STARS and wider Masterplan in early 2025

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PLANNING OFFICERS (NCC/BCKLWN)

Ongoing workshops
Formal pre-app early Oct 2024

HISTORIC ENGLAND

Regular engagement 2022
Attend LPA pre-apps 2024

TECHNICAL CONSULTEES (2024)

NCC Highways
BCKLWN Open Spaces Team,
Waste & Recycling, Cultural Officer



Town planning

Planning applications phased according to funding opportunities/developer involvement

STARS planning submission anticipated 2025

Likely to include additional public realm along active travel route/adjacent to South Gate – benefits from planning and funding perspective

Key issues: balance between placemaking/heritage priorities and junction capacity



 STARS proposals

 Clearance

 Additional enhancement to public realm

Delivery

Public realm

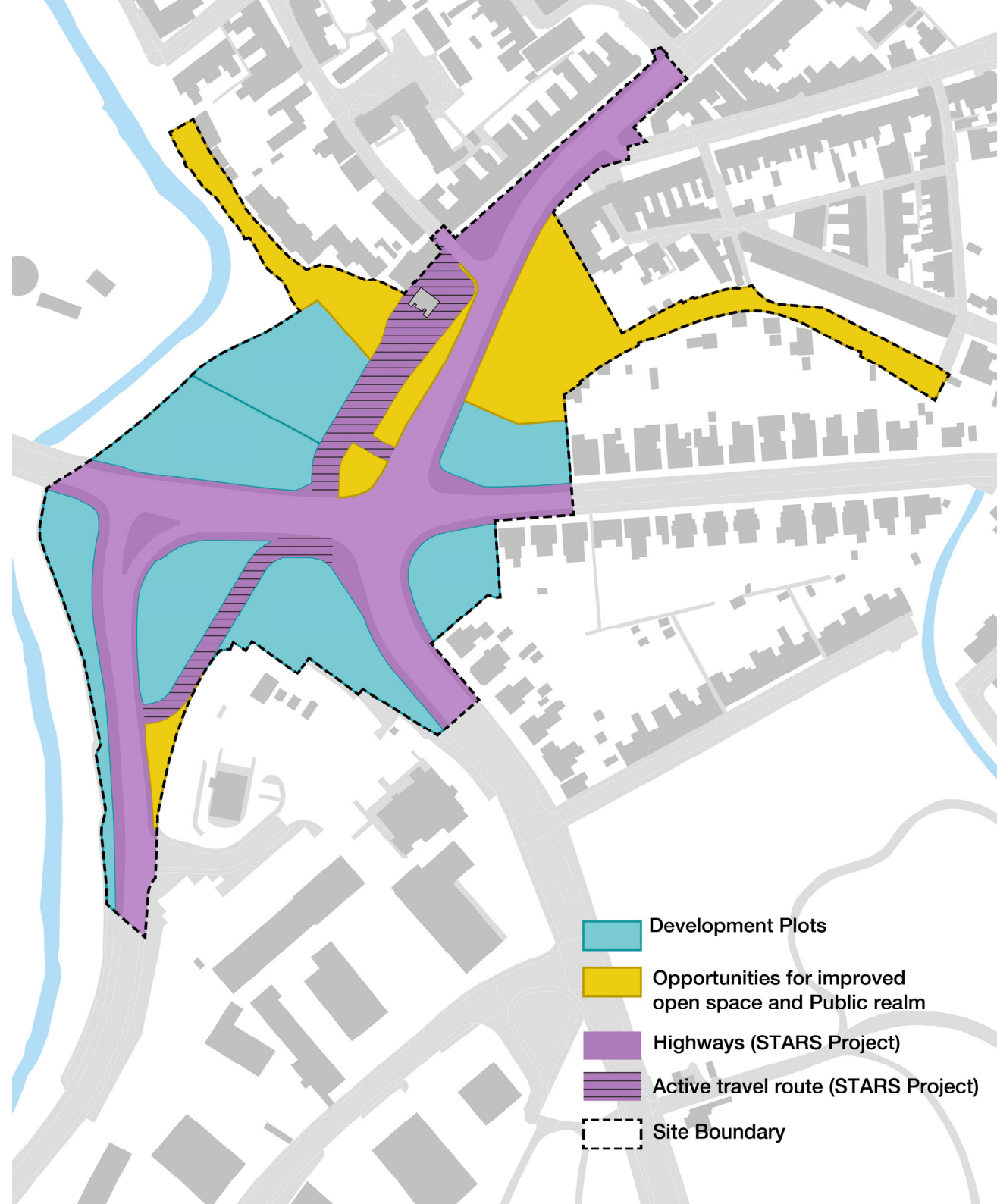
Funding opportunities – Brownfield Land Fund, National Lottery Parks/Community Funds

Potential tie in to Hardings Pits Doorstep Green

Development plots

Challenging land values

Interest from several private developers and registered providers subject to viability



REGENERATION AND DEVELOPMENT PANEL WORK PROGRAMME 2024/2025

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER/ ATTENDEE	OBJECTIVES AND DESIRED OUTCOMES
5 th June 2024	Appointment of Vice Chair for the Municipal Year	Operational	Democratic Services Officer	
	Appointments to Task Groups and Informal Working Groups	Operational	Democratic Services Officer	To review and select Members to sit on groups established by the Panel
	King's Lynn Transport Strategy and STARS update	Update	Ian Parkes	
	Cabinet Report – Local Plan update – Process to Adoption including Main Modification Consultation	Cabinet Report	Alex Fradley	To consider the report and make relevant recommendations to Cabinet.
	Transport and Infrastructure Informal Working Group Terms of Reference	Operational		To agree Terms of Reference for the Informal Working Group
CANCELLED 12th June 2024 – Additional Meeting	Cabinet Report – Guildhall RIBA Stage 3 Options CANCELLED – REPORT WILL NOW BE CONSIDERED AT JOINT PANEL MEETING ON 18 TH June	Cabinet Report	Jemma Curtis	To consider the report and make any relevant recommendations to Cabinet.
23 rd July 2024	Cabinet Report – Guildhall RIBA Stage 3 Options	Cabinet Report	Duncan Hall and Jemma Curtis	To consider the report and make relevant recommendations to Cabinet.
	Southgates Regeneration Area Update	Update	James Grant	As requested by the Panel.
	Update on the Ferry	Verbal Update	Duncan Hall	As requested by the Chair.
	West Norfolk Economic Development Strategy Update	Update	Jemma Curtis	Update before the draft Strategy is presented to the meeting in September.

12th September 2024	Update on King's Lynn Enterprise Park and NORA	Update	Jemma Curtis and Matthew Henry	As requested by the Chair
	Economic Strategy for West Norfolk – Draft Strategy	Policy Development	Jemma Curtis	
	Southgates Regeneration Area Update		James Grant	
	EXEMPT – Cabinet Report – Strategic Land Acquisition	Cabinet Report	Matthew Henry	To consider the report and make any appropriate recommendations to Cabinet.
15th October 2024	Cabinet Reports which fall within the remit of the Panel – to be confirmed			
	Long Term Plan for Towns	Policy Development	Jemma Curtis	
	Cabinet Report – Economic Strategy for West Norfolk	Cabinet Report	Jemma Curtis	To consider the report and make any appropriate recommendations to Cabinet.
19th November 2024	Cabinet Reports which fall within the remit of the Panel – to be confirmed			
	Draft Car Parking Strategy	Policy Development	Jemma Curtis	
	King's Lynn Cultural and Heritage Strategy	Cabinet Report	Jemma Curtis	To consider the report and make any appropriate recommendations to Cabinet.
2nd January 2025	Cabinet Reports which fall within the remit of the Panel – to be confirmed			
	Report of the Transport Informal Working Group	Informal Working		As agreed in the Terms of the Reference agreed by

		Group Report		the Panel in June.
18th February 2025	Cabinet Reports which fall within the remit of the Panel – to be confirmed			
11th March 2025	Cabinet Reports which fall within the remit of the Panel – to be confirmed			
1st April 2025	Cabinet Reports which fall within the remit of the Panel – to be confirmed			

To be scheduled

- Heacham Beach Development opportunities
- Hunstanton Masterplan Update
- Southgates Masterplan – previous update provided in September 2023
- Local Plan Update
- Report of the Tourism Informal Working Group –following final meeting of the Tourism Informal Working Group – to be scheduled once Action Plan has been drafted.

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
17 September 2024						
	Homelessness and Rough Sleeping Strategy Update	Non	Council	Community Asst Director - D Hall		Public
	Air Quality Action Plan	Non	Cabinet	Climate Change and Biodiversity Asst Dir – S Ashworth		Public
	LAHF Round 3	Non	Cabinet	Asst Dir – D Hall		Public
	Strategic Land Acquisition	Key	Cabinet	Business and Culture Asst Dir – M Henry		Private

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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
Special Meeting 17 October 2024						
	Procurement Policy and Contract Standing Orders	Non	Council	Finance Monitoring officer		Public
	Social Value Policy	Non	Council	Leader Monitoring Officer		Public
	Norfolk Economic Strategy (NCC report for endorsement)	Non	Cabinet	Business Asst Dir D Hall		Public
	Hunstanton Bus Station Library Development	Key	Council	Leader Asst Dir D Hall		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
5 November 2024						
	West Norfolk Economic Strategy	Non	Council	Business Asst Dir D Hall		Public
08	Disabled Facilities Grant Framework	Key	Cabinet	People and Communities Asst Dir M Whitmore		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Article 4 Direction	Non	Cabinet	Regeneration and Development Assistant Director – S Ashworth		Public
	Empty Homes Strategy Review	Key	Council	People and Communities Asst Dir M Whitmore		Public
	Gambling Act – Statement of Principles	Non	Council	Planning and Licensing Assistant Director – A Baker		Public
	Disabled Facilities Grant Framework	Key	Cabinet	Finance Asst Director – M Whitmore		Part Public Part Exempt Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

	Redundancy Payments Scheme	Non	Council	Leader Asst Dir – B Box		Public
	Constitution Review	Non	Council	Leader Asst Dir – A Baker		Public
	Review of Appointments to Outside Bodies	Non	Cabinet	Leader Chief Executive		Public
	Florence Fields – Tenure Mix	Non	Council	Deputy Leader Exec Director – O Judges		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
87	King's Lynn Town Football Club	Non	Cabinet	Property Asst Dir – M Henry		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Long-Term Plan for Towns	Key	Cabinet	Leader Asst Dir – D Hall		Public
	Recommendations from the Biodiversity Task Group	Non	Cabinet	Development and Regeneration Asst Dir – S Ashworth		Public
	Annual Governance Statements 22-23 & 23-24	Key		Ass Dir- A Baker		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
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5 December 2024						
	Gambling Act Policy	Non	Council	Planning & Licensing Assistant Director A Baker		Public
	King's Lynn Cultural & Heritage Strategy					
	Investment Options for Leisure Assets'	Key	Cabinet	Deputy Leader Monitoring Officer		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
14 January 2025						

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
4 February 2025 (non budget items)						
	Local Plan	Key	Council	Planning & Licensing Asst Dir – S Ashworth		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
5 February 2025 (Budget items)						
	Budget 2025-28	Key	Council	Finance Asst Dir – M Drewery		Public

Items to be scheduled

	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	People & Communities Asst Dir B Box		Public
	Procurement Strategy	Non	Cabinet	Finance Asst Dir – D Ousby		Public
80	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Southend Road Hunstanton	Key	Cabinet	Regeneration & Development Asst Dir – D Ousby		Public
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		Public
	Pay Award 2024	Key	Cabinet	Leader		Public

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