

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



Cabinet

Agenda

Tuesday, 4th March, 2025
at 6.00 pm

in the

Council Chamber
Town Hall
Saturday Market Place
King's Lynn

Also available to view on Zoom 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

CABINET AGENDA

DATE: CABINET - TUESDAY, 4TH MARCH, 2025

VENUE: COUNCIL CHAMBER, TOWN HALL, SATURDAY
MARKET PLACE, KING'S LYNN PE30 5DQ

TIME: 6.00 pm

As required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 - Item 15a below will be considered in private.

Should you wish to make any representations in relation to the meeting being held in private for the consideration of the above item, you should contact Democratic Services

1. MINUTES

To approve the Minutes of the Meeting held on 4 March 2025 (previously circulated).

2. APOLOGIES

To receive apologies for absence.

3. URGENT BUSINESS

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

4. DECLARATIONS OF INTEREST (Page 6)

Please indicate if there are any interests which should be declared. A declaration of an 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.

These 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.

5. CHAIR'S CORRESPONDENCE

To receive any Chair's correspondence.

6. MEMBERS PRESENT UNDER STANDING ORDER 34

To note the names of any Councillors who wish to address the meeting under Standing Order 34.

Members wishing to speak pursuant to Standing Order 34 should inform the Chair of their intention to do so and on what items they wish to be heard before a decision on that item is taken.

7. CALLED IN MATTERS

To report on any Cabinet Decisions called in.

8. FORWARD DECISIONS (Pages 7 - 11)

A copy of the Forward Decisions List is attached

9. MATTERS REFERRED TO CABINET FROM OTHER BODIES

To receive any comments and recommendations from other Council bodies which meet after the dispatch of this agenda.

Environment and Community Panel : 25 February 2025

Corporate Performance Panel : 26 February 2025

10. 2024-25 Q3 PERFORMANCE MANAGEMENT (Pages 12 - 36)

11. PLANNING MEMBER CODE OF GOOD PRACTICE (Pages 37 - 50)

**12. CIL PANEL APPLICATIONS OVER £50,000 FOR DECISION BY CABINET
(Pages 51 - 69)**

13. APPOINTMENTS BOARD/IDC - TERMS OF REFERENCE (Pages 70 - 86)

14. KING'S LYNN CULTURAL AND HERITAGE STRATEGY (Pages 87 - 196)

15. WEST NORFOLK SHARED PROSPERITY FUND (Pages 197 - 226)

- 1) **EXCLUSION OF THE PRESS AND PUBLIC for Appendix 1 of the UKSPF report to follow**

The Cabinet is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of Appendix 1 of the UKSPF item above below on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PRIVATE ITEM

Details of any representations received about why the following reports should be considered in public will be reported at the meeting.

To: Members of the Cabinet

Councillors B Anota, A Beales (Chair), M de Whalley, J Moriarty, C Morley, S Ring (Vice-Chair), J Rust and S Squire

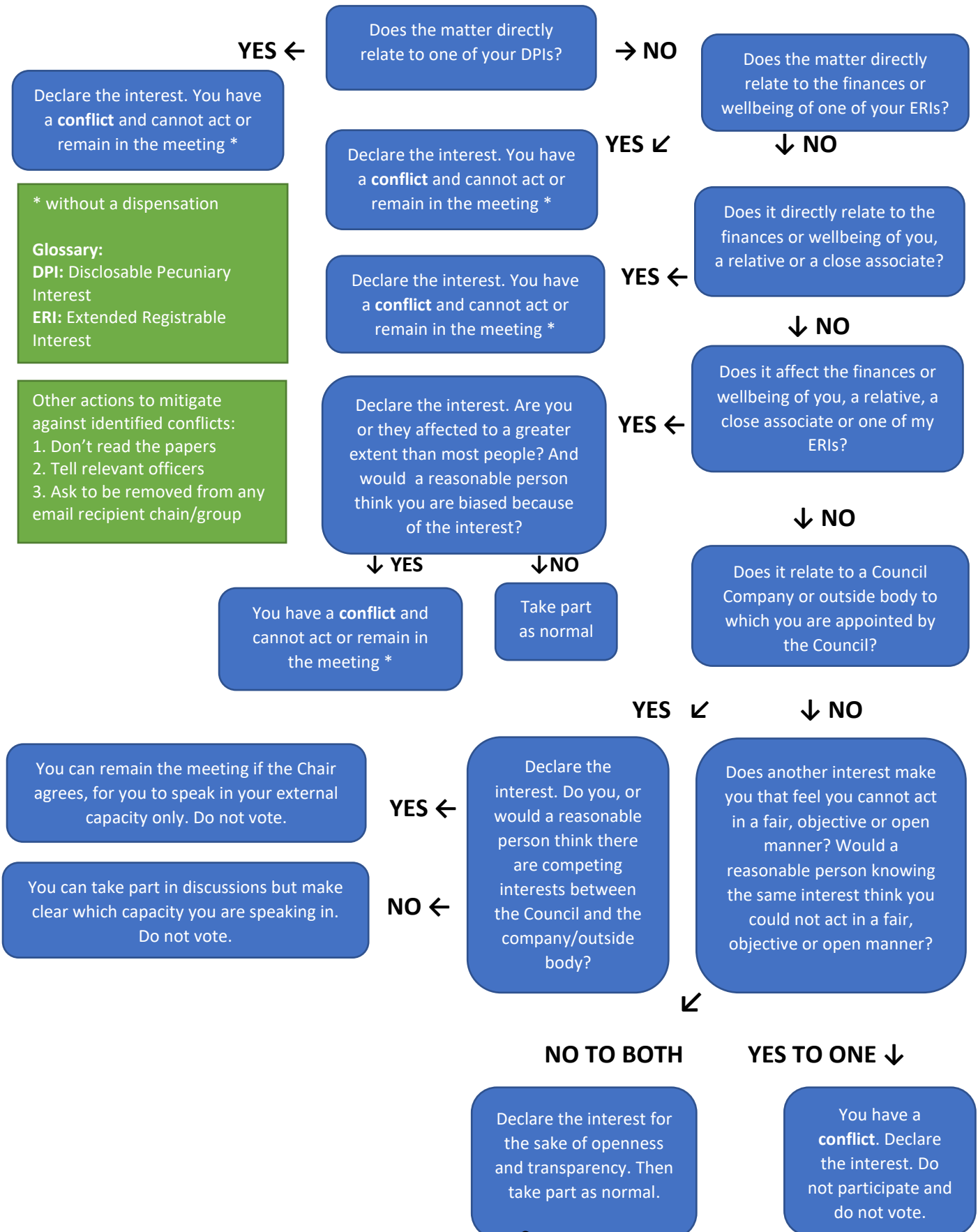
For Further information, please contact:

Sam Winter, Democratic Services Manager 01553 616327
Borough Council of King's Lynn & West Norfolk
King's Court, Chapel Street
King's Lynn PE30 1EX

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



Declare the interest. You have a **conflict** and cannot act or remain in the meeting *

* without a dispensation

Glossary:

DPI: Disclosable Pecuniary Interest

ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:

1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group

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
4 th March 2025						
	2024-25 Q3 Performance Management	Non	Cabinet	Leader Chief Executive		Public
	Appointments Board/IDC Terms of Reference	Non	Council	Leader Asst Dir – A Baker		Public
	Planning Member Code of Good Practice	Non	Cabinet	Development and Licensing Asst Dir – S Ashworth		Public
	West Norfolk Shared Prosperity Fund	Key	Council	Business and Culture Asst Dir - D Hall		Public
	King's Lynn Cultural & Heritage Strategy	Key	Council	Business Asst Dir - D Hall		Public
	CIL Panel Applications over £50,000	Non	Cabinet	Development and 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
19 th March 2025						
	Devolution	Key	Council	Leader Chief Executive		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
20 th March 2025						
	Redundancy Policy and revised Pay Policy	Non	Council	Leader Chief Executive		Public
	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
15 th April 2025						
	Local Nature Recovery Strategy	Key	Council	Climate Change and Bio Diversity Ass Dir- S Ashworth		Public
∞	Long-Term Plan for Towns	Key	Cabinet	Leader Asst Dir – D Hall		Public
	Equality and Diversity Inclusion Policy	Non	Council	Leader Asst Dir B Box		Public
	Annual Plan 2025-26	Key	Council	Leader Chief Executive		Public
	Taxi Testing recommendations from Corporate Performance Panel	Non	Cabinet	Planning & Licensing Monitoring Officer		Public
	Review of Appointments to Outside Bodies	Non	Cabinet	Leader Chief Executive		Public
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Non	Council	People and Communities Asst Dir - D Hall		Public

	Enforcement Policy	Non	Council	Finance Asst Dir – A Baker		Public
	King's Lynn Riverfront	Key	Council	Business & Culture Asst Dir- D Hall		Public
	HR Policy package refresh	Non	Council	Leader Chief Executive		Public
	Corporate Complaints Policy	Non	Council	Leader Chief Executive		Public
	Code of Corporate Governance	Non	Council	Leader Monitoring Officer		Public
	CIL Governance	Non	Cabinet	Planning and 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
10 June 2025						
	Housing Assistance Policy	Non	Cabinet	People and Communities Asst Dir M Whitmore		Public
	Debt Recovery Policy	Non	Council	Finance Asst Dir – A Baker		Public
	King's Lynn Enterprise Park	Non	Cabinet	Business and Culture 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
Special Meeting 7 July 2025						

	Guildhall and Creative Hub	Key	Council	Business & Culture Asst Dir – A Baker		Public
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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
15 July 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
16 September 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
11 November 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
9 December 2025						

Items to be scheduled

	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	People & Communities Asst Dir B Box		Public
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	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		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)
	Article 4 Direction	Non	Cabinet	Regeneration and Development Assistant Director – S Ashworth		Public
11	Empty Homes Strategy Review	Key	Council	People and Communities Asst Dir M Whitmore		Public
	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)
	Housing Assurance Strategy	Non	Council	People and Communities Asst Dir M Whitmore		Public

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Mandatory	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		NO	
Lead Member: Cllr Alistair Beales, Leader E-mail: cllr.alistair.beales@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet members			
Lead Officer: Debbie Ess, Corporate Performance Officer E-mail: debbie.ess@west-norfolk.gov.uk Direct Dial: 01553 616282		Other Members consulted: Corporate Performance Panel			
Other Officers consulted: Senior Leadership Team					
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	Risk Management Implications NO	Environmental Considerations NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 4 March 2025

Q3 2024-2025 Performance Management Report

<p>Summary</p> <p>The Performance Management report is produced to update Cabinet on progress against the Council's Corporate Strategy and key performance indicators. This report contains information on progress made against key actions and indicators up to 31 December 2024.</p> <p>The number of actions to be monitored in Q3 has reduced to 50 as a result of 8 actions being completed in Q2. The overall performance of the Corporate Strategy has improved compared with the previous reported quarter, 29 of the actions are on target (↑10%), and 7 actions are reporting minor issues/delays (↓10%). A further 2 actions have been completed in Q3 and 12 actions are reported as information only. Corporate priorities, Protect our Environment and Support our Communities are currently recorded as 100% on target.</p> <p>Of the 64 performance indicators for Q3, 39 have met or exceeded targets (↑4%), 8 indicators have not met target by more than 5% (↑2%) and 2 indicators did not meet the target by less than 5% (↓6%). Monitor only indicators remains at 13 and 2 indicators will be introduced when new data processes have been established.</p> <p>Recommendation</p> <p><u>Cabinet Resolves:</u></p> <ol style="list-style-type: none"> To review the Performance Management Report and comment on the delivery against the Corporate Strategy. <p>Reason for Decision</p> <p>Cabinet should use the information within the management report to review progress on the agreed actions and indicators and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule members can seek additional information to explain variances.</p>
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1. Background

- 1.1 The Council's 2023-2027 Corporate Strategy was approved by Council on 23 November 2023, it sets out the broad framework for the period of the administrative term 2023-2027.
- 1.2 The priority areas are:
 - Promote growth and prosperity to benefit West Norfolk
 - Protect our environment
 - Efficient and effective delivery of our services
 - Support our communities
- 1.3 These priorities are further defined in 37 objectives and 58 actions that are reflected in directorate plans, service plans and individual targets set during staff appraisals. These actions define what the council will do to achieve the high-level aspirations set out within the corporate strategy.

2. Management Report

- 2.1 The management report focuses on each of the corporate priorities individually, providing management team and members with an overview on the current status of projects and performance levels achieved by key indicators. A selection of people performance measures has been included to provide an overview of key employee data and features within the 'our organisation' section of the report.
- 2.2 Assistant Directors are responsible for providing the latest update on progress as well as rating each of the projects they are responsible for up to 31 December 2024. An overall summary of the actions and indicators is provided at the beginning of the report to highlight the current position for each of the priorities in place to support the delivery of the corporate strategy.
- 2.3 The Q3 2024-2025 overall position of the Corporate Strategy is reporting 81% of the current projects are on track and progressing well, 19% have minor issues or delays and 2 projects have been completed within the target date. Trend arrows indicate the performance trend on the previous reported quarter.
- 2.4 Q3 position of the Corporate Strategy for each of the corporate priorities:
 - 2.4.1 **Protect our Environment: 33% improvement against target**
No projects recorded with an amber or red status, indicating major or minor issues/delays.
 - 2.4.2 **Support our communities: 17% improvement against target**
No projects recorded with an amber or red status, indicating major or minor issues/delays.
 - 2.4.3 **Promoting growth and prosperity to benefit West Norfolk: No change**
The following 3 projects have an amber status, indicating minor issues/ delays:
 - Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025
 - Develop and commence implementation of an investment strategy for property assets owned by the council for income generation
 - Review options in relation to the Hunstanton Masterplan and key council assets

2.4.4 **Efficient and effective delivery of our services: -8% reduced improvement against target**

The following 4 projects have an amber status, indicating minor issues/ delays:

- Review and determine impact of government changes to Internal Drainage Board funding
- Agree arrangements for approved 100% premium on second homes for implementation from 1 April 2025
- Review CIL governance arrangements
- Develop a Digital Strategy

2.5 Q3 position of the key performance indicators for each of the corporate priorities:

2.5.1 **Efficient and effective delivery of our services: 12% improvement against target**

The following 3 performance indicators did not meet the target by more (>) or less (<) than 5%:

- >5% Reduce revenue expenditure by 5%
- <5% Percentage of supplier invoices paid within 30 days
- <5% Percentage of local supplier invoices paid within 10 days

2.5.2 **Protect our Environment: No change**

The following 2 performance indicators did not meet the target by more (>) than 5%:

- >5% Total tonnage of food waste collected and treated
- >5% Total tonnage of mixed recycling collected and treated

2.5.3 **Promoting growth and prosperity to benefit West Norfolk: No change**

The following performance indicator did not meet the target by more (>) than 5%:

- >5% Number of new homes delivered in the Borough to meet the housing need target
- >5% Number of new homes built through the Council's Major Housing Programme
- >5% Number of new Affordable Homes delivered by the Major Housing Programme

2.5.4 **Support our communities: No change**

The following 2 performance indicators did not meet the target by more (>) than 5%:

- >5% Number of days to process housing benefit and council tax support changes of circumstances
- >5% Percentage of housing adaptations completed within time

3 **Options Considered**

3.1 None.

4 **Policy Implications**

4.1 The Corporate Strategy sets the council's policy framework and as such is the council's primary policy document. All other documents and plans will need to take account of this policy framework when they are being prepared or refreshed.

5 Financial Implications

- 5.1 There are no direct financial implications of this plan as its implementation is through the existing services, programmes and budget provisions already in place.

6 Personnel Implications

- 6.1 None.

7 Environmental Considerations

- 7.1 The corporate strategy includes a specific priority focused on protecting our environment including tackling climate change. This will be progressed through the delivery of the council's climate change strategy and action plan and through related plans such as the emerging Local Plan.

8 Statutory Considerations

- 8.1 None.

9 Equality Impact Assessment (EqIA)

- 9.1 This report is reporting on the performance of projects/workstreams across the council, and as such there are no direct equality considerations related to this report however, each project/workstream that is being reported on will have had an EqIA completed.

10 Risk Management Implications

- 10.1 Progress with corporate strategy actions provides an input for risk management and may identify emerging risks and evidence improvement/ deterioration in risk scores and the delivery of mitigation measures. This will need to be factored into updates of the corporate, directorate and project risk registers.

11 Declarations of Interest / Dispensations Granted

- 11.1 None.

12 Background Papers

- 12.1 None.



Borough Council of King's Lynn & West Norfolk

Q3 2024-25 Performance Management Report

Contents

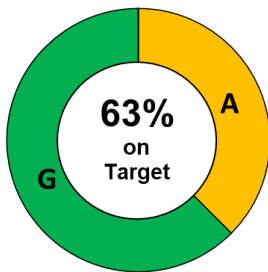
Introduction and Summary	Page
Purpose of the report	3
Summary of Corporate Strategy Projects	3
Summary of Key Performance Indicators	4
Delivering our Corporate Strategy	
Priority: Promoting growth and prosperity to benefit West Norfolk	5
Priority: Protect our environment	7
Priority: Efficient and effective delivery of our services	9
Priority: Support our communities	12
Managing the business	
Our key performance indicators in detail	15
Our Organisation	21

Introduction and Executive Summary

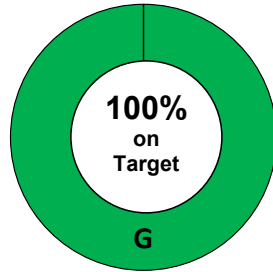
The purpose of the report is to demonstrate the performance of the Council for Q3 2024-25 against the Council’s Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators to our priorities within the 2023-2027 Corporate Strategy and 2024-25 Annual Plan.

This report does not contain details of the numerous activities ongoing in each service area that also contribute to delivering important services which make a difference to the residents of West Norfolk.

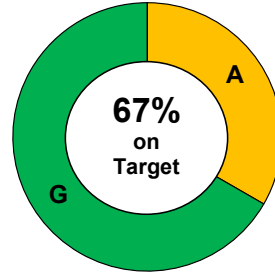
Executive summary of the Corporate Strategy - current position for Q3 2024-2025



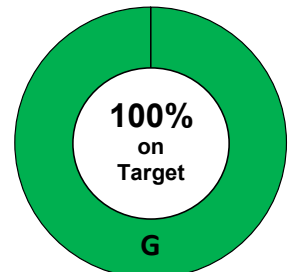
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

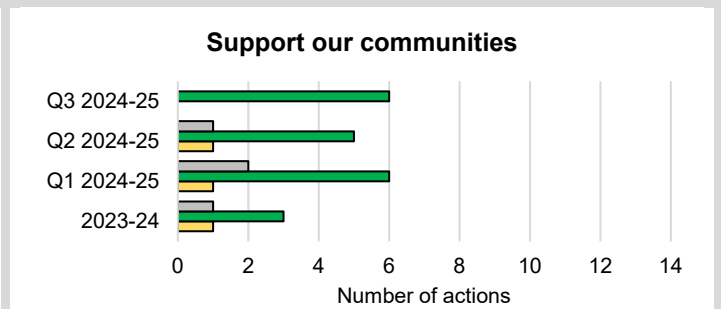
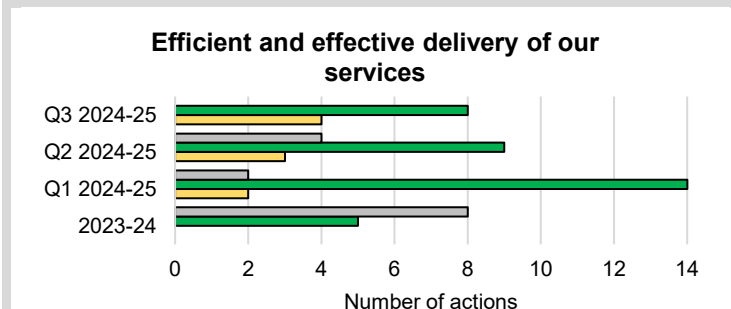
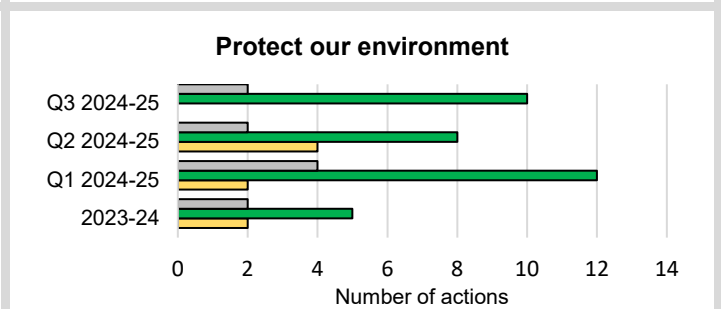
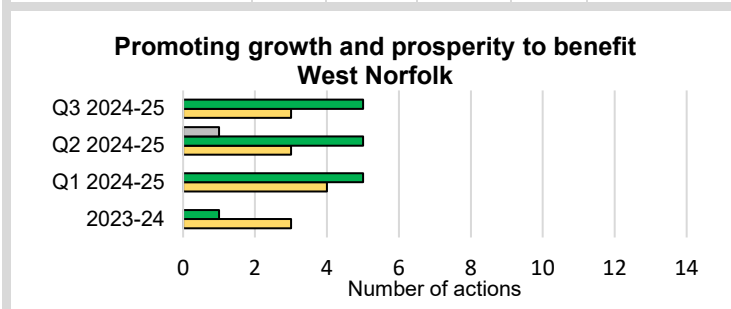
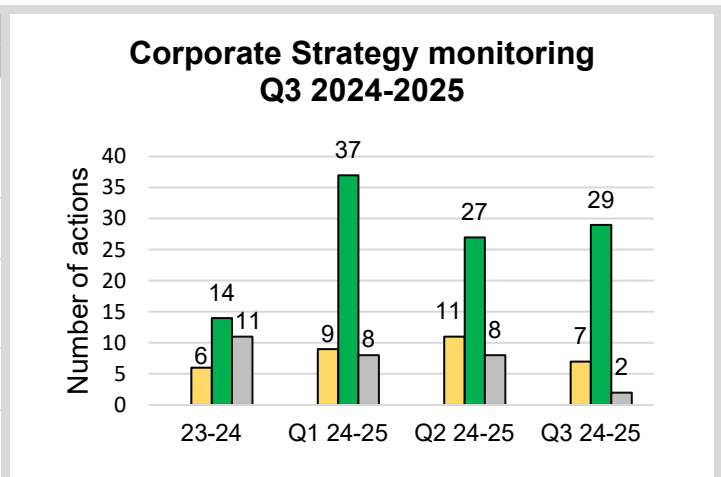


Efficient and effective delivery of our services



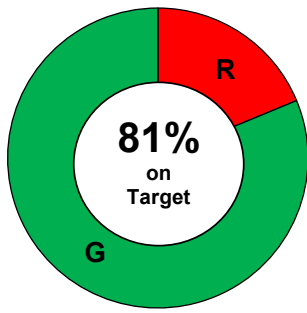
Support our communities

Corporate Priorities	Status of projects and actions				Completed
	R	A	G	B	
Promoting growth and prosperity to benefit West Norfolk	0 (0%)	3 (37%)	5 (63%)	0 (0%)	0
Protect our environment	0 (0%)	0 (0%)	10 (100%)	0 (0%)	2
Efficient and effective delivery of our services	0 (0%)	4 (33%)	8 (67%)	0 (0%)	0
Support our communities	0 (0%)	0 (0%)	6 (100%)	0 (0%)	0
Overall position	0 (0%)	7 (19%)	29 (81%)	0 (0%)	2

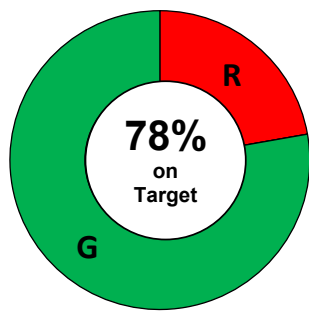


R Major issues to resolve **A** Minor issues/delays **G** Project on target **B** Project aborted/closed Project completed

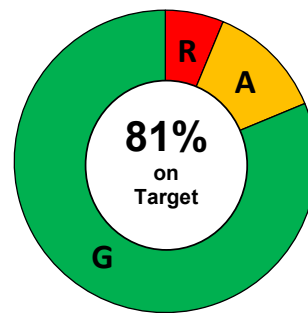
Executive summary of the Key Performance Indicators - current position for Q3 2024-2025



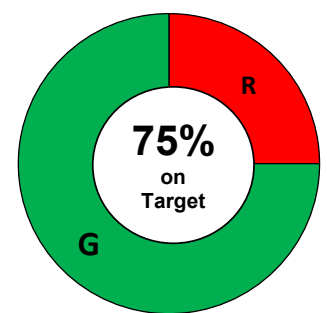
Promoting growth and prosperity to benefit West Norfolk



Protect our environment

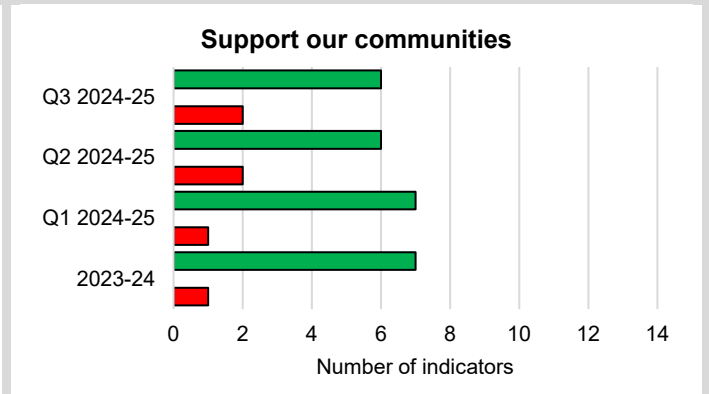
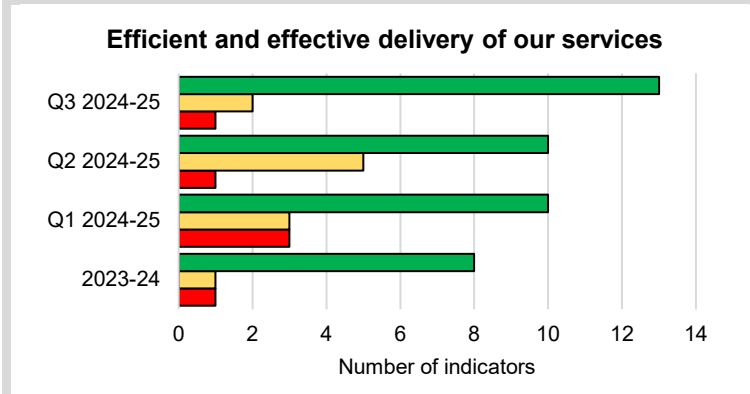
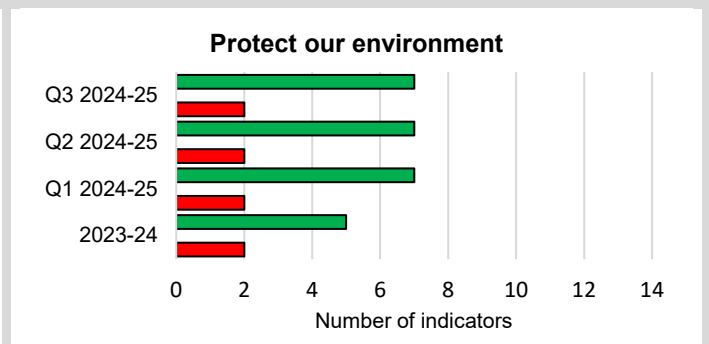
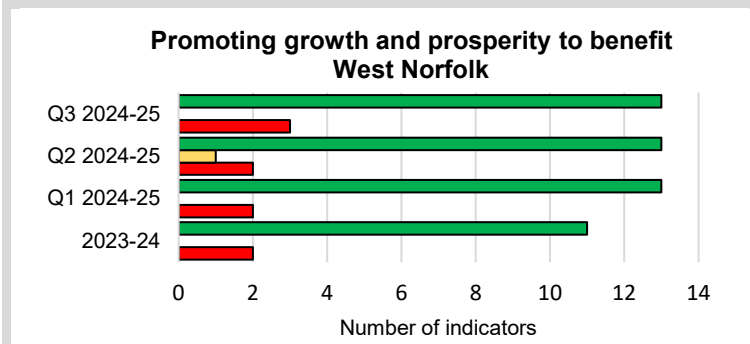
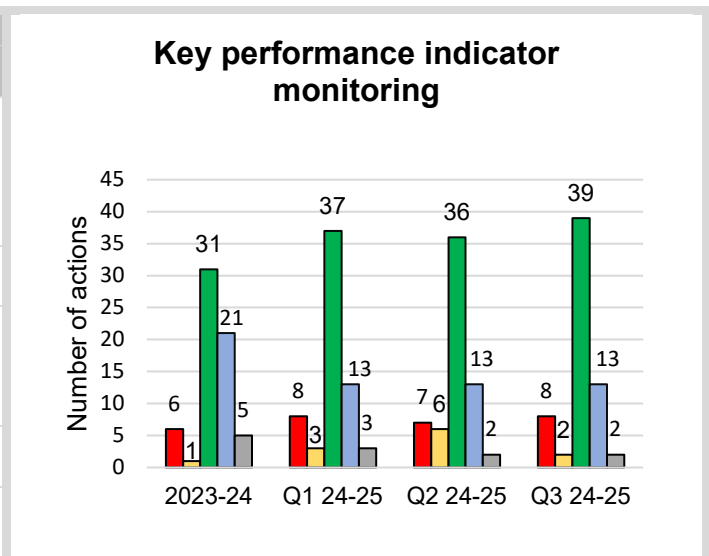


Efficient and effective delivery of our services



Support our communities

Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	3 (19%)	0 (0%)	13 (81%)	3	0
Protect our environment	2 (22%)	0 (0%)	7 (78%)	3	1
Efficient and effective delivery of our services	1 (6%)	2 (13%)	13 (81%)	0	0
Support our communities	2 (25%)	0 (0%)	6 (75%)	7	1
Overall position	8 (16%)	2 (4%)	39 (80%)	13	2



R Performance indicator is 5% or more below target **A** Performance indicator is up to 5% below target **G** Performance indicator has achieved target **M** Monitor only

Delivering our Corporate Strategy

Promoting growth and prosperity to benefit West Norfolk

To create job opportunities, support economic growth, develop skills needed locally, encourage housing development and infrastructure that meets local need; and promote West Norfolk as a destination.

Actions carried out by the council

R Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **Completed**

Project description and comments	Target Date	
<p>Agree and deliver financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough</p> <p>Documentation and governance remains in place to support delivery when the interest rate conditions are right.</p> <p>Q4 actions: Awaiting interest rate levels to reduce.</p>	Mar 2025	G ↔
<p>Develop the Car Parking Strategy, produce a draft and adopt the strategy in 2024-2025</p> <p>The strategy is behind schedule due to capacity issues and other pressing deadlines.</p> <p>Q4 actions: Officers to feedback on draft documents. SLT and Cabinet to consider revised drafts.</p>	Mar 2025	A ↔
<p>Commence works in relation to Downham Market toilets</p> <p>Construction has resumed following the rectification of a structural issue. Contractors are currently installing new wall elements and working to recover time lost due to the structural column redesign.</p> <p>The original program completion date, as outlined in the tender, was 22nd November 2024. However, the project start date was delayed due to procurement issues, and the structural delay further impacted the timeline. The revised completion date, factoring in these delays will be 20th February 2025.</p> <p>Q4 actions: Following completion of construction, an estimated 2-4 weeks will be required for operational handover and final preparations. A formal opening is anticipated in mid-to-late March.</p>	Mar 2025	G ↔
<p>Progress the Building Conditions Survey to review property assets and valuations which will inform a new Asset Management Strategy and Plan</p> <p>Invitation to tender drafted for sub-set of buildings – awaiting Senior Management approval for tender in Q4.</p> <p>Q4 actions: Asset Valuations to be procured through a framework contract and completed during Q4.</p>	Mar 2026	G ↑ A
<p>Develop and commence implementation of an investment strategy for property assets owned by the council for income generation</p> <p>Work is on-going however, staffing resources significantly impacted. Review underway.</p> <p>Q4 actions: Draft to be developed as part of the Asset Management Strategy.</p>	Mar 2025	G ↓ A
<p>Create a Cultural and Heritage Strategy for the Borough</p> <p>Cultural and Heritage strategy was completed in December.</p> <p>Q4 actions: Strategy to be considered by Panel and Cabinet in February/March 2025</p>	Mar 2025	G ↔

Project description and comments	Target Date	
<p>Review and develop existing events programme across the Borough</p> <p>This work is ongoing and helps to formulate the plan for following years, along with the availability of suitable budget.</p> <p>Q4 actions: Plans for 2025 will be finalised to include provision to support VE Celebration on 8th May and deliver a broad programme of events.</p>	Ongoing	<p>G</p> <p>↔</p>
<p>Review options in relation to the Hunstanton Masterplan and key council assets</p> <p>The action is subject to proposals to re-structure Economic Development and Regeneration activities and also subject to agreement of the proposals and additional resource being in place.</p> <p>Q4 actions: Preparatory work on the Hunstanton Masterplan to commence in January 2025.</p>	Dec 2025	<p>A</p> <p>↔</p>

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Continue to work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the St Georges Guildhall project</p> <p>The focus has changed to reflect that the CIO will focus on fundraising matters (those organisations that will only fund charities and not public bodies). Draft funding agreements are being prepared to facilitate funding from the charity to contribute to project costs.</p> <p>Q4 actions: From initial business plan assumptions on the CIO taking operational responsibility from March 2026 – this is likely to be later with a longer lead in period where the council could undertake some of the start-up activities prior to handover.</p>
<p>Continue engagement with schools and colleges particularly in relation to skills development</p> <p>The West Norfolk Primary Heads network met on 28th November and received presentations on a range of topics including a Climate Change Champions project, awareness of young carers in schools and careers related to leading in primary schools. Work to support projects through our small grants scheme continues as projects progress through the school year.</p> <p>Q4 actions: The next meeting of the network will be held on 13th March 2025.</p>
<p>Agree the Economic Development Strategy for the Borough, working closely with Norfolk County Council, to ensure alignment of delivery and engagement with the business community</p> <p>Strategy was endorsed by Cabinet in December 2024.</p>

Protect our environment

To create a cleaner, greener, and better protected West Norfolk by considering environmental issues in all we do and by encouraging residents and businesses to do the same.

Actions carried out by the council

R Major issues to resolve **A** Minor issues/delays **G** On track **B** On hold/closed **■** Completed

Project description and comments	Target Date	
<p>Continue to work proactively to support residents, regardless of tenure, to access funding for energy efficiency improvements and to continue to work to alleviate fuel poverty</p> <p>The pathway referral scheme is live and Housing Standards are working with the NHS/ICB to identify residents eligible for fully funded energy efficiency improvements under the ECO Flex scheme. Beat your Bills events continued to be delivered taking the total for the year to 27, these are attended by Housing Standards, Lily and Careline as well as external partners to ensure attendees can access as much support as possible. Damp and Mould Project funding has been received and the project is underway.</p> <p>Q4 actions: Continue the delivery of Beat Your Bills and Damp and Mould projects, ensuring access to energy efficiency schemes is as simple as possible.</p>	Ongoing	G ↔
<p>Commence update and endorse the Climate Change Strategy and Action Plan including climate literacy training</p> <p>Discussion on current action plan and carbon footprints has been held with Senior Leadership Team.</p> <p>Q4 actions: Draft action plan to be revised to a smaller number of key actions.</p>	Mar 2025	G ↔
<p>Continue work on Tree Strategy, management system and associated actions</p> <p>Officers continue to review and update the Tree Strategy until expiry in 2027. The management system has been procured, contracts signed and orders raised.</p> <p>Q4 actions: The Arboricultural Officer will work with our selected provider to populate any meaningful data already digitally available as a starting point with all new inspections being carried out using the system which will go live on 1st April 2025.</p>	Mar 2025	G ↑ A
<p>Develop the Asset Management Plan to include measures to reduce impact on the environment from property we occupy and use as investment</p> <p>Previous Asset Management Plan and outputs arising have been reviewed. Re-assessment of potential for installing photovoltaic panels on council occupied/operated building. Technological advances and electricity unit price rises mean that schemes may be more viable (3 sites identified to develop business case during Q4).</p> <p>Q4 actions: Energy Performance Certificates (EPC's) and Minimum Energy Efficiency standards are being assessed for some of the council's investment property portfolio. This work should be completed in Q4, with potential improvement works being undertaken during Q1 2025/26.</p>	Mar 2025	G ↔
<p>Develop and deploy a climate change assessment tool for council policies and projects</p> <p>Senior Leadership Team considered report on 3 December 2024.</p> <p>Q4 actions: A more holistic impact assessment tool is to be developed incorporating climate change. Project to be led by Assistant Director – Central Services.</p>	Mar 2025	G ↑ A

Project description and comments	Target Date	
<p>Create a community orchard at South Lynn</p> <p>Planning application was submitted on 10 December 2024. Tender for tree planting issued including various tree planting requirements across the council. Further tender prepared for hard landscaping work at the community orchard site and Beuys Acorns site. Prices to inform CIL application.</p> <p>Q4 actions: Await the decision of the planning application and submit CIL application.</p>	Mar 2025	G ↑ A
<p>Carry out the work towards the formal adoption of the new Local Plan</p> <p>The Inspectors were provided with the representations and a summary schedule as part of the Main Modification consultation part 1. All outstanding actions have been completed relating to the final hearing session to the satisfaction of the Inspectors. A schedule of Main Modifications for the Gypsy and Travellers and Travelling Show people element of the Local Plan was agreed, these were publicly consulted on for 6 weeks part 2.</p> <p>Q4 actions: Receive the Inspectors report, fact check and take the report and final version of the Local Plan through the council's processes, to adoption by the end of March 2025.</p>	Mar 2025	G ↔
<p>Host the Mayor's Business Awards 2025 – Environmental Champion</p> <p>Entries have been shortlisted and site visits will take place during January 2025.</p> <p>Q4 actions: Award winner to be identified by the end January in advance of the award event in March 2025.</p>	Mar 2025	G ↔
<p>Upgrade street lighting and other council assets with energy-efficient LED lighting</p> <p>Contract for the replacement of LEDs to be tendered in Q3/4.</p> <p>Q4 actions: Tender returns due to be received in January 2025.</p>	Jun 2025	G ↔
<p>Complete a review of the vehicle fleet</p> <p>Delays in due diligence and contract approval resulted in the kick off meeting being delayed until 8 January 2025. Mitie, the successful contractor, proposed an 8 week schedule to conduct the review.</p> <p>Q4 actions: Request for information and internal vehicle user meetings to be completed during January 2025.</p>	Mar 2025	G ↔
<p>Implement the Hunstanton Coastal Management Plan and carry out a geotechnical investigation of Hunstanton sea defences</p> <p>The investigation has been completed and the results of the survey are expected in February 2025.</p>	Completed	
<p>Establish EV charging points at Austin St East car park</p> <p>Claim form was sent to OZEV and the outstanding funding has been received.</p>	Completed	

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Continue to engage with Anglian Water and the Environment Agency on work being done or investigations made to improve sea and river water quality</p> <p>The last two standalone years have shown significant improvement in water quality, although not enough to raise the designation which is based on a four year moving average. We remain committed to working with our partners on opportunities to make further improvements.</p> <p>Q4 actions: Prepare for dog bin installation prior to the start of the main season.</p>

Project description and comments
<p>Continue to engage with Anglian Water (AW) and the Environment Agency (EA) on work being done or investigations made concerning the shingle ridge at Heacham and Hunstanton sea defences</p> <p>A general update was given on the works completed to Hunstanton sea defences and Unit C shingle ridge at the Stakeholder Group held on 5th December. EA have started to undertake some background work ahead of the project's main work which is expected to start once funding has been allocated in the next financial year.</p> <p>Q4 actions: Hold meetings to discuss Wash East Coast Management Strategy Funding group. Annual beach recycling works are programmed to be completed during February/March. Arrange Stakeholder Group in Spring following funding award.</p>
<p>Participate in a regional benchmarking exercise to understand our preparedness for new procurement requirements that consider economic, social, environmental and cultural factors to determine Scope 3 emissions</p> <p>Procurement matters such as social value to be incorporated into the impact assessment tool referred to above.</p>
<p>Continue to formalise the scope of the West Norfolk Air Quality project with Public Health (Norfolk County Council)</p> <p>Meeting held in December with Norfolk County Council Public Health to agree a way forward.</p> <p>Q4 actions: Arrange meetings to agree actions and implement.</p>
<p>Work with stakeholders supporting the delivery of the Norfolk Net Zero Communities project in the parish of Marshland St James</p> <p>Use of thermal imaging cameras to be demonstrated at Farmers Market in Marshland St James on 16th February 2025. Case study is in development for low carbon heating at village hall.</p>

Efficient and effective delivery of our services

To provide cost-effective, efficient services that meet the needs of our local communities, promote good governance, and provide sustainable financial planning and appropriate staffing.

Actions carried out by the council

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 Completed

Project description and comments	Target Date
<p>Continue to lobby Government for alternative means of Internal Drainage Board funding</p> <p>The House of Commons event took place in October with 70 guests including new MPs in attendance. Conversations have also taken place with the Minister and Baroness Taylor who both have a lot of knowledge on this matter. A meeting with the Minister is now scheduled for 17th January. Whilst lobbying continues for a permanent solution, there is also strengthened conversations around the £3m funding announced in the provisional settlement for 25/26 being insufficient when compared to the cumulative impact of year on year increases. Again, we do not know what our allocation from this will be due to the way MHCLG allocate the funding.</p> <p>Discussions have been had with two of the three IDB leads that we pay levies to. We are anticipating above inflationary increases again for next year of currently around 7-12.5%. IDBs are highlighting increased costs from NI increases and Highland Water costs being incurred despite making efficiencies which they are having to pass on. The draft budget is being drafted on this basis.</p> <p>Q4 actions: Continue lobbying actions as part of the Special Interest Group (SIG) and respond to MHCLG regarding the provisional finance settlement. Work with SIG to develop and produce options for permanent solution. Continue work to engage with IDBs and Council representatives on IDB Boards for awareness and understand issues/implications.</p>	<p>Ongoing</p> <p style="text-align: center;">G ↔</p>

Project description and comments	Target Date	
<p>Review and determine impact of government changes to Internal Drainage Board funding</p> <p>The previous Government administration had committed £75m to IDBs in response to flooding last year. A representative of The Association of Drainage Authorities (ADA) has confirmed that £25m of this funding has now been committed. The remaining £50m has now been made available to bid for but the date to commit spend is short and IDBs are flagging this as an issue. We are still seeing above inflation costs being passed back through the levies when the expectation was that Government funding would mitigate this.</p> <p>Q4 actions: To finalise meetings with IDBs on their financial forecasts for 25/26 recognising where we can support them in their own lobbying to Government bodies. To work with SIG to support actions to secure this funding for IDBs to mitigate increases to levies.</p>	Mar 2025	A ↔
<p>Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme</p> <p>The Cycle to Work Scheme was launched at the end of November 2024 and to date one employee has signed up to purchase a bike via the scheme. Work to support wider actions to encourage employees to cycle to work continues. The sustainable travel working group met in November and a further 'Dr Bike' session took place in November, with a particular focus on 'be bright, be seen'.</p> <p>Q4 actions: The staff working group will continue to progress work on active travel maps for staff. Work to review external support for cycling initiatives will be progressed as funding for current support from Sustrans comes to an end.</p>	Mar 2025	G ↔
<p>Commence the replacement of pay and display machines across the network to deliver increased payment options</p> <p>The current performance and use of the Hunstanton machines has exceeded expectations with 80% of transactions now being carried out by card.</p> <p>Q4 actions: The remaining 45 machines for the district have been ordered and will be installed once delivered.</p>	Mar 2025	G ↔
<p>Refresh the Financial Plan 2024-29 and implement the Cost Management and Income Generation Plan</p> <p>Work has been undertaken to produce a schedule of efficiencies and initiatives for 2025/26 which should provide a balanced revenue budget position. The budget is due to be discussed at Cabinet on 5th February. A series of engagement sessions have been undertaken in December and formal consultation will now be carried out ahead of the Cabinet meeting.</p> <p>Q4 actions: Finalise the budget reports and carry out consultation meetings in accordance with the budget setting timetable. Work with Group leaders on their proposals ahead of the budget in preparation for Full Council in February.</p>	Mar 2025	G ↔
<p>Develop a transformation programme and commence a review of the council and its operations to ensure it is efficient and 'fit for the future'</p> <p>The Transformation Programme, led by the Chief Executive will commence in April 2025. The programme will focus on priorities within three 'pillars' of work: Organisational Development, Service Innovation and Digital Transformation and Enterprising our Assets. A governance framework has been established, overseen by a Transformation Programme Board made up of Senior Officers and cross-party members. Senior Responsible Officers (SRO) from the council's Senior Leadership Team have been appointed to lead each of the pillars. The Transformation Programme will be presented to Cabinet in January 2025. Staff were briefed on the proposals in December 2024.</p> <p>Q4 actions: Senior Responsible Officers will produce their initial plans, outlining priorities, resources during Quarter 4 and the governance framework will be implemented.</p>	Ongoing	G ↔

Project description and comments	Target Date	
<p>Agree arrangements for approved 100% premium on second homes for implementation from 1 April 2025</p> <p>The action plan continues to be worked through in preparation for implementing the changes from 1st April 2025. Training sessions have been held with Parish Clerks which have been successful. A report is scheduled to go to Cabinet on 14th January which will then go to Council for approval before implementing the second home premium. There is no significant progress at this stage on the Norfolk wide discussions for Norfolk County Council returning a proportion of the additional funds raised back to district and borough councils to fund local priorities. This puts the decision on implementation at risk.</p> <p>Q4 actions: Leader/Chief Executive to progress discussions with Norfolk Leaders and Chief Executives. Taxbase calculation to be considered and approved as part of the budget setting process.</p>	Mar 2025	A ↔
<p>Review CIL governance arrangements</p> <p>Work regarding the ongoing operation of CIL has taken precedence in earlier quarters. The delay will allow another round of CIL for smaller scale projects. Cabinet agreed to continue with the current CIL governance arrangements, for January 2025 only.</p> <p>Q4 actions: Make contact with the Planning Advisory Service to provide support in assessing the future new governance arrangements. This will lead to new arrangements in summer 2025.</p>	Mar 2025	G ↓ A
<p>Analyse and identify actions arising from a staff survey, including development of corporate values</p> <p>Assistant Directors received their area specific reports on the findings of the survey and have shared the results with staff in their teams with the aim of identifying actions they can take to address any issues or concerns within their specific areas. Senior Leadership Team (SLT) considered the findings from the survey in relation to visibility of SLT at an away day in October. A number of actions were identified including developing profiles of SLT members to be shared on the new intranet, holding SLT meetings in different locations and Assistant Directors supporting the Chief Executive Officer at staff briefing sessions.</p> <p>Work to identify and implement improvements to internal communication channels have been progressed, including launching a new staff newsletter 'Our News' which has been developed and named in consultation with a working group of staff. Work to develop a new internal communications and engagement strategy has also commenced. Work to develop corporate values will be progressed via the Organisational Development pillar of the transformation programme.</p> <p>Q4 actions: Feedback on the range of actions being undertaken by Assistant Directors in response to issues identified in the staff survey has been collated centrally and examples will be shared with staff via the staff newsletter in January 2025. Further improvements to internal communication channels and improve the visibility of SLT will be progressed in Q4.</p>	Mar 2025	G ↔
<p>Develop a Digital Strategy</p> <p>There has not been much progress in this area in Q3. The development of the Strategy links in with the transformation work. The transformation framework is being progressed where Senior Responsible Officers will need to outline the projects within their pillars of work. The digital strategy will be developed with this in line. The Devolution White Paper has also been published which will define the local authority structures going forward. This strategy will need to be considered with that in mind.</p> <p>Q4 actions: To consider outline for options and agree next steps with the Transformation Board.</p>	Mar 2025	A ↔
<p>Implement a performance management system to manage information to support decision-making</p> <p>The contracts for the new Performance Management system have been finalised and the implementation of the system has commenced. Training is currently being carried out for the team by Ideagen (Pentana) and this will continue throughout January 2025. Data is currently being gathered to populate the system.</p>	Mar 2025	G ↔

Project description and comments	Target Date	
<p>Q4 actions: Continue with the training and implementation of the system. Report templates will be produced and consultation with Portfolio Holder and Senior Leadership Team on the format of the reports will commence.</p>		
<p>Engage in formal Land Registry Migration Project</p> <p>Initial meeting has been held with the assigned delivery manager.</p> <p>Q4 actions: Contact the delivery manager to request an update on how the project is being managed and establish a formal project plan with Land Registry.</p>	Mar 2025	G ↔

Actions carried out in partnership with others (Information only)

Project description and comments
<p>Explore funding opportunities emerging through the County Deal for Norfolk and explore new ways of working with Norfolk County Council</p> <p>Government have withdrawn the County Deal offer that was originally proposed. Conversations continue on future/alternative funding options.</p>

Support our communities

To support the health and wellbeing of our communities, help prevent homelessness, assist people with access to benefits advice and ensure there is equal access to opportunities.

Actions carried out by the council

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 Completed

Project description and comments	Target Date	
<p>Refresh our financial assistance programme with review of existing and new service level agreements (SLAs) and associated funding</p> <p>All SLA's have been reviewed, including assessing evidence provided by SLA holders as to how they meet the corporate objectives. Based on this review, grant amounts for the 2025/2026 financial year have been agreed with the Deputy Leader and Portfolio Holders. These are all within the budget for the Scheme. SLA holders will be informed of their funding for 2025/2026 early in quarter 4.</p> <p>Portfolio Holders and the Deputy Leader also agreed to open the Small Grants Scheme (currently open), and these funds will be allocated towards the end of Q4 / early Q1 2025/2026.</p> <p>Q4 actions: Inform SLA holders of their funding for 2025/26. Finalise small grants scheme allocations and notify recipients of the agreed funding allocations.</p>	Mar 2025	G ↑ A
<p>Develop a plan for communicating the Council's budget both internally and externally</p> <p>Our first budget survey 'Let's talk West Norfolk' was launched on 21st October and closed on 3rd December, receiving a response of over 1000 which is a great result for an open-access self-selection survey.</p> <p>Q4 actions: Responses to the survey will be analysed with findings feeding into the budget setting process for 2026. Further communications about the response and findings from the survey will be shared once the results have been analysed.</p>	Mar 2025	G ↔

Project description and comments	Target Date	
<p>Progress our commitment to the Care Leavers Covenant by developing and promoting our local offer to care leavers</p> <p>We supported national 'Care Leavers week' by lighting up the Corn Exchange on 30th October and this was promoted via local media. Work to engage with local care leavers is progressing, although this is proving difficult.</p> <p>Q4 actions: Continue to work to develop our local offer for care leavers, develop links with the Children's Services participation team and progress ideas on how to engage with local care leavers.</p>	Ongoing	G ↔
<p>Further develop 'Creating Communities' events</p> <p>Planned community engagement events for the Parkway and Salters Road sites, scheduled for November and December, were postponed due to construction delays. These events were strategically timed to coincide with the opening of Parkway on 1st February and the completion of Salters Road on 15th March, facilitating direct community interaction and the dissemination of project updates.</p> <p>Despite the delays, the team actively engaged the community. Key initiatives included:</p> <ul style="list-style-type: none"> • Clear Hold Build Launch: Participation in the launch with the North Lynn Police on 21st September, fostering positive relationships with law enforcement and addressing community concerns related to the Salters Road site. • Florence Fields Show Home Launch: Representation at the event held on 7th December, showcasing project progress to potential residents and gathering feedback on design and amenities. <p>Q4 actions: The team is developing a Creating Communities Strategy Plan to build upon existing work and embed community engagement processes within all council developments.</p>	Ongoing	G ↔
<p>Undertake a review of the council's equality policy and continue to progress a range of workstreams to support equality, diversity and inclusion</p> <p>The Equality, Diversity and Inclusion Policy has been completed and a new Equality, Diversity and Inclusion guide, to provide additional information to support the Policy. New Equality Impact Assessment (EIA) guidance has been developed, as procedures have received further updates and improvements in response to feedback. Corporate Equality Working Group (CEWG) members have supported a number of Full Impact Assessments and pre-screening forms to support cabinet reports and work to consider how EIA's can be used to support other decision making processes is progressing.</p> <p>Q4 actions: Further Equality Impact Assessment training for officers and Members will be delivered in January 2025. Consultation on the draft Equality, Diversity and Inclusion policy will be undertaken with CEWG members during January, with the revised policy going to Cabinet in April 2025. Sub-Groups of the CEWG will continue to progress identified workstreams during Q4 including reviewing reasonable adjustments for customers, reviewing corporate complaint procedure including Equality, Diversity and Inclusion related issues and working towards becoming a disability confident employer.</p>	Ongoing	G ↔
<p>Develop a Community Engagement Strategy as part of the Corporate Peer Challenge Action Plan</p> <p>Work to develop an external communications and engagement strategy has commenced, and discussions have been held with Senior Leadership Team regarding the key factors they would like to see addressed within the strategy. To support our engagement with local communities, a revised and co-ordinated approach to external consultation processes has been implemented, supported by detailed guidance and the provision of training to relevant officers on the new approach. Work to review the online residents newsletter has also been progressed to improve engagement and sharing of information.</p> <p>Q4 actions: Work to develop the external communications and engagement strategy will progress. Changes to the software used to support external surveys will be implemented, to help support and embed the revised approach to consultation processes. The new residents online newsletter will be launched.</p>	Mar 2025	G ↔

Actions carried out in partnership with others

Project description and comments
<p>Ensure our need for better dentistry services and the release of funding for a new QEH remains a joint priority between ourselves and our partners.</p> <p>We continue to work with QEH colleagues at Place Board and Health and Wellbeing Partnership to support prevention of ill health at the earliest opportunities.</p> <p>Q4 actions: Continue to look at how the council can influence and educate children and adults on good dental health practices.</p>
<p>Investigate with key stakeholders engaging the Institute of Health Equity (IHE) to make West Norfolk a Marmot place</p> <p>Work on developing the data pack that will inform the work of the Marmot Group has continued to be developed with Public Health and the IHE. Draft Terms of Reference for the Advisory Board and Steering Group have been developed. Work on a formal launch of the programme is underway and is scheduled for the 12 March 2025. Internally, a Marmot working group has been formed and has good representation from across the council. The group will advocate the Marmot principles within the council and explore how service delivery is aligned with the Marmot Principles.</p> <p>Q4 actions: First Advisory Group meeting will be held on 22 January to agree priority areas for focus. Comms work to commence for the formal launch event on 12th March.</p>
<p>Continue to work with Integrated Care Systems to support services delivered in the community</p> <p>Attendance at the ICB conference including West Place and Food for Thought. A workshop was held on 21st October to discuss estates across the West system (different organisations – NHS/ Public sector/ voluntary). This is a medium to long term piece of work with the initial phase looking at the new hospital and opportunities this presents.</p>

Managing the Business

Our Performance Indicators in detail

R Performance indicator is 5% or more below target
 A Performance indicator is up to 5% below target
 G Performance indicator has achieved target
 M Monitor only

Promote growth and prosperity to benefit West Norfolk									
Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	89%	92%	92%	93%		70%	G ↔	
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	90%	100%	100%	100%		60%	G ↔	
1.3	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	5.95%	4.60%	5.15%	2.94%		10%	G ↔	
1.4	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	0.58%	0.80%	0.81%	0.85%		10%	G ↔	
1.5	% of major planning applications provided with an extension of time (EOT)	80%	100%	50%	40%		50%	G ↔	
1.6	% of non-major planning applications provided with an extension of time (EOT)	64%	36%	43%	21%		40%	G ↑ A	
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	£0	£0		£0	G ↔	
1.8	% of new enforcement cases actioned within 12 weeks of receipt	-	-	70%	83%		75%	G ↑ R	
1.9	No of new homes delivered in the Borough to meet the housing need target	636	40	214	347		571	R ↔	Most actions to meet the target is out of our control. Cumulative data.
1.10	No of new homes built through the Council's Major Housing Programme	66	0	23	24		106	G ↓ R	Q3 target of 69 dwellings was not met due to delays, these will be completed in Q4.

Ref	Performance indicator	2023/24	2024/25				Full Year	Target	Comments
			Q1	Q2	Q3				
1.11	No of new Affordable Homes delivered by the Major Housing Programme	37	0	23	24		61	G ↓ R Q3 target of 31 dwellings was not met due to delays, these will be completed in Q4.	
1.12	% of rent arrears on industrial units	7.52%	5.86%	6.19%	5.39%		10%	G ↔	
1.13	% of rent arrears on retail/general units	10.88%	10.64%	9.70%	11.27%		25%	G ↔ Late payments have increased the Q3 figure	
1.14	No of brownfield sites brought into use for commercial and housing	6	1	0	1		-	M Sites on the brownfield register only	
1.15	No of business grants awarded	48	13	31	80		-	M Cumulative data	
1.16	No of impressions on Visit West Norfolk's social media channels	169,530	18,633	65,873	114,064		-	M Cumulative data	
1.17	King's Lynn long stay car parking tickets purchased	163,535	40,407	82,297	124,489		124,890	G ↔ Cumulative data	
1.18	King's Lynn short stay car parking tickets purchased	1,053,137	257,002	519,871	796,446		854,658	G ↔ Cumulative data	
1.19	Contracts awarded to SMEs: %, Number, Value	-	70% 14 £1,282,176	80% 8 £355,580	68% 30 £1,756,771		25%	G ↔	

Protect our Environment									
Ref	Performance indicator	2023/24	2024/25				Full Year	Target	Comments
			Q1	Q2	Q3				
2.1	No of electric vehicle charging points installed within district owned car parks	18	22	29	30		30	G ↔ Cumulative data	
2.2	EV charging usage (kWh)	28,232	37,503	84,321	116,556		30,000	G ↔ Cumulative data	
2.3	% of street lighting within the borough converted to LED	26.82%	26.82%	26.82%	28.80%		-	M Cumulative data	
2.4	Solar power (kWh) generated across council sites	544,163	211,670	392,560	424,257		-	M Cumulative data	
2.5	No of people using the cycle hire scheme	-	-	-	-		100	Awaiting survey to be launched	
2.6	No of brown bins in use for composting	29,993	29,111	29,223	29,094		28,500	G ↔	
2.7	% and total tonnage of commercial waste collected	2,497	603	1,258	1,808		1,700	G ↔ Cumulative data	
2.8	% and total tonnage of garden waste collected and treated	11,664	3,994	7,431	9,677		11,000	G ↔ Cumulative data	

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
2.9	% and total tonnage of food waste collected and treated	1,667	418	830	1,250		1,800	R ↔	Schools were visited during recycling week to promote food waste collection. A trial of free caddy liners will commence in four collection areas.
2.10	% and total tonnage of mixed recycling collected and treated	14,154	3,525	7,116	10,609		15,500	R ↔	Changes to packaging materials is having an impact on the collection rate. Continued promotion of 'look at the label' to encourage the correct items to be placed in the recycling bin.
2.11	No of fly tipping incidents recorded	2,307	522	1,165	1,640		-	M	Cumulative data
2.12	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%	100%	100%		95%	G ↔	
2.13	% of waste enforcement cases referred to CSNN resulting in an intervention (investigation to prosecution)	99.7%	100%	100%	100%		90%	G ↔	2023/24 217 cases 2024/25 Q3 6 cases

Efficient and effective of our services

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
3.1	% of calls reduced by web chat	90%	89%	87%	87%		75%	G ↔	
3.2	% of calls answered within 90 seconds	84%	70%	71%	76%		75%	G ↑ A	
3.3	% of meeting minutes produced within 3 working days of meeting	83%	89%	89%	91%		90%	G ↑ A	
3.4	% increase in engagement on social media channels compared to previous year	13%	-20%	92%	51%		10%	G ↑ R	
3.5	% of press releases covered by media within one month of being issued	97%	96%	95%	96%		95%	G ↔	

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
3.6	Reduce revenue expenditure by 5%	6.3%	0%	0%	0%		5%	R ↔	Work is being undertaken via budget monitoring to reduce expenditure prior to year-end for 2024/2025. However, the budget setting process has already identified savings to close the £4m gap for 2025/2026 meaning a fully funded budget can be presented to council for approval.
3.7	% of supplier invoices paid within 30 days	99%	98%	98%	98%		99%	A ↔	Processes are being reviewed to identify where further training and guidance is required to improve prompt payment across all suppliers
3.8	% of local supplier invoices paid within 10 days	95%	94%	93%	93%		96%	A ↔	
3.9	% of Council Tax collected against outstanding balance	97.2%	28%	55%	82%		97.5%	G ↔	Cumulative data
3.10	% of Business Rates collected against outstanding balance	99.1%	32%	59%	83%		98%	G ↔	Cumulative data
3.11	Council Tax Support Caseload shown as equivalent Band D Taxbase figures	4,764	4,887	4,803	4,829		4,893	G ↔	
3.12	% of BID Levy collected	98.3%	57.3%	74.9%	85.4%		97.5%	G ↔	Cumulative data
3.13	No of completed fraud/corruption investigations including data matching exercises	7,312	2,130	3,161	5,297		5,000	G ↔	Cumulative data
3.14	No of cyber security incidents reported	1	0	1	0		0	G ↑ A	
3.15	% of influenceable spend with contracted suppliers	-	84%	94%	93%		70%	G ↔	
3.16	% of influenceable spend with non-contracted suppliers	-	8%	6%	7%		15%	G ↔	

Support our communities

Ref	Performance indicator	2023/24	2024/25					Comments	
			Q1	Q2	Q3	Full Year	Target		
4.1	No in bed and breakfast and nightly paid accommodation	311	90	195	330		-	M	Cumulative data

Ref	Performance indicator	2023/24	2024/25				Full Year	Target	Comments	
			Q1	Q2	Q3					
4.2	Spend on bed and breakfast and nightly paid accommodation (gross)	£559,576	£77,230	£213,549	£389,606		-	M	Cumulative data	
4.3	No of households prevented from becoming homeless for a minimum of 6 months	64	32	54	78		-	M	Cumulative data	
4.4	No of verified rough sleepers	1	3	1	1		-	M		
4.5	No of days to process new housing benefit and council tax support claims	12	15	15	15		22	G ↔		
4.6	No of days to process housing benefit and council tax support changes of circumstances	13	14	24	24		18	R ↔	The benefits software issue was resolved in Q3 however, the impact this has had on performance for Q2 will affect the overall 2024/25 figure.	
4.7	% of food premises achieving a rating of 3 or above	94%	92%	91%	94%		90%	G ↔		
4.8	No of social isolation and loneliness referrals to Lily	272	71	119	168		-	M	Cumulative data	
4.9	% of people attending Food for Thought who rated the information provided as Good or above	100%	100%	100%	100%		80%	G ↔		
4.10	% of accepted West Norfolk Help Hub Lily referrals heard within 28 days of receipt	100%	100%	100%	100%		-	M		
4.11	% of housing adaptations completed within time	59%	73%	75%	76%		90%	R ↔	Progress continues on reducing the waiting list, with priority remaining on supporting those most in need.	
4.12	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	2,153	505	965	1,411		1,400	G ↔	Cumulative data	
4.13	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	85%	90%	90%	89%		80%	G ↔		
4.14	% of HMO's inspected within agreed timescale	-	-	-	-				Reporting to commence from Q1 2025/26	

Ref	Performance indicator	2023/24	2024/25					Target	
			Q1	Q2	Q3	Full Year			
4.15	No of 16-30 year olds registering with the BOOST project	379	69	148	255		200	G ↔	Cumulative data
4.16	No of volunteer opportunities supported in heritage venues	31	5	8	42		-	M	Cumulative data

Our Organisation

The following is a selection of our people performance measures:

Performance Indicator		2023/24	2024/25				Summary Notes Ref	
		Full Year	Q1	Q2	Q3	Full Year		Target
Permanent staff	Total established permanent posts	569	569	569	569		-	
	Total permanent post FTE	532.83	532.83	532.83	532.83		-	
	Total number of people in established posts	536	534	537	529		-	
	% of voluntary permanent staff turnover (cumulative)	9.47	2.64	4.74	7.21		12%	(1)
	Number of voluntary leavers from permanent roles (cumulative)	49	15	27	41		-	(2)
	Number of starters to permanent roles (cumulative)	54	7	24	32		-	(3)
	Average no of working days lost to sickness absence per permanent employee FTE (cumulative)	9.11	2.64	5.51	8.34		8.7 days	(4)
	Number of permanent employees on long term sickness (cumulative)	61	27	39	56		-	(5)
	% of employees undertaking an apprenticeship	6.18	4.56	4.56	4.56		2.30%	
Temporary staff	Total number of temporary posts	26	24	26	23		-	
	Total number of temporary staff FTE	24.7	22.7	23.4	20.44		-	
	Average no of working days lost to sickness absence per temporary employee FTE (cumulative)	5.57	2.25	1.26	5.75		-	(6)

Position summary

Members should note that the indicators in relation to the number of voluntary leavers from permanent roles and the number of starters to permanent roles should be read in isolation from each other due to the time lag between resignation of one employee and start date for a new employee, which often spans any particular quarter.

1. Voluntary turnover rates continue to show an upward trend in comparison to 2023/2024, but is still in line with anticipated turnover levels for the year.
2. The number of voluntary leavers captures the number of employees who have left a permanent role within the council during a particular quarter.
3. The number of starters to permanent roles in any quarter will vary due to a number of factors, for example; appointments to any new posts which may not have been previously filled; appointments made to posts which became vacant in previous quarters which have taken time to fill and the notice periods required by new recruits which may delay their start date to a different quarter from when the position became vacant.
4. The average number of working days lost due to sickness absence by permanent employees has increased. This is impacted by the number and length of long term sickness absence cases. Work to review our sickness absence procedures is progressing.
5. Cumulative has been added to the description of this indicator to clarify that it reports on the number of employees who have had a period of long term sickness within the year to date. It is not a record of the number of employees who are absent due to long term sickness at that point in time.
6. The average number of working days lost due to sickness absence by temporary employees is impacted by movement within this part of our workforce (for example, temporary employees who had taken sickness absence and are leaving our employment to be replaced by employees who have not had absence, or employees who were previously temporary moving into permanent roles).

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Discretionary / Operational	Be entirely within Cabinet’s powers to decide		NO	
		Need to be recommendations to Council		YES	
		Is it a Key Decision		NO	
Lead Member: Cllr James Moriarty E-mail: cllr.James.Moriarty@west-norfolk.gov.uk		Other Cabinet Members consulted:			
		Other Members consulted:			
Lead Officers: Stuart Ashworth/ Alexa Baker – Assistant Director for Legal, Governance & Licensing (Monitoring Officer) E-mail: stuart.ashworth@west-norfolk.gov.uk or alexa.baker@west-norfolk.gov.uk Direct Dial: 01553-616417/01553-616270		Other Officers consulted: Hannah Wood-Handy, Planning Control Manager			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES	Environmental Considerations NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 4 March 2025

PLANNING MEMBER CODE OF CONDUCT

<p>Summary</p> <p>The current planning member code of conduct was last updated in August 2017, and is therefore in need of a refresh. A new code of conduct is therefore attached, which is based on codes already in use, as many of the issues are relevant across the country, albeit they may be tweaked to suit local circumstances. One of the model codes used was the latest (2023) Lawyers in Local Government (LLG) standard model, provided in association with the Local Government Association (LGA).</p> <p>Recommendation</p> <p>To adopt the new planning member code of conduct, attached to this report.</p> <p>Reason for Decision</p> <p>To ensure that in their dealings with planning decisions, councillors act in accordance with the law, best practice and guidance.</p>

1.0 Background

1.1 It is important that councillors act in accordance with the law when making planning decisions, which can have far reaching implications. The aim of a code

of conduct is to ensure that, in the planning process, there will be no grounds for suggesting that a planning decision has been biased, partial or not well founded on planning considerations, and to inform potential developers and members of the public of the standards adopted by the Borough Council in the performance of its planning function. Whilst the Planning Committee make a relatively small number of decisions overall, the ones that they do make can often be the most complicated or controversial, and therefore potentially the most likely to be at risk of legal challenge.

- 1.2 There is a current planning code of conduct (currently known as a code of good practice), which was agreed in 2017. Whilst many of the principles will remain unchanged, it undoubtedly needs a refresh and updating.
- 1.3 The new code proposed has been based on codes already in use, including the latest (2023) Lawyers in Local Government (LLG) standard model, provided in association with the Local Government Association (LGA).
- 1.4 The scheme has been slightly amended to include some changes that were included at the previous update, including that members need to attend the ongoing planning training when it takes place, and to match it as appropriate to the planning scheme of delegation.

2.0 Options Considered

- 2.1 Option 1 – To refresh and update the Member Planning Code of Conduct

This is the preferred option as it is considered important to have an up to date code of conduct, to help protect members when making planning decisions and in operating the planning function.

- 2.2 Option 2 - To continue with the previous 2017 code of conduct

Whilst the majority of the code of conduct still remains relevant, it is considered better to update it, so it takes into account any more recent changes, for example case law that has come forward since it was last agreed.

- 2.3 Option 3 – To not adopt a Member Planning Code of Conduct

This is not a sensible or indeed realistic option, as it would likely leave the council open to legal challenge on certain planning decisions.

3.0 Policy Implications

- 3.1 N/A

4.0 Financial Implications

4.1 None direct, but it should be noted that legal challenges can be expensive, and an up to date code of conduct which members follow, would give the council the best chance of defending a challenge.

5.0 Personnel Implications

5.1 None.

6.0 Environmental Considerations

6.1 There are no direct environmental considerations.

7.0 Statutory Considerations

7.1 These relate to the lawfulness of decisions made by the Planning Committee in particular, as if decisions are not made correctly, and if the code of conduct is not followed, decisions made may be more open to legal challenge.

8.0 Equality Impact Assessment (EIA)

8.1 Pre-screening assessment attached.

9.0 Risk Management Implications

9.1 Should a code of conduct fail to be adopted, then there is an increased risk of legal challenge to some planning decisions. Likewise, if an up to date code is not adopted, then whilst the risk would be much less, there could still be an increased risk of challenge.

10.0 Declarations of Interest / Dispensations Granted

10.1 None

11.0 Background Papers

LLG Model Members Code of Good Practice

(Definition : Unpublished work relied on to a material extent in preparing the report that disclose facts or matters on which the report or an important part of the report is based. A copy of all background papers must be supplied to Democratic Services with the report for publishing with the agenda)

Stage 1 - Pre-Screening Equality Impact Assessment

For equalities profile information please visit [Norfolk Insight - Demographics and Statistics - Data Observatory](#)

Name of policy/service/function	Members Code of Good Conduct for Planning				
Is this a new or existing policy/service/function?	New		Existing	x	
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	To update the member code of conduct when making planning decisions. No it isn't, rather it is best practice.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	N/A				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p>		Positive	Negative	Neutral	Unsure
	Age			X	
	Disability			X	
	Sex			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	
	Race			X	
	Religion or belief			X	
	Sexual orientation			X	
	Armed forces community			X	
	Care leavers			X	
Other (eg low income, caring responsibilities)			X		
Please provide a brief explanation of the answers above:					
The policy is for councillors of the authority when exercising their legal duties in carrying out the planning function.					

Question	Answer	Comments	
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No		
3. Could this policy/service be perceived as impacting on communities differently?	No		
4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	No	Actions: Not relevant as there are no impacts.	
		Actions agreed by EWG member:	
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member:</p>			
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	Please provide brief summary:	
Assessment completed by:	Stuart Ashworth		
Name			
Job title	Assistant Director – Environment & Planning		
Date completed	20/1/'25		
Reviewed by EWG member	C. Marriott	Date	24.01.24

Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)

Planning Member Code of Conduct

1. Purpose

The purpose of this Code is to:

- Provide Planning Committee Members with guidance on the parameters in which to act to be compliant with the Members Code of Conduct
- To minimise the risk of legal challenge of the Council's planning decisions
- Provide assurance to the public that planning decisions taken by the Council are sound.

This Code is addressed to Planning Committee Members.

This Code provides general advice and guidance. Situations may arise that are not explicitly addressed in this Code. If you have any doubts about the application of this Code to your own circumstances you should seek advice immediately from the Monitoring Officer, the Assistant Director Environment & Planning or the Planning Control Manager.

2. When the Code of Good Practice Applies

This Code applies at all times when you engage in planning matters in your role as a Councillor, including (but not exclusively):

- Formal decision-making meetings
- Consultations with officers or the public
- Planning enforcement matters
- Site visits and informal discussions

If in doubt about how this Code applies to you, seek early advice from the Monitoring Officer, Assistant Director-Environment & Planning or Planning Control Manager.

3. Relationship to the Members' Code of Conduct

Member's Code of Conduct: [184426 - KL Code of Conduct Feb 23.pdf](#)

Do:

- ✓ Follow the Member's Code of Conduct, including the seven principles of public life.
- ✓ Comply with rules on registering your interests.
- ✓ Comply with the rules on Gifts & Hospitality.
- ✓ Follow the 'Declaring an Interest and Managing any Conflicts Flowchart' [181981 - Interest Flowchart.pdf](#)

4. Conflict of Interest

Disclosable pecuniary interests are those declared, or which should be declared, on your Register of Interest and which are referred to in the Member Code of Conduct.

The Member Code of Conduct also refers to 'Extended Registrable Interests' and 'Other Interests'.

Other Interests are not necessarily declared on your Register of Interest but must nonetheless be considered as part of managing whether you have a conflict of interest.

'Extended Registrable Interests'	a) any unpaid directorships (excluding the Council's Companies) b) any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management
'Other Interests'	Where a matter directly relates to your financial interest or wellbeing (and is not a Disclosable Pecuniary Interest) or a financial interest or wellbeing of a relative or close associate.

Do:

- ✓ Remember that interests include Disclosable Pecuniary Interest, Extended Registrable Interests and Other Interests.
- ✓ Remove yourself from participation in decision-making where you have a conflict of interest, i.e. the planning matter directly relates to either your Disclosable Pecuniary Interest, Extended Registrable Interests and Other Interests.
- ✓ Follow the 'Declaring an Interest and Managing any Conflicts Flowchart' [181981 - Interest Flowchart.pdf](#)
- ✓ Declare your interests early on.

Don't:

- ✗ Act or participate in a planning matter where you have a conflict of interest, i.e. the planning matter directly relates to either your Disclosable Pecuniary Interest, Extended Registrable Interests and Other Interests.
- ✗ Discuss your own applications with officers in your capacity as a Councillor or those of your close associates.
- ✗ Take part in decisions affecting land owned by you, a relative or a close associate.
- ✗ Use, or attempt to use, your position improperly for the personal advantage or disadvantage of yourself or anyone else.

5. Predetermination & Bias

X	Predetermination:	Where a public body fetters its discretion by deciding a matter in advance before the time and place it purports to take the decision. This includes where a Member on Planning Committee has made their decision with a closed mind or where the circumstances give rise to such a real risk of a closed mind that the decision should not, in the public interest, be upheld.
X	Presumed Bias:	Where a decision-maker has a direct financial interest (including both pecuniary and proprietary)) in the outcome of the decision.
X	Actual Bias:	Where a decision-maker is shown, in fact and for whatever reason, to have been influenced in the decision-making by prejudice, predilection or personal interest.
X	Apparent Bias:	Where the fair minded and informed observer, having considered all the facts, would conclude that there was a real possibility of bias.
✓	Predisposed	Where there is a general leaning, including political leanings, towards a particular outcome before formally considering all the relevant evidence and arguments, so long as an open mind is kept to the possibility of changing position on the outcome after consideration of all the evidence and arguments.

Do:

- ✓ Ask yourself: assuming there is no conflict of interest, is the view you hold mainly influenced by what is in the public interest or a personal interest? If it's the former you are most likely predisposed, if it's the latter you are most likely biased.
- ✓ Remember that the decisions you take are to be taken in convened Planning Committee meetings
- ✓ Keep an open mind – listen to all of the debate, hear all of the evidence before you, both the officers' presentation of the facts and their advice and the arguments from all sides decision before reaching a final decision
- ✓ Remember that decisions must be based on material planning considerations.
- ✓ Recognise that predisposition (having an initial view) is acceptable, but predetermination (having a fixed view before all evidence is considered) is not.
- ✓ Understand that you are entitled to express views on planning matters. Prior observations, apparent favouring or objections in respect of a particular outcome will not on their own amount to predetermination so long as you keep as open mind.
- ✓ Ensure transparency— avoid even the perception of bias.
- ✓ Choose whether you wish to speak as the Ward Member under Standing Orders OR act as a Member of the Planning Committee – you cannot do both.
- ✓ Carefully consider whether you should join special interest groups if you wish to preserve

your ability to participate in Planning Committee decisions related to their causes

Don't:

- ✗ Publicly commit to a decision before considering all evidence.
- ✗ Take part in political discussions that seek to pre-agree a voting position.
- ✗ Take part in the decision-making at the Borough Council if you've been part of a decision on the same matter in another capacity, for example at a special interest group, a Parish Council or the County Council or equally where you wish to reserve your position to be part of the decision making process in a different capacity, i.e. choose the hat you wish to wear and keep the same hat on throughout
- ✗ Participate where the Council is the applicant or landowner and you have been a chief advocate for the development coming forwards as part of another role in the Council, for example a Cabinet Member
- ✗ Participate where you are a member, director, trustee etc of the applicant or in relation to an application that your other organisation has been a chief advocate for.
- ✗ Participate where you have a close connection to the applicant. This could be professional or personal and includes both cordial close connections and hostile connections.

5. Lobbying

Lobbying is a normal part of the planning process. Those who may be affected by a planning decision, whether through an application, a site allocation in a development plan or an emerging policy, will often seek to influence it through an approach to their Ward Member or to a Member of the Planning Committee.

Lobbying, however, can lead to the impartiality and integrity of a Councillor being called into question, and so care and common sense must be exercised by all parties involved.

5.1 Lobbying of Councillors

Do:

- ✓ Engage with lobbyists if you wish to do so but explain that you will be keeping an open mind so as not to prejudice your ability to participate in the decision-making.
- ✓ Do remember that your overriding duty is to the whole community not just to the people in your ward and, taking account of the need to make decisions impartially, that you should not improperly favour, or appear to improperly favour, any person, company, group or locality.
- ✓ Ensure fair engagement—avoid the perception of closed minded favoritism.
- ✓ Copy or pass on any lobbying correspondence you receive to the Planning Control Manager at the earliest opportunity.
- ✓ Promptly refer to the Planning Control Manager any offers made to you of planning gain or constraint of development, through a proposed s.106 Planning Obligation or otherwise.
- ✓ Report excessive lobbying efforts or improper approaches to the Monitoring Officer.
- ✓ If you elect to speak on behalf of a lobby group, applicant or objector then withdraw from the meeting once public speaking opportunities have been completed to counter any suggestion that Members of the Committee may have been influenced by your continuing

presence.

✓ Carefully consider whether you should join special interest groups if you wish to preserve your ability to participate in Planning Committee decisions related to their causes

✓ Remember that, unless you have a disclosable pecuniary interest or overriding other personal conflict of interest or bias, you will be operating within this Code by:

- listening or receiving viewpoints from residents or other interested parties;
- making comments on your views to residents, interested parties, appropriate officers or other Members (subject to the rules on lobbying other Members) whilst being aware that you must keep an open mind;
- seeking information through appropriate channels; or
- being a vehicle for the expression of opinion of others in your role as a Ward Member.

Don't:

✗ Accept gifts, hospitality, or offers of advantage from lobbyists where a reasonable suspicion of influence to show them favour could arise.

✗ Express views in a way that prejudices an application.

✗ Allow yourself to be put in a position where your integrity could be compromised – for example being invited to speak at a developer's presentation. If in doubt – speak to the Monitoring Officer Assistant Director for Planning & Environment or the Planning Control Manager.

5.2 Lobbying by Councillors

Do:

✓ Ensure that any public engagement or social media use does not indicate a closed mind. Be aware of the power of social media posts or re-posting which can give the impression that you will vote in a certain way

✓ Disclose any affiliations with groups that have made representations on an application or proposal, or that promote special interest campaigns, such as the RSPB.

Don't:

✗ Attempt to persuade fellow Members to vote a certain way.

✗ Allow political group discussions to dictate planning votes.

✗ Take part in political discussions that seek to pre-agree a voting position.

✗ Participate as a Planning Committee Member on an application in relation to which you have actively lobbied or campaigned for or against – or a group on which you sit has actively lobbied for or against. This is not intended to capture having views or opinions about a development but where your course of conduct shows that you are a chief advocate for or against the development.

6. Engagement with Applicants, Developers & the Public

Do:

- ✓ Direct applicants and other parties to officers for procedural or technical advice.
- ✓ Remember that your engagement with any parties will likely be disclosed by them at some stage within the application process
- ✓ If you intend to meet with an applicant and participate in the decision-making process, ask the Planning Control Manager to organise the meeting so that an officer attends to record the meeting and disclose details of the meeting when it is considered by the Planning Committee.
- ✓ Consider whether or not it would be prudent in the circumstances to make notes when contacted; and
- ✓ Report to the Planning Control Manager any significant contact with the applicant and other parties, explaining the nature and purpose of the contacts and your involvement in them so that this is recorded on the planning file.
- ✓ Do be aware that a presentation is a form of lobbying and, whilst you may express any view on the merits or otherwise of the proposal presented, you should never state how you or other Members would intend to vote at a Committee Meeting.

Don't:

- ✗ Arrange private meetings with developers or objectors when there is a live application being processed if you intend to take part in the decision determining the application.
- ✗ Attend developer-led presentations without an officer present.

7. Site Visits

Formal site visits are part of the decision-making process and therefore need to be regulated to ensure the soundness of the decision.

Site visits are for observing the site and gaining a better understanding of the issues. They should not be used as a lobbying opportunity by objectors or supporters. This will be made clear to any members of the public who are there.

Once you become aware of a proposal you may be tempted to visit the site alone. In such a situation, you are only entitled to view the site from public vantage points and you have no individual rights to enter private property.

Do:

- ✓ Treat site visits as fact-finding opportunities to seek information and to observe the site.
- ✓ Ensure all observations are reported back to the Committee – any information acquired by one Member must be shared with the whole Committee for sound decision making.
- ✓ Do ask the officers at the site visit questions or seek clarification from them on matters which are relevant to the site inspection.

Don't:

- X** Engage with applicants, objectors, or the public during site visits.
- X** Express personal opinions or views about the merits of the application at the site visit; save them for deliberations back at the convened Planning Committee
- X** Participate in the Planning Committee decision on an application if you missed the site visit.
- X** Don't enter the site outside the formal site visit process, even with the applicant's invitation, without an officer present as this can lead to the perception of bias. This will also enable a record to be kept for the benefit of all Planning Committee Members.

8. Public Speaking at Meetings

Do:

- ✓ Do ensure that you comply with the Council's procedures in respect of public speaking.

Don't:

- X** Allow members of the public to communicate with you during the Committee's proceedings (orally, in writing, including through the passing of messages/notes, or by social media) other than through the scheme for public speaking or through the Chair.
- X** Participate in social media or exchanges by texting during the Committee's proceedings as this may give the impression of undue external influence and may give the appearance of bias.

9. Officers & Decision-Making

9.1 Working with Officers

Do:

- ✓ Recognise that officers act impartially and should not be pressured into recommendations.
- ✓ Respect the Member/Officer Protocol and officers' professional independence.
- ✓ Recognise that officers are part of a management structure and only discuss a proposal with the officer identified for this purpose.
- ✓ Recognise and respect that officers must act in accordance with the Officer Code of Conduct and their professional codes of conduct, primarily the Royal Town Planning Institute's Code of Professional Conduct. As a result, planning officers' views, opinions and recommendations will be presented on the basis of their overriding obligation of professional independence.

Don't:

X Seek to influence officers to alter reports or recommendations for personal or political reasons.

X Put pressure on officers to put forward a particular recommendation. (This does not prevent you from asking questions or submitting views which may be incorporated into any Committee report).

X Do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the Council in relation to a planning matter.

9.2 Decision-Making

Do:

✓ Follow planning law and policies, making decisions based on material considerations.

✓ Give clear reasons for your decision based on material planning considerations, particularly if they differ from officer recommendations.

✓ Make decisions in accordance with Development Plans unless material considerations support a different decision. Be ready to articulate those reasons at the Planning Committee meeting.

✓ Provide your reasons for inclusion in the report to the Committee where you request a proposal to go before the Committee rather than be determined through officer delegation (call-in).

✓ Come to meetings with an open mind and demonstrate that you are open-minded.

✓ Come to your decision after due consideration of all of the information and deliberations at the Planning Committee meeting. If you feel there is insufficient time to digest new information or that information is missing, request that further information or take advice from the Planning Control Manager on proposing to defer.

Don't:

X Vote unless present for the whole item.

X Introduce new information after the issue of Committee agenda papers without having previously raised the information with the Planning Control Manager.

10. Training Requirement

Do:

✓ Attend mandatory training before participating in decision-making.

✓ Continue ongoing planning training to stay informed of policy and legal changes.

Don't:

X Take part in decisions if you haven't completed the mandatory training.

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Mandatory	Be entirely within Cabinet’s powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		NO	
All wards					
Lead Member: Cllr J Moriarty E-mail: cllr.james.moriarty@west-norfolk.gov.uk			Other Cabinet Members consulted: All		
			Other Members consulted: CIL Spending Panel		
Lead Officer: Amanda Driver E-mail: Amanda.driver@west-norfolk.gov.uk Direct Dial: 01553 616734			Other Officers consulted: Senior Leadership Team		
Financial Implications YES	Policy/ Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment YES If YES: Pre-screening	Risk Management Implications NO	Environmental Considerations NO

Date of meeting: 4 March 2025

COMMUNITY INFRASTRUCTURE LEVY (CIL) – APPLICATIONS FOR CIL INFRASTRUCTURE FUNDING FY25_1

Summary

As part of the process to allocate CIL funding to Infrastructure Projects, CIL applications were invited in January. The most recent round of applications included a number of bids over £50k. The CIL Spending Panel have delegated powers to approve and sign off applications up to £50k. All applications of £50,001 and over fall to Cabinet to make the decision, under the CIL Governance framework. This round of applications has 4 projects over £50k for Cabinet to decide.

Recommendation

Cabinet Resolves:

Cabinet are invited to consider and approve the funding for applications for CIL Infrastructure Funding.

Reason for Decision

To ensure that the CIL monies collected are being spent on appropriate infrastructure projects to reflect the growth of population occurring in West Norfolk.

1 Background

1.1 The Borough Council of King's Lynn and West Norfolk approved the introduction of the Community Infrastructure Levy (CIL) in December 2016 and started charging on 15 February 2017. The Levy is paid to the Borough Council by developers after their planning permissions are implemented. It is

governed by the CIL Regulations 2010 (amended). In the Borough of King's Lynn and West Norfolk, CIL is charged on all residential and retail developments, which add one or more new dwelling(s) or more than 100sqm of floor space. It is charged at a rate per square metre and varies according to land use. CIL is just one funding stream that can be used, in conjunction with others, to fund infrastructure projects. Alongside CIL, S106 obligations will still exist, but generally as one-off agreements to mitigate the impacts of larger developments and to secure on-site developer requirements, such as the provision of affordable housing.

1.2 As a Charging Authority the Council has an obligation to:

- ***Determine CIL spend, ensuring it is used to fund the provision, improvement, replacement, operation; or maintenance of infrastructure to support development of its area***

1.3 The Borough Council is required, in the CIL Regulations, to identify the types of infrastructure it wishes to fund in whole or in part by CIL monies. These are outlined in the Council's Annual List of Infrastructure Projects. CIL money collected can only be allocated to and spent on these types of infrastructure. Our current arrangements are in the attached Governance Document and relate to 'green infrastructure' & 'leisure time infrastructure'.

1.4 The Spending Panel met on 17 February 2025 to consider a schedule of applications, and have made recommendations for the potential allocation of CIL funding. In line with the current CIL Governance and Spending Policy Document 2024, the applications for projects which have requested over £50k have been forwarded to Cabinet for consideration.

1.5 Details of the 4 applications over £50k which will need to be decided by Cabinet are attached – the Spending Panel has recommended approval for all of the applications, and there is enough money to cover all applications.

1.6 The criteria for assessing infrastructure projects are outlined in the Governance Document & terms and conditions – attached.

2 Options Considered

2.1 There is a legal duty to spend CIL in accordance with Regulations, but the priorities can be determined to suit local circumstances within the overall framework. The Spending Panel have considered the applications and recommend approval for all. Alternative options are available to the Panel or Cabinet as we are considering the proposal made by the applicant body. However, depending on Cabinet's consideration, it would be an option to support, refuse, or amend the funding applications.

3 Policy Implications

3.1 CIL legislation gives significant scope for individual councils to direct CIL spending to reflect the local situation, so long as it conforms to general principles set out regarding 'Infrastructure'. Proposals for assessing bids in the current period are aligned to the Borough Council Corporate objectives. In supporting extra growth across the Borough, consideration should be given to

those locations experiencing the most obvious pressures. Information relating to this is provided with the applications.

4 Financial Implications

4.1 None specifically. CIL is collected and administered by the Borough Council. The available funds can be spent on the schemes / types of projects suggested. There is sufficient funding available to grant funding to all projects before Cabinet.

5 Personnel Implications

5.1 None specifically

6 Environmental Considerations

6.1 None

7 Statutory Considerations

7.1 CIL spending and governance must conform to the relevant regulations.

8 Equality Impact Assessment (EIA)

8.1. The Pre-Screening Equality Impact Assessment is attached in full.

9 Risk Management Implications

9.1 None specifically. Monitoring of spending and more particularly delivery is important to ensure money is directed to improved infrastructure in the Borough.

10 Declarations of Interest / Dispensations Granted

10.1. None.

11 Background Papers

11.1 Report with information on projects to be decided; CIL Governance Document, which is the framework according to which the funding decisions are made; Terms & Conditions, which the applicants must sign & return before the funding is formally allocated to them

Stage 1 - Pre-Screening Equality Impact Assessment

For equalities profile information please visit [Norfolk Insight - Demographics and Statistics - Data Observatory](#)

Name of policy/service/function	CIL Infrastructure Funding FY25_1				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	New		Existing	✓	
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	Allocation of infrastructure funding in accordance with the CIL regulations & adopted governance document (2024). Relevant regulations are The Community Infrastructure Levy Regulations 2010 (as amended)				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	Spending Panel & Senior Leadership Team				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p>		Positive	Negative	Neutral	Unsure
	Age			✓	
	Disability	✓			
	Sex			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Armed forces community			✓	
	Care leavers			✓	
Other (eg low income, caring responsibilities)			✓		
<p>Please provide a brief explanation of the answers above:</p> <p>All 4 applications are positive, the Magpie Centre is specifically aimed at helping the disabled.</p>					
Question	Answer	Comments			

2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No	All wards/parishes/communities are entitled to apply for CIL funding	
3. Could this policy/service be perceived as impacting on communities differently?	No		
4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	No	Actions:	
		Actions agreed by EWG member:	
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary: N/A</p> <p>Decision agreed by EWG member:L. Randall.....</p>			
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	Please provide brief summary:	
Assessment completed by: Name	Robyn Walkey		
Job title	CIL Officer		
Date completed	18 February 2025		
Reviewed by EWG member	Laura Randall	Date	18.02.2025

Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)

**Community Infrastructure Levy (CIL)
FY25_1 Infrastructure Project Applications
Submitted 01/01/2025 – 01/02/2025**

04/02/2025	CIL Officer Research completed
05/02/2025	Internal Officer Review
07/02/2025	Senior Management Team Review
17/02/2025	CIL Spending Panel Review & Allocations (up to £50k)
04/03/2025	Over £50k Cabinet Review & Decisions

Introduction

The Borough Council of King's Lynn and West Norfolk approved the introduction of the Community Infrastructure Levy (CIL) in December 2016 and started charging on 15 February 2017.

CIL is governed by the CIL Regulations 2010 (amended), and paid to this Council as a Collecting Authority, by developers after their planning permissions for residential and retail developments are implemented.

CIL is charged at a rate per square metre and varies according to land use and location within the Borough.

CIL is just one funding stream that can be used, in conjunction with others, to fund infrastructure projects.

Unlike other obligations or charges, CIL spending does not need to be directly related to the donor development and can address infrastructure needs in general across the Borough Council's administrative area.

CIL does not generate enough funds to completely cover the cost of new infrastructure needed to fully support planned development. As such, there will be competing demands for this funding. With this in mind, it is important to ensure that there are robust, accountable and democratic structures in place to ensure the spending of CIL funds are prioritised in the right way.

When considering the allocation of funding, members may wish to consider the following:

- income generated through CIL parish payments
- history of project allocation by location

CIL Neighbourhood Parish Income (CIL Parish Payments)

A percentage of CIL income is automatically paid to Parishes, where development has taken place. These payments are called 'CIL Neighbourhood Parish Payments', or Parish Payments.

Parish payments are made, after money has been received, in April and October. The amount paid is calculated by the CIL Officers (15% capped or 25% where a neighbourhood plan has been adopted), and paid directly into the Parishes bank. Training is provided to Clerks, on receipt of payments.

CIL Statutory Obligations

The Council has a statutory requirement to ensure that funding is allocated in accordance with the CIL Regulations and in line with our internal policy requirements:

CIL Reg 59 (1) states:

*'A charging authority **must** apply CIL to funding **the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area**'*

CIL Funding Terms & Conditions

When making decisions relating to the allocation of CIL Infrastructure Funding, officers & members need to ensure that any decisions made are in accordance with the Council's CIL Governance Policy Document 2024 approved by Cabinet 05 December 2023.

All projects must start within 1 year, from when funding is formally allocated AND be completed within 5 years, or as stated on the funding application.

CIL Funding Criteria

All projects must fall within the following criteria (2024 list replaces obsolete Reg 123 List):

Green Infrastructure Projects

- Projects relating to public open spaces such as new or improved footpaths and cycleways to support new development
- Installation & improvement of public play areas and equipment
- Open spaces used for education, to support environmental initiatives.
- Improvement of habitats for wildlife and nature, to alleviate the effects of new development.
- Environmental services such as flood defence or absorption of air pollution.

Leisure Time Activities Infrastructure-

- Infrastructure projects, to support accessible leisure time activities such as new facilities, improvement of existing facilities or upgrade of facilities to enable an increase of usage, to support new development of an area

There are some projects that may not be considered for CIL funding as follows:

Non-CIL Projects

The following applications will not be considered for CIL Funding:

- Projects in areas with no development, which will not benefit the wider community or support new development
- Improvements to private enterprises/charitable, or to community facilities which will not increase capacity

What is NOT Infrastructure

The following projects will not be considered for CIL Funding, as they do not fall within the definition of infrastructure to support new development:

- The provision of services:
 - Service is described in the Oxford English Dictionary as “the action of serving, helping, or benefiting; conduct tending to the welfare or advantage of another; Examples of services which will not be considered as infrastructure are:
 - Payments to individuals/businesses which will not specifically related to new development Staffing costs
 - Ongoing costs, to maintain the project, once it has been completed

Non-Infrastructure Projects:

- Projects that do not increase the capacity of a facility/building or structure
- Projects that relate to sundry items - miscellaneous small items or works that do not fit within the definition of infrastructure

Officer Review

CIL Officers have reviewed the applications, and based their scoring and recommendations on the following criteria:

Finance & Deliverability:

- amount of match funding;
- submitted quotes against amount requested, identify preferred option and exclusion of VAT where applicable;
- evidence to demonstrate community need and local support;
- project timescales and deliverability;
- details of expenditure, how the money will be spent;

FY25_1 CIL infrastructure applications – Allocations

In this round, we have received 4 valid applications which Spending Panel has recommended for approval as detailed in the appendix. There is enough funding to cover all 4 of the applications to be granted.

The CIL Officer has liaised with applicants to clarify the application submissions, and made recommendations based on the details and evidence submitted.

Applications that have not met the validation criteria, including the submission of 3 quotes or details of a tender process, have been notified that they are unsuccessful. In this round we received 7 invalid applications. Officers have provided guidance relating to each unsuccessful application, to assist with any future submissions.

All of the projects have been scored in line with the CIL Governance document and listed by score and then alphabetically by parish.

The 'previous applications' section refers to CIL funding granted in the parish, not necessarily to the same applicant, to help show where CIL funding has already been allocated.

Please note that funding received by the parish in 2024 has not yet been reported on, so expenditure & allocations may have already taken place.

Appendix - Applications over £50k

Stoke Ferry & District Village Hall - £149,129.97	1
Springwood High School - £100,000.00.....	4
Borough Council of King's Lynn and West Norfolk - £58,758.00	6
West Norfolk Riding for the Disabled Association - £57,109.00.....	8

Stoke Ferry & District Village Hall - £149,129.97

Reference	
Amount Requested	£149,129.97
Organisation	Stoke Ferry & District Village Hall
Project Name/Title	Stoke Ferry Village Hall upgrade
Score	12
Scoring Details	Match Funding 2 Local Support 5 Timescale 5
Officer Comments	Planning application now approved, all parish CIL included in match-funding, good community support - amended to match quote Support from Cllr Lintern & Cllr Storey
Parish	Stoke Ferry
Brief Summary of Project	<p>Our project seeks funding to refurbish Stoke Ferry Village Hall, a vital community hub in Stoke Ferry. The project will focus on replacing the ageing roof and integrating solar panels to improve the building's energy efficiency, reduce operational costs, and promote environmental sustainability. Our current hall lacks insulation and suffers from dampness at the gable end, requiring frequent repainting to address mould and peeling paint. This upgrade will ensure the hall remains safe, functional, and accessible for the diverse groups it serves, while aligning with regional and national goals for reducing carbon emissions. Stoke Ferry is designated as a key rural service center. More than a decade ago, the village was promised a new community hall as part of a significant development project. However, the project's developer went bankrupt, leaving the social commitments unfulfilled. Even at that time, the existing hall was in urgent need of substantial renovations. Since then, Stoke Ferry has continued to grow, and we currently have over 150 additional homes approved for development. This population increase underscores the need to enhance local infrastructure to accommodate new residents and maintain high-quality community services Stoke Ferry Village Hall has been at the heart of our community since 1965, hosting events and activities for all age groups. However, the building's deteriorating roof is no longer fit for purpose, leading to structural concerns, heat loss, and increasing energy bills. We propose a comprehensive refurbishment, including:</p> <ul style="list-style-type: none"> • Roof Replacement: Installing a durable, insulated roof to enhance safety and thermal performance. • Solar Panel Installation: Harnessing renewable energy to power the hall, reducing its carbon footprint and long-term energy costs. • Additional Improvements: Addressing minor structural and aesthetic issues caused by ongoing roof leaks. <p>This project will deliver a sustainable, energy-efficient facility that can accommodate a growing population, ensuring the hall continues to serve as a vital gathering space. The renovations will also demonstrate Stoke Ferry's commitment to sustainability and environmental stewardship, benefiting both the current community and future generations. By supporting this project, you will help preserve the hall's legacy as a centre for community engagement and</p>

	contribute to the continued development of Stoke Ferry as a thriving rural village.
Total Cost	£197,000.00
Summary of Expenditure	we have attached a summary chart detailing the work to be done. This includes removing the old asbestos/tin roof (with appropriate licences), repairing the gable end wall, installing a completely new roof, installing solar panels, adding a new ceiling and plastering. Our preferred quote is [REDACTED], they have engaged in the whole process throughout and have provided excellent references. We would like to request a partial payment once the roof has been installed and final payment when solar panels and internal work has been completed.
% of Match-Funding	21%-40%
Match-Funding Details	Parish Precept £1000 Parish CIL £970.03 Local/Community Grants £1000 Internal Funding/Fundraising £45129.97
Community Benefit	1. Driving Energy Efficiency: The installation of solar panels will dramatically reduce energy consumption and operating expenses. These savings can be reinvested directly into vital community programs, amplifying their reach and impact. 2. Championing Environmental Sustainability: By embracing renewable energy, this initiative will significantly reduce the community's carbon footprint. It will set an inspiring example of sustainable practices that others can follow. 3. Strengthening Community Resilience: A refurbished hall will provide a flexible and welcoming hub for local organisations to host education sessions, social initiatives, and events, enhancing the fabric of our community. 4. Boosting Engagement: A modernised facility will attract new groups and events, reinvigorating its role as a central meeting place and increasing its usage across all demographics. 5. Planning for Growth: As the village's population grows, this enhanced facility will be well-equipped to meet the increasing demand for community services, events, and resources. The refurbishment of Stoke Ferry Village Hall is more than an upgrade; it is a transformative investment in the heart of our community. This project will protect and rejuvenate a cherished resource while advancing environmental responsibility and energy efficiency. Residents of all ages will benefit from this renewed space, which promises to foster stronger connections, inspire local initiatives, and lead our community toward a greener, more sustainable, and better-prepared future. To celebrate and document this pivotal transformation, the Stoke Ferry History Group will record the renovation process through photography, videography, and drone footage. These will be preserved in the village archives, creating a lasting record of this milestone for future generations.
Local Support Summary	The Stoke Ferry community has rallied together to support the replacement of the village hall roof, recognising the hall's vital role as a hub of local activity. A recent village survey highlighted widespread agreement among residents—both new and long-standing—about the importance of maintaining this essential space for events, gatherings, and services. In addition to survey responses, other community groups who regularly use the hall

	have contributed numerous letters of support, demonstrating the broader community's reliance on the facility. The village hall maintenance worker has also provided valuable insights into the roof's current condition and the urgent need for this improvement. This strong show of support underscores the shared commitment of the Stoke Ferry community to preserve and enhance the village hall for future generations.
Local Support	Borough Cllr, Community Groups, County Council/Professional Bodies, Parish Council, New/Existing Users
Project Start	1-3 Months
Project Timescale	0-6 Months
Delays?	planning permission is due to be determined in January
Previous Applications	£10k (Blue Bell), £25.5k (playing field building), £3.9k (Blue Bell disabled access)

Springwood High School - £100,000.00

Reference	
Originally Requested	£118,769.66 - amended to £100,000.00
Organisation	Springwood High School
Project Name/Title	Creating a Community Theatre with the introduction of retractable seating.
Score	11
Scoring Details	Match Funding 1 Local Support 5 Timescale 5
Officer Comments	Strong local support Amount amended by Spending Panel Support from Cllr Rust, Cllr Bland & Cllr Colwell
Parish	King's Lynn
Brief Summary of Project	<p>Following the success of our first CIL application in the summer of 2024, where we have now commenced overhauling our ageing lighting rig and fixtures in order to massively reduce our energy consumption, enhance the audience experience, and to ensure it is fit for purpose for the foreseeable future, both for internal events and the wider community. We feel the next stage is to improve the auditorium of our larger performance venue (the Peter Hopkins Hall) by introducing retractable seating to enhance both the viewing experience and increase capacity. We believe this project would deliver a world class facility and would make Springwood one of the largest community spaces in West Norfolk suitable for major amateur and professional productions. There has historically been a problem in West Norfolk with many of the partners that we work with regarding the affordability and suitability of performance spaces. We believe that our venue can provide an excellent solution to this problem. We have already been approached by the two largest amateur dramatic societies to host their productions. The closure, for a number of years, of the Guildhall has resulted in a rise in this demand. As we are a non-profit organisation, our vision is to create a venue which could be booked at cost in order to make it accessible to all organisations so the Arts can continue to grow and flourish across West Norfolk. Springwood High School is already a community hub for external arts organisations, we pride ourselves on being able to support companies such as Theatre Train, Male Voice Choir, West Norfolk Music Centre, West Norfolk Community Band to name a few. Springwood High School site offers all the amenities of a professional theatre including ample free parking, with the exception of high quality comfortable seating with good visibility. The additional benefits to Springwood High School are longer term cost savings around caretaking staff in setting up and removing chairs. It would also give us an excellent lecture space for our students to benefit from high quality teaching similar to that they would receive in a University.</p>
Total Cost	£130,000.00
Summary of Expenditure	Power installation - approximately £1000 (stage 1) Removal of lighting and sound control box £500 (stage 2)

	Installation of retractable seating £128,500 (stage 3) From our research, we believe the quotation from [REDACTED] offers best value for money. The other 2 quotations may look cheaper, however they offer a lower capacity and fewer aisles, which would not help meet our school fire regulation, and also does not offer access to the control box, all of which [REDACTED] have built into their quotation. To demonstrate this, we have had a quotation for ladder installation separately of £3,500. This plus the 40 additional seats on offer from [REDACTED] make up the difference alone
% of Match-Funding	1%-20%
Match-Funding Details	Other £13,000 (PTFA)
Community Benefit	We feel the next stage to develop the Theatre area of this space (Peter Hopkins Hall) is to introduce retractable seating to enhance both the viewing experience and increase capacity. We believe this project would deliver a world class facility and would make Springwood one of the largest community spaces in West Norfolk suitable for major amateur and professional productions. There has historically been a problem in West Norfolk with many of the partners that we work with regarding the affordability and suitability of performance spaces. We believe that our venue can provide an excellent solution to this problem. We have already been approached by the two largest amateur dramatic societies to host their productions. The closure, for a number of years, of the Guildhall has resulted in a rise in this demand.
Local Support Summary	West Norfolk Music Centre, RAF Cadets, King's Lynn Players, Theatre Train, West Norfolk Jubilee Youth Orchestra, Festival Too, West Norfolk Community Band, Rock Choir
Local Support	Borough Cllr, Community Group, New/Existing Users, Other
Project Start	0-1 Month
Project Timescale	0-6 Months
Delays?	No
Previous Application	Various applications in King's Lynn – £69k Springwood High School theatre/lighting upgrade

Borough Council of King's Lynn and West Norfolk - £58,758.00

Reference	
Amount Requested	£58,758.00
Organisation	Borough Council of King's Lynn and West Norfolk
Project Name/Title	South Lynn Community Orchard and Beuys Acorns
Score	11
Scoring Details	Match Funding 4 Local Support 2 Timescale 5
Officer Comments	Planning permission in progress Amended to match quotes Support from Cllr Kemp, Cllr Joyce & Cllr de Whalley
Parish	King's Lynn
Brief Summary of Project	<p>The project in South Lynn has two elements. South Lynn Community Orchard A grassland site will be transformed into a community space with trees, hedgerows and hard landscaping features. The community orchard will provide a source of free fruit for the community in addition to useable outdoor space, shade in hot weather, a carbon store and volunteering opportunities contributing towards improved health outcomes. The proposed planting will also improve biodiversity and pollination in the area. A new hard pathway through the orchard complements existing pathways on the adjacent Harding's Pits site. Three benches will be added with CCTV provision for public safety purposes. One litter bin and one dog bin will also be provided. An interpretation board will be added to indicate the types of fruit tree and information about flowering, harvesting and usage. Raised beds will also be installed providing further opportunities for the local community to grow food. New hedgerows will be planted. The Purfleet Pantry will utilise the site's produce via their unit and cookery classes. Orchards are also havens for biodiversity. Planting on site will also create new pollination sources. Ongoing maintenance will provide all year round opportunities for volunteering via Harding's Pits Community Association and Purfleet Pantry. East of England Apples and Orchards will provide local training sessions on orchard maintenance. Beuys Acorns German environmentalist Beuys planted oak trees as a statement about the greening of the city. As a tribute to his initiative, artists Ackroyd and Harvey have grown oaks from the original Beuys acorns and exhibiting around Europe -including the Tate Modern. Exhibitions have been accompanied by activity programmes aimed at greater environmental awareness. The oaks are maturing and need to be permanently planted. Groups of 7 trees have been offered to chosen locations, and Harding's Pits has been identified as a potential location. The planting scheme is a symbol for the greening of the town, but also to promote care for the environment in general. The planting will be supported by a programme of environmental activity connected with them contributing to the Council's cultural events/activity programme. Groundwork Gallery has been working with the King's Lynn Civic Society and the Council's arboricultural officer to site the trees at a site adjacent to Harding's Pits Doorstep Green and the proposed community orchard. The proposed Beuys's Acorns site</p>

	could tie-in neatly with future arrangements for the Harding's Pits Door Step Green, with the association taking on management and maintenance of the proposed planting, as part of their existing programme covered by a service level agreement. The proposal is for the clearance of the site, planting of 7 oak trees and installation of a circular pathway of the same material as existing pathways on the Harding's Pits site and proposed community orchard. The sites will also provide outdoor space for the two primary schools (Whitefriars and St Michaels) to utilise for nature based education and to be involved as tree champions/guardians.
Total Cost	£97,042.92
Summary of Expenditure	See attached Excel sheet with costings
% of Match-Funding	41%-60%
Match-Funding Details	Local Grants £3,000 National Grants £7,826.58 Other £28,000
Community Benefit	The project will benefit the local community through the creation of two transformed public spaces that provide a source of healthy food, outdoor shade in hotter weather, volunteering opportunities, educational space and an opportunity for socialising and reducing social isolation. The project will link with two existing community based groups; Purfleet Pantry and Hardings Pits Community Association and provide an outdoor nature based educational space for St Michaels and Whitefriars schools. Once established the site will also improve local biodiversity and pollination.
Local Support Summary	Meets BCKLWN corporate strategy objectives Support from community groups such as Purfleet Pantry, Harding's Pits Community Association Support from local ward members
Local Support	Borough Cllrs, Community Groups
Project Start	0-1 Month
Project Timescale	0-6 Months
Delays?	Awaiting determination of planning application 24/02168/F for community orchard
Previous Applications	Various applications in King's Lynn – £50k (BCKLWN Alive Wellness Hub), £10k (BCKLWN Alive Cycling studio), £30k (BCKLWN Alive Floodlights), £50k (BCKLWN Festival Too Stage)

West Norfolk Riding for the Disabled Association - £57,109.00

Reference	
Amount Requested	£57,109.00
Organisation	West Norfolk Riding for the Disabled Association incorporating Carriage Driving
Project Name/Title	Reconstruction of outdoor Manege at The Magpie Centre
Score	11
Scoring Details	Match Funding 1 Local Support 5 Timescale 5
Officer Comments	Amended amount to remove match-funding Support from Cllr Long
Parish	Runcton Holme
Brief Summary of Project	Reconstruction of outdoor manege at The Magpie Centre to include drainage and covering of all weather pro fibre new surface
Total Cost	£67,000
Summary of Expenditure	The total cost will be split between removal of existing surface, installation of new drainage and supply and installation of new surface
% of Match-Funding	1%-20%
Match-Funding Details	Internal Funding £10,000
Community Benefit	We have recently set up a Therapeutic and educational suite to provide education support to young people, using the support of horses, therapy dog and the use of the outdoor arena. These courses encourage the development of empathy, problem solving skills and meaningful interactions with horses to promote self awareness, resilience, and emotional well-being. Together with our invaluable group of volunteers we offer a welcoming and supportive environment to all the surrounding community.
Local Support Summary	We are supported by the following: SEND services - Norfolk County Council Riverside Meadows Academy, Wisbech Downham Market Academy and other local schools who send pupils for individual sessions.
Local Support	County Council/Professional Bodies, New/Existing Users
Project Start	1-3 Months
Project Timescale	0-6 Months
Delays?	None except the weather
Previous Applications	£12k (play safety gates), £5k (traffic calming) – none for the Magpie Centre specifically

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide		NO	
	Discretionary /	Need to be recommendations to Council		YES	
	Operational	Is it a Key Decision		NO	
Lead Member: Alistair Beales E-mail: cllr.alistair.beales@west-norfolk.gov.uk			Other Cabinet Members consulted:		
			Other Members consulted:		
Lead Officer: James Arrandale E-mail: james.arrandale@west-norfolk.gov.uk			Other Officers consulted: Becky Box		
Financial Implications NO	Policy/ Personnel Implications YES	Statutory Implications YES	Equal Impact: Pre-screening	Risk Management Implications YES	Environmental Considerations NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s) - N/A					

Date of meeting: 4 March 2025

REVISIONS TO CONSTITUTION REGARDING DISCIPLINE, DISMISSAL AND GRIEVANCE INVOLVING STATUTORY OFFICERS

Summary

This Paper invites Cabinet to consider minor revisions to the procedures that are operated within the Investigations and Disciplinary Committee. These revisions are proposed following a recent review of Council's adopted IDC complaints procedure, and also updates that have subsequently been made to national best-practice code and guidance.

Recommendation

Recommendations to Full Council:

1. That the IDC Terms of Reference should be amended as follows:
 - i. Paragraph A.5 should be deleted.
 - ii. Insert new A.12: *"The Monitoring Officer is nominated to assess the allegation to determine whether it falls within the remit of the procedure, or whether it is clearly unfounded or trivial or can best be dealt with under some other procedure (the **Initial Filter Exercise**). Either of the Deputy Monitoring Officer or the Head of Personnel is delegated authority to carry out this role if it is not possible or appropriate for the Monitoring Officer to do so. The Monitoring Officer (or substitute officer above) shall report to the Chair of the IDC if they determine that an allegation does not fall within the remit of this procedure."*

iii. Insert new A.13: *“For the purposes of the Initial Filter Exercise above, the Monitoring Officer is delegated authority to carry out any preliminary inquiries that are needed. Either of the Deputy Monitoring Officer or the Head of Personnel is delegated authority to carry out this role if it is not possible or appropriate for the Monitoring Officer to do so.”*

2. That the Standards Committee Terms of Reference should be amended as follows:

Insert new E.17: “Act as Grievance Committee where required in grievance matters concerning the Chief Executive, in accordance with the JNC Model Code. For this purpose, five Standards Committee members shall be convened with political proportionality (or three members if this is not possible), none of whom shall be members of the IDC or the Appeal Committee.

For the purposes of fulfilling the Council’s adopted grievance procedures in accordance with the JNC Model Code, Standards Committee nominates the Monitoring Officer to act as Receiving Officer. Where the Monitoring Officer cannot so act, qualifying members of the Standards Committee (i.e. non-members of the IDC and Appeals Committee) shall nominate a Monitoring Officer from a neighbouring authority to act as the Receiving Officer.”

Reason for Decision

To clarify the relevant arrangements and to maintain consistency with national best practice.

1 Background

The Council’s procedures for disciplinary matters involving the Chief Executive, Monitoring Officer and s.151 Officer (**Statutory Officers**) were revised in April 2020. The purpose of these revisions was to implement the Model Disciplinary Procedure and Guidance agreed by the Joint Negotiating Committee for Local Authority Chief Executives (the **JNC Model Procedure and Guidance**, together the **Model Code**). The revisions included:

- Expanding the terms of reference for Appointments Board to deal with disciplinary matters for Statutory Officers (i.e. becoming the Appointments Board/IDC),
- Revising the terms of reference of Licensing & Appeals Panel to deal with appeals by Statutory Officers against certain disciplinary sanctions; and
- Delegating powers to the IDC to appoint investigators and to suspend a Statutory Officer

These revisions are found in Part 3 of the Constitution.

The 2020 decisions also provided that:

- The IDC would form a sub-committee which would carry out a preliminary assessment and decide whether to refer to the full committee for further consideration.
- The Executive Director for Central Services would develop a bespoke procedure for handling complaints against Relevant Officers, adapted from the JNC Model Code.

In 2021, an IDC complaint was handled under these procedures. The complaint was made by Cllr Nash against Alexa Baker as Monitoring Officer (the **2021 Complaint**).

In September 2022, the Model Code was updated with a number of relevant changes.

In 2024, officers undertook a review of the current IDC processes and the conduct of the 2021 Complaint, and identified the points which are now raised in this paper.

Discussion

The JNC Model Code envisages the following stages at the start of an IDC complaint:

- Stage 1: to “*filter out and deal with allegations against the [Statutory Officer] which are clearly unfounded, or trivial, or can best be dealt with under some other procedure*” (the **Filter Stage**)
- Stage 2: to consider whether the allegation can be dismissed or whether it requires more detailed investigation (for current purposes, **Initial Assessment**).
- Stage 3: if the allegation does warrant investigation, to appoint an independent investigator, and to take a decision based on the outcome of that investigation.
- Further stages may follow depending on the decision taken.

The Model Code recommends that the Monitoring Officer should carry out the Filter Stage. All of the subsequent stages will then be carried out by the IDC and other member bodies.

Following the 2020 decisions, paragraph A.5 within the IDC’s Terms of Reference (Part 3 of the Constitution) currently provides:

“In the case of a complaint being received against a statutory officer, the decision whether to refer the matter to the Investigating and Disciplinary Committee will be delegated to a sub-committee of the IDC consisting of three members, and which will be politically balanced as far as is practicable. The three members forming the sub-committee

will then be excluded from participating in any process arising from their decision.”

In the 2021 Complaint process, officers carried out the Filter Stage, consistent with the Model Code (the MO was not involved as she was the object of the complaint). They relied on the support of an external investigator to assist with the Filter review. However, there was some uncertainty around how this fitted in with the paragraph A.5 arrangements.

As regards the recommendation that the Monitoring Officer should be nominated to carry out any preliminary inquiries, this is again consistent with the Model Code.

In the 2021 Complaint process officers instructed an external JNC-listed investigator to make preliminary inquiries for the purposes of the Filter Stage. However, this is not explicit in the current procedures, which led to confusion from the subject Councillor that the investigator was carrying out the full investigation (i.e. stage 3), without the proper involvement of the IDC.

It is recommended that the lack of clarity on these points should be removed.

Grievance Committee

The revised Model Code makes further arrangements regarding a Grievance Committee, and recommends that this is a standing body within the Council.

The Council already operates a Standards Committee, with a membership that largely does not overlap with either the IDC or the Licensing and Appeals Board. A straightforward way to address the need for a Grievance Committee would be to expand its Terms of Reference.

Consequential Amendments

Included as an Appendix to this Report is a proposed revised version of the Council's operational procedures that were created in accordance with the 2020. The proposed revision is consistent with the recommendations in this report.

Consequential changes would also be made to the Scheme of Delegations to record the officer roles.

2 Options Considered

Do not make the proposed changes.

This presents a risk that confusion may arise in any future IDC procedure, jeopardising the robustness of the procedure.

As regards recommendation 1, in principle, the IDC sub-committee could be made responsible for the Filter Stage. However, this is contrary to the recommendations of the Model Code. It is also arguably disproportionate to convene a panel of members to make this assessment, given the filter

exercise is extremely high-level and limited to weeding out complaints which are “clearly unfounded or trivial”.

In addition, the requirement that the sub-committee members “*will then be excluded from participating in any process arising from their decision*” could risk the political balance of the remainder of the IDC, or create problems where there may be other members who are conflicted.

Alternatively, the IDC sub-committee could be retained with the specific remit of carrying out Initial Assessments. Again however, the requirement that the sub-committee members “*will then be excluded from participating in any process arising from their decision*” could risk the political balance of the remainder of the IDC, or create problems where there may be other members who are conflicted.

3 Policy Implications

The proposed revisions bring the Council’s arrangements into closer alignment with the JNC Model Code.

4 Financial Implications

None.

5 Personnel Implications

The proposed revisions affect the personnel arrangements for the Statutory Officers, but in a way that is consistent with national best practice.

6 Environmental Considerations

None.

7 Statutory Considerations

None.

8 Equality Impact Assessment (EIA)

Pre-Screening Assessment attached

9 Risk Management Implications

Failure to maintain the Council’s employment arrangements clear and consistent with national best practice risks potential consequences in terms of the Council’s liability to employment claims.

10 Declarations of Interest / Dispensations Granted

N/A

11 Background Papers

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	Personnel				
Is this a new or existing policy/service/function?	Existing				
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>	<p>HR arrangements relating to the Chief Executive, Monitoring Officer and s.151 Officer.</p> <p>Statutory obligations apply, supplemented by national best practice.</p>				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			x	
	Disability			x	
	Gender			x	
	Gender Re-assignment			x	
	Marriage/civil partnership			x	
	Pregnancy & maternity			x	
	Race			x	
	Religion or belief			x	
	Sexual orientation			x	
	Other (eg low income)			x	

BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK

PROCEDURES FOR DISMISSAL DISCIPLINE AND GRIEVANCE MATTERS FOR THE CHIEF EXECUTIVE AND STATUTORY OFFICERS

The Head of Personnel is authorised to develop this procedure from time to time, based on the Model Procedure, but adapted to reflect the specific details outlined above as agreed by Full Council.

1 Background

In these Procedures, “**Statutory Officers**” means the Council’s Chief Executive, Monitoring Officer and s.151 Officer.

In principle it is for each employer to determine its procedures and practical arrangements for the handling of grievances, disciplinary action and the termination of employment contracts, taking into account of relevant considerations in general employment law. However, further legal requirements need to be taken into consideration in the case of Local Authority Statutory Officers.

The Local Authorities (Standing Orders) (England) Regulations 2001 (as amended, the “**Standing Orders Regulations**”) set out the statutory processes for dismissal and disciplinary action against a Statutory Officer. A set of best-practice model procedures and guidance, reflecting the Standing Orders Regulations, have been devised by the Joint Negotiating Committee for Local Authority Chief Executives.¹ These are set out in a Conditions of Service Handbook, most recently updated on 7 September 2022 (the **Model Procedure**, together with accompanying guidance the **Model Code**). Although the Model Code was devised to apply only to Chief Executives, the Council has determined to apply the disciplinary and dismissal provisions to matters involving the other two Statutory Officer roles as well: this is consistent with best practice across other local authorities.

The procedures in the JNC Model Code were integrated into the Council’s Constitution following decisions in April 2020, and have been incorporated into the contracts of employment of the Council’s Statutory Officers.

At the same time, it is important to note that the Model Code (as with any Guidance document) is not a binding document, and its provisions are not mandatory. The Model Code also expressly provides for authorities to make local arrangements for various parts of the wider procedure, and to agree amendments in specific cases where this is in the interests of both parties. Accordingly it is open to the Council to depart from the Model Code where this is appropriate in the circumstances.

The Council will therefore follow the JNC Model Code as appropriate when handling dismissal, disciplinary or grievance matters against any of its Statutory Officers.

¹ The JNC is the negotiating body bringing together the LGA (representing employer local authorities) and the Association of Local Authority Chief Executives (ALACE) representing officers.

Key aspects of the Council's local arrangements are explained in section 3 of this document.

All other terms and conditions of employment for the Statutory Officers are as per the Council's employment terms and conditions, as set out in the contracts of employment for the individuals concerned and the Council's Employee Handbook.

2 Dismissal Procedures

2.1 Redundancy, Permanent Ill-Health and the expiry of Fixed Term Contracts

Proposed dismissals on the grounds of redundancy, permanent ill-health and the expiry of a fixed term contract, where there has been no commitment to renew it, shall be managed in accordance with the Council's normal procedures. It should be noted that dismissals for all reasons including those set out in this paragraph must be approved by Full Council.

2.2 Disciplinary action resulting in proposals to dismiss on the grounds of misconduct, and proposals to dismiss for other reasons such as capability and some other substantial reason

In situations where there is the potential to dismiss on the grounds of misconduct, capability or some other substantial reason the Council will first consider informal resolution (see section 3 below).

If this is not successful, then these situations will require the involvement of the Council's Investigating and Disciplinary Committee (IDC). The IDC will follow the steps outlined in the JNC's Model Procedure including, where appropriate, the appointment of an Independent Investigator.

2.3 Performance and sickness absence matters

Issues relating to sickness absence management and employee performance management will be dealt with in accordance with the Council's procedures for these matters, to the point where dismissal appears to be a possibility. At this point, reference will be made to the Model Code.

The summary table in Appendix 1 indicates the appropriate procedures to follow for the different types of situations, i.e. whether the issue should follow a local procedure or whether it should follow the Model Code.

3 Disciplinary Procedures

3.1 Considerations prior to contemplating disciplinary action

"Disciplinary Action" is defined within the Standing Orders Regulations, and includes reasons for dismissal such as capability or some other substantial reason including a breakdown in trust and confidence between the Chief Executive and the Council.

The Model Code recognises that taking formal disciplinary action against a Statutory Officer can be complex, time-consuming, and potentially very expensive. Accordingly, a key issue is whether formal disciplinary action is necessary at all or whether informal resolution to a problem could provide a better solution in the circumstances. Assistance with informal resolution can be requested from the Joint Secretaries of the JNC.

The Council will consider the relevant guidance on early informal resolution and joint secretarial conciliation, as outlined in Appendix 4 of the Model Code.

In addition, when a complaint or allegation is received against a Statutory Officer the appropriate procedure to follow should be considered, as set out in section 3.5 of this procedure.

3.2 The formal JNC procedure and associated guidance

Where informal resolution is not possible and it is deemed that the disciplinary procedure is the appropriate process to follow, the model procedure in the JNC Model Code will apply (the **Model Procedure**, see flowchart at **Appendix 2**).

The Statutory Officer's line manager shall have responsibility for the Council's position in the informal resolution.

The Model Procedure can be modified by mutual agreement to suit the particular circumstances of the case, but not so as to contradict the requirements of the Standing Orders Regulations. There is an obligation on each party to give fair consideration to reasonable proposals from the other party to modify the Model Procedure.

The principles of natural justice and good management practice must govern the conduct of any proceedings against all officers. The Council will also have full regard to the principles and standards set out in *Discipline and Grievance - ACAS Code of Practice*.

The procedure should be handled as quickly as is consistent with the need to investigate the case and to give the relevant officer a fair opportunity to reply fully to complaints. The supporting guidance for the Model Procedure should be referred to for advice in relation to timescales for the process.

3.3 Receipt of the complaint/allegation

Complaints/allegations against the Chief Executive should be made to the Leader of the Council or the Monitoring Officer. Complaints/allegations against the Monitoring Officer or Section 151 Officer should be made to the Chief Executive.

The Head of Personnel will provide support for the process and should be made aware of any complaints/allegations as soon as possible so that advice regarding the required process can be provided.

The Joint Secretaries of the JNC should be notified as soon as it is proposed to use the Model Procedure and it is recommended that both parties contact the appropriate side secretary as soon as possible to ascertain whether more detailed assistance might be desirable. The Head of Personnel will co-ordinate this contact on behalf of the Council.

3.4 Key features of the model disciplinary procedure

3.4.1 The Model Procedure is outlined in full in Appendix 2.

Specific roles within the Model Procedure are allocated to:

- The Monitoring Officer
- The Investigating and Disciplinary Committee;
- The Appeals Panel;
- The Independent Panel;
- The Grievance Panel; and
- Full Council

The composition of these committees/panels and the delegation of powers to them are a non-executive function and so must be agreed by Full Council.

3.4.2 Initial Filtering of Complaints

Not all complaints about a Statutory Officer should lead to a referral to an IDC. The Model Code recommends that local authorities establish procedures to filter out and deal with allegations which are clearly unfounded, trivial or can best be dealt with under some other procedure, for example:

- complaints about a particular service should be dealt with through the Council's general complaints procedure;
- complaints raised by a member of staff directed at the Chief Executive should be dealt with through the grievance procedure.

The **Monitoring Officer** (or another appropriate officer in the event of their inability/unsuitability to act) shall be responsible for the filtering of allegations in accordance with paragraph 1.3.3a of the Model Guidance. The Monitoring Officer shall be responsible for carrying out any preliminary inquiries that are needed at the filtering stage to clarify whether there is any substance to the allegation or complaint. Those inquiries should be conducted consistent with the LGA Guidance for Member Conduct Complaints from time to time, and may include requests for clarification from the complainant.

3.4.3 The **Investigating and Disciplinary Committee (IDC)** is a politically balanced committee comprising of nine members, at least one of whom will be a member of Cabinet. The IDC may delegate administrative matters, such as dealing with the Joint Secretaries, to an appropriate senior officer (likely to be the Monitoring Officer or an appropriate Executive Director or Head of Personnel).

If the IDC decides that allegations require further investigation it has delegated responsibility to appoint an Independent Investigator; the investigator should be identified from the list provided by the National Joint Secretaries.

The IDC will have delegated responsibility, where appropriate, for the suspension of the relevant officer. In the event of the need for urgency, this function will be delegated to the Chief Executive, should there be a need to suspend the Monitoring Officer or Section 151 Officer, or the Monitoring Officer should there be a need to suspend the Chief Executive. In all cases, the decision to be made in consultation with the Chair of the IDC and the Head of Personnel.

3.4.4 The **Appeals Committee** must be a politically balanced committee comprising of five members at least one of whom will be a member of Cabinet. Members of the Appeals Committee cannot be members of the IDC. The Appeals Committee's purpose is to hear appeals against action taken short of dismissal and decides to either confirm the action or to impose no sanction or a lesser sanction. The Council's Licensing and Appeals Panel deals with appeals against disciplinary sanctions short of dismissal relating to the relevant officers. The Appeals Committee may delegate administrative matters, such as dealing with the Joint Secretaries, to an appropriate senior officer (normally the Monitoring Officer or an appropriate Executive Director).

3.4.5 The **Independent Panel** should comprise of at least two independent persons appointed by the Council or another Council, under section 28 of the Localism Act 2011. Where for any reason one of these Independent Persons is unable or unwilling to act, the Council shall appoint as a replacement an independent person properly appointed by another Council.

The Independent Panel shall only be used if the IDC, having received the report of the Independent Investigator and having held a hearing, is minded to recommend dismissal to Full Council. The Independent Panel must hear the

3.4.6 Where the IDC recommends dismissal, then the Standing Orders Regulations require that the matter must go to **Full Council** for decision. Full Council will receive a report from the Independent Panel comprising the IDC's recommendations, the Independent Investigator's report and the Independent Panel's comments on the recommendations.

The Standing Orders Regulations provide that the dismissal of a Statutory Officer in cases of disciplinary action (as defined in those Regulations) may only take place if the proposal to dismiss is approved by way of a vote at a meeting of Full Council, after they have taken into account:

- any views or recommendations of the IDC and the Independent Panel;
- the conclusions of any investigation into the proposed dismissal and
- any representations from the Statutory Officer concerned.

3.5 Financial Settlement

Notwithstanding the provisions of paragraph 5.4.7 of the Model Code, the negotiation of financial settlements should be carried out by officers. The approval of any financial settlement shall be done in accordance with statutory guidance.

3.6 Support for Disciplinary Process

Support for the IDC process will be undertaken by the Head of Personnel (or nominated representative). The Head of Personnel will ensure that records are kept of allegations and investigations and that there is a clear route into the disciplinary procedure. Appropriate records will be kept on the personnel file of the relevant Statutory Officer.

The Head of Personnel (or nominated representative) will be responsible for arranging appropriate mandatory training for members serving on the IDC, Appeals Committee, Grievance Committee and the Independent Persons serving on the Independent Panel.

3.7 Support for Statutory Officers

Although the statutory right to be accompanied applies only at a disciplinary hearing the JNC procedure provides the opportunity for a Statutory Officer to be accompanied at all stages by their trade union representative or some other person of their choice, at their own cost. Further advice on the right to be accompanied as it applies to the model procedure can be found in section 4 of the JNC guidance.

3.8 Suspension

Suspension will not always be appropriate but may be a consideration depending on the nature of the allegations or seriousness of the issue. Before suspending a Statutory Officer, careful consideration should be given as to whether this is necessary. If suspension is being considered, section 3 of the JNC's guidance should be followed.

3.9 Timescales

The guidance encourages proceedings to be conducted expeditiously in the interests of all parties. It also refers to other statutory timescales and restrictions which are applicable to disciplinary procedures more generally, such as those contained within the Employment Rights Act 1999 (in connection with the right to be accompanied). These timescales/restrictions should be adhered to.

Otherwise (except in one instance)² the model procedure does not set out explicit timescales.

It is recognised that the availability of key people necessary to the process could cause delay and section 2.3 of the guidance in the Model Code should be referred to.

3.10 Additional Guidance

The Council will have regard to the JNC Model Code at all times. The Guidance within the Model Code covers in particular:

- considering other allegations/ issues under investigation
- conducting the initial IDC investigation
- setting terms of reference etc. relating to the Independent Investigators
- treatment of witness evidence
- conflicts of interest
- maintaining fairness and integrity during the procedure
- breakdown of trust and confidence
- access to appropriate professional/independent advice
- action that the IDC can take

The Head of Personnel will ensure that the IDC is provided with the relevant and up-to-date JNC guidance throughout the process.

Where additional guidance is required at any stage of the process, this will be sought via the Local Government Association. This may include the provision of specialist independent advice to the IDC if required.

4. Grievance Procedures relating to the Chief Executive

In the case of a grievance brought against, or by a chief executive, the Council shall apply the procedures and guidance set out in Appendix 7 of the Model Code, including the guidance on informal resolution.

The **Grievance Committee** should be a politically balanced committee of up to 5 members who are not members of either the IDC or the Appeals Committee. The Committee shall be convened from members of the Standards Committee subject to these conditions. The role of the Grievance Committee is to fulfil the requirements of the Grievance Procedure in the Model Code from time to time.

For the purposes of Appendix 7 of the Model Code, the Council nominates the Monitoring Officer as “Receiving Officer”.

² the specific requirement in the Standing Orders Regulations for the appointment of the Independent Panel at least 20 working days before the meeting of the council at which consideration is to be given as to whether to approve a recommendation to dismiss.

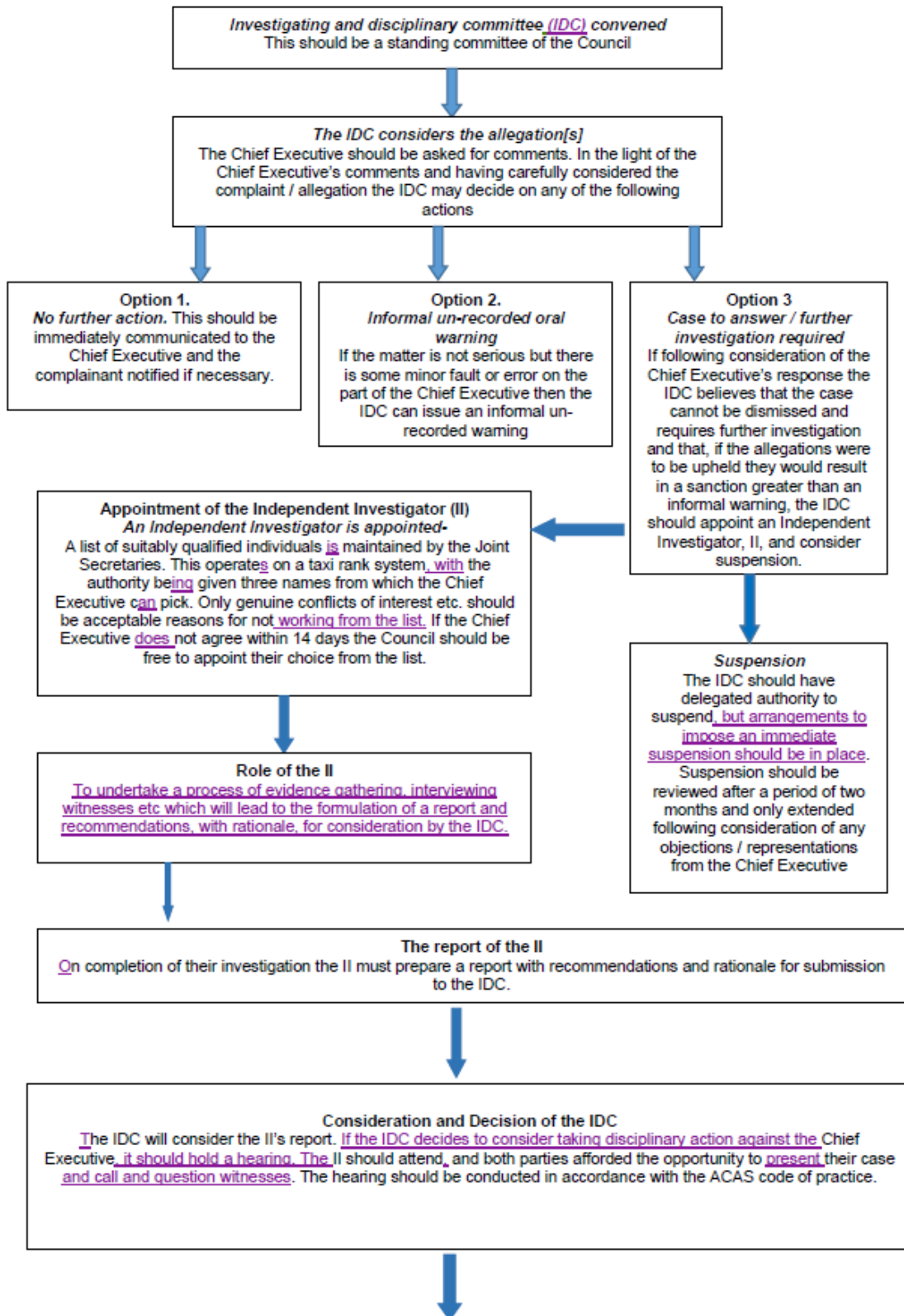
Appendix 1

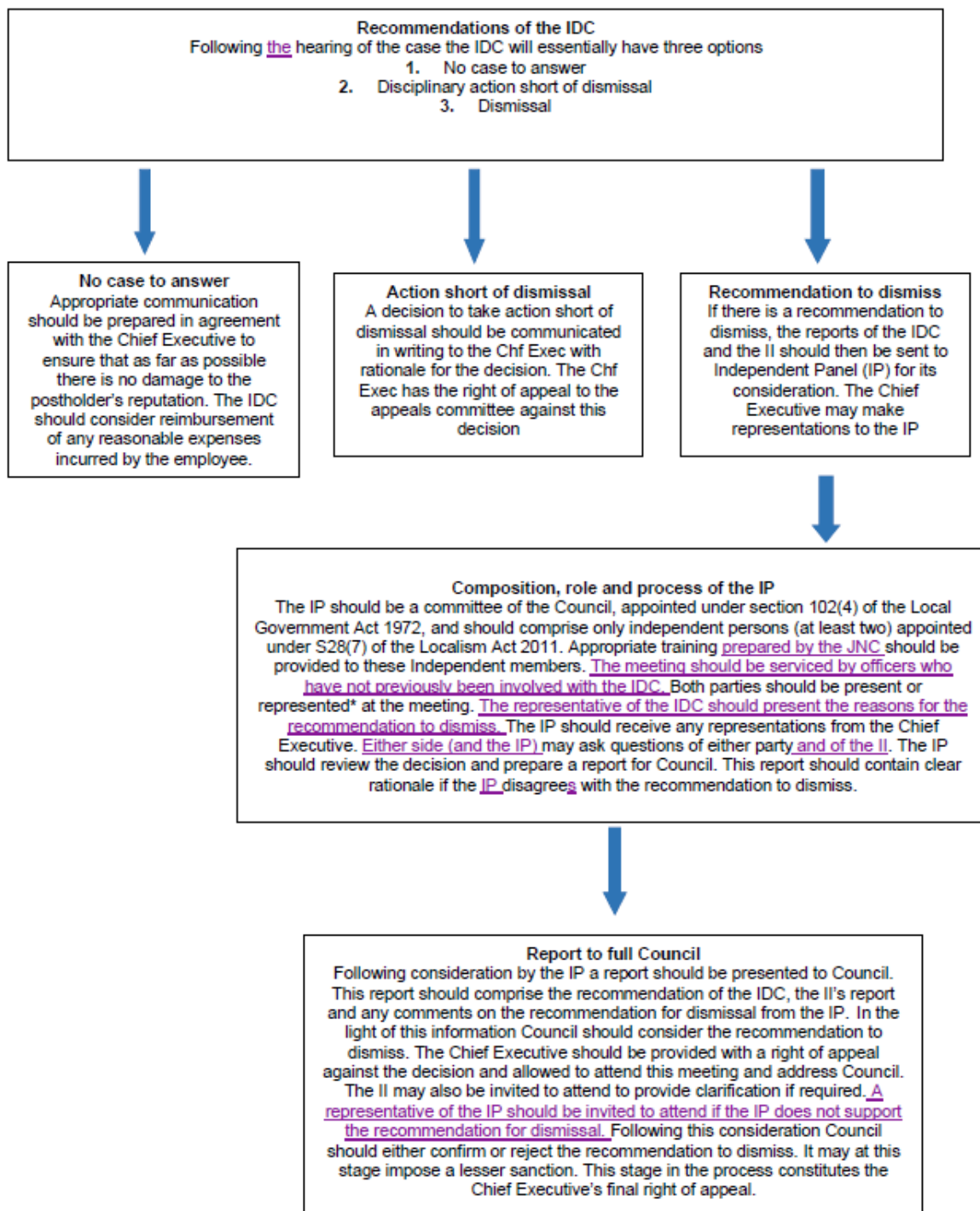
		Reason for Termination						
		Misconduct	Capability Performance	Capability – Ill Health (Long term or frequent intermittent absence)	Some other substantial reason	Capability – Permanent Ill Health	Redundancy	Expiry of Fixed Term Contract
Action	Dismissal	Yes	Yes	Yes	Yes	Maybe – could be mutual termination	Yes	Yes
	Independent Panel Required?	Yes	Yes	Yes	Yes	No	No	Yes if authority has given commitment to renew
	Required to follow ACAS Code of Practice	Yes	Yes	Yes	Yes	Maybe – if dismissal	No	No
	Procedure to Follow	JNC	JNC	JNC	JNC	Local (with Council approval)	Local (with Council approval)	Local (with Council approval)

Appendix 2

Model Disciplinary Procedure for Local Authority Statutory Officers

ENGLAND ONLY: Disciplinary Procedure for Local Authority Chief Executives





REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet’s powers to decide		YES/NO	
	Discretionary /	Need to be recommendations to Council		YES/NO	
	Operational	Is it a Key Decision		YES/NO	
Lead Member: Cllr Simon Ring E-mail: cllr.simon.ring@west-norfolk.gov.uk		Other Cabinet Members consulted: Cllr Beales			
		Other Members consulted:			
Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk Lead Officer: Tim FitzHigham E-mail: tim.fitzhigham@west-norfolk.gov.uk		Other Officers consulted: Assistant Director for Housing, Regeneration & Place, Conservation Officer, Planning Policy, Commercial Services			
Financial Implications NO	Policy/ Personnel Implications YES/NO	Statutory Implications YES/NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES/NO

Date of meeting: 4 March 2025

KING’S LYNN CULTURE & HERITAGE STRATGEY

Summary

This report outlines the process undertaken to develop a new Culture and Heritage Strategy (CHS) for King’s Lynn, the vision, key priorities, funding and action plan within the draft strategy and a recommendation for the Borough Council to endorse.

The purpose of the strategy is to provide. The CHS was co-developed alongside the West Norfolk Economic Strategy, including extensive evidence base and stakeholder consultation.

Recommendation

1. Endorse the King’s Lynn Culture & Heritage Strategy as set out in appendix 1.
2. Establish the new governance structure and recruitment of steering group as set out in section 3.
3. Delegate authority to the Assistant Director for Housing, Regeneration & Place in consultation with the Deputy Leader & Portfolio Holder for Business to review existing Service Level Agreements with cultural organisations to align their activities and outputs in line with the priorities identified in the Strategy.

4. Delegate authority to the Assistant Director for Housing, Regeneration and Place in consultation with the Portfolio holder of Business to agree resourcing requirements to support and implement the strategy, subject to appropriate organisational processes.

Reason for Decision:

The C&HS provides the strategy policy and framework for the Council and a wide range of partners including cultural organisations, communities, education institutes and the private sector. The strategy will guide use of resources and funding which will open up opportunities for investment in our cultural sector in line with the corporate priority to support growth and prosperity and the priorities from the West Norfolk Economic Strategy.

1 Background

- 1.1 A Cultural Prospectus was endorsed by the Borough Council in May 2018¹. Since this time, the policy and funding landscape in which this was originally framed has changed significantly through the previous government's Levelling Up agenda. The main urban centre and focus for growth in West Norfolk, King's Lynn, has made progressive steps in setting out a new vision for the town through the Town Investment Plan (2021) and subsequent £25m Town Deal. Alongside this global and national issues from the covid-19 pandemic and Brexit have changed the landscape in which the 2018 work was completed.
- 1.2 In the absence of a relevant cultural strategy, the various priority projects set out in the Town Investment Plan have been developed, but these need to be blended into a cohesive offer and a cultural strategy would demonstrate how they all work together holistically as all have a portion which aims to develop the cultural offering of the town (for example: the Riverfront, Southgates, Public realm River to Rail, Multi-User Community Hub, Boost and St George's Guildhall). There have also been useful studies which now need to be reflected in a new Culture & Heritage Strategy (the West Norfolk Economic Strategy, Public Realm Action Plan, St George's Guildhall Business Plan and Creative Hub feasibility study for example) and these do not feature in the 2018 Cultural Prospectus.
- 1.3 It is for these reasons that it is recognised by officers, cultural partners and funders that the Prospectus has its limitations and the development to set out a more detailed strategy and programme is critical in order to

¹ BCKLWN Agenda is available at [Agenda for Cabinet on Tuesday, 29th May, 2018, 5.30 pm \(west-norfolk.gov.uk\)](https://www.west-norfolk.gov.uk/Agenda-for-Cabinet-on-Tuesday-29th-May-2018-5.30-pm)

coordinate, align and leverage further investment in our culture and heritage assets and activities in King's Lynn.

1.4 King's Lynn and West Norfolk has been identified by Arts Council England (ACE) and Department for Culture Media and Sport (DCMS) as a Levelling Up for Culture Place; i.e. it is a focus for additional ACE investment. Reflecting on the limitations of the existing Prospectus and need/opportunity to leverage further investment, ACE invited officers to submit a proposal to secure match funding for the creation of a CHS. The creation of a Cultural & Heritage Strategy by the Council and the Action Plan derived from the Strategy aims to be held by all stakeholders who make up the Cultural and Heritage partners and organisations operating in King's Lynn. Because the Strategy is supported by ACE, it is required to respond to ACE 'Guidelines for Creating a Cultural Strategy' and methodology will be underpinned by the 'Local Government Association (LGA) Cultural strategy in a box' Guidelines.

1.5 Collectively, we want to put arts and culture at the heart of King's Lynn because of what it can do for the economy, creative industries and the wellbeing and quality of life². Therefore, the purpose of developing the CHS is to:

- Align and bring together currently disparate activity to create a sector leading strategy which will enable to the leveraging further investment to enable the cultural sector to grow and flourish further.
- Build on and reflect the extensive consultation and engagement undertaken since 2018, particularly through the Town Deal and Economic Strategy;
- Show how the Borough's aspirations connects to the wider regional strategies including Culture Drives Growth: The East's Cultural Strategy, and Norfolk and Suffolk Cultural Board Culture Drive Impact
- Identify key cultural investments and initiatives already underway setting out how they interrelate.
- Identify the cultural objectives for the Borough and set out the next steps required to develop this into a delivery plan
- Show clearly that we recognise the value of arts and culture to quality of life and appeal to younger people. These are key strategic challenges for the Borough: health, mental health, wellbeing, retaining young people and building aspirations. We believe that culture is a positive force in these issues and would like to express that clearly.

² There are areas of King's Lynn where average life expectancy is lower by as much as 7 years.

2. Development of the Strategy

2.1 Following funding approval from ACE in December 2023, the process to commission an independent organisation to lead the coordination and preparation of the CHS began. Art Reach were appointed in April 2024 and led the development of the CHS through four stages of process;

(1) CREATE: Engagement with Cultural stakeholders, partners and residents which will include the major cultural stakeholders in King's Lynn

(2) RESEARCH: detailed assessment of current cultural infrastructure across King's Lynn including a mapping of cross sector cultural providers and supporters such as those working in education and health, and an assessment of provision and audience engagement.

(3) CONSULT: detailed engagement with users and non-users of the existing cultural offers to build consensus around shared goals.

(4) PLAN: development of the Cultural Strategy, an Action and Implementation Plan, launch, and roll out.

2.2 The Research stage entailed a detailed analysis of the creative sector through the economic strategy evidence base, SWOT & PESTLE analysis of the opportunities and challenges facing the cultural and heritage context in King's Lynn.

2.3 Consultation undertaken between May and November 2024 to develop this Strategy included:

- 15 telephone interviews with key stakeholders across the culture and heritage sectors
- Participation in a workshop with community representatives as part of the West Norfolk Economic Strategy development
- Joint facilitation of a workshop for the King's Lynn Long Term Plan for Towns
- 4 focus group workshops with the cultural sector, engaging approx 50 people
- Creative engagement activity in Lynn Museum, engaging 54 people
- Creative engagement activity in the High Street, engaging 32 people
- A public online survey, with 517 respondents
- A follow up survey targeted at the cultural sector, with 72 responses
- A Business Breakfast with 6 people from local creative industries
- Focus group with over 50 young people and tutors at College of West Anglia
- Focus group with 6 health partners
- Supported by wider consultation conducted by other organisations across King's Lynn involved with the West Norfolk economic strategy,

Town Deal, the [long term plan for towns](#) and organisations who work with children and young people.

- Webpage updated regularly at key stages of strategy development www.west-norfolk.gov.uk/culture

3. Proposal for a Culture & Heritage Strategy

3.1 The CHS was co-developed alongside the West Norfolk Economic Strategy, including evidence base and extensive engagement as set out in 2.3. The priorities are:

- developing young people as makers, producers and creators;
- creatively animating heritage in King's Lynn;
- working collaboratively to be more resilient;
- ensuring that inclusivity and diverse voices are embedded within King's Lynn's culture.

3.2 King's Lynn plays an anchor role as key service centre for a wider sub region of 250,000. It is a major employment and education centre for the west of the county. The creative industries is a growing sector for West Norfolk, as evidenced in the parallel work on the West Norfolk Economic Strategy, and King's Lynn needs to provide facilities and support to attract creative businesses to make their home here.

3.3 This strategy will underpin how King's Lynn develops its cultural and heritage offer for the next 10 years, in collaboration with our residents, communities and partners to ensure it reflects local needs and priorities, planning for the long term. It provides a strong platform for future funding for Council led initiatives and our wider cultural partners and organisations, in a coordinated, cohesive and collaborative manner with the new Government clear that it is committed to a devolved approach to investing in places and growth.

3.4 The CHS sets out new ways of working in order to implement the strategy in a coordinated and collaborative manner going forward (recommendation 2). It is recognised the former Cultural Board was limited in representation to those existing partners who were delivering cultural activity and did not provide a mechanism for wider and more diverse involvement and engagement. The CHS therefore recommends;

- Establishing a new Cultural Steering Group through and expression of interest process
- Annual Culture Summit, led by the Steering Group to share progress and successes with the sector
- Project Task/ Working Groups to deliver against priorities identified in the CHS, who may include a wider range of organisations not

currently directly involved cultural and heritage activity, i.e. health and well being partners. These would be 'task and finish' groups dependent on the activity.

4. Policy Implications

4.1 The West Norfolk Economic Strategy (WNES) acts as the overarching strategy to set out our vision and ambitions to support economic growth in West Norfolk. Protecting, enhancing and maximising our cultural and heritage assets, support the growth of the creative industries and creating vibrant towns to live, work and visit are key priorities in the WNES. The CHS provides the more detailed strategy and action plan for how we can achieve this for King's Lynn.

5.2 There is much that culture can do to support other priorities in King's Lynn, including climate change, community cohesion, skills and attainment, employment, health inequalities and inclusivity. Although we acknowledge that leisure activities are also cultural, leisure is not included in this strategy as it is being addressed with its own dedicated strategies and plans. However, wellbeing is included in this strategy as it is important across all cultural activities.

5.3 This strategy is not a planning document and all local policies and guidance should be adhered to when making decisions about the use of a heritage building or conservation area.

5.4 The CHS aligns with the corporate priorities to;

- Promote growth and prosperity to benefit west Norfolk
- Support our communities.

6 Financial Implications

6.1 Funding for the actions in this strategy will come from a range of sources which have been identified in a separate Funding Strategy. This includes the Borough Council, ACE, National Lottery, charitable organisations, the private sector, businesses and central Government. This is a long-term plan and an important priority will be to secure the additional investment needed where it is not already in place.

6.2 The Council has historically supported a range of cultural and heritage based organised to deliver a variety of cultural activities and provision through Service Level Agreements (SLAs). A review of all service level agreements has been undertaken by the Deputy Leader and Portfolio holder for People & Skills during 2024 to understand how historical SLAs

align with the council new corporate priorities to inform future allocations of resources from March 2026. Recommendation 4 of the report seeks endorsement for the Portfolio holder for Business to review the culture and heritage based SLAs support the delivery of the CHS priorities going forward.

7. Personnel Implications

7.1 The strategy been developed by staff from Regeneration and Economic Development with the support of internal officers across the council including Planning, Conservation and Commercial Services. Implementation of the CHS will require continued support for resources to develop and deliver critical cultural capital projects and programmes like the St George's Guildhall and the riverfront along with operational resources to continue and enhance the work on developing the visitor economy, events, community and educational programmes that support the CHS priorities.

7.2 Recommendation 4 delegates authority to the Assistant Director for Housing, Regeneration and Place in consultation with the Portfolio holder of Business to agree resourcing requirements to support and implement the strategy, subject to appropriate organisational processes.

8. Environmental Considerations

8.1 A key theme of the strategy is sustainability, with a focus on helping the cultural organisations and activities deliver in a sustainable way to achieve its Net Zero goals.

9. Statutory Considerations

N/A

10. Equality Impact Assessment (EIA)

(Pre screening report template attached)

11. Risk Management Implications

N/A

12. Declarations of Interest / Dispensations Granted

None.

13. Background Papers

Appendix A: King's Lynn Cultural & Heritage Strategy



Stage 1 - Pre-Screening Equality Impact Assessment

Name of policy/service/function	King's Lynn Culture & Heritage Strategy				
Is this a new or existing policy/service/function? <i>(tick as appropriate)</i>	New	<input checked="" type="checkbox"/>	Existing	<input type="checkbox"/>	
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	The purpose is to provide an up-to- strategy for Norfolk, for the next 10 years, building on the WN Economic Strategy. The strategy will be policy document for King's Lynn, to support and enable the council and its partners to develop the cultural and heritage sector and offer in King's Lynn for the benefit of resident and communities.				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>	See 2.3 of the report – extensive engagement and consultation as undertaken across a range of groups to inform the strategy development.				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p>		Positive	Negative	Neutral	Unsure
	Age	X			
	Disability	X			
	Sex			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	
	Race			X	
	Religion or belief			X	
Sexual orientation			X		

Question	Answer	Comments
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No Other (eg low income, caring responsibilities)	X
3. Could this policy/service be perceived as impacting on communities differently?	No	
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	Particularly young people, marginalised and vulnerable groups who could benefit from engagement with the cultural and heritage offer to build confidence, wellbeing and economic productivity.
5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	No	Actions:
		Actions agreed by EWG member:
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member:</p>		
Assessment completed by:		
Name	Jemma Curtis	
Job title	Regeneration Programmes Manager	
Date completed	24/01/24	

Complete EIA Pre-screening Form to be shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)

Thriving, collaborating and achieving impact - a Culture and Heritage Strategy for King's Lynn

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VISION

Our vision for King's Lynn is that in 10 years, we have a cultural sector that is collaborative, outward-looking and internationally connected, working alongside people and organisations to innovate and animate our rich local heritage.

King's Lynn will be a place where the creative and cultural sectors are collaborative, animating heritage through innovative projects and activities, promoting King's Lynn as a living heritage town with a contemporary interpretation relevant to today's diverse resident population.

Young people are engaged, supported and empowered by the cultural sector to take the lead and to become makers, creators and producers, or to pursue careers in the wider creative industries. Children and young people are engaged with culture at an early age, becoming the audiences and creators of the future in King's Lynn, to achieve a resilient cultural sector.

Cultural organisations, of all sizes and types, are resilient and collaborative, supporting each other to ensure gaps are addressed. Together they contribute towards an overall varied cultural offer in King's Lynn.

King's Lynn's cultural offer is relevant and accessible to visitors including people who reside in the surrounding area and the county. King's Lynn has a range of cultural offerings as a destination that attracts people to visit for longer periods of time.

King's Lynn will have a resident population, of all ages, who are culturally engaged, some owning heritage assets themselves, with active participants who feel empowered and supported to be creative and who value the arts and heritage as asset owners, audiences and visitors.

The culture and heritage sector in King's Lynn will be rooted in place but outward facing and internationally connected, projecting and promoting pride of its heritage and creative year-round activity, inspired by what makes King's Lynn unique to promote its identity confidently to the world.

Culture in King's Lynn is environmentally responsible, proactively working towards reaching net zero emissions.

FOREWORD

King's Lynn has a unique and distinct wealth of historic assets along with a dedicated and passionate array of community and cultural organisations achieving brilliant programmes and events for our community; the aim of this strategy was to understand how we can better utilise our underutilised physical assets, build on the existing activities to ensure the combined forces of our cultural and heritage assets enables both to flourish to support the growth and investment needed in the town centre. The combined power of these assets, underpinned by this strategy, will help us, collectively, to deliver our ambitions for a sustainable and thriving town centre and vibrant centre for cultural enterprises and events.

We are delighted with the enthusiasm and support from existing partners and stakeholders, and new people and organisations who have engaged with us during the strategy development; many productive and exciting conversations have started and I look forward to working collaboratively with everyone to take the aims set out in this strategy forward.

Cllr Ring, Portfolio Holder and Deputy Leader

To develop this strategy, we undertook a wide consultation, using a range of ways for people working, living and studying in King's Lynn to input their views. We consulted with people who volunteer and work in the cultural sector, heritage and the creative industries, but also with residents, young people and other professionals including health, education, regeneration and economic development. Through a series of workshops, our approach was to co-create with the cultural sector of King's Lynn ways to address the priorities raised in the consultation.

The consultation demonstrated that residents value King's Lynn for its heritage, and the variety of things to do including festivals. It is a welcoming community and the town has good amenities in walking distance, plenty of green spaces and a peaceful riverside. However, consultation also showed that awareness of King's Lynn's heritage and story needs raising for communities and for visitors, and a coordinated approach to promoting culture would benefit the town. Evening economies need a boost, and young people need more to engage them and feel there are opportunities relevant to them. Affordability to take part in things is a concern for many, and poor transport links across the Borough can make culture inaccessible.

There is a diversity of communities in King's Lynn, who can be under served by culture and may not yet feel connected to local heritage. There is a significant Eastern European community in King's Lynn, and communities settling from overseas to work at the hospital and agrifood industries. Younger people in King's Lynn experience challenges to accessing culture for many reasons, and there is a significant sized and growing population of older people in retirement who will seek connection. Socio-economic levels across King's Lynn are varied and there are areas of particular deprivation and

health inequalities which impact on people's ability to access culture. Specific needs of these diverse communities require consideration in our decision making and actions. Currently, the Guildhall's learning programme has been successfully connecting with diverse communities through work with children and young people, and this is an area that could be built on. The PEACH network also supports linking schools and creative education providers.

The creative industries are a growing sector for West Norfolk, as evidenced in the parallel work on the West Norfolk Economic Strategy, and King's Lynn needs to provide facilities and support to attract creative businesses to make their home here. There is much that culture can do to support other priorities in King's Lynn, including community cohesion, health inequalities and inclusivity. Collaborative working across culture and other sectors is key to strengthening and embedding culture into all aspects of life in King's Lynn.

This strategy responds by focusing on four key priorities for culture and heritage in King's Lynn, with a vision for each. The priorities are:

- developing young people as makers, producers and creators;
- creatively animating heritage in King's Lynn;
- working collaboratively to be more resilient,
- ensuring that sustainability, inclusivity and diverse voices are embedded within King's Lynn's culture.

We believe that this strategy provides the guidance for all culture and heritage players in King's Lynn to collectively achieve the vision for a confident, celebrated, and inclusive cultural King's Lynn. This strategy is not a statutory planning document for historic buildings, monuments or conservation areas and all local policies and guidance should be adhered to when making decisions about the use of a heritage building or conservation area. However it may be used as material consideration for decision making, where development proposals may affect heritage assets.

THE STRATEGY

Introduction

The Borough Council of King's Lynn and West Norfolk commissioned Art Reach, a cultural development consultancy, to consult, engage and collaborate with local residents, community and cultural organisations, the third sector and creative businesses, to co-create a Culture & Heritage Strategy for King's Lynn.

This Strategy is the result of conversations with local artists, creatives, museums, heritage and cultural organisations as well as partners across a wider range of sectors and local communities. Thank you to everyone who took part.

Consultation & Engagement

Public consultation and engagement undertaken between May and November 2024 to develop this Strategy included:

- 15 telephone interviews with key stakeholders across the culture and heritage sectors
- Participation in a workshop with community representatives as part of the West Norfolk Economic Strategy development
- Joint facilitation of a workshop for the King's Lynn Long Term Plan for Towns
- 5 focus group workshops with the cultural sector, engaging approx 50 people
- Creative engagement activity in Lynn Museum, engaging 54 people
- Creative engagement activity in the High Street, engaging 32 people
- A public online survey, with 517 respondents
- A follow up survey targeted at the cultural sector, with 72 responses
- A Business Breakfast with 6 people from local creative industries
- Focus group with over 50 young people and tutors at College of West Anglia
- Focus group with 6 health partners

We also supported wider consultation conducted by other organisations across King's Lynn involved with the West Norfolk economic strategy, the long term plan for towns and organisations who work with children and young people.

What is a Strategy?

A strategy can be understood as a set of principles that help to guide decisions. The strategy aims to identify approaches that will contribute towards a set of desired outcomes. The strategy aims to provide a guide to all organisations and individuals who are engaged with culture across King's Lynn, to ensure a shared vision and direction of travel.

Used effectively, culture, heritage and the associated institutions and services (museums, libraries, festivals and many other elements) can contribute toward the revitalisation of communities, attracting investment, the development of trust, improved health and wellbeing, and the possibility of a more positive future.

Defining Culture

For the purpose and scope of this document, we have used the definition of 'Culture' from Arts Council England's 10 year Strategy, Let's Create. The Arts Council use the term to mean all those areas of activity associated with the artforms and organisations in which Arts Council England invests: collections, combined arts, dance, libraries, literature, museums, music, theatre and the visual arts. By describing all of this work collectively as 'culture', rather than separately as 'the arts', 'museums' and 'libraries', this aims to be inclusive of the full breadth of activity that they support.

Culture should be seen as not only the commissioning of arts and the production of events, but also as a tool; that builds upon the heritage of the area; that builds a shared vision and identity for the area that is steeped in history and has a wealth of cultural assets; that builds the local economy particularly in the context of tourism and creative industries; that improves the local quality of life and encourages engagement in community activities; and that provides new ways of tackling challenges around health and well-being. The methods of developing a strategy are different for different councils and areas, as they all have different challenges, needs and historic and cultural asset bases. However, they should all aim to be developed through open consultation with a wide range of stakeholders, to ensure the needs of the community are being responded to. Steering groups should be made up from a range of active organisations, to encourage cross-sectoral influence and ownership of the strategy. (Source: *Cultural Strategy in a Box*, Local Government Association, February 2020).

Defining Heritage

The strategy includes heritage as defined by the Heritage Fund's definition as anything from the past that you value and want to pass on to future generation. The National Planning Policy Framework's definition describes heritage as; 'the value of a heritage asset to this and future generations because of its heritage interest. The interest may be archaeological, architectural, artistic or historic'. It may derive 'not only from a heritage asset's physical presence, but also from its setting.' (Source: *Local Heritage Listing*, Historic England, page 3 pt. 10).

This can include physical things such as buildings, collections, monuments, museums, libraries and archives, and includes things that aren't physical, such as community heritage and pride in local places, cultural traditions, skills, knowledge and memories. It also includes spaces for nature and landscapes. In this strategy, we focus on how we use and respond to our heritage.

What does the Culture and Heritage Strategy include?

This Culture and Heritage Strategy covers the areas inclusive of the arts as defined by Arts Council England, which include combined arts (including festivals and carnivals), dance, literature, music, theatre and visual arts, digital arts and creative projects using new technologies. When we refer to artists, we mean anybody who practices in the arts from this list. We also cover the creative industries, which includes advertising, architecture, arts and crafts, design, fashion, film, video, photography, music, performing arts, publishing, research & development, software, computer games, electronic publishing, and TV/radio.

Although we acknowledge that leisure activities are also cultural, leisure is not included in this strategy as it is being addressed with its own dedicated strategies and plans. However, wellbeing is included in this strategy as it is important across all cultural activities.

Underpinning all areas is a concern for the environment and plans should be considered within the framework of the Borough Council's target to meet net zero emissions by 2035 and national policy guidance, in recognition that climate change is the biggest cultural challenge of our generation

The King's Lynn Culture and Heritage Strategy has been put together through an open process of consultation and co-creation, inviting participation from a wide range of cultural organisations and people in King's Lynn. Starting from a developed overview of current strengths, developments, opportunities and challenges for culture and heritage in King's Lynn, local people were asked about their priorities for the sector and town to co-create themes that will guide work towards a long term vision. The resulting Culture and Heritage Strategy for King's Lynn defines a framework under which everybody working in King's Lynn's culture and heritage sectors can contribute to achieve, collectively and collaboratively, a strong vision, building on the assets that the town has and making best use of opportunities that arise.

Activity and Achievements to Date

This strategy builds on the significant activity and achievements already taking place (see next section, Context), and extends on these to a longer term vision. Some key highlights includes:

- The town hosts two annual arts-based festivals, The King's Lynn Festival and Festival Too (a free popular festival), Heritage Open Day plus an annual events and festivals programme led by the Borough of King's Lynn and West Norfolk including Hanse Festival.
- Fledgling opportunities for young people to influence and be involved in cultural activities and programming through initiatives led by the Business Improvement District and Platform30.
- There are year-round offerings of culture and heritage at Lynn Minster, St Nicholas Chapel, Lynn Museum, Stories of Lynn and Trues Yard.
- There is a regular programme of exhibitions at the GroundWork Gallery and year-round pop-up exhibitions by the West Norfolk Artists Association and Greyfriars Arts.
- A new independent gallery opened at the end of 2024, Chequer House Gallery, to permanently house the West Norfolk Artists Association and host an ongoing programme of exhibitions.
- Alive Corn Exchange and the St George's Guildhall have a range of live entertainment, and films, and theatrical performances.
- St George's Guildhall has an unparalleled history of dramatic performance, historic links to Shakespeare, and is the priority redevelopment project, funded by the Town Deal. The renovated Guildhall site will house the first phase hub for start-up creative industries and delivery of an extensive schools' engagement programme.
- An opportunity to develop the Carnegie Library into a new cultural venue in King's Lynn. The library service will be relocating from this building to the Multi-User Hub to provide more modern facilities leaving the Carnegie Library vacant. Proposals to develop the building and develop its community purpose and are being explored at the time of writing this strategy.
- Growing creative businesses and organisations looking to further invest and deliver their ambitions and roots in King's Lynn.

There are opportunities for investment in King's Lynn that a strategy can help unlock and maximise. Arts Council England has identified King's Lynn as a priority area, and already, there has been

investment in the cultural sector, with a range of initiatives being delivered as a result of regeneration funding invested in the local area. Arts Council England has supported the development of this strategy, and has supported arts organisations that are active within King's Lynn and is working closely with the Borough Council to identify further areas for support.

Within regeneration, the Town Deal Rail to River project aims to provide cultural regeneration by linking together cultural highlights within the Town with the historic riverfront. Development of a multi-use community hub is due for completion in late 2025. Town Centre improvements are planned and a transformational masterplan for the entrance to the town around the Southgates is supported by the Levelling Up Fund (round 2).

There is a current trend for younger professionals buying properties outside of Cambridge within commuter distance, to take advantage of lower house prices due to Cambridge's increase in house prices. Ely and Downham are seeing this trend. King's Lynn is well positioned to take advantage of this trend too, and an improved cultural offer would be key to attracting young professionals.

The strategy also identifies new approaches and ways of working to achieve real change. A focus of the strategy is on how the sector can collaborate more effectively and harness the individual achievements, skills and knowledge of local organisations to work together to create a stronger sector, and to address gaps in provision or in engagement of target audiences and participants.

The Culture & Heritage Strategy provides a shared vision and sense of direction for culture and heritage across King's Lynn, which can guide all organisations and lead to improved outcomes, inclusive collaborations and ensure relevance to the contemporary communities of King's Lynn.

While extensive consultation has informed the development of this strategy, the conversation must continue. Needs will shift, and solutions will evolve. Therefore, this strategy considers collaborative structures that can enable continued consultation and strike a balance between a solid foundation and the flexibility required to adapt to changes in the sector over the next 10 years.

Outcomes

King's Lynn has many strengths to build on, including our inspiring built heritage, rich stories and historical connections, as well as our creative people, innovative businesses and motivated voluntary sector.

This Strategy seeks to position culture and heritage at the heart of King's Lynn's identity, projecting a confident and outward-looking brand to the world.

The changes we want to measure and achieve are:

1. Increased engagement with culture and heritage by diverse communities

To achieve this outcome, organisations in the culture and heritage sector need to collaborate on developing a compelling case for culture and think about radical ways to increase engagement amongst those not regularly accessing our culture and heritage offer. We need a bold and ambitious narrative about King's Lynn's creativity and heritage, and working together, we need to develop innovative projects that drive the regeneration of our town and the surrounding areas and engage new audiences. Sharing knowledge about what is working and where further support is needed will help to identify and address gaps in provision to deliver meaningful engagement with diverse communities.

2. King's Lynn is viewed as outward-looking and internationally connected

King's Lynn has the potential to strengthen its international cultural connections; a reflection of the town's historic function as a trading port for most of the last 1,000 years. Our remarkable medieval heritage connects to our Hanseatic European maritime history, which has strong international links, and there are historic links between King's Lynn, Canada and America, including Vancouver, Lynn Massachusetts and Norfolk Virginia. Unlocking King's Lynn's past can help its present to be outward-looking with a reputation as a cultural destination attracting UK-wide and international visitors. Doing more to celebrate historic characters of King's Lynn who have global significance could also raise the awareness and appeal of King's Lynn to an international audience, such as Margery Kemp, who wrote the first biography in the English language, and Robert Armin, Shakespeare's comedian.

3. A Culture and heritage sector that is resilient and thriving.

To be resilient and ensure sustainability, we must work together to future-proof the sector. We need to be confident about our creativity and cultural identity. We must provide more opportunities for young people to explore their creativity and pursue careers in the sector and the wider creative industries. Our sector needs to be more relevant to younger audiences through a strengthened contemporary arts offer, for instance through animating heritage with creative technologies and immersive experiences. The culture and heritage sector, and more widely the creative industries, need to be supported to realise their full potential in bringing about economic growth and improved community outcomes. For cultural activities and organisations to be sustainable and resilient, they must operate in an environmentally responsible manner, ensuring

that their goals are achieved within the planet's ecological limits and proactively working towards net zero emissions.

4. Everyone feels a sense of pride in King's Lynn's culture and heritage and identifies a part of it that is relevant to and inclusive of them.

Culture and heritage can underpin King's Lynn's identity. Everyone—from its people and businesses—should feel included in the culture and heritage offer. They should feel it is relevant to them and that their contribution to developing the culture and heritage offer is valued. Because of culture and heritage, communities will come together to celebrate and learn from each other and feel a sense of belonging and pride. For young people, progression routes must be developed, from school-age engagement to adulthood, enabling them to thrive creatively and take a leading role in the town's cultural future. For King's Lynn's older residents, opportunities to encourage their continued engagement include a coordinated and supported range of volunteer roles available across the sector, offering rewarding cultural and heritage experiences, as well as intergenerational opportunities to connect to audiences and the cultural workforce.

5. Engagement with culture and heritage is recognised as an impactful way to reduce inequalities and improve well being in King's Lynn

Whilst King's Lynn has much to celebrate, there are pressing social issues, such as health inequalities and deprivation in some areas, that must be addressed. Culture and heritage needs to be accessible and inclusive for those facing the greatest barriers to engagement. Partnering with charities, agencies and community organisations outside of the sector, such as health partners, we can explore how culture can play a role in tackling key issues and delivering against several policy agendas and wider social outcomes.

Themes and Priorities

Through consultation, the following themes have been identified as the priority areas in which we can work together towards these outcomes and the overall vision for culture and heritage in King's Lynn.

Priority 1 **Young People as Makers, Creators and Producers**

The vision is a culture and heritage sector where young people in King's Lynn are inspired and empowered to explore their creative potential, equipped with the skills and opportunities to become makers, creators and producers. Culture supports the mental health and wellbeing of our children and young people, through joyful and playful experiences. Cultural and creative activity also supports young people to develop curiosity, the ability to experiment and innovate, and build the confidence to do so.

Actions required:

- Engagement with schools through partnerships, cultural programming and resources for teachers/educational practitioners.
- Expand the cultural programme for young people, and by young people.

- Match young people-led projects with empty buildings / heritage assets as spaces of creativity that meet the needs of young people. The use of buildings should be led by identified needs or programmes and suitable venues found for these, rather than led by the need to fill vacant buildings – noting that public spaces (which define the setting of heritage assets) do need to be protected as cultural assets themselves, in line with planning policy.
- Develop other performance and production spaces (e.g. outdoors, in town centre non-cultural venues) to present young people led projects across multiple artforms.
- Support young artists/freelancers emerging in their discipline/practice through professional development and suitable start up workspaces.
- Promote and celebrate inspirational stories from young makers, creators and producers.
- Ensure clear progression routes from formal to informal sectors and into the workforce – either as freelancers/entrepreneurs or into existing cultural organisations/projects. This includes supporting young people into their own creative businesses, as well as addressing the skills shortage in practical heritage skills such as lime mortar and plastering etc.
- Create the structures to ensure meaningful and ongoing consultation with young people.

Priority 2 **Animating King’s Lynn Heritage**

The vision is to transform King’s Lynn into a dynamic, innovative and interactive heritage centre. By animating our rich history through modern storytelling methods, interactive experiences and year-round programming, we aim to make heritage accessible, engaging and relevant to all, especially young people.

Actions required:

- Develop partnerships and networks that can provide interactive experiences and a year-round cultural programme in heritage assets; this includes encouraging the appropriate use of vacant or underutilised heritage spaces.
- Embrace technology e.g. interactive trails, augmented reality, a dedicated Heritage App, gaming and coding, and other content creation led by the needs of young people.
- Audience development – with new and different experiences on offer at heritage assets, we can attract a different demographic and develop an evening economy.
- Develop new audiences whilst the Guildhall is closed for work, through seeking funding towards an outreach programme and during the works, aim to provide behind the scenes tours.
- Community involvement and co-creation – develop coordinated volunteer programmes across all heritage sites.
- Design the visitor experience across King’s Lynn – from creating a heritage volunteer hub, investing in improved signage and increasing visitor facilities e.g. parking.
- Collaborative working with existing programmes like the Long Term Plan for Towns and UK Shared Prosperity Fund and statutory organisations and funders to ensure the aims of the strategy are embedded in the development proposals for maximising underutilised assets.

Priority 3 **Collaborative working for resilience**

The vision is that there is a resilient and thriving culture and heritage sector in King’s Lynn because of effective collaboration amongst the range of people and organisations operating within it. Under a

shared vision and mission, organisations will be better at demonstrating their impact, have more financial stability and be creating a vibrant cultural landscape that benefits all.

Actions:

- Establishing and embedding ways of working to deliver a Culture & Heritage Strategy for King's Lynn through the formation of a Culture & Heritage Steering Group, task groups and buddy systems to support the sector.
- Development of a cohesive brand and identity for culture in King's Lynn with consistent messaging for all stakeholders to use – this would have an online presence.
- Establish a network, or forum, to share resources, collaborate on projects and align activities under the overarching Culture & Heritage Strategy.
- Facilitate collaborative programming (through specific task groups) for key events and festivals to be held in King's Lynn.
- Ensure continued transparency and clarity on local authority cultural funding decisions, signposting to national government grants that can be accessed by all partners, individually and in partnership, and reviewing existing service level agreements. Build on the strengths in the sector and celebrate successes as a result of collaboration.
- Collaborate with economic development, a renovated Guildhall & Creative Hubs, the BID and the multi-use community hub to support and develop facilities that will strengthen creative industries in King's Lynn; this includes connecting young people with work experience initiatives and supporting creative industries with appropriate space and facilities to encourage them to locate / stay in King's Lynn.
- Culture will work to support the objectives of economic strategies and regeneration of King's Lynn, by raising the profile of the cultural and creative offer in King's Lynn and developing the evening economies through culture.
- Support the Borough Council's climate change strategy by sharing and promoting good practice and knowledge across cultural organisations to achieve reduced emissions, and to devise and adopt a minimum standard of environmental responsibility measures across the King's Lynn cultural sector
- Work with health organisations and community groups to find ways that cultural activity can contribute towards wellbeing through healthy creative activity that makes people feel good: work with health partners to develop a programme of outreach that connects people not already engaged in culture with the offer in King's Lynn, specifically targeting areas with indications of deprivation and lower health outcomes.

Priority 4 **Embedding Sustainability, Inclusivity and diverse voice in King's Lynn Culture and Heritage**

The vision is a vibrant, inclusive cultural scene in King's Lynn that amplifies diverse voices and celebrates the rich cultural contributions of all local communities. We want every resident and visitor to feel represented, valued and inspired to participate in and contribute to King's Lynn's culture and heritage. We will constantly explore ways to tell stories and create culture that is relevant to our communities and audiences.

Actions:

- Create dedicated cultural spaces and programmes that bring together a range of community and cultural voices e.g. through a riverside programme that can act as a hub for all people to make/present, participate in and experience culture.
- Continue to invest in accessibility and access provision across King's Lynn's to the culture and heritage sector.
- Target grants and funding to diverse-led creative projects / organisations or a programme dedicated to supporting freelancers/ creative practitioners.
- Deliver inclusive audience development strategies from traditional print to social media and online content generation and park and ride services.
- Develop audiences for the arts and heritage, with cultural organisations actively working on outreach to go to where communities are, engaging with them in their spaces and with relevant content that will encourage them to be participants and /or audiences. Continue community consultation and engagement in heritage and culture development in King's Lynn.
- Celebrate the positive contribution of diverse voices to heritage and culture in King's Lynn, aiming to be inclusive for different age demographics, LGBTQ community (e.g. King's Lynn Pride), displaced and new communities settled in King's Lynn.
- Support partnerships between community and cultural / heritage organisations to develop and deliver creative projects and explore ways to measure the impact of such programmes in achieving social outcomes, e.g. health and wellbeing outcomes.
- Recognise under-served communities and take action to actively develop and grow relationships with them.
- Connect with, listen to and involve local communities of specific demographics or stakeholder groups to inform our work and practice.
- Work in partnership with creative practitioners and organisations who can help build a meaningful relationship with those communities.
- Build trust and a sense of belonging for under-served communities through removing barriers and increasing access, opportunity, participation, and involvement.

CURRENT CONTEXT

About King's Lynn: Cultural Assets, Organisations, Events

King's Lynn has a good range of leisure and cultural facilities with a catchment population in excess of 200,000. The town's historic core represents a very significant range of historic buildings and fine architecture. The town was one of England's most important ports from as early as the 12th century and the maritime past is very much in evidence today. Merchants' houses stretch down cobbled lanes to the river and the elegant Custom House overlooks the quay. There are two large marketplaces: Saturday Market Place and Tuesday Market Place. Along with the town's festivals, arts and heritage assets, and year round programmes of activities, there are many activities on offer, and further developments as the town takes advantage of funding opportunities for regeneration.

Cultural Assets

There are a number of cultural assets in King's Lynn which, seen together, provide a range of cultural offer in King's Lynn. For the purposes of this document, the term asset refers to the cultural strengths in King's Lynn that include venues, organisations, services and events that have cultural value and use.

Venues

Three venues can be seen as providing complementary cultural offer for the town: St George's Guildhall programmes performance which celebrates its heritage theatre space, supports creative industries and arts communities with facilities, as well as offering outreach and learning programmes; a more mainstream offer at the Corn Exchange tailors to the tastes of specific demographics in the community; and the unique heritage asset of the Majestic celebrates the historic magic of cinema.

St George's Guildhall is the UK's oldest working theatre, and also houses two flexible spaces used as art galleries, occasional venues and education and outreach spaces. The Guildhall's mission is to utilise its heritage space both as a visitor attraction but also as relevant provision to inspire today's artistic communities. The Guildhall's mission is to breathe new life into the hall and its warehouses, to provide new spaces for culture and community. The space aims to enable schools and community groups to come together to participate, learn and create. Alongside developing its visitor attraction and links to Shakespeare as a global attraction, the Guildhall also aims to programme as an international heritage attraction by day with outdoor performances in the summer months, and theatre by evening which will bring national names to King's Lynn as well as support home-grown performance. Part of the Guildhall site includes the Fermoy Gallery, providing exhibition space for local and touring exhibitions. The Guildhall is also developing a creative hub space to support creative industries to make their home in King's Lynn. The St George's Guildhall developments include the building of 17 new studio spaces for creative activities and start-up businesses. With its mission to work with schools to develop the creative talent and audiences of the future, and to provide spaces for local creativity to thrive, the Guildhall aims to be a key part of the local cultural ecosystem that will underpin a stronger cultural sector.

The Guildhall's focus is on smaller venues, including a club/cabaret-style small venue and a 300 seat theatre, which can be used for community use and new experimental work as well as being

professionally programmed. Making spaces will also support the development of community and small businesses.

The Corn Exchange has a theatre and cinema, programming popular theatre and performance including music, comedy, drama, dance, touring musicals and family shows, and mainstream cinema. The Corn Exchange is managed by Alive West Norfolk who are wholly owned and will be operated directly by the Council from April 2025. Alive also operate the Council's leisure centres, the Town Hall, Stories of Lynn and some community centres. Thus, Alive's remit is to sustain the operation of this important building for community benefit, and to run leisure services as key to tackling the Borough's health inequalities and raising aspirations in accordance with the Corporate Plan. Importantly, the Corn Exchange knows its audience and programmes well to meet their interests, attracting families and older people and catering to their tastes. They also run a Lithuanian cinema week which attracts the significant Lithuanian and Ukrainian population in King's Lynn as well as from further afield.

The Corn Exchange complements the Guildhall venue by providing a larger sized 733 seat space and a more flexible facility for visiting shows, thus being able to programme larger shows and touring groups. It's new status as coming more under the Council's control brings the Corn Exchange, Stories of Lynn and the Town Hall closer to the Guildhall operation, thus strengthening the ability for all the venues to coordinate their different offers and extend programmes to ensure they respond even more to community need through diverse programming.

The Majestic Cinema makes much of its heritage as a beautiful cinema built in 1928. Independently run, the Majestic has up to date technology within a heritage space and promotes its friendly feel and beautiful classic interior as part of its offer. Their programming ranges from popular blockbusters to independent films and their focus is on the magic of cinema and the enduring charm of the historical movie theatres.

Other significant **heritage spaces** in King's Lynn also support arts activities as venues for performance, festivals and art exhibitions, including St Nicholas Chapel, King's Lynn Minster, the Custom House and the market spaces Tuesday Market Place, Saturday Market Place and King's Staithe Square, which are used for staging outdoor events.

The **Public Realm Action Plan** outlines how the civic spaces can work together across King's Lynn, where many of the physical cultural assets are located. Seen together, the assets have the potential to present a significant cultural offer and be promoted to residents and visitors as a strong character for King's Lynn.

Learning and Participation

Further to this are assets which support lifelong learning in various ways for the community.

Lynn Museum, Trues Yard, Stories of Lynn together provide family friendly and informal learning opportunities and activities all year round to engage people and build pride in the rich heritage and history of King's Lynn.

The Library service has been housed in Carnegie Library which, although a significant heritage space, no longer fits the purpose of a modern library service. Plans are to move the library service into a new Multi User Community Hub (MUCH – see below), leaving the Carnegie Library as an asset empty

for use. Consultation has been ongoing and shows a desire from the community for the Carnegie Library to continue to be a community use space, and proposals to this end are being sought.

Multi User Community Hub (MUCH), the planned new home for the Library, aims to be a space that provides a one stop shop for council and community services as well as a learning space for Adult Learning, lifelong skills development and support for young people seeking careers, as well as housing the library service as a learning resource. The space aims to offer business spaces as well as community spaces to encourage connections.

GroundWork Gallery is an independent gallery with a purpose to show contemporary work by local, national and international artists which explore themes around the environment. A small shop sells books and work by local makers. Their programme includes talks, workshops and events. Thus the gallery adds to the informal learning opportunities that are available, with a focus on the environment and contemporary work.

Chequer House Gallery is a new independent gallery that opened in late 2024 in King's Street. Providing a permanent home for the West Norfolk Artists Association, the gallery aims to host ongoing exhibition programmes that are curated to appeal to a wide audience. The gallery aims to showcase the region's rich creative talent and provide an outlet to sell their work.

King's Lynn Minster holds cultural events and concerts as well as non-religious learning experiences. The Minster has a mission towards lifelong learning for the community.

Cultural organisations and events

There are numerous arts and culture organisations within King's Lynn as well as some external organisations who do part of their work in King's Lynn. There are too many to list here and there are emerging organisations and changes over time, however the types of organisations include:

- Commercial organisations including thriving dance and performing arts schools which are expanding their offers
- Not for profit organisations that support engagement with children and young people through the arts
- A wealth of voluntary arts groups including visual arts and performing arts who actively encourage participation
- Voluntary run civic groups who undertake small projects
- Networks that link King's Lynn to the wider Borough and County
- Professional arts organisations outside King's Lynn who are attempting to work more in King's Lynn
- Emerging new groups who are responding to gaps in provision or opportunities

There is also a pool of volunteers who support the heritage sector with their time and expertise, who recognise the opportunity to expand through recruitment of younger people, and collaborate and support each other across sites to provide a more coordinated and supported opportunity for volunteers.

There are a number of annual festivals, some established and some more recent, which provide a good range: King's Lynn Festival, Festival Too, and a literature and poetry festival have been part of the variety for many years, as well as festivals on the river and the Hanse Day. Many of the festivals work with the local venues to hold events as well as making use of outdoor spaces.

Challenges

King's Lynn was identified as a priority area across a range of programmes under the previous government, including Towns Fund, Levelling Up Fund and the UK Shared Prosperity Fund. These opportunities are likely to continue in some form under the new Labour government. The current *Town Investment Plan* (TIP) details the vision for King's Lynn, a wide range of schemes which are jointly designed to benefit the town and improve the local economy, making the area a better place to live, work and visit. It is clear from the evidence identified in the TIP that the town faces particular socio-economic challenges including:

- King's Lynn falls in the top 10% of most deprived wards in England (IMD)
- King's Lynn has a lower than average life expectancy in certain wards
- Low wage, low skills of working age residents with no qualifications
- Lower than average annual earnings
- Highest employing sectors are paid lower than elsewhere
- Lower skills levels of people with NVQ Level 4
- Declining population of 15-44 year olds
- Fewer new businesses starting in the town
- Commercial and retail property values lower than average

King's Lynn and West Norfolk was identified by Arts Council England (ACE), Department for Levelling Up Housing & Communities (DLUHC) and Department for Culture Media and Sport (DCMS) as a Levelling Up for Culture Place.

There is increasing collaboration between organisations and venues in King's Lynn, however collaborations can result in close-knit groups and lessen the possibility of wider cooperation. Some venues are in competition for the same audiences and there is a need for venues to establish their own distinctiveness or to target specific audiences. This requires some coordination, as well as coordination of calendar dates for major events throughout the year so as to not split audiences.

King's Lynn has a strong heritage and recent consultation as well as work with the Town Centre development and visioning has suggested that the heritage is the strong brand for King's Lynn and should be made more of. However, consultation has shown there is a need to recognise competing demands for resource regarding cultural activities and the historic environment, and the towns offer for young people. This corresponds to a feeling amongst younger people that King's Lynn is not forward thinking or offering anything for them.

There are significant inequalities within King's Lynn which impact on cultural engagement. Within a quarter of a mile of the town centre are areas with social and economic challenges and communities facing aspects of deprivation. There are also significant migrant communities who are settling or have settled in King's Lynn, with potential cultural and language barriers. An approach for audience development within specific communities who have barriers to engagement will be necessary.

Along with these social and economic challenges come health inequalities. King's Lynn is working towards becoming part of the Marmot Place initiative, to identify systems and underlying causes of health inequalities in order to make real change. Part of the Marmot Initiative recognises that a stronger sense of community is part of a healthy life, and there is a part for culture and heritage to

play towards that aim; bringing people together to feel part of something, and feeling that individual creativity can contribute towards the community.

SWOT and PEST analyses were developed as part of the Strategy process and are included as an appendix.

Strategic Context

Town Investment Plan

In the analysis undertaken for the King's Lynn Town Investment Plan (Feb 2021) following consultation with residents, businesses and organisations, evidence supports that people feel they are not being well enough connected to opportunities to start businesses, get involved in culture and arts, learn new skills and find lasting careers. The town centre retail area and the historic core and waterfront seem, in their different ways, to have been unable to adapt and change fast enough to develop an alternative offer to out of town living, leisure and shopping. The analysis identifies that King's Lynn needs to increase new start-ups and enterprise in the town, including creative businesses. In addition, the historic town centre and the riverfront needs to unlock its potential for creating an attractive regeneration opportunity surrounded by character and culture. The consultation also supports the Shakespeare connection as a key strength and opportunity for the town that people are interacting with locally and globally and should be promoted more.

The resulting £25m Town Deal is now delivering a programme of investment totalling £48m, which includes as its priority project the redevelopment of the Guildhall and White Barn as a site serving as a cultural hub with facilities for creative businesses and cultural organisations as well as new performance and exhibition spaces; a Multi-User Hub to house the library and space for social enterprises, training providers and other organisations; public realm improvements including pop up units and art work on the rail to river route; a renewal of the riverfront; support for young people and new enterprise; and a repurposed town centre with opportunities for new experiences, cultural and night time events.

King's Lynn has also been awarded a further £20m funding to develop a Long-Term Plan for Towns (LTPFT) for the period 2026-2036. Extensive consultation with communities and local businesses to develop ideas towards this plan was undertaken in 2024 and informed the new set of priorities for the Town Board and will shape the development of the Local Term Plan to be submitted to secure the funding during 2025. This consultation has also fed into developing the Culture & Heritage Strategy. The consultation revealed that;

- People value the public realm and historic buildings, however some buildings present challenges to be repurposed.
- The walkability of the town and the outdoor festivals and events that are offered and want to build on all these positives to promote pride in King's Lynn and a creative buzz that could attract more creative business.
- Promotion of King's Lynn and a more coordinated offer year-round was important developments that people requested.

The High Street Task Force Expert Solution Based Report (2024) drew together conclusions from stakeholder engagement, workshops and walking tours undertaken during 2023-24. The

report concluded that, alongside the investment in capital projects that are being delivered across the town, there is also a need to rebuild local pride and to start shouting about the existing attributes the town has to offer, in order to develop a stronger place brand for King's Lynn. This, in turn, will improve perceptions, both locally and with visitors from further afield. The recommendation is for King's Lynn to develop its Place Brand, by focussing on garnering skills, resource and enthusiasm from its stakeholder, including its young people, to create a new energy and support for the town that can then be communicated far and wide. This stakeholder engagement should not only work to raise profile, but also to improve the customer experience and offer of the town, and to maximise the potential of all the capital investment that is currently driving change in the town.

UK Shared Prosperity Fund (UKSPF)

King's Lynn has benefited from funds allocated through West Norfolk Shared Prosperity Funding. The Borough Council of King's Lynn and West Norfolk secured UK Shared Prosperity Funding (UKSPF) and Rural England Prosperity Funding (REPF) for delivery across the Borough until March 2025. The priorities for investment in King's Lynn are outlined in the West Norfolk Investment Plan as;

- Leading as a centre of excellence for the visitor economy
- Embedding approaches that are active, clean and green
- Strengthening local enterprise and innovation systems
- Supporting people to access opportunities

Pertinent to Culture and Heritage, areas under these priorities include improvements to town centres and high streets; boosting local arts, heritage and creative activities; impactful volunteering and social action projects; development and promotion of the visitor economy; and strengthening local entrepreneurial ecosystems.

Economic Development and Regeneration

Along with the consultation phase for the Culture & Heritage Strategy, the Borough Council also commissioned the development of a West Norfolk wide Economic Strategy, as well as the new vision and priorities for King's Lynn to form its long term plan for the town. Workshops and findings were shared between consultations for these studies.

The Economic Strategy (adopted in December 2024) identifies that culture and heritage are at the heart of places in the Borough, with assets such as St. George's Guildhall attracting national and international visitors, and festivals contributing towards a sense of community. However, the strategy also identified that current assets are underutilised. The town 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 Investment Plan aims to catalyse a number of investments to address the town's issues and enhance both the day and night-time economy. Other initiatives include the West Norfolk Tourism Development Plan where a key priority is around developing cultural products, in particular those with international connections and tourism potential.

Culture has a part to play in boosting day and evening economies and making the town an attractive place to go, providing alternative activities to the declining retail sector.

The Economic Strategy also identifies that a changing population and changing health in the community will affect the economic prosperity of King's Lynn and the borough. The area has an aging population, and many young people feel their work prospects are limited in King's Lynn and look to relocate to other towns. The result of this is a demographic shift towards fewer working age people resident in King's Lynn, which will impact the economic vibrancy. An aging population also indicates a predicted rise in health needs, placing additional strain on health infrastructure.

Creating a more vibrant cultural offer and better support for creative industries to thrive in King's Lynn will not only boost economic activity, but could provide a reason for young people to want to stay, live, work and study in King's Lynn. Culture needs to be contemporary and relevant for young people to enable this, and should include young people as programmers, reflecting their interests and simultaneously developing their skills as cultural providers which will ensure a stronger cultural workforce for King's Lynn. Creative industries are a growth sector, which has seen the largest growth across multiple measures in the last 5 years across all sectors in west Norfolk (Source: *State of the Capitals page 20, West Norfolk Economic Strategy*), therefore King's Lynn needs to be positioned to offer the facilities and working environment that will attract and maintain creative businesses.

The Economic Strategy for West Norfolk outlines the capital strengths in King's Lynn, which includes the good rail connectivity to London and Cambridge. This presents the opportunity to attract people to live in the more affordable King's Lynn on the commuter route to those cities which are currently highly costly to live in themselves. However, a better awareness and offering of cultural activity in King's Lynn would support attracting people to reside in the area, as there is evidence nationally that the cultural offer of a town is a significant reason why people choose to live there.

The Strategy also notes the strengths of the historic town centre, heritage and cultural assets including the Guildhall, Corn Exchange, The Walks and festivals, and Hanseatic port. However, many residents are not aware or engaged in the Borough's offer and the assets are underutilised and lack activation to benefit the local economy and community. The Hanseatic connection is an opportunity to tell the story of King's Lynn as an internationally connected place. Through these cultural connections, business connection can open up and opportunities for young people to benefit through the Hanse network.

Health

BCKLWN Corporate Strategy 2023-2027 has identified one of its priorities to 'Support our communities'. Health and wellbeing are key parts of the strategy, also supported by National policy and research by the Arts Council and Historic England. There is evidence from national research that cultural activity can bring people together which tackles isolation and supports sociability and wellbeing. Cultural activity can provide people with a sense of purpose, promoting good mental health. Cultural activity can provide alternative and fun ways of being active, such as dancing together or taking heritage trail walks. Self-expression through creative activity also supports wellbeing, especially for young people who need to express their concerns through creative means. The Corporate Strategy states that it will work with partners and provide access to leisure, cultural and outreach experiences, to reduce isolation, and improve health and wellbeing. The Marmot programme during 2025-7 will identify the systematic changes required to support improved health and well-being outcomes for west Norfolk,

Better connected and collaborative work between cultural and creative activities in King's Lynn and health organisations who support communities could maximise the contribution that cultural activity could make towards this priority.

Borough Council Corporate Strategy

Other priorities within the Borough Council's Corporate Strategy 2023-2027 are:

1. Promote growth and prosperity to benefit West Norfolk: The creative industries are recognised as the highest growing sector in the last 5 years. Culture – and more widely a thriving creative industries – will continue to promote growth and prosperity, encouraging a developing creative economy, with opportunities and initiatives to support start-ups. Culture can make the town more vibrant and therefore a bigger attraction as a destination, to live or visit. The creative economy is a significant strength in the UK and drives growth, new initiatives and international links. The creative economy can be the main driver of developing evening economies in towns and is becoming more important to keep towns and high streets vibrant as the trend is for retail to withdraw. The Corporate Strategy states it wants to preserve heritage and support a year-round programme of events, festivals and activities.
2. Protect our environment: cultural organisations can share sustainability knowledge and best practice more in their work and reduce their impact, for example festivals across the country are taking steps to develop ways to lessen their impact on travel, waste and energy use.
3. Efficient and effective delivery of our services: there are ways that the cultural sector can be supported efficiently, such as knowledge sharing and networking, which is not necessarily high in resource-needs but can achieve impact through the council providing an enabling and facilitating role to its local creatives.

Public Realm

Cultural activity has a contribution to make towards the BCKLWN King's Lynn Public Realm Action Plan.

King's Lynn's public realm reveals the origins of the town and its evolving history. The Public Realm Action Plan focuses on the late medieval history that remains intact and can be seen in the town's marketplaces, streets, alleys and green spaces. The town has a medieval core and modern transport and maritime infrastructure at its outer edges. Community consultation has regularly highlighted the heritage as the number one attribute that they feel makes the town centre special and attracts visitors. The strategy proposes that future initiatives in the public realm highlight and improve access to the town's heritage.

The Strategy proposes that the two key public spaces of Tuesday Market Place and Saturday Market place are both dominated by the presence of cars and could benefit from becoming more people oriented. Cultural activity on these spaces could support this aim. This links well with the proximity of cultural spaces to these market places (e.g. Corn Exchange Theatre looks out onto Tuesday Market Place and surrounded by bars and restaurants; the Minister is next to Saturday Market Place and other civic institutions). This could provide scope for spill out cultural activity from these venues into the outdoor spaces.

In the 2019 Vision Ideas survey, increased provision of artworks in the public realm to enhance the town centre's attractiveness was an important element of what people wanted.

The Public Realm Plan includes the aim to enhance high streets through heritage and cultural activity. The guideline proposals include:

- providing opportunities for pop-up initiatives and events
- enhance night-time environment
- commission art in public spaces

A spatial strategy in the plan identifies civic spaces, which are also adjacent or part of the cultural assets of the town. The plan indicates how the cultural assets can be seen together as a walkable cultural offer, with options to programme within the spaces and buildings in that spatial area. There is proximity between the Guildhall, Customs House, riverfront and Groundwork Gallery; the Majestic Cinema and the Town Hall and Minster; the Corn Exchange and the Market Places/events spaces.

Image below from Page 18, King's Lynn Public Realm Action Plan .

Reinforce the Network of Spaces and their Character

The historic structure of King's Lynn's town centre has a range of high-quality civic and public spaces, of a variety of scales and characters. These spaces are connected by a fine-grained network of streets and lanes that creates a permeable and walkable built fabric.

The legibility and quality of this public realm can be further enhanced by reinforcing the character and function of individual civic spaces and improving the quality and continuity of the connections between them.



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Environmental Responsibility

In September 2021 the Borough Council of King's Lynn and West Norfolk announced a climate change emergency with a robust climate change strategy and action plan in place. The Borough Council of King's Lynn and West Norfolk has made a commitment to reach carbon neutral by 2035. are committed to reviewing whether they could bring it forward further to 2030, with a Climate Change

Strategy and Action Plan 2021-2024 which demonstrates their commitment to reducing emissions and the impact on the climate. In support of this aim, creative and cultural organisations should be encouraged and supported to play their part in reducing emissions and other environmentally responsible actions.

Guidance for the sector exists in publications such as the Theatre Green Book which includes a toolkit for festivals which was produced with input from Norfolk and Norwich Festival and Without Walls.

World leaders promised in the 2015 Paris Agreement to try to limit the long-term temperature rise to 1.5C, which is seen as crucial to help avoid the most damaging impacts. The year from February 2023 was the first time that global warming exceeded 1.5C across an entire year, according to the EU's climate service. This makes it even more urgent for action to cut carbon emissions if we are to slow warming, scientists say.

Climate change and global warming is a global issue but also a local one, that needs to be considered by all sectors. Culture, heritage and the creative industries all need to be aware, committed and acting on reducing emissions to lower global warming.

The Borough Council is already putting into action its Action Plan to reduce emissions across the Council's functions. The Borough Council also recognises that it needs to go beyond its own activities and influence the reduction of emissions on a district level. This includes influencing the cultural sector. The Borough Council and partners such as the BID should take a lead to drive awareness and knowledge, sharing good practice and guidance with local organisations and businesses on environmentally responsible practices.

Wider context

County wide

This strategy works within county wide strategies and plans.

It links with the Norfolk and Suffolk Culture board strategy, Culture Drives Impact, which includes four strategic themes -

- 1. People & Community Our creative talent, audiences and aspirations.
- 2. Health & Happiness Our mental and physical health, quality of life and renewal.
- 3. Environment & Place Our planet, our locality, our future.
- 4. Dynamism & Innovation Our artists, creatives, cultural organisations and infrastructure.

Norfolk County Council's Arts Service manages a Norfolk Arts Forum, which aims to raise the profile of the arts in the county, promotes opportunities for arts practitioners and professional development and an annual conference.

The Norfolk Economic Strategy – the Local Growth Plan for Norfolk - now includes culture as one of its areas for supporting economic development and aims to strengthen opportunity for King's Lynn as part of the Cambridge growth corridor.

The Visitor Economic Partnership for Norfolk and Suffolk identified the links that King's Lynn has with people founding parts of America and Canada (e.g. Vancouver) is an opportunity and suggests a strategy to capitalise on these links to boost the visitor economy.

National

This strategy responds to the wider national context, specifically:

Arts Council England's Let's Create strategy. King's Lynn and West Norfolk is identified as a priority area for the Arts Council, making it eligible for funding programmes including Creative People and Places. The National Portfolio Organisation (NPO) programme supports arts organisations with 3 years of funding and could be an aspiration to develop King's Lynn based organisations to achieve NPO funding in future years.

National Lottery Community Fund is also relevant for community rooted activities, and there has been little investment from this fund in West Norfolk, making it a relatively untapped source. The fund aims to strengthen communities and support people to reach their potential.

Heritage Lottery Fund supports projects that widen participation and has a current focus on inclusivity. Historic England aim to mitigate against risk to loss of heritage and offer grants to enable this.

More detail on these funding opportunities are outlined in the Fundraising Strategy.

HOW WE WILL DO IT

Who is involved

The Action Plan for a Strategy is not a delivery programme, but more an outline of steps that need to be taken in order to encourage and facilitate action to address the priorities that the Strategy has defined. For the Strategy to be effective, there needs to be a dedicated role to drive the Strategy and ensure that the actions are progressed. Short term, this role falls to the Borough Council to instigate setting up structures to drive the Strategy, such as setting up the Steering Group. Following this, the Borough Council would become a facilitator to help support and coordinate groups, rather than a lead, but also has a role in ensuring that groups are held accountable, have direct communication to the Borough Council, and maintain diverse representation.

Everybody who works within the cultural and heritage sector in King's Lynn has a part to play in delivering the Strategy. This includes commercial businesses, voluntary and not-for-profit professional organisations, education, the local authority, individual artists and freelancers. The Strategy can act as a guide to all cultural workers on how their work can support the long term vision as part of a collective endeavour to strengthen King's Lynn's cultural sector.

However, the Strategy also needs a focused and supported group to lead on making it happen. The Strategy also needs to be integrated into other policies and areas of the community including health and wellbeing, tourism, economic development and regeneration and provision for young people, and even transport. To be truly effective, the Culture & Heritage Strategy should not be seen as a separate agenda, but one that is embedded throughout these other areas, to make a real impact to the cultural lives of everybody.

The following section puts forward proposed ways of working that will ensure that the Strategy is delivered with focus and through a fair and equitable structure.

Ways of Working

A successful Strategy needs a focussed group of people to drive its delivery. The following structure is proposed, to be set up and facilitated by the Borough Council of King's Lynn and West Norfolk. The aim of the structure is to ensure that actions taken are accountable, open and fair, and include a range of voices that represent the needs of King's Lynn's community.

Three elements will support the delivery of the Culture and Heritage Strategy.

1. Culture & Heritage Steering Group

A Steering Group will be formed by bringing together a diverse range of individuals engaged in King's Lynn community life, recruited using a criteria matrix to ensure representation of a variety of views and expertise. The Steering Group will consist of 8-10 people. A set term of service may be required, after which individuals will be replaced through a new round of recruitment to the matrix.

In order to ensure the variety of voices are represented, accessibility to take part in the group is required. For freelancers or those recruited to the group who are not salaried as part of an organisation, there will be a requirement to provide a per diem payment to ensure their attendance. It will not be assumed that people will give their time voluntarily to the group as this excludes those who cannot afford to. Ways to fund these payments will be sought.

The Steering Group will meet quarterly. A specific remit and Terms of Reference will be developed for the group. Initial training sessions will be run for the group to ensure that everybody involved is signed up to equitable ways of working and that all voices have equal value.

The Steering Groups' remit will be to drive the Culture & Heritage Strategy. An independent Chair will be appointed. The Group will decide on actions and projects to take to deliver the objectives, and they will formulate the Task Groups that will deliver actions and projects. The Steering Group will monitor progress of the Task Groups, and match opportunities to strategic objectives when they arise.

It is recommended that the Steering Group and most of the Task Groups include young people in their groups to ensure that projects are attractive to and accessible for young people.

2. Annual Culture Summit

An Annual Culture Summit will be held, led by the Culture & Heritage Steering Group. The Summit will be the means to share the progress and achievements of the sector and how they are delivering to the Strategy. This will give the wider community the opportunity to hear about progress, and for the Steering Group to be accountable to the wider community for its decisions, and to review the strategic objectives in the light of changing circumstances.

During consultation it was proposed that the Summit could be held as a creative participation day facilitated by local artists and creatives, so also achieving greater participation and understanding in culture and heritage. Organisations can showcase what they do by running workshops in the Symposium, thus getting to know each other better and promoting collaboration as well as participation.

3. Projects and Task Groups

Task Groups will be set up to deliver against specific aspects of the Strategy. Task groups will be small groups of relevant people or organisations, who may include organisations that are not specifically cultural or heritage-focussed (e.g. health groups). The Task Groups can last as long as they are needed to achieve their objective, and may be closed once agreed delivery plans are complete, and outcomes are evaluated and reported to the Steering Group. This allows new Task Groups to be set up to address other areas of the Strategy over time.

Depending on the task, there may need to be a small allocation or resource or funding to get them up and running. There may be funds that can be drawn down by the Borough Council for a Task Group to deliver a project. There may also be instances where a Task Group is tasked to identify and secure funding for a specific project. This will enable more funding opportunities to be accessed for King's Lynn where the Borough Council is not always the appropriate applicant, for example where a funder requires a grass-roots applicant or a consortium or partnership applicant. The Borough Council could still provide support in advising how to manage funds and budgets.

Task Groups may have the expertise and capacity to deliver certain projects between the represented organisation. There may also be projects that the Task Groups need to commission from elsewhere.

Initial Task Groups that could be set up include:

- Marketing and Communications Group/Network - to cross-promote the work of active organisations, learn about and from each other, coordinate marketing and develop a stronger message about King's Lynn's creative strengths.
- Developing Volunteering - to recruit volunteers that can support cultural and heritage projects, ensuring there is a well developed pool of volunteers and that they have a good experience. This could be a task to identify how to resource a volunteer coordinator for King's Lynn.
- Riverside Programme – to produce a programme of cultural activity on the riverside that responds to this unique setting, making use of the spaces that will be developed there and creating programmes that celebrates creative activity from across King's Lynn and the wider Borough and encourages participation.
- Cultural Forum/Network - to devise a network model that enables people active in King's Lynn's cultural sector to meet informally and make connections.
- A Young People's creative heritage group – this could follow the Kick the Dust initiative (with Stories of Lynn/ Alive West Norfolk) and the Guildhall education programme, with the aim of producing projects with creative organisations working with heritage to support young people in creatively animating the heritage.

Action Plan

The following actions were identified in consultation workshops as initial steps that could be taken towards delivering the priority outcomes.

Priority 1 **Young People as Makers, Creators and Producers**

First actions

- Enable more established artists to support Young People. Using existing skillset in the Borough.
- Expose young people to representation and role models in the creative industries, including the cultural and heritage sector, showing them that it is possible and feasible to become an artist or creative, and to raise aspirations.
- Make creative spaces available to people (subject to planning policy). Use spare/unused buildings as studio/workshop spaces – develop multi-use hub facility to include creative spaces and facilities.
- Start building aspirations in schools. Encourage culture and heritage education across the whole curriculum – using creative approaches to teach other subjects. Make the case to senior management teams in schools that recognises value in cultural and heritage experiences and a more rounded education.
- Children and young people: Apply to ACE Project Grants to build on work with children and young people, sustaining and expanding the successful PEACH offer and the successful work of the schools engagement programme at the Guildhall.
- Promote King's Lynn heritage with tech – VR, AR, hologram technology used in interpretation, apps, projections, and building on existing Heritage apps.

Priority 2 Animating King's Lynn Heritage

First actions

- Deliver feasibility studies, featuring a community or sector consultation, to explore the appropriate future uses for underutilised/vacant assets potentially utilising new legislation passed in 2024 for High Street Rental Auctions.
- Develop an engagement programme with input from cultural organisations.
- Use innovative ways to tell heritage stories, linking with new technology projects in Priority 1.
- Link historical buildings and stories with current and future cultural programmes including the 20th anniversary celebration of King's Lynn joining in the modern Hanse league during 2025.
- Creative promotions – develop joint promotion with other cultural organisations.
- Support NCC in securing a new use for the Carnegie Library that aligns with the aims of the cultural strategy and appropriate use for the heritage asset.
- The Guildhall and Creative Hub renovation is underpinned by the ambition to make animating heritage as its core aspiration, finding new, up-to-date ways to bring heritage to life in innovative and engaging ways for wide audiences. The Guildhall team will continue to build on the work already done in their education, outreach and programming to achieve this but with the addition of a visitor attraction to fully deliver this ambition.
- Galvanising the creative sector in the town to contribute to a collaborative arts/festival programme that can animate heritage and support the regeneration of the town e.g. the development of the Riverfront. A key component would be how the town can support and empower young people to be makers, producers and programmers within this strand of work.

Priority 3 Collaborative working for resilience

First actions

- Learn from other towns. Case Study: AHA MK (Arts and Heritage Alliance, Milton Keynes) – their work on cultural diversity, guidelines, marketing group.
- Involve creative industries and cultural organisations, linking them with colleges, to develop ways to support student work placements.
- Establish a creative hub – somewhere to get to know other creative/heritage people. First action is to establish a place for creatives to meet and network, building on the initial work by Discover King's Lynn at The Place, and could be latterly served by the Guildhall Creative Hub development, with an impartial person required to manage the network. A longer-term action is to establish a more permanent home for growing and existing creative businesses in the town centre.

- Council to look at the feasibility of providing the platform/funding to support emerging grassroots projects, such as through the Love Your Town initiative in partnership with Norfolk County Council.
- Work with the BID, Multi-user hub, and regeneration, to find ways to provide facilities and support for young people starting up new creative businesses, and for creative businesses to collaborate in order to connect young people with local creative businesses for work experience. The Guildhall Creative Hub development will be a first step in providing facilities.
- Review existing Service Level Agreements the borough council has with existing cultural organisations to ensure they align and support the delivery of the culture & heritage strategy.

Priority 4 Sustainability, Inclusivity and diverse voice embedded in King's Lynn Culture and Heritage

First actions

- Mapping of the cultural connections across communities. Reflect on the current demographics in King's Lynn and explore the connections we have and don't have with communities across our culture and heritage offer. Identify where we need to build those connections. Steering Group to use the guides by OF/BY/FOR ALL (Appendix 11) to identify priorities and actions to achieve this.
- Learn from other areas where they are doing effective work with communities (e.g. Gt Yarmouth's work with communities with lived experience of being displaced).
- Include in mapping a variety of demographics – socio-economic levels, social housing associations, free bridge, improve integration of other areas into town, linked through the work of the Marmot programme.
- Health: set up a programme with health partners and creative organisations, develop towards a Place Partnership Fund application to support outreach projects into areas with higher health needs and more deprivation indicators.
- Action for climate change: The Borough Council will lead by example, by:
 - o Decarbonising facilities
 - o Improving energy and water efficiency in facilities
 - o Encouraging active travel to facilities and events
 - o Making more content available digitally
 - o Including climate change and adaptation focused content within cultural and heritage programmes – celebrating any local examples
 - o Celebrating the decarbonisation work of the borough's exemplary cultural and heritage facilities – the Guildhall and Multi-Use Community Hub designs incorporate decarbonising technologies and approaches, the Corn Exchange has heat pumps with plans for solar panels, Westacre Theatre have invested in solar PV
 - o Consideration of recycling and waste minimisation at events and in facilities – e.g. digital rather than printed materials, food and beverage containers, avoiding single use plastics
 - o Measures to encourage any contractors to work towards minimising their organisational carbon footprints
- Acton for climate change: The Borough Council to lead by advocating to the wider cultural sector on improving their environmental responsibility, by:

- Encouraging and supporting other cultural operators (independent and charitable) in King's Lynn to encourage active travel to their events
- Celebrating content in programmes by other cultural operators that address climate change themes
- Share and promote good practice to other cultural operators, such as waste management at events, and establishing contract agreements with contractors to minimise their carbon footprint.

Further actions

- Underutilised heritage spaces: Develop a Business Plan for the Custom House, possibly followed by pilot projects or cultural programmes to test the best use of the space, in consultation with conservation and planning officers.
- Economic development: Continue building in opportunities for creative industries to have access to spaces and facilities with new development – e.g. multi-user hub, Guildhall Creative Hub), ex-Debenhams, with reference to creative working spaces, creative office space, and larger spaces for creative education use.
- Economic development: promote King's Lynn as a cultural space, with walkable town centre within reach of several cultural offers, with developing vibrant festivals and cultural programmes, growing creative industries and new spaces that can be used for small creative businesses.
- Economic Development: progress feasibilities for further public realm enhancements to the town centre, with opportunities for public art, cultural activities and programming at the heart of any scheme.
- Supporting creative young people: Help to coordinate work placements between colleges and local creative businesses, potential for apprenticeships and sharing the burden between creative businesses.
- Economic development: marketing CPD network and joint promotions of KL as a creative place.
- Economic development: support younger adults to programme for their own age group.
- Audience development: Guildhall and other cultural partners to develop outreach programmes whilst the Guildhall and The Place are both closed, in order to continue cultural activity during their closures but also to develop new audiences for when the venues re-open. (Existing activity in The Place to be moved to the Guildhall Creative Hub and MUCH as part of their redevelopments).
- Emerging artists: Support emerging creative organisations from within King's Lynn who are well placed to connect with local communities and deliver further outreach projects.
- Outreach: Create connections between different outreach projects and community work / groups to develop pathways between them and to connect people to other cultural offers in King's Lynn, thus expanding their horizons and opportunities and supporting wider objectives that aim to reduce health inequalities, isolation and deprivation.

APPENDICES

Appendix 1 – Notes from Cultural Sector workshops, July 2024

Appendix 2 – West Norfolk Economic Strategy summary of Residents' perspective workshop, May 2024

Appendix 3 – Results of the LTPFT community workshop, May 2024

Appendix 4 – SWOT and PESTLE analysis updated August 2024

Appendix 5 – Initial Consultation Summary, August 2024

Appendix 6 – Creative engagement activity results, August 2024

Appendix 7 – Summary of joint public survey, August 2024

Appendix 8 – Follow-up survey analysis, December 2024

Appendix 9 – Focus groups: Health partners and Creative industries, November 2024

Appendix 10 – Focus group: Young creatives workshop at CWA, November 2024

Appendix 11 – OF/BY/FOR ALL guides

King's Lynn Cultural Strategy workshops, 18th July 2024

Meeting notes

13:00pm workshop
26 attendees

SWOT Analysis

- Strengths – there has been improvement of the cultural offer over the last few years in the area – highlight family engagement and growing youth participation and family focussed events. Family days, free activities. There is collaboration across the organisations.
- Large scale participation – slightly 'overwritten' – organisations have engaged with young people via schools and therefore there is high levels engagement.
- The quality and engagement of cultural engagement could be improved in schools – this would be where the cultural engagement.
- Transport – Cambridge and London are the good links.
- There is a good relationship between partners – but there needs to be more support and facilitation to help that collaboration – PEACH is a good example and practice of a body is being
- Lack of income – the average income are modest and low. Needs of 16 and 17 year olds – there isn't
- Long term grant agreements are still only 2 years – they are the means to keep the art and cultural and economic offer on the street – these grants meet lots of different agenda but there is not a socially
- Culture can also be where people take part in culture in Early Years – this is an opportunity. There is a huge emphasis on children and young people – we are seeing this in programming and offers. There is a momentum.
- People – arts/culture is not about buildings it is about the people that engage with them – and the strategy needs to be built around the people and it is important that this is centred on the people. This needs to be reflected in the SWOT.
- There are quick wins – signage on the roads, investment in the tourism sector, Visit Norfolk and Visit Suffolk.
- Audience development – you don't know that you want something until you know you want it. There is a huge potential audience – but they don't access. Why would young people stay to develop cultural career if no one gives it a chance.
- There isn't a cultural longevity in the funding.
- Transport links to suburbs and villages – it is hard to attend evening events in the town.
- Heritage – it needs to be forward thinking and making the assets relevant to today's world.
- Lots of chat and not a lot of organisation
- Lead organisations and capacity – it feels difficult to give capacity to those groups.
- Culture – it can be enjoyable and fun and joyful. It is about humanity and people – it isn't about economic regeneration.

- It is about our local areas – unique identities within the different areas of King’s Lynn – and they have grassroots community groups. As a town we haven’t been good.
- Connectivity – there used to be a cultural Board – and it was disbanded during the pandemic – and it hasn’t reconvened. There isn’t that mechanism – it didn’t come with any investment and it was felt that it was going to make change.
- Civic Society – there is huge reliance on volunteers. Historic buildings – more listed buildings than York. They need support to make sure that events happen. As a design and maker – there is no specialist crafts in the town. Could there be Kilns put back into the town. It is a dying skill and craft. How can we support these crafts to develop and support them – protecting the craft and making skills. A building for makers and crafters to bring people in.
- People don’t have the income to attend events.
- If we don’t maintain our historic buildings we won’t have the things that are attracting
- King’s Lynn marketing – not strong enough. Be clearer about what is going and happening – and a collective diary of all the things what is happening.
- Civic society historic buildings and funding
- Grants for upkeep of privately owned heritage and historic buildings
- Specialist crafts / skills to be included (conservation and crafts)
- Getting young people in – finance and attitude
- Youth – are they consulted and how?
- Opportunities – Film for KL – as a site only applied if we maintain historic old buildings
- Marketing
- Transport links need solving – from suburbs villages into KL centre, really hard to attend evening events, even taxis can’t be relied on, Heritage: forward not backward, bring spaces and assets alive and relevant to today’s world.
- Culture not a priority over sport.
- Coordination / lead organisations needed.
- Raising aspirations / inclusivity – will need growth in staff capacity to enable this
- Infrastructure / capital vs activity / revenue – why have shiny empty buildings?
- Brain drain – why would you stay if there is no audience infrastructure
- It doesn’t always have to tick boxes for people
- Building pathways through cultural experiences
-

Themes

Young people as makers, producers, creators:

- Raising aspirations whilst people are young, support for progression routes, making sure that there are routes into the sector but there is space for experimentation and nurturing – it isn’t just about. Nurturing creative talent.

Practical ideas:

- Engage with schools – although this can be tricky with communication and capacity at schools. The focus isn't necessarily on culture – it is about educational attainment.
- Schools need a range of cultural offer to give to young people
- Young people isn't aware of heritage and there isn't a relationship with them. Could empty buildings be filled with events and opportunities with young people's work – artist, makers, market spaces within an heritage site with a flexible space. Performance development space – venues can facilitate things that we don't have room for yet. Accessing sites that give young people a space to make, produce, etc.
- There are not many young artists – there is not a range of freelancers to support projects. It is difficult to find young artists to work for. Support for young people to get into the room.
- Celebrating success and inspirational stories and share the real life role models is really important.

Animating heritage

- Developing interactive experiences and bringing alive heritage – showing what heritage would be QR codes, apps, it is technology. Stories of Lynn – all very well that there is technology
- There isn't a joined up approach from a marketing perspective.
- Zero budget marketing – social media isn't enough to reach out.
- We need to start mirroring what sport is doing for wellbeing

Practical ideas:

- Apps, technology – to promote and also to market the opportunities - needs funding
- An App that highlights all the different arts and visuals.
- A range of partners that needs to be involved in the development of this app. Being clear that it will need to be people-led
- App companies
- Coordinated marketing plan for the town – needs to be centralised so people know what is happening.
- Young people would be involved in the video and the design of the app.
- Marketing where people are congregating e.g. bus stations, transport hubs, footfall of where people. Not to where people have to come and find it.
- Intermediary element – a borough wide audience development plans – e.g. through the Audience Agency. This is needed as a hook to make sure why we deliver what we do. People need to see where their work fits into the strategy.
-

Collaborative working for resilience

- Collaborative working isn't just about the cultural sector – it is about the people that we are working with, communities, organisations - a ground swell of support for all the activity. Important that the money is spent here, and that we can create work with and for people – with is the operative word.

Practical Ideas:

- Important that who shouldn't be involved is perhaps a question.
- There is a lot of work to cater of young people up to 25. Nothing for people of working age.
- Collaborative programming and co-design – oxford fire station as a good
- More equitable distribution of funding – everyone has equal access to funding whether it comes.
- Funders – we need ACE / Heritage to be in the room. There used to be a lot of relationship manager and grants manager – there's a lot there, but there isn't clear about how to access.
- Brokerage – help to broker relationships between organisations
- Revenue support – if you were to deliver a community consultation – funding to support research and development and community engagement.

Inclusivity and diverse voices

- There is a lot going on – but it is the linking up between the people.
- There is lots of diversity, there is lots available – and it is possible to find it – but people need support to help find. Things being on offer for the young people and to develop their skills – and potentially into traditional skills.

Practical ideas:

- Apps – does this exclude older audiences? Leaflet drops are still valid.
- West Norfolk Community Forms – Schools – groups and partnerships that the sector has built up – and this is coordinated and it becomes the
- Consider other languages for communities where English is not a first language
- Money is still a factor – arts can be outdoors and not behind pay wall
- Grants to young people to explore ideas
- Support to older people where people don't have the income.
- Grants in schools is where many young people are able to experience other things and take part in culture – helps to alleviate income challenges that families income.

General feedback:

Esther Marshall:

- Destination as a theme for the vision – King's Lynn is on the map for all the cultural things it can offer.
- We are about to open a new gallery on King Street. A vision is we have a heritage art trail that could be promoted to coach companies, and touristic focus. We need a large map to show the heritage and building assets on one map so when people could arrive they know where to go – and they would be able to have an impact on tourism. There would be several different trails. How would this work for performing arts? Visual arts is often overlooked. Visual arts is rarely talked about. Trails promoted locally and nationally. There

are lots of reasons to come into King's Lynn – there are fabulous things to here.

- Who will pay for this to produce this part of the strategy and then shared – nationally and internationally.

Notes on Flip Chart

Collaborate working for resilience

What do we need:

- Need transparency – how do we tap into this?
- Clarity from funders
- Revenue support
- Sustainable projects, community consultation – this takes time and doesn't make money
- More relationship managers and grants officers
- Intel on other forms of funding e.g. health, economic development, AHRC and research.

How will it happen

- More relationship managers and grants officers
- More equitable distribution of funding
- Is it a meeting? A network? Long-term engagement with communities?
-

Collaborative Programming

- Who shouldn't be involved
 - o Some voices are more valued - CYP up to 25 – nothing and then 65 plus - Times of activities can be exclusive
- Co-design process
- Case Study – Oxford Fire Station as a good example

Young people as makers, producers, creators...

- Support for progression needed.
- Local opportunities need to be visible
- Raising aspirations of young people
- You need to leave KL if you want an arts degree
- Identifying individuals in structured settings to get through the door
- KL doesn't foster independents – make =time, materials = money and handmade items – more expensive than online alternatives
- No Art Prize – no celebration for artists/creatives
- More venues . platforms – new craft workshops and studio costs accessible
- Difficulty to establish oneself in the arts
- Multi-media exposure from a young age – how do we get it into early years?
- Loads of potential
- Trust young people with their own creations and new tech
- Routes into industry – or even space to try things out.
- YP professional development few freelancers, especially younger than 30
- Are freelancers / independents artists being listened to

- Heritage x artists – fill the empty spaces with arts, events, markets, workshops – create mid-size spaces
- Schools – communication and capacity? Council led initiatives to bring artists into schools
- Be facilitators

Inclusivity and diverse voices

- Traditional and specialist arts and crafts centre especially for music and drama.
- Youth engagement
- Tourists
- Older People
- Arts Loans venue
- Exhibition funded
- Animated museum
- Arts. Building facility – for drama, fine arts, traditional arts.
- Information in other languages
- Everyone use the platforms that we have already e.g. West Norfolk Forum
- Should we use Schools DoJ's to get info out to audiences?
- Grants to young people
- Grants to older people
- Leaflets is still an important medium for many people
- Park and Rise
- Leaflet drops

Heritage animated

- Hubs – bus station – commercial areas – advertise in multi story, bus stops, bill boards
- No marketing budget – do you develop marketings? Always preaching to the same audience
- Join up marketing missing
- Videos on tik tok or you tube
- Good practice –
 - o Stories of Lynn – bring heritage alive – interactive and actors.
 - o Times Yard
- App not marketed – we need continuity
- Trails for young people
- Photographs
- Other heritage sites – linked in – QR trail stamps
- Crafts
- Young people – create – apps / photography
- Audience development
 - o You don't know you want something until you know you want it

Workshop 2:
17:30
13 attendees

SWOT Analysis

- Inclusivity /d diversity
- Projects are non-commercial – how do you translate that into something that is going to make money. Many have council support – and there is independents
- There have been some amazing things that have been and gone – but we miss it. The opportunity to communicate what is going on – joining up is key.
- Taking everyone seriously and inclusive festival of learning – this is for people that might not engage with culture. There are 51 things that you can do on heritage open days but even working together to tie those together is important. There are opportunities.
- There is such a lot of stuff – there is a lot of going on. You need to provide local people with a fresh perspective – like a tourist.
- Advertise – it is hard to find information. They are not all advertised in the same place and we need a central place to post these opportunities.
- Café culture – eastern European – good balance between the old and new – and be inclusive.
- The lack of coordination amongst the organisations. Most people here are involved with volunteer organisation. It is the same people / volunteers trying to do everything.
- If you were to advertise what the town has more widely – especially in schools. Many young people don't know what has happened on their door step.
- If there are no visitors then people are not going to visitors.
- There are probably 80 volunteers doing many things. Some sort of control over that – to encourage more volunteers to come through.
- A central diary – avoid clashes – when this happens you split your income and you split your volunteers.
- Organisations / council have resource to support this.
- Coordination – King's Lynn does not have anyone that is focussed on KL – the Borough council, Hunstanton has its own. Tourists – West Norfolk. Lots of voluntary organisation and lots of good will but there isn't a focus on resource 'Lazer focus'
- Things are happening, but you don't necessarily know about them
- Heritage days are well supported – people want to get involved as it is part of a national campaign. These are such populate events – why aren't people accessing this at other times? There are queues to heritage buildings on one day a year.
- People not recognising the strengths – world leading and internationally recognised events e.g. the KL Festival. Sometimes it feels that the BC and Council doesn't recognise the strengths. It feels like there are organisations and projects outside the Guildhall.
- Green space – an environment – a garden would be really valuable – regeneration funds can be directed to traffic initiatives rather than creating spaces that can help regeneration.

- Areas that are full and brimming, but the provision of hospitality options around the attractions – there is a lack of hospitality opportunities for tourists.
- King's Lynn – there are challenges because of its borough status – and therefore KL can lose out.
- We are also 'icing the cake' whilst the maggots are eating the cake.
- Coordination of some of the planning issues e.g. traffic closures can impact on heritage assets and festivals. This could be more
- There's nothing to show where the heritage is – there is no map. There isn't enough to advertise what there is to do.
- There's a lot of stuff – and then to communicate this.
- Be sure that doing new stuff doesn't detract from the existing progression. People come here with so much more expectation
- Make Lynn a destination – it is a mistake to focus on lots of new lovely stuff.

Themes

Young people as makers, creators and producers

- The town needs to put on more out of school activities – these are well attended. (they are not well advertised)
- Cost is often met by schools – is there a funding mechanism from the council that can support these trips?
- There are arts lead in all schools – and there is a need for people to be brought available – linking up again.
- Collaboration between schools in the town to share knowledge and assets
- Heritage Learning Forum – there are many interesting things that are going on.
- Fragmentation – focus to bring this all together.
- Get them young!
- Heritage and culture is an older person's game.
- King's Lynn players – benefit in bringing primary and secondary together
- Affordable
- There are projects and programmes that are ready to be rolled out – they just need capacity, funding and affordable space.
- Utilise the empty spaces – and a space that is suitable for young people.
- Information sharing and publicity
- More out of school activities – school holiday workshops – drama, art, presentation, exhibition
- Youth Council
- Young bright ideas – appreciation of the responsibility of generating work – pride in taking part – contributing towards the local area and arts.
- Lazer Focus role needed on engaging young people – collaboration.
- Young people have a sense of pride and place because of culture that engages them.
- Affordable spaces for projects to embed
- An elevation of more modern and engaging creative forms and practice
- Targeted and ringfenced funded to enable participation.

Animating Heritage

- New ideas new approaches to bring heritage live – a lot is down to money and people – and there are organisations that can deliver.
- It needs new ideas – reenacting the stories of our famous people – ‘relink’ days – move beyond ‘heritage open days’ there’s a year round programme of things happening. Cutting – costumes, processions, international links – all these stories and histories that can be brought to life through animating the heritage assets – history of Lynn reenacted. It needs a completely different mindset – A new way to show the old stuff.
- Brown signs that bring people into the town
- **Re-enactments – visual film, interactive events.**
- **Use key dates – St George’s Day, King John**
- **Theatrical productions**
- **Links with BBC etc.**
- **Resource – we need skilled and experienced organisations to do this.**
- **Characters – Vancouver – Gurrey Grenwill**

Collaboration

- Need for cohesive, proud banner rather than disparate. There are some great things happening, and we shouldn’t do new things that detract from the things we need.
- We shouldn’t be asking people to work hard to find things to do.
- Bringing collaboration together – a common message. You go to an event – organisations are all singing from the same sheet about the other opportunities to get involved with all the other great things that are happening. Raising awareness of travel and trade. Here is a Box of Gems – #Amplify King’s Lynn – we have great festivals and events, but we need the whole town to be involved with it.
- An Inclusive ‘Festival of Learning’ #curiosity
- Cohesive Brand Identity
- Advertise that people can get involved and support the sector.
- A Festival that is put together by a range of people.

Inclusivity and Diverse Voices

- If we get into schools – there is much more diversity in schools – and then you can access families and parents.
- Cultural Festival with Culture East community – Food Festivals, Music Festivals, Pride Festival is very big – who is asking these communities about what they want to do?
- Be clear about who are the people that aren’t being reached? Is it about their own culture being represented? There are Portuguese cafes, Eastern European, International
- Schools – you need professional artists in schools – you need people who know what they are doing e.g. freelancers, this retains their employment opportunities e.g. visual artists.
- Young people – why bother coming back after studying arts – they realise there is no structure, no studio space. Examples of Gallery with the residences, there are not affordable spaces.

- There are few creative roles in the sector – people are travelling to other cities in the area / region.
- Note on engaging Schools
- Reach children – reach the parents.
- Skills / Arts Professionals
- Churches Together
- Retention of local artists – needs funding and professional engagement.
- Different organisations already exist to support school engagement – e.g. Hanseatic League
- Food Festival – Music festival
- Prode
- Celebrate inclusivity and diversity – cultural contribution – do we ask what other communities want?
- Women
- Socio-economic
-
-

Actions:

- The river as a feature that hasn't come out in the SWOT or the themes. Use that asset to be a part of the culture. Parking – as space
- Cycling, mobility scooters, provision of getting into town is challenging. Making the most of our heritage assets around the town. Parts are isolated from each other.
- Shadow Youth Council – how will the young people be involved?
- Student governors – very professional, challenge in the right way.
- College hosted students to ask the Town Deal Board members -
- We don't have power in this town. Town Board and BID have power – how do we share the power as we could spend the money on things that people want to do.
- Momentum – there is always good will trying to engage people – will it just be words on a page.
- St George's Guildhall –
- We feel empowered by it – and it is important that this delivers.
- Follow up to get people connected and enable contact details to be connected.
- Panel of voices – experts in their fields that is diverse and where we have been and where we want to be involved in the spending and decisions.
- Cultural database – things, buildings and also people.
- Shared calendar – avoid clashes and pencil in dates.
- Create some roles that have dedicated capacity to bring these people – and these are jobs in the creative sector.
- Database to get these ideas up and running.
-

Summary notes – possible additions:

Strengths

- Improvement in the cultural offer over the last few years.
- Family engagement and growing youth participation.
- Family-focused events and free activities.

- Collaboration across organisations.
- High levels of engagement through schools.
- Good transport links to Cambridge and London.
- Good relationships between partners.
- PEACH as an example of good practice of collaboration and engagement.
- Emphasis on children and young people in programming.
- Quick wins such as signage on roads and investment in the tourism sector (Visit Norfolk and Visit Suffolk).
- Unique identities within different areas of King's Lynn.
- Grassroots community groups.

Weaknesses

- Cultural engagement quality in schools needs improvement.
- Lack of income; average incomes are modest and low – events need to be free or low cost
- Long-term grant agreements are only for 2 years.
- There isn't cultural longevity in funding.
- Difficulties with transport links to suburbs and villages, especially for evening events.
- Lots of discussion but not enough organisation.
- Capacity issues for lead organisations.
- Civic society relies heavily on volunteers.
- No specialist provision for traditional crafts in the town.
- Inadequate marketing for King's Lynn.
- Coordination and lead organisations needed.
- Brain drain due to lack of audience infrastructure.
- Youth not being consulted adequately.

Opportunities

- Early Years cultural participation.
- Momentum in cultural programming for children and young people.
- Potential audience development.
- Supporting historic buildings and heritage.
- Grants for upkeep of privately-owned heritage buildings will help provide a larger offer.
- Inclusion of specialist crafts and skills.
- Building pathways through cultural experiences.
- Raising aspirations and inclusivity, requiring growth in staff capacity.

Threats

- Film opportunities for King's Lynn, contingent on maintaining historic buildings.
- Lack of funding and financial support for events.
- Difficulty maintaining historic buildings, risking loss of attractions.
- Ineffective marketing leading to low awareness of events.
- Transport issues hindering attendance at evening events.
- Potential brain drain if cultural careers are not supported.

- Overemphasis on economic regeneration over cultural enjoyment and engagement.
- Infrastructure vs. activity funding imbalance (shiny empty buildings).

Themes – focus on themes

Young People as Makers, Creators, and Producers

Vision:

To create an environment where young people in King’s Lynn are inspired and empowered to explore their creative potential, equipped with the skills and opportunities to become makers, creators, and producers.

King’s Lynn has a nurturing ecosystem.

We aim to raise aspirations, provide clear progression routes, and celebrate the diverse talents of our youth, ensuring they play an integral role in the cultural and economic vitality of our community.

Practical Ideas

Engage with Schools:

- Develop partnerships with local schools to integrate cultural education into the curriculum.
- Organise workshops, talks, and demonstrations by local artists and creators to inspire students.
- Provide resources and training for teachers to incorporate arts and culture into their teaching.

Expand Cultural programme for young people:

- Curate a diverse range of cultural programs and activities that can be easily adopted by schools.
- Collaborate with educational institutions to host cultural days or weeks focusing on various art forms.

Utilise Empty Buildings for Youth Projects:

- Transform vacant heritage buildings into vibrant cultural hubs where young people can display their work, hold markets, and perform.
- Create flexible spaces within these buildings for workshops, rehearsals, and creative experimentation.

Develop Performance and Production Spaces:

- Identify and develop spaces where young people can practice and showcase their talents.
- Ensure these venues are accessible and equipped with necessary resources to facilitate creative projects.

Support Young Artists and Freelancers:

- Establish mentorship programs connecting young artists with experienced professionals.
- Create a network or directory of young freelancers available for various projects.
- Provide funding opportunities and grants specifically for young artists to kickstart their careers.

Celebrate Success and Inspirational Stories:

- Highlight and celebrate the achievements of young local artists through exhibitions, social media, and community events.
- Share stories of real-life role models and their journeys to inspire and motivate young creators.
- Organize award ceremonies or recognition events to honor outstanding contributions by young people in the arts.

Create Clear Progression Routes:

- Develop clear pathways for young people to transition from education to professional careers in the creative sector.
- Provide internships, apprenticeships, and volunteer opportunities with local arts organizations.
- Ensure there are spaces and programs for young people to experiment and develop their skills in a supportive environment.
- Facilitate Access to Resources and Sites:
- Secure funding and partnerships to provide young creators with access to materials, equipment, and workspaces.
- Open up heritage sites and other cultural venues for youth-led projects and initiatives.
- Organize regular events and festivals where young people can present their work to the community.

Vision for Animating Heritage

Vision:

To transform King's Lynn into a dynamic and interactive heritage destination by leveraging innovative marketing, technology, and community engagement. By animating our rich history through modern storytelling methods, interactive experiences, and continuous programming, we aim to make heritage accessible, engaging, and relevant to all, especially young people.

Practical Steps

Marketing and Promotion:

- Utilize Public Hubs: Advertise heritage activities at key locations such as the bus station, commercial areas, multi-story car parks, bus stops, and billboards.
- Develop Cost-effective Marketing Strategies: Leverage social media platforms like TikTok and YouTube to create engaging content about local heritage.
- Join Up Marketing Efforts: Coordinate marketing efforts across different heritage sites and organizations to reach a broader audience.
- Enhance Digital Presence: Promote the heritage app through targeted campaigns to ensure consistent usage and engagement.
- Innovative Storytelling:

Interactive Experiences:

- Implement practices like those at Stories of Lynn, where heritage is brought alive through interactive exhibits and actors.
- Reenactments and Performances: Organize events that reenact the stories of famous local figures, complete with costumes, processions, and international linkages.
- Year-round Programming: Move beyond heritage open days to offer a continuous program of activities and events that animate heritage sites throughout the year.

Engagement through Technology:

- Interactive Trails: Develop digital trails for young people, incorporating QR codes and stamps to link various heritage sites.
- Creative Content Creation: Encourage young people to create apps, photography projects, and videos that highlight heritage stories.
- Photographs and Crafts: Use photographs and crafts as mediums to engage the community and tourists in heritage activities.

Audience Development:

- Target New Audiences: Develop strategies to attract audiences beyond the usual demographic, ensuring diverse participation.
- Innovative Approaches: Explore new ideas and approaches to make heritage appealing, such as interactive exhibits, augmented reality experiences, and immersive storytelling.
- Heritage App Utilization: Promote continuous use of heritage apps with engaging content and regular updates.

Community Involvement:

- Workshops and Training: Offer workshops to train local volunteers and young people in heritage storytelling and digital content creation.
- Volunteer Programs: Develop volunteer programs that allow community members to participate in heritage events and activities.
- Craft and Skills Development: Support the development of traditional crafts and skills, integrating them into heritage activities.
- Infrastructure Enhancements:

- **Brown Signs:** Improve signage to direct visitors to heritage sites, ensuring easy access and navigation.
- **Heritage Hub:** Establish a central heritage hub at a prominent location, such as the bus station, to serve as an information center and starting point for heritage trails.

Collaborative Efforts:

- **Link Heritage Sites:** Create a network linking various heritage sites through thematic trails and collaborative events.
- **Partnerships:** Form partnerships with local businesses, schools, and cultural organizations to support heritage animation efforts.
- **By implementing these practical steps, King's Lynn can animate its heritage, making it vibrant, accessible, and engaging for residents and visitors alike. This approach will not only preserve and celebrate the town's history but also foster a sense of community and cultural pride.**

West Norfolk Economic Strategy

Resident's perspective workshop, 14 May 2024

Borough Council of
King's Lynn &
West Norfolk



What's one word or phrase you would use to describe King's Lynn and West Norfolk?

varied
large
connected
traditional
a diverse community
best-kept-secret
potential
historic
promising
plenty of opportunities
diverse
scenic

Identifying Issues and Opportunities and Creating Solutions

Identifying Issues and Strengths – Group 1

Facilitator: Fiona



Our Capitals
Natural capital
Physical capital
Cultural capital
People capital
Community capital
Skills and Knowledge
Enterprise capital
Institutional capital



Identifying Issues and Strengths – Group 1

Issues	Strengths
<ul style="list-style-type: none"> • 'Mad Mile' roads prevalent in the area • After dark travel infrastructure • Don't make enough of connection to London • Timeliness of transport services, transport in general, connectivity to Norwich • After school provision • Teenagers don't want adult-structured environment • Young people need a voice and to be seen • Inferiority complex – people perceive the place as a backwater • Not telling a coherent story, no brand identity – unclear asks • Money • Confidence • Mental health – societal shift but acute in KLWN • Rural isolation – connectivity, house prices, people leaving the area as it's difficult to see career paths, leaving is clearest path forward • In 2018, ¼ of cyp surveyed experienced loneliness all or most of the time • High levels of qualifications without work • Safety concerns young people have around driving • Social development of young people → inward • Career progression in mid-life • School system – limited private and better/stronger public offer • COVID has significantly reduced the transferrable work skills/soft skills • Pre-school provision/? Potentially limited • Start up support not great – looking at Cambridge/Norwich • Limited private sector visibility • Jobs require driving license • Not enough opportunities for STEM skills • Night life and children's entertainment 	<ul style="list-style-type: none"> • Warm blanket → mix of urban and rural • Walking and cycling links • Quality of life slightly slower (valued) • Ownership of shops and property • History and build environment • King's Lynn to King's Cross connectivity • Attractive for commuters (who spend £ here) • Levelling Up for culture – ACE and all cultural funder eyes are on West Norfolk • Hanseatic league • Gateway to Norfolk • Older community has a lot to offer • Active community groups • Families with strong roots and networks • Private dance schools • Potential to leverage skills and experience of immigrant population • Connections to trusts and foundations • Ownership contribution – certainty of funding • Lots of small businesses, but not enough known about infrastructures

Our Capitals
Natural capital
Physical capital
Cultural capital
People capital
Community capital
Skills and Knowledge
Enterprise capital
Institutional capital

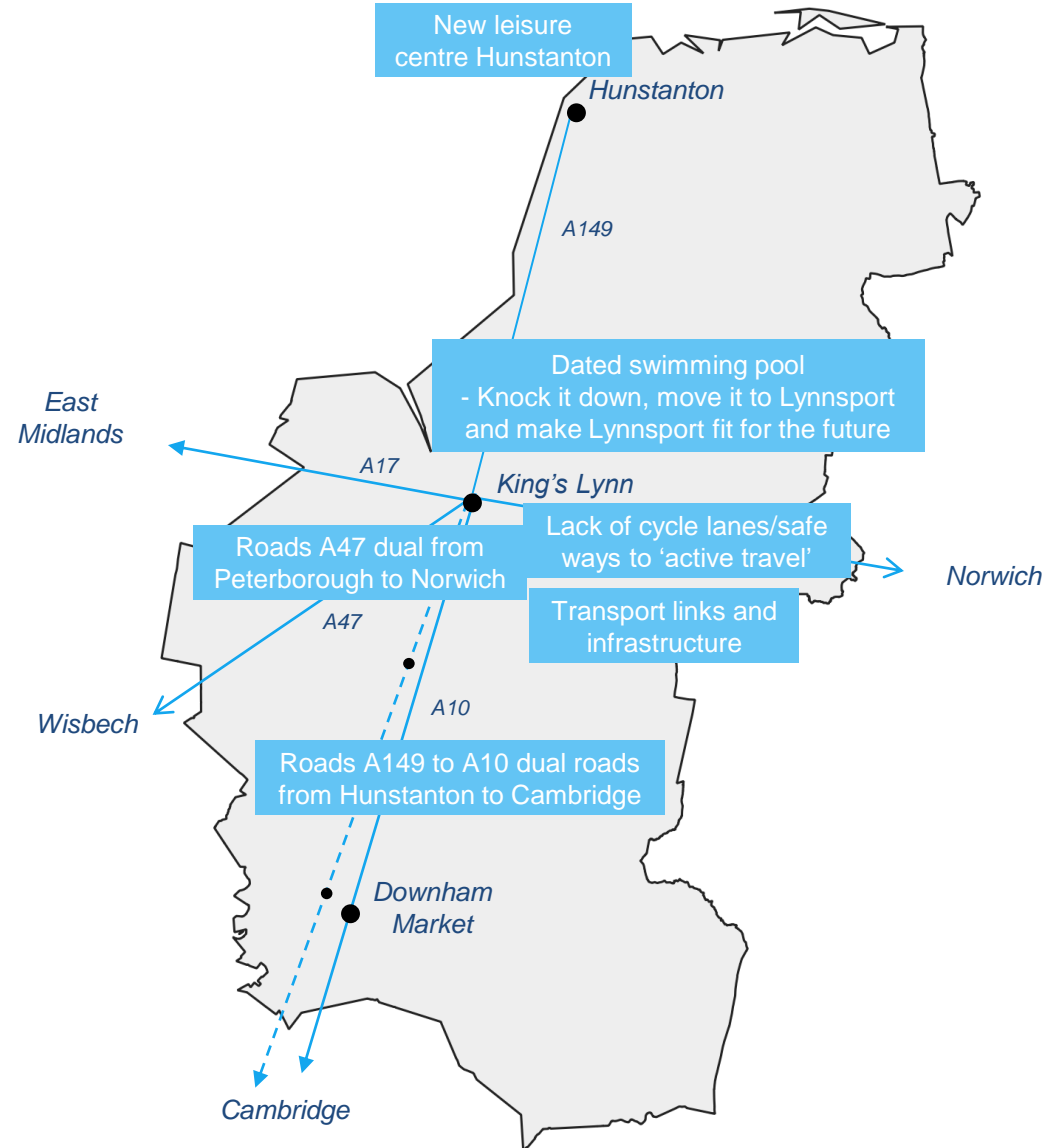
Solutions – Group 1

- Visitor economy
 - Residents prices and tourism tax
 - Hunstanton year round offer and connectivity
 - North Norfolk like Margate, Great Yarmouth
- Business/sectors
 - Home worker hubs?
 - Science and engineering park to capture Cambridge overheat
 - Connectivity to wider industries
 - Networks for businesses and professionals
- Young people
 - Bradford model for targeted support?
 - Exposure to future opportunity and experiences for young people
 - Early years arts, culture, sports, nature provision
 - Free ticketing and careers education
- Mental and physical health
 - Physical activity provision – watersports?
 - Embedding positive mental health from a young age
 - Integrated
 - Preventative measures
- Transport
 - Guided busway to Norwich
 - Car club? More driving instructors
 - Thriving walking and cycling routes
 - Traffic improvements in Hunstanton, for local use
 - Joint ticketing for bus and bike and scooter pools
- Enabling options and choice, removing barriers where possible
- Balanced housing market



Identifying Issues and Strengths – Group 2

Facilitator: April



Our Capitals
Natural capital
Physical capital
Cultural capital
People capital
Community capital
Skills and Knowledge
Enterprise capital
Institutional capital



Identifying Issues and Strengths – Group 2

Issues	Strengths
<ul style="list-style-type: none"> • The area closes up after 5/6pm • Night time economy • Evening activities • Limited bus routes • Weak transport infrastructure limits courses students take • Not enough to do for retired... 'waiting' • High level of mental health complications and poor mental health services • No capacity to apply for national funding programmes • Lack of aspiration because of lack of inspiration • Areas of low aspiration due to long term embedded issues • Lack of connection between the Borough's services, which creates gaps for young people • Health and well-being needs a place based strategy • Risk of replication of (county-wide) Norwich centric focus, i.e. to KL focus (to detriment of outlying areas/towns) • IAG • Stigma around certain jobs • Brain drain • Concern over quality of high schools • Lack of/poor quality education in earlier key stages, leads to and enforces low aspiration • Challenge of employer engagement – low response/interaction historically (even when we build it, they don't come • Lack of private enterprise to promote health and wellbeing 	<ul style="list-style-type: none"> • Amount of free parking (outside King's Lynn) • Nature reserves, digs, natural environment • Open countryside and space • Norfolk Coast • Can leverage Place Needs Classification (Band 1A) and Place Partnerships (Sport England) • Young people feel rooted here – not a transient community • Great opportunities to build skills and knowledge through partnership working with employers, but they're too busy to offer work experience. Potential to upskill staff through funded training

150

Our Capitals
Natural capital
Physical capital
Cultural capital
People capital
Community capital
Skills and Knowledge
Enterprise capital
Institutional capital

Solutions – Group 2

- Around education/lifting aspirations
 - Careers fair via IAG, including entrepreneurial support
 - Change perceptions of certain careers, highlight the adaptability of career paths
 - School curriculum around resilience
 - Careers and future-focussed guidance in person, at schools, or in the Multi User Community Hub
 - Linking up of education/courses available to local job needs
 - Exposure to 'local influencers/champions'
 - NCC Youth Pledge for employers – Youtube training videos (programme ending, adopt at KLWN level?)
 - Educating students on the 'how to' practicalities around starting a business
- For communities:
 - [BoxUp](#) – shared sport and leisure equipment
 - Improved communication to residents about what's going on in the Borough
 - Present in schools
 - Events
 - Many channels to reach different audiences
- On the appeal of the Borough overall
 - Change perceptions of KLWN
 - Diversify town centre offer beyond food and drink
 - Decrease business rates



Summary of jointly facilitated Community workshop for Long Term Plan for Towns consultation, extracted from King’s Lynn Long Term Plan for Towns Consultation Findings report, August 2024

2. Interactive engagement

Feedback was captured at interactive workshops and during facilitated conversations. The feedback boards were used as a conduit for capturing thoughts and ideas.

i) Community collaboration workshop, 17th May

A community collaboration workshop was held which drew out suggestions and ideas to inform the consultation and engagement programme. The workshop also gathered attendees’ ideas around the funding themes. During the session, opportunities for engagement led by various organisations and charities were identified, ensuring that the approach would be truly collaborative.

The full feedback follows on the next pages. Some feedback highlights from the workshop:

- **Safety and Security:** Lighting was suggested as a way to improve safety and security, and the street rangers were also referenced. A number of comments focused on activities and interventions that could mitigate anti-social behaviour.
- **High Streets, Heritage, and Regeneration:** Responses are varied but include reference to the retail offer, greening the town centre, and the former Debenhams building.
- **Transport and Connectivity:** Again, responses are varied but buses and bikes – including hire and storage – are referenced several times.

Safety and Security
<ul style="list-style-type: none">• Outdoor seating for restaurants and cafes• More street rangers• Venues for the arts• More lockable places for cycling - better signage to storage• Bus station• Lynnsport (drugs)• High Street cycling not good• Older generation more vulnerable• County Lines• Knife crime• Mini donkeys, mini horses. Ways to stay safe.

- Educating young people in a really fun way
- Education. Cybercrime, workshops like an escape room.
- Supporting schools to manage and minimise permanent exclusion
- Lighting that isn't obviously lighting e.g. Art installation lighting
- Lit paving and lit water feature.
- Zones - Railway Road, Blackfriars Road, London Road, St Johns Terrace
- The Walks feels unsafe
- Community centre coffee shop
- Shelter - Housing provision. Is there enough?
- Aspirations mentoring
- Open Road - extend
- Scholarships to raise aspirations
- Pop-up skate ranks
- Volunteering programme
- Bandstand - Red Mount. Nice colourful lighting
- Drugs in Town
- Norfolk Street
- Lighting in town after shops close
- Feels safe to walk around
- Town wall at top of Kettlewell Lane
- Presence of more street rangers
- Kids on bikes
- Town centre feels dead after 5pm
- Common Staithe Quay
- Physical health - outdoor gym
- Police campaign on drugs
- Promote Youth Advisory Board
- Multifunctional spaces
- Improving play kit
- Can we make a BMX track and skate ramp (Boal Quay, The Walks, Lynnsport)
- Investment in mental health support facilities
- Swimming pool and Carnegie. Opportunities to do things

- No safety issues with migrant communities

High streets, heritage, and regeneration

- Lots of heritage buildings are private residence and not accessible.
- Empty shops need ideas for use - meanwhile spaces. Clothes for interviews donated?
- More high end shops
- Higher end restaurants in the town centre
- Heritage and riverfront are a bit hidden if you are in the shopping area. Something visual, like painted sculptures, historical characters walkabout.
- King's Lynn podcast to record peoples heritage stories - Multigenerational. The heritage of the future!
- Food festival to promote the variety of small business food restaurants etc
- There are no covered spaces when raining! Shelters, especially for young people
- Town wide - Lots of different spaces with their own angle on it and in empty shops
- Shakespeare Festival (around Guildhall)
- Oasis of green! Sensory spaces with nature, water
- Urban greening - community Gardens
- Digital and media creative making spaces. Making spaces generally. Subsidised support to get started
- Inspiration Station' - VR Work experience. Analyse business/employee skills gaps. For young - understand job roles
- Inspiring young people at a younger age. Employees to give young people tours, talks etc
- Not Much footfall to ex-Debenhams area. Look up, it's beautiful. Could Debenhams be split into lots of small units? Independent shops, food hall, creative spaces
- Debenhams, do something with Debenhams

Transport and connectivity

- London Road cycle lane
- Young people concern on air quality/pollution - Electric Buses
- Opening Harding's Way at peak time
- Limited evening bus services
- Taxis - Can't get one. Only one company
- Potholes
- Coordinating road works

- Bus QR codes, no good for digitally excluded
- Expansion of travel to work plan survey/schemes
- Bike hire locations around town. I.e.. Hospital
- Cycle lock bars removed outside boots
- Park and ride scheme on Hardwick Roundabout
- Nighttime minibus service for town venues
- The ferry operating longer hours and additional car parking
- Lighting and footpath to Freebridge Farm from town
- Berol bikes and scooters (worked well in Norwich)
- Dynamic parking charges
- Route gap - Edward Benefer Way near port to fire station/oil tanks
- Explicit uniqueness of the ferry
- Travel Planning with schools or subsidised bus services to schools

Our big ideas for King's Lynn

- Immersive art experiences
- Light events by Luminaire - Light projections
- Community murals. Artists looking to have a creative outlet get somewhere to display. Perhaps overseen by an artist or a group and people will sign up for their section.
- Open air food and drink space with entertainment and pop up shops etc along the quay instead of car parking (like in Europe!)
- Luminarium - Inflatable installations with lights and colour
- Luke Jarram art installations - The moon/globe
- Tram system
- Activity centre on waterfront
- Bring back the Tuesday and Saturday Market place
- Footbridge across the river
- Rail link to Norwich

King's Lynn Culture and Heritage

SWOT analysis

Art Reach, Updated August 2024

Strengths:

- King's Lynn has a rich cultural heritage with historic buildings and assets. There have been significant improvements in the local cultural offer over the last few years, with a range of family-focussed events and free activities on offer.
- There is a perception that there is increasing participation of young people in culture, evidence by high levels of participation from schools in initiatives, such as the engagement work around 'Stories of Lynn' and the St George's Guildhall learning and engagement programme.
- There are examples of excellent collaborative partnerships between cultural / community organisations that can be built on with support. Examples include PEACH and other informal collaborations between key cultural organisations and grassroots community groups that are achieving impact with limited resources.
- There are a range of strategic partnerships and initiatives within the council and with other stakeholders, where culture is seen as a means to achieve impact.
- Significant investment planned in cultural infrastructure over the next 3 to 4 years, evidenced by feasibility studies and funding commitments.
- Public consultation and engagement with stakeholders and young people about Town developments has taken place, which evidence appetite for a wider cultural offer – communities are engaged with these conversations.
- The Shakespeare connection with St George's Guildhall and King's Lynn's connection to International Hanse Day are examples of ways in which King's Lynn can attract international tourists and profile.
- Transport links to Cambridge and London are good.
- Strong local, business led cultural initiatives and provision being delivered by Discover KL BID and Festival Too- demonstrates active support and contribution from businesses in the town.
- The Borough invests in cultural organisations, with long-term agreements established with King's Lynn Festival, Festival Too, etc.

Weaknesses:

- Lack of coordination among cultural partners on cultural programmes i.e. no regular forum that meets to share practice, schedule events or develop joined up initiatives. This is in part due to a lack of strategy/ common shared vision to bring them together.
- Underfunding from Arts Council England in the past
- There is limited access to funding for individuals/freelancers e.g. artists and creatives
- Organisations feel that there is a lack of clarity about how it can access long-term funding to support their work.
- There isn't a "level playing field" amongst cultural organisations – there is a lack of capacity, lack of skills to fundraise, etc. amongst many organisations in need of building a track record.
- King's Lynn's cultural prospectus is out of date (published 2018). Key decisions around culture do not have an up-to-date framework to guide them.
- Accessibility issues in heritage assets may limit their potential and inclusivity.
- High levels of outward migration among young people pose a challenge to retain talent and long-term community engagement. This is seen as a result of inadequate opportunities to experience culture as audience as well as to work in the local sector.

- Low retention of skills and talent from migrant communities. Having arrived in the UK, often to undertake lower income jobs, those that develop their skills and education then leave King's Lynn to take on better career opportunities elsewhere.
- Transport links across the county of Norfolk East to West are poor. Culturally, people often look to outside the borough, e.g. Cambridge before they look locally.
- Limited opening of some heritage sites since the decline of volunteers since the pandemic; work to increase numbers has started through the St George's Guildhall project but more support is needed to attract volunteers.
- There is no specialist provision for traditional arts and crafts in the town (given the town's focus on heritage).
- There is a perception that young people are not being consulted on plans adequately and meaningfully.

Opportunities:

- The town's rapid population growth over the next 15 to 20 years presents an opportunity to increase cultural capacity.
- Significant investment in cultural infrastructure over the next 3 to 4 years, evidenced by feasibility studies and funding commitments. There is potential to build cultural programmes in key areas such as the riverfront. (Also a strength)
- King's Lynn is an Arts Council England priority area for funding and also a Levelling Up area. King's Lynn and West Norfolk is eligible to apply for up to £1m funding to delivery a Creative People and Places programme (2026-2029).
- Opportunities for business growth and job creation, particularly in the creative industries - with a creative industries hub.
- Spaces exist for pop up and experimentation for artists/creatives. New heritage and culture assets coming online can be a progression pathway for these entities to grow and develop.
- There are opportunities for culture to support local strategic aims. The Borough Council's Corporate Strategy has an aim to support a year-round programme of events to keep the town centre vibrant, to which creative and cultural activity can play a part.
- The Public Realm Action Plan proposes that public spaces be used for more events and cultural activities, such as the two Market Places. Consultation has shown that local people are supportive of the provision of artworks to contribute towards the attractiveness of the town.
- The legacy of the High Streets Heritage Action Zone (HSHAZ) programme supports the development of more pop-up initiatives, events, night-time economies and commissioning art in public spaces.
- Emerging café culture from Eastern European communities presents an opportunity for a diverse cultural offer spanning different art forms.
- There are opportunities to partner key heritage venues with cultural organisations that can animate spaces e.g. through light and projections. Also, there are opportunities to explore provision for traditional crafts in heritage settings.
- There is a healthy interest in volunteering in the resident population, however there is scope for this to be more coordinated to give a wider range of opportunities and more support to volunteers.
- King's Lynn's cultural heritage, with the Shakespeare connection and the Hanseatic League connections, have the potential for stronger international links and cultural tourism.
- Planned increase in the frequency of services on the rail connection to Cambridge and London – making it easier for people to access/visit the town (could also be a threat in terms of outward numbers going to visit Cambridge and London if the KL 'offer' isn't attractive).
- Strong visitor numbers and appeal to the coast and North Norfolk; with evidence of a large proportion travelling from the Midlands, passing by King's Lynn. The increase in inquiries received by the Borough Council related to digital industries and film to use King's Lynn as a location indicates opportunities around the film and media sector.

Threats:

- There is a perception that King's Lynn is a 'cultural desert' that might hinder efforts in the short-term whilst momentum builds.
- There are huge challenges around maintaining the heritage buildings and making them more accessible and appealing. This poses a threat to the current levels of interests in the experiencing King's Lynn's heritage offer.
- Health inequalities and deprivation in certain areas pose threats to community wellbeing and cultural engagement.
- Continued lack of coordination among cultural organisations leads to missed opportunities around funded initiatives as there is no clear vision to unite them.
- Possible perception amongst the resident population that cultural organisations are run by elites and not for them, local people may not feel they relate to arts leadership. This could be hard to break down and create engagement.
- Pressure to deliver on various strategies and plans, such as the Town Fund, may divert resources and attention away from cultural initiatives. Culture can be the 'golden thread' between the different strategies.
- There is a perception by some that the investment in culture is linked to outcomes around economic regeneration rather than the intrinsic value of and enjoyment that people get when participating in culture.
- Uncertainty around future funding like UK Shared Prosperity Fund which has supported a number of local cultural and heritage projects during 2022-25

PESTLE analysis

Art Reach, Updated August 2024

Political:

- The local political landscape involves a coalition of independents and Labour, which could influence funding priorities and policy direction.
- Policies and decisions made by the borough council, including investment strategies and partnership commitments, impact cultural development.
- The new Labour government has set out a vision for unlocking growth and opportunity in the UK's culture, media and sport sector, which could bring more opportunities for business support for those operating in the cultural sector.
- In December 2023 Norfolk County Council voted to accept the level three devolution deal, giving Norfolk more control of adult education, brownfield site regeneration and transport, with an investment fund to spend on local priorities. A strong representation for culture, developing skills and employment opportunities for the sector, needs to be made for King's Lynn to make the most of this opportunity.

Economic:

- Rapid population growth presents economic opportunities but also challenges in terms of infrastructure and resource allocation, which could impact cultural investment. A strategy needs to continuously profile the benefits.
- Opportunities for business growth and job creation in designated creative hub may stimulate economic development.
- Limited funding and a lack of track record of smaller cultural organisations/creatives, particularly from ACE, poses challenges for cultural projects and initiatives to get off the ground.

Social:

- Active community engagement, particularly among young people, demonstrates potential for cultural participation.
- Addressing health inequalities and wellbeing issues within the community is a social concern and cultural engagement can support development here. Creative Lives' report (Mapping Creative Health in Norfolk and Suffolk, March 2024) presents recommendations for strengthening creative health provision across the county.
- Accessibility issues of heritage venues might be issues for key social groups that would benefit most from engaging with culture.

Technological:

- Technology and accessibility – important to address these issues in heritage assets and cultural venues to be more inclusive.

Legal:

- Planning regulations impact the development of cultural spaces and heritage assets within the town. Important to note the current scale of capital development and the requirement around developing and supporting the cultural offer.

Environmental:

- Investment principles related to the environment and sustainability of heritage assets might influence cultural infrastructure and activities.

King's Lynn Culture and Heritage

Initial consultation summary

Telephone interviews

Over June and July 2024 Art Reach conducted telephone interviews with 16 individuals who represented a range of organisations on culture and heritage in King's Lynn. The aim was to further develop an initial SWOT analysis and begin to identify common themes which could then be tested in a wider group consultation.

The following representatives were interviewed:

Chair, King's Lynn Civic Society
Vice Principal, College of West Anglia
Collusion
Chair and Director, Kings Lynn Festival
Conservation Officer, Borough Council of King's Lynn & WN
Senior Tourism Officer, Borough Council of King's Lynn & WN
Elected Member, Borough Council of King's Lynn & WN
Education & Learning Officer, Borough Council of King's Lynn & WN
Corn Exchange Manager and Marketing Manager, Alive West Norfolk
Creative Arts East
BID Manager, Discover KL Business Improvement District
Deputy Head of Museum Service, Norfolk County Council
Chair, National Lottery Heritage Fund and King's Lynn resident
Head of Communities, Norfolk County Council
CreaNorfolk
Festival Too

Results of these interviews have been integrated into the updated SWOT and PESTLE.

Four emerging themes were identified from these interviews:

a. Young people as makers, creators and producers

Young people in King's Lynn face particular challenges as the low skills economy does not offer them opportunities to develop cultural careers and many young people leave the area to pursue these. There do not perceive that there are facilities, support or opportunities to develop creative practices.

b. Animating heritage

Heritage is a huge strength in King's Lynn but is a surprise to many visitors to the town, it is not well projected as an asset. Creative ways to animate the heritage, which encourage people to visit and local people to engage, would support the protection and use of the heritage.

c. Collaborative working for resilience

There are many cultural activities happening in King's Lynn but there could be further collaboration between organisations. Many of them face similar

challenges and more collaboration and coordination could support them, share resources and knowledge and avoid splitting audiences.

d. Inclusivity and diverse voices

A wider range of voices need to be engaged in cultural decisions in King's Lynn, with open and transparent dialogue, to connect residents to culture more strongly and for them to see their voice reflected in cultural plans.

Cultural Sector Consultation Workshop, 18th July 2024

Art Reach hosted two workshops with a wide invitation and an open call to people who work or volunteer in the creative, heritage and cultural sectors. The aim of the workshops was to test the SWOT, and develop a vision and suggested actions under four emerging themes.

Attendees

40 people attended across the two workshops. Attendees represented the following disciplines and organisations:

Independent artists / curators / sculptor / designer maker

BCKLWN

King's Lynn Town Guides

Civic Society

Civic Trust

College of West Anglia

Collusion

Conservation

Corn Exchange

King's Lynn Festival

King's Lynn Library NCC

King's Lynn Players

Local Resident

Lynn Museum

Norfolk Libraries

Norfolk Museums (Stories of Lynn)

St George's Guildhall

Teacher

The Arts Society - KL

The King's Lynn Players

The Workshop

Norfolk Board Trust

The Garage

Groundwork Gallery

Vision and Actions

The workshops explored a vision and actions for four key themes that were surfacing from initial interviews and consultation activities in the early stages of the consultation phase. These were:

- b. Young people as makers, creators and producers
- c. Animating heritage
- d. Collaborative working for resilience
- e. Inclusivity and diverse voices

Young People as Makers, Creators, and Producers

The vision is to create an environment where young people in King's Lynn are inspired and empowered to explore their creative potential, equipped with the skills and opportunities to become makers, creators and producers.

Suggested Actions required:

- Engagement with schools through partnerships, cultural programming and resources for teachers/educational practitioners
- Expand the cultural programme for young people, and by young people
- Use empty buildings / heritage assets for spaces of creativity for young people-led projects
- Develop other performance and production spaces to present young people led-projects across multiple artforms
- Support young artists/freelancers emerging in their discipline/practice
- Promote and celebrate inspirational stories
- Ensure clear progression routes from formal to informal sectors and into the workforce – either as freelancers/entrepreneurs or into existing cultural organisations/projects
- Create the structures to ensure meaningful and ongoing consultation with young people

Animating King's Lynn heritage assets

The vision is to transform King's Lynn into a dynamic and interactive heritage. By animating our rich history through modern storytelling methods, interactive experiences and year round programming, we aim to make heritage accessible, engaging and relevant to all, especially young people.

Suggested Actions required:

- Develop partnerships that can provide interactive experiences and a year-round cultural programme in heritage assets
- Embrace technology e.g. interactive trails, augmented reality, Heritage App, other content creation (by young people)
- Audience development – with new and different experiences on offer at heritage assets, you will attract a different demographic
- Community involvement and co-creation – e.g. volunteer programmes
- Visitor experience – create a heritage hub, improving signage, parking, etc.
- Collaboration – partnerships and networks for heritage and cultural organisations

Inclusivity and diverse voice embedded in King’s Lynn Heritage and Culture

The vision is a vibrant, inclusive cultural scene in King’s Lynn that amplifies diverse voices and celebrates the rich cultural contributions of all local communities. We want every resident and visitor to feel represented, valued and inspired to participate in and contribute to King’s Lynn’s heritage and culture.

Suggested Actions:

- Create dedicated cultural spaces and programmes that brings together a range of community and cultural voices e.g. through a riverfront programme that can act as a hub for all people to make/present, participate in and experience culture
- Continue to invest in accessibility to heritage and culture
- Target grants and funding to diverse-led creative projects / organisations or a programme to support freelancers/ creative practitioners
- Inclusive marketing strategies from traditional print, social media to park and ride services
- Continue community consultation and engagement in heritage and culture development in King’s Lynn
- Celebrate the positive contribution of diverse voices to heritage and culture in King’s Lynn

Collaborative working for resilience

The vision is that there is a resilient and thriving cultural sector in King’s Lynn because of collaboration amongst a range of people and organisations operating in the heritage and culture sector. Under a shared vision and mission, organisations will be better at demonstrating their impact, have more financial stability and be creating a vibrant cultural landscape that benefits all.

Suggested Actions:

- Development of a cohesive brand and identity with consistent messaging for all stakeholders to use – this would have an online presence.
- Establish a network – or forum – to share resources, collaborate on projects and align activities under the overarching heritage and culture strategy
- Facilitate collaborative programming for key events to be held in King's Lynn
- Ensure transparency and clarity on funding initiatives that can be accessed by all partners – individually and in partnership.
- Build on the strengths in the sector – through leadership forums, buddy-systems – and celebrate successes as a result of collaboration

Additional points

Attendees also reviewed a SWOT analysis that had been prepared about culture and heritage in King's Lynn. The following further points were raised in this discussion:

- Volunteers are a huge asset for King's Lynn, but need support and coordination
- King's Lynn has events spaces with more potential
- The feeling that King's Lynn doesn't need new things but needs to make more of what it has through coordinated marketing, shared communications and message
- The perception of the town for visitors needs improving, people don't realise the wealth of culture that is here
- Poor transport links affects accessibility to culture for many
- Heritage Open Day is hugely popular in King's Lynn and proves there is an audience for heritage
- Various cultural forums and groups have emerged but what is needed is resourced task groups
- More collaboration between local groups on cultural programmes with an ambition for these to be community led.
- The cultural workforce needs developing – we need skilled artists and creators to make things happen – increase the quality of skills to deliver creative engagement – this needs spaces for making and facilities to support them.
- The River is a strong asset and should be a feature for culture.

Comments from Creative Activity pop up consultations, August 2024

Lynn Museum 08/08/24

54 people engaged with

Pin your big ideas here

[I would like...]

Straight theatre by professional artists as well as by our good amateur theatre companies.

Music – loud

More... toys, nature, animals, history

We like... weird walks [referring to walking trails created which look at weird histories of the town]

Kids art clubs & classes. Libraries are a great Norfolk resource. KL park & ride please!

Treasure hunt

Outdoor cinema

More communal spaces for all generations to sit and chat, do art activities. Children welcome. Not expensive.

More activities for children. Subsidised parking when using activities.

Weekly art/craft classes for children.

Short walking tours of historic buildings in Lynn specifically aimed at children/families.

Like the festivals that are put on. There's always something going on for the kids. A lot of free activities going on.

Children's drawings

"I like going to the cinema with my family." Seth, age 7.

"Lots of fun things to do." Lola, age 11.

Swimming pool.

Fun facts: This building [Corn Exchange] was found back in ancient Egypt. I think.

I would like to see more museums.

Notes from conversations

The Majestic Cinema is good for families, not too expensive like the multi-screens in Norwich.

The family mainly come to King's Lynn for events and the Majestic cinema.

There are lots of things for families to do, she can find things every day during the holidays, but finding the information is difficult and takes hours of research, it is not all in one place. Mostly finding out by spreading word of mouth and trawling Facebook and the internet.

There is a West Norfolk Headteachers network – they could be disseminating what’s on to all schools.

Families were travelling from Derehem to King’s Lynn even though Norwich is closer. They prefer King’s Lynn.

There is lots for children to do, but not for toddlers to 5 year olds (early years), what’s on offer is usually age 6+

High Street, 28/08/2024

Number of people engaged with: 32

Things they like about KL:

Corn exchange and majestic cinemas, Festival Too, looking forward to classic cars.

I think that Kinsely [*sic*] is a fun crazy and creative place they [*sic*] are lots of events and shops that I like e.g. T.K.Maxx Greggs Primark this place is fun. Like the cinemas were [*sic*] I watched Inside Out 2. Gifted, 10.

We go to the Corn Hall [Corn Exchange?] for gigs and coffee.

The festivals are well supported. And in the Corn Hall [Corn Exchange?] in the winter. Spin off of the classical festival.

Angels in St Nicks, feels safe, old buildings, stories of Lynn, museum is great.

Cinema is fantastic, affordable, and beautiful building.

I come for the antique shops!

My grandad was George Courtney-Green. Part of the police force in King’s Lynn, then joined the planning committee. We love the museums and walking to discover things, like the sculptures popping up, all good for the kids.

Open Day was good to visit the buildings. [Heritage Open Day]

Lovely art galleries and heritage

We like the old buildings

King’s Lynn is peaceful.

Beautiful buildings and history

Mark (8) – There are 2 McDonalds instead of 1

Amelia (8) – St James Swimming pool

Martin (6) – the river

We learn lots about KL at school. Lots of history.

Organ recitals at the church.

“I moved here in 1975 and I’ve never regretted it. I wouldn’t want to live anywhere else.”

“We’re quite lucky here, really.”

There are lots of free music events in KL. There’s a free music festival called Festival Too. There are classical concerts in the old venues like the Town Hall, Corn Exchange, Guildhall.

Arts & heritage – strong. Been to lectures on Captain Cook. Attend festival events. Clifton House – great place.

Interested in architecture. Passion in town for arts. Brimming with culture.

Sitting by the river is peaceful.

The walks, Lynnsport (leisure park).

Big market.

Things they don't like about KL:

Shops shut too early. Town closes down.

“They took the market away from us.”

Shame about the empty shops, happening everywhere.

No go-to area for information [about creative/arts events].

There’s no central hub of information for what’s going on in King’s Lynn - “You have to really want to find something.”

Art galleries and heritage not promoted enough.

Plenty of shops but too many shutting down because people don’t have enough money

Shopping centre has lost its heart. Shops closing.

Doesn’t feel safe or nice, too tired and sad in town. Lots of lovely terraced houses (London Rd) but not looked after.

People in rehab.

Things they would like to change/add/have more of:

Be good to have Tuesday Market Place screen and seats for longer. Families sit, buy food and stay in town.

A market day with food, cheese, pickles, would be good and affordable. Richer people travel for food but not everyone can. Street food during Festival Too.

There used to be Buskers Group called The Puppeteers, a local group. Used to be a good live music scene. I would like a jazz club! Before Covid – used to be vibrant in local pubs with more music.

Older people would go to festivals if they could get home on the bus.

Immersive art experience

Café in walks – art.

Poetry/writing workshops. Homeschooling opportunities. [High proportion of home schooling in West Norfolk]

Poetry/creative writing workshops would be good. Going to Wells to do a poetry workshop. Likes to write but isn't confident, opens you up to criticism.

Didn't know about the museums but would be interested.

Would be good [to have] cultural events through the year, not just for shops!

More entertainment, galleries and museums. More independent shops. Lovely to have more seating outside – a whole street for eating outside! Creative idea for children's trail activity around shops, like the Lego trail in the shopping centre we saw in Cambridge.

They should make more of the history of how King's Lynn was built.

Lovely heritage in the side streets, need to do more to promote them and "bring them into the town centre". Needs something in the town to get people to go out of the centre to [visit] the heritage.

We like the old buildings, they could make more [out] of them. Involve young people who are interested. Surprised how many old buildings there are!

Learning from Macclesfield – they reinvented the old festival, brought in regular market, this has attracted the independent shops etc. and changed perception of the town

There are beautiful buildings and history, need to make more of the history, I learnt it from the tv!

More pugs

Amelia (8) – would like a water park, a place to do art

Martin – a trampoline park

Make it feel safer. Family friendly music. Fill the empty shops. More busking in town. Like Hunstanton – a festival every week. All types of music for everyone. Likes to sing but doesn't have the confidence. 21 years old.

Main points –

People appreciate the old buildings and are aware of King's Lynn's deep history. Plenty of positive comments about the museums, art galleries and cinema. Many people mentioned Festival Too and other live music events hosted by the Town Hall and the Corn Exchange. People like the peaceful atmosphere of King's Lynn and the river.

Most of the things people don't like revolve around the look and feel of the town centre, many commenting that it is tired or run-down, and doesn't feel safe. Many feel that the heritage and cultural opportunities available aren't promoted well enough, and the promotion that does exist is too disjointed. Many people commented on the shop closures negatively impacting the "heart" of the town.

People's suggestions for improvements in the town centred on affordable things to do, with a particular focus on keeping people in the town centre.

Vision King's Lynn Joint Survey 2024

Summary of cultural and heritage specific questions, Art Reach.

517 responses received.

Q1. What do you like about KL?



People are proud of KL Heritage and value it

Key themes coming out of this question are overwhelmingly about the heritage of the town, specifically the beauty of the historic built environment and the variety of ways to learn about the history of King's Lynn, such as Heritage Open Days and museum tours. People are proud of King's Lynn's historic links.

There's a variety of things to do – in particular, free events

People reference the cultural events put on by the council, with a particular interest in the free, high-quality events such as Festival Too. Also mentioned are the events held at the Majestic Cinema, the Guildhall, and the Corn Exchange. People praised the variety of the events. Also mentioned were the sporting facilities at Lynnsport, Park Run, and GEAR. The market days were also highly regarded.

KL has a welcoming community with all amenities in walking distance – a good place for families

The community spirit was mentioned a lot. There are plenty of activities for children and families, and people feel that it is a good place to raise children. The cleanliness and safety of the streets, coupled with the fact that there are no cars in the city centre, add to this. The nature of

King's Lynn as a working town which hasn't been gentrified like some other Norfolk towns, was highly praised. The convenience and walkability of the town, with all amenities being nearby, and independent shops.

KL has plenty of green spaces that people highly value

King's Lynn's proximity to nature was brought up a lot. Many people specifically mentioned The Walks and the riverside. Praised the management of the walks.

Q2. And what do you think could be better?

Increase awareness of KL heritage and story amongst community / tourists

More accessible heritage – e.g. opening hours, staffing, redevelopment

Many people thought the history of the town wasn't promoted enough, particularly to tourists. Heritage venues should have longer and more concrete opening times, invest more in permanent staff members rather than relying on volunteers, and put on more frequent exhibitions. Also mentioned was to keep the library in public use.

Many people felt that the riverside needed sensitive redevelopment to maintain the historic buildings and increase footfall to the area.

More affordable activities for families – with interest in outdoor events / public spaces

Many people commented that they want more events and activities, particularly affordable activities for families and children, and activities for young people such as arts, music, and craft workshops. People called for more frequent cultural and outdoor events and entertainment.

An overwhelming amount of people wanted the return of the Tuesday Market, with one person saying it was "an intrinsic part of Lynn's character and charm". Many people suggested reducing the fees for market traders to encourage the resilience of the market. Also suggested were craft fairs and maker's markets.

Also mentioned were more sporting activities, a swimming pool, better restaurants and better nightlife.

People called for more chain restaurants and places to eat and drink in the evening, and felt that later-running and more frequent public transport would encourage people to go into town in the evenings and for events.

Stamp out antisocial behaviour

Provide alternative places for young people to go in the evenings.

One of the biggest points brought up was about the antisocial behaviour in the town, especially at night. People called for more police presence and more venues and activities to keep young people off the streets. Many people also felt that more affordable and social housing was needed, as well as more amenities to serve the growth of the town, such as GP surgeries and NHS dentists.

Reduce congestion and increase walking/cycling facilities

Improve the aesthetics of the town to appeal more to visitors – in particular the entry points at London road & Southgates

Perhaps one of the most mentioned points of improvement was the traffic and congestion in the town centre. Many people felt that it negatively impacted the aesthetics of the town and called for free parking and more walking and cycling facilities. The quality of the roads was also called into question, with people asking for better upkeep of the roads such as fixing potholes. People felt that the run-down housing and shopfronts should be fixed, especially those on London road and near Southgate roundabout. Simple fixes such as repairing paving, improving street furniture, and providing more seating, were also highly suggested.

Q3. Looking ahead to ten years from now, what would you like to be different in King's Lynn?

Put KL on the map for its culture and heritage

Redevelop “tired” areas for the benefit of locals and visitors

The main point was that people want King's Lynn to be put on the map for its culture and history, “a place to experience something unique and historical” which attracts locals and tourists alike. They wanted the old buildings to be saved and continually maintained, and areas like Southgates, the Vancouver quarter, the waterfront, and London road to be redeveloped, creating a good first impression for visitors.

People wanted more heritage open days and other historical events, as well as better quality galleries and museums. Of crucial importance to many people was making the heritage venues accessible and open to the public. People hoped for a thriving, sympathetically restored Quay area and a “historic quarter” with a thriving café culture.

Turn KL into a creative hub where small creative businesses can thrive

More affordable and free cultural events similar to Festival Too

Similar to above, residents hope for King's Lynn to be seen as a creative hub with a thriving local arts scene and plenty of affordable cultural events, activities, and club for all age groups. People want continued investment in cultural venues and spaces for the benefit of locals as well as tourists.

Many people praised Festival Too and hoped for more similar events in the future, as well as pop-up events, street food, and a central point of information to communicate local goings-on. People would like to see the reinstatement of Tuesday Marketplace as an open piazza, with no parking.

Create a lively buzz and incite civic pride

People want King's Lynn to be a safe, thriving, characterful market town, with a lively buzz and greater cultural participation, inciting greater civic pride. People would like to see a neater appearance of the town and more green spaces.

(Q4-7 not included here as not specific to culture and heritage)

*Q8. What do you think the biggest priority for improving the appearance of our town centre?
(please pick 1 option)*

Please specify other

An area of importance was community engagement, bringing people into the town centre for events, programmes and clubs for all age groups, including provisions for parents. The coordination and advertisement of these activities through website improvement was also suggested.

Q9. Please share up to three ideas for the town centre that you think would help make it more appealing

Redevelop the Quay area and find uses for historic buildings so they don't fall into disrepair

People were concerned with finding a use for the empty historic buildings such as the library and the Old Post Office, with suggestions like a climbing centre and an arts centre. People were also concerned with the aesthetics of the town, calling for the redevelopment of the quayside as well as the buildings on the high street and near the entry routes into the town, providing a more welcoming first impression for visitors.

Heritage should be more central and activities should be more interactive and better promoted.

In terms of the heritage attractions, people felt that opening times and costs should be made clearer. Heritage should occupy a more central place in the town, with information boards, signage and better promotion of attractions. People asked for more interactive heritage activities such as trails and digital displays.

Arts and cultural offer should have a more joined-up approach – in terms of activities and their promotion

People want more outdoor events and live music

The main theme arising was a desire for a more joined-up approach to arts and cultural events, with art installations in the town connected to wider activity e.g. light festivals. A desire to bring more culture and music into the town centre through street performers and buskers. More regular live music events, food and craft festivals. People were very concerned with finding uses for the empty shop units and many suggested they could be used for community activities.

Q10. King's Lynn has a strong heritage in our buildings and town's history. What do you think are the best and strongest aspects of our heritage? (for example, this could be specific buildings or stories from the town's history)



People felt the historic built environment was important to them – referencing their beauty and potential for tourism

Many responses showed the deep and rich history of King's Lynn. Many people thought the built historic environment was important and referenced specific buildings such as Customs House, the Town Hall, the Guildhall, the Minster, the library and the Corn Exchange, as well as the buildings in the King Street area. Also noted was Southgates, with many people hoping the proposed redevelopment will go ahead as planned.

The Tuesday and Saturday marketplaces, and the Quay area, were also mentioned many times, with people referencing their beauty and heritage, and their potential to attract visitors.

People felt KL has a wealth of stories that aren't being told or celebrated – Hanseatic League connection, important historical figures.

The Hanseatic League connection and its role in KL's development was very important to people. They felt that KL's maritime history wasn't being celebrated enough. People also asked for more alternative event like trails, ghost walks, stories of witches, and events that celebrate important historical figures connected to KL such as Shakespeare and the Royal Family.

Q11. Do you have any ideas for how we can bring King's Lynn heritage to life? (for example, this could be how we promote or use our historic buildings)



People requested more free and affordable events – particularly interactive or immersive events

More coherent promotion and signposting

People highly requested more frequent heritage open days, as well as the more frequent opening of attractions throughout the year, making heritage more accessible. Highly requested was also more events and festivals, particularly those with an interactive or immersive element, such as trails, guided tours, re-enactments, art installations and illuminations. People also wanted more coherent and comprehensive promotion of these activities through better website organisation and signposting, bringing heritage more into the public realm to benefit locals and tourists.

Find uses for historic buildings and keep them in public use

Make the town more aesthetically pleasing – through restoration and cleaning

The historic buildings in King’s Lynn are extremely important to respondents, and they are aware that without a viable use, they will continue to decline. Suggestions for the Old Post Office and Carnegie library include coffee shops, cinemas, gig venues, and cheap or free workspaces. The aesthetics of the town was very important. Cleaning up the streets and making the building look smarter would make King’s Lynn a more attractive place for tourism. Bringing back regular markets and improving the aesthetics of the surround areas.

Q12. Please tell us which of the following kinds of art, cultural or creative activity you enjoy the most?

Music is the most enjoyed of the prompted art, cultural or creative activities, and by some margin – 60% of respondents.

Other 'most enjoyed' activities are:

- Theatre - 45%
- Heritage - 45%
- Festivals - 44%
- Film – 35%

Q13. How often do you take part in creative or cultural activity, such as watch a play or a live gig, go to an event, go to arts gallery or museum, go to a local festival or arts event in King's Lynn?

Nearly all respondents take part in creative or cultural activity in King's Lynn at least once a year (93%). Hence, 7% 'never' do.

And most likely 2 or 3 times a year (29%).

8% take part frequently – weekly or monthly; and with a further 12% saying they take part 'as often as I possibly can'.

Q14. Where do you go to do creative or cultural things like watch plays or live gigs, or go to festivals in King's Lynn?

Respondents are most likely to go to the Corn Exchange to do creative or cultural things in King's Lynn – 72%.

Followed by the Majestic Cinema (61%).

52% go to The Walks.

50% to Festivals (such as Festival Too).

Noting that 7% do not get involved in creative or cultural activities in King's Lynn.

Q15. What is your favourite way of engaging in creative or cultural activities?

Unprompted, most respondents engage in creative or cultural activities by going to watch a performance / attend an event.

And there is some notable mention of the following venues and activities:

- The Corn Exchange
- Theatre
- Cinema
- Festivals
- (Live) music
- Museums
- Comedy

Although some respondents enjoy engaging in such activities by taking part (e.g. classes / lessons / workshops / choirs) – around one in 10.

(Q16-19 not included here as not specific to culture or heritage)

Q20. Finally, what is the one most important improvement that you think would have the biggest benefit in King's Lynn?

People want the heritage of KL to be more accessible and celebrated

Many people commented that the town doesn't embrace its history enough, and a more fun and less "fusty" approach would appeal to younger people. A recurring theme is the empty historic buildings that people feel aren't being cared for. They want continual upkeep of KL's historic buildings and a purpose that keeps them in public use.

More affordable events that are promoted better

People asked for more free and affordable events like Festival Too, with more comprehensive planning and promotion. A common theme was also a desire for more frequent and later-running public transport to allow people to access the event. People also expressed a desire to bring back more frequent market to reinstate KL's identity as "a proper market town".

A Culture and Heritage Strategy for King's Lynn – Analysis Dec '24

The following is a summary of responses from a follow up survey, open from October – November 2024.

The aim of the survey was to test some of the ideas and priorities that had emerged from consultation workshops.

The survey was sent to a mailing list of 92 people who work or volunteer in culture in King's Lynn, and further input was invited through the Council's website. 72 responses were received.

To what extent do you agree or disagree with each of the following statements?

Creativity and opportunities for young people are the primary concern

There is strong concern for the creative aspirations of young people in King's Lynn, with a combined 89% agreeing or strongly agreeing with point 3, and a combined 83% agreeing or strongly agreeing with point 4. People generally agree that there is low creative aspiration in KL, and there are few opportunities for young people to get involved in the arts. There is a strong sentiment that creativity should be accessible to everyone, and that there is a need for space to nurture it and bring ideas to the people with decision-making powers, as well as create jobs and opportunities for people of all ages.

Tourism is less of a concern

Respondents were less enthusiastic about the role of tourism in KL, with most people (41%) choosing 'somewhat agree' for point 1. There's a sentiment that the cultural pride of local people needs to be nurtured before we can create an attractive tourism offer.

Priority 1: Young People as Makers, Creators and Producers.

The main priority is to make more creative spaces available for young people

People generally agree that there is a lack of creative spaces for people to learn and nurture creative skills, with a combined 90% agreeing or strongly agreeing with step 2. Respondents acknowledge the fact that many schools have low budgets and are under constant pressure to deliver results, so often prioritise STEM subjects over the arts, and so external spaces are needed. There is a general frustration at the lack of control we have over school curriculums, this being a national problem not just a local one.

Mentors are needed but there are reservations about practicalities

Respondents are generally positive about step 1 (scheme for established artists to mentor young people), with more people saying they 'quite like' the idea (54%) than those saying they like it 'a lot' (34%). People had concerns over how the mentors would be paid, as well as the availability of places for mentees.

Priority 2: Animating Heritage in King's Lynn

King's Lynn's existing resources can be expanded upon as well as introducing new ideas

There is general agreement that heritage engagement would benefit from input from creatives, with a combined 88% saying they 'quite like' the idea or like the idea 'a lot'. Respondents said that King's Lynn is off to a good start with live and digital performances, with some people referencing projectors, Town Guides, and Stories of Lynn, but they acknowledge that KL's creatives need to be mobilised more. A few suggested that animating King's Lynn's heritage could be a good way to tackle priority 1, by engaging young people with heritage, creativity and tech.

Arts over heritage

A few people were confused about the emphasis on heritage and have little understanding of the link between arts and heritage. Some people showed concern that an emphasis on heritage could take away from the creative arts.

Heritage over arts

On the flipside, plenty of people commented on the huge potential of King's Lynn's heritage industry, and were adamant that historical accuracy should not be compromised in favour of creative representations.

Priority 3: Collaborative Working for Resilience

There is a concern that learning from other towns and cities could lead to imitation.

Although the idea was generally well-received, comparatively more people chose the negative options for step 1 than for the other proposed steps in this section. Many people believe that KL should have its own identity that fits its unique needs.

A marketing group would be beneficial for creative industries in KL but needs clear aims

People like the idea of a marketing group, with 45% of respondents saying they liked the idea 'a lot' but are concerned that it must have a clear common purpose and aim to avoid it becoming a talking shop, and should encourage collaboration over competition. People expressed concern that the marketing group should be made up of local businesses rather than 'outside groups'.

There are concerns over funding for work placements

People acknowledge that placements are a good idea, with 60% of people saying they like this idea 'a lot', as businesses can invest in local people and reap the rewards later. However, people are not confident there will be enough funding for this. Some people suggested apprenticeships instead of placements.

Priority 4: Inclusivity and Diverse Voice Embedded in King's Lynn Heritage and Culture

Respondents are unclear about the purpose of collecting demographic data

This step (mapping nationalities and demographics in King's Lynn and who is/is not connected to our cultural and heritage sector) has the most mixed results out of the whole survey. Over a quarter of respondents (26%) chose 'neutral/I don't know', and 14% said they didn't like the idea much, the highest negative response of all the questions. People seem confused as to the purpose of mapping the nationalities and demographics, and ask what would happen next. What will the data be used for?

Mapping demographic data can help improve equity of access to the arts

However, many people like the idea, saying that it could help make the arts more accessible and expand opportunities, and that it should be standard practice across all sectors. Some have suggested working with people who are already part of the priority groups we want to engage with.

Please rate the following in terms of importance

The question asked about priorities for culture for health and wellbeing, to support the economy and culture supporting communities.

Culture binds people together and supports a healthy society

Respondents quite enthusiastically agree that all these points are very important, saying that culture 'binds and supports civil society' and supports healthy lifestyles. People recognise that the lack of job opportunities in the town leads to young people moving away or transferring skills to other areas, and arts and culture is a good way to encourage people to make an 'active choice' to remain in KL. However, people still recognise that culture is important as an end in itself, not just a means to an end.

What are your thoughts on this proposed way of working?

The question proposed the formation of a Culture & Heritage Steering Group to drive the strategy, with Task Groups to deliver actions.

People generally like the idea and hope it will lead to action

A generally positive response. Most respondents are enthusiastic about the idea of a Steering Group if the 'right' people are recruited – suggestions on this include people who live and work in King's Lynn, young people, people from diverse creative backgrounds, and volunteers. Lots of people agree that the council shouldn't lead the group but suggest a member of the council should be there to listen and report.

People have reservations about the make-up of the Steering Group

A few people have reservations about who will be in the Steering Group and are concerned about repeating the mistakes of past steering groups, which were too large and had 'competing and changing priorities'. Many felt frustration at the lack of funding and decision-making power held by steering group members. People worry that the interests of smaller businesses could be ignored in favour of those of larger businesses, and that their voices may not be heard by the council.

King's Lynn Focus Groups

1. Health partners
2. Creative industries

1. Health partners, 28th November 2024

A gathering of 6 health partners with Jemma Curtis (BCKLWN) and Jo Dacombe (Art Reach)

Issues that health partners are dealing with:

- A particular issue is that since Covid, the voluntary sector is offering less including from the creative sector that can support health. Statutory services are stretched and people need more opportunities in the community to support their health.
- In West Norfolk generally there are lots of communities that are not reached and seldom heard. Health and culture both want to reach these communities and could work together more.
- Suicide is an issue in the area, particularly in the Eastern European communities which are a significant population in King's Lynn and also have barriers to engagement. Prevention services are trying to work with the Hanse League as a way of connecting to these communities as part of the heritage linking to Eastern Europe.
- Skills for life is provided through resources online, but for many the personal, relationship approach is needed, and there is less provision of this.
- Low confidence in some to access help, layers of barriers, they need scaffolding to support them into engagement. This requires co-production of programmes with service users in order to ensure that programmes will work for them. DRAGONS is an example.
- Parent and child connections need nurturing, this is an area where creative activity could support parents and children to be creative together which will be a fun and not patronising or stigmatising way to support relationships.
- Social isolation is an issue.

Initiatives that health partners are undertaking:

- Children's services are developing parent champions – this needs more promotion in King's Lynn.
- Different services are trying to tackle social isolation by taking people to visit or experience things, this could be more effective if services joined up.
- World Cafés – big round table discussions which co-create initiatives with communities. These have worked successfully.
- A Creative Social Impact tool is being developed to support making the case for the importance of creative activity. (Alive)

Ideas discussed:

- Doorstep events – more outreach, taking cultural activity to where people are, on their doorstep. This is a forerunner to building a connection between people in the communities and the cultural assets in King's Lynn.
- Rural Touring model was discussed, a model that has worked elsewhere where small touring shows visit community halls or centres, programmed by the communities themselves (with support and subsidy).
- Creative activity can provide an alternative form of physical activity for those people who do not feel confident or interested to take part in sport or exercise. Examples are

dancing, drama and singing. This could be particularly important for older people who need to move more to reduce falls.

- The NHS does not have funding for prevention. The Health and Wellbeing Partnership is focussing on prevention, so is a key partnership for culture to work with.
- Children's Services – there is funding available currently for 0-5 and 6-12 year olds work. Very few creative practitioners are applying for this funding, but it could support creative work with these ages.
- Affordability is a barrier for many of the people who also have worse health outcomes. A "Pay What you Feel" model was discussed to remove one barrier from cultural engagement.
- Scaffolding and linking up – a pathway is required for many people to build their trust and confidence to engage more with both health and culture. Together, the sectors could join up to create these pathways. Creative Arts East was mentioned as an organisation that is working with health and creativity and could be a delivery partner.
- A strong outreach programme involving health and arts partners could become an application for a Creative People and Places programme, to undertake action research to explore how to engage people in areas of lower health outcomes, using culture as the engagement tool and linking people in to King's Lynn's cultural assets.
- Models that have worked included: Ambassadors programmes, where a local cultural venue connects with and trains ambassadors who are part of their community, who then advocate to their community about the cultural offer (The Curve in Leicester); "Sister Village", a grass roots grown organisation; churches are often the only place for gathering in smaller towns and villages.

2. Creative industries, Friday 29th November.

A breakfast meeting with 6 people from local creative industries and Jo Dacombe, Art Reach.

Laura Dunn, KL Magazine

Kayleigh Wood, Real Nice Signs, hand painted signwriter

Trina Lee and Emily Penman-Lee, Noise and Chance School of Dance

Veronica Sekules, GroundWork Gallery

Charlie Roughton, Maze Media, marketing agency

Vicky Etheridge, BID manager, also contributed.

Supporting young people

Discussion begun around supporting young people into creative industries, responding to the young people consultation that was held the day before.

There used to be careers hubs but no more, seems there is a gap to connect young people to creative companies or knowledge on careers. These services are now provided via Connections but this does not address questions that young people might have about the local area, it is not local specific.

Creative industries in the room had tried to reach out to the college and schools but do not always know the way in or who to contact. They have offered work experience and free workshops without take up. It can be hard to get engagement with schools, there needs to be a broker or a coordinator who can help connect businesses with education.

There are work placement coordinators at the college, but it is inconsistent how well this works – works better in some subjects than others.

The Corn Exchange held a Careers Fair and they do one at Lynnsport, led by the college.

Apprenticeships – GroundWork gallery and other cultural organisations are looking at offering apprenticeships as a collective, sharing the offer between them, to help manage capacity and provide a more rounded offer for young people. The meeting attendees agreed this was a good model as individually they would all struggle to support a full time work placement.

Raising the profile of creative King's Lynn

There is a “small town syndrome” where people living in King's Lynn feel that it is not a creative place and has a deflated image of itself. We need to change the internal perception of King's Lynn and be better at celebrating successful creative businesses. We need to make the case for the value of creativity in Lynn.

Ideas:

- create a Local prospectus which celebrates the industries here and spreads wider knowledge of them.
- need a coordinating organisation or person to promote what's on in a more joined up way.
- Tuesday Market Place – should be used more as an events space.
- more Markets

Comparators to look at:

- Margate – how the modern art gallery has transformed the town into a creative attraction
- Downham Market – a handful of independent businesses has lifted it and changed the perception of the place

Work space

A particular issue for creative businesses in King's Lynn is lack of access to suitable workspace which has the facilities needed. Examples were Maze Media who are seeking better and larger office space as they are growing, but cannot find suitable space in King's Lynn and may have to move out; Noise and Chance need a second teaching space and again find it difficult to find this in Lynn.

Attendees shared about the Guildhall plans for 17 studio spaces at the back suitable for sound, music and drama, and this was welcomed.

It was noted that the Library would need to be closed for some time for repairs. The Carnegie Library is another large space that could possibly be used for creative work.

Ideas

King's Lynn could benefit from more visible art, such as public art, which lifts the feel of the town and makes it feel more creative.

An example was the HAZ project in North Walsham, as part of the high street regeneration programme, where they subsidised local shops to have handpainted signs which gave the High Street a specific, unique look.

Young creatives’ workshop at CWA, 28th November 2024

54 young people who are studying creative and cultural subjects attended, along with their tutors. Participation was 77%, with around 40 individuals interacting.

The aim of the workshop was to test some of the ideas regarding support for young people that have been generated in developing the Strategy, and to give young people the opportunity to respond and add their own priorities and ideas.

Participants were asked to rate the vision statement:

Young People as Makers, Creators and Producers

The vision is to create an environment where young people in King’s Lynn are inspired and empowered to explore their creative potential, equipped with the skills and opportunities to become makers, creators and producers.



Overall, participants felt that the vision was important but not particularly inspiring. Further comments indicated why participants felt the vision was important. A summary of their comments:

1. **Creative Freedom and Opportunities:** Everyone should have the chance to express creativity and explore new ideas, regardless of age or background. This is vital for personal growth and unlocking potential.
2. **Community and Generational Impact:** Supporting creativity among young people helps strengthen communities and equips the next generation with essential skills for future industries.

3. **Inspiration and Practicality:** While creativity is recognised as important, the way it is promoted should be more inspiring and detailed to truly motivate and engage individuals.
4. **Broader Benefits:** Creativity enhances perspectives, develops diverse skills across fields, and makes life more enriching and exciting. It's essential for a more vibrant and innovative world.
5. **Room for Improvement:** While the idea of nurturing creativity is widely supported, some feel the proposals lack inspiration or tangible applications.

Participants priority order for each of the 8 proposed actions

Participants were asked to rank the 8 proposed actions to deliver the vision in order of priority. The results were:

- 1st Support young creatives with professional development
- 2nd Have more creative programming by and for young people
- 3rd Create career pathways from school onwards
- 4th Have spaces (outdoors and indoors) for young people to lead creative projects and programmes
- 5th Find ways to involve young people in meaningful and ongoing consultation
- 6th Creative groups and companies to work with schools
- 7th Use empty buildings as spaces for young people to create
- 8th Promote and celebrate inspirational stories from young makers, creators and producers

It is clear that actions that help young people develop career skills and experience are highest priority.

Summary of participants' comments on the proposed actions:

1. **Support for Local Economy:** Promote local businesses over large corporations through grants and investments, enhancing community identity and self-sufficiency.
2. **Job Opportunities:** Emphasise creating better-paid jobs and supporting industries that encourage residents to stay in the area.
3. **Education and Cultural Development:** Provide pathways for young people to access courses and opportunities that enrich their lives and emphasise the importance of culture and art as self-expression.
4. **Infrastructure Improvements:** Improve local infrastructure, such as better internet connectivity.

Summary of comments and ideas from small group discussions

Participants were asked to discuss some of the proposed actions in more depth in small groups and feedback their comments and ideas. A summary of these:

Job and Career Opportunities:

- Increase local jobs and apprenticeships to reduce reliance on cities like Norwich and London.
- Create career pathways starting in schools to help students navigate life after education.
- Encourage companies to provide real industry experience and interact with students to inspire career possibilities.

Creative and Cultural Development:

- Establish creative programmes, spaces, and hubs for young people to express themselves and explore potential careers.
- Incentivise creative industries to set up in King's Lynn to retain local talent.
- Provide affordable access to hobbies, music studios, and opportunities to publish creative work.

Infrastructure and Environment:

- Improve streets by enhancing safety, cleanliness, and addressing drug-related issues.
- Create computing hubs and other collaborative spaces for community-driven projects.

Youth Empowerment:

- Support affordable and accessible initiatives to encourage creativity, towards a more vibrant future.
- Give young individuals tools, such as subsidies and resources, to start their own businesses.

Local Government and Trust:

- Strengthen trust in local government to encourage community engagement and creativity.

Full responses to text questions

(Some unserious responses have been removed.)

Young People as Makers, Creators and Producers - explain why you voted that way

Everyone should have a chance to do something, especially something creative.

It is important for everyone of all ages to feel empowered and inspired

The environment needs to be improved for the young generations to achieve better skills

Everyone should be able to do what they want

Because I think that young people should be allowed to explore their creative freedom.

It could be pretty cool to see

It's a great way to help the community starting with us as the next generation

It is quite inspiring that resources are being put into this area, but the phrasing wasn't overly inspiring, but creative areas are extremely important and needed when practicality is the forefront.

Because I think that everyone should get a good opportunity to do what they want.

It is very important that people going into industries have opportunities to be creative. It needs to be more inspiring and go into slightly more detail.

Instinct and how I felt about it

Because we need more people to explore new ideas and to be more creative with different media's

It seems important

It's important to be creative, and people should have the freedom to be creative when they want to

To make the world more creative place

Didn't explain how it would help so not inspiring

doesn't seem very important

It's a great way to help the community starting with us as the next generation

I wasn't very inspired by it but I did agree with its message and I do believe to some extent it is needed

The more opportunities are available to young people the more potential can be unlocked

I voted that way because it is important that young people can try and gain the skills to achieve the highest possible goals and opportunities

New and different perspective

not inspirational because it's not real

Young people should be inspired to be creative as what is life if it is bland and boring? It also helps develop skills in every field

I voted that way because it seemed very important for the vision to exist to inspire the greater community.

Because yes I agree that it is important that young adults such as us should be inspired as makers creators and producers, it is important and needed. But not as inspirational

Im going to agree because im lowkey just a chill guy

Any comments on the proposed actions:

No

Respect

Probs not

Sigma

Lwk the schools ones seems pretty sigma ngl

Idk bro im just a chill guy

Nothing too much I'm just a chill guy

I don't enjoy lynn

Promote more local businesses instead of large corporations and chains in the area (offer grants and more)

King's Lynn is a low income area so it would need investment

Better paid jobs, better access to courses that will enrich our lives

More concrete structures

Teaching the importance of culture and art being an expression of human self

Fair enough

All good

No.

Ask someone else

No thumbs up

Thumbs up

I think pathways for young people to get into it are the most important

All good here

I have no further comments about the ideas for actions

Better paid jobs

More smooth ground

Higher-paying Jobs, needs to have a culture so people will want to stay here, references with companies

Ohio sigma

Better internet in town!

More local shops, less franchises and corporations

Comments and ideas from small group discussions

More jobs and apprenticeships in Kings Lynn because most of them are in cities like Norwich and London

Create career pathways from school onwards. Excellent choice. Many students don't know what to do after school. This will help. Many also don't know how to get a job so this will help them too.

Make sure those who need that space to create those projects have the opportunity to do so.

I probably don't want to work in Lynn

More creative programs by young people and needed to show what is possible for people even at a younger age

Help future population of Kings Lynn's young people to get opportunities into the industry and find higher paying jobs

Government subsidies for electronics

Affordable hobbies

Computing hub space/area to work on group online projects in a good environment.

According to all known laws of aviation, there is no way a bee should be able to fly. Its wings are too small to get its fat little body off the ground. The bee, of course, flies anyway.

Studio where youths can play instruments at affordable prices

Make the streets a safer and cleaner environment to traverse and take drugs away from ppl

Interactive sessions with students in learning to create a unique skills set - to sign up to different classes available through the schools to make sure they can access those sessions

It smells of the grass stuff, we should probably sort that out gang

Somewhere to write stories and the opportunity for publication

More trust in the local government so people feel more inclined to be creative for the local area

We need more companies in Lynn that revolve around creative stuff as it is nigh impossible to find any of them here

Have more creative programming for young people encourages young creative minds to stay in King's Lynn as well as encouraging young people within King's Lynn as well

Like companies coming in and offering jobs so school kids can get experience with the creative industry and show how jobs in these places operate and day to day life.

Creative groups and companies could give opportunities to college students and more to let them have real industry experience in creative fields

I believe that this will help young people to build their creativity and help them to bring a better future where young people express their creativity for the development of the future and progress

companies coming in to help students figure out what they could do after school, whether its helping finding the students specialties or a career they would enjoy

It will improve the creative worth and diversity in King's Lynn as well as prop up young people's careers (Have creative programming by and for young people)

Have a space to create, with colour and ideas.

I don't live here

Have more creative output for young people who can do it on a whim than a process

Individuals need to be able to start their own creative businesses

Implement 'no sweat insurance' into King's Lynn. This will help culture MASSIVELY...

We should have more affordable brainrot exams

Give me money to make my own business rn, that would be handy

Free money

Supply schools with historical documentaries ONLY

Existing & Desired Communities

If you want to grow more relevant to more communities, the first step is to get clear on which communities you serve well and which you hope to engage in the future.

This is a 45-60 minute exercise you can do with board and staff colleagues. On this page, you'll find a facilitation guide. Page 2 offers a worksheet that might help.

How to Do It

Step 1: Reflect on your own

- Use the worksheet to list out communities you already serve well (“existing”) and those you would like to involve (“desired”).
- When it comes to desired communities, we encourage you to consider people present in your region but under-represented at your organisation.
 - Be as specific as possible, and try to avoid euphemisms. For example, instead of “young people,” you might write “creative teenagers” or “young professionals who are new to the city.”
 - If you find yourself avoiding naming markers of race, class, disability, sexual orientation, or gender, challenge yourself to include these terms.

Step 2: Discuss with your team

- Share and discuss your lists and who you each think might be most important to consider building relationships with in the future. If you can, try to identify 3-5 priority communities to move towards.
- Take a step back to discuss the bigger picture. Some questions to get started:
 - What does under-represented mean in your context?
 - Why do you think these communities have not been involved in the past?
 - Whose voices might be important to your organisation’s next 5-10 years?
 - Whose voices might be important to your region’s next 5-10 years?
 - How might this discussion translate into specific targets or initiatives you might consider taking on as an organisation?



Every organisation has "existing" communities—people who are deeply involved—and "desired" communities—people who you wish were more involved. Jot down who you see in each category at your organisation amongst your audiences, partners, stakeholders, staff, and/or board.

EXISTING COMMUNITIES

(list people you do a great job involving)

DESIRED COMMUNITIES

(list people you want to involve)

TEAM DISCUSSION

As a team, we are most excited about involving these communities:

We have questions or concerns about:

Quick Community Mapping

Once you've identified a few communities that you'd like to become more relevant to, it's helpful to get a sense of what you know and don't know about them.

This is a 45-60 minute exercise you can do with colleagues and/or trustees. On this page, you'll find a facilitation guide. Page 2 offers a worksheet that might help.

How to Do It

Step 1: Map existing knowledge as a team

- With your team, use the worksheet to note some basic information about this community and why you might want to engage them.
- Note whether you have existing relationships with people in this community. In general, no matter how appealing, if you know no one in this community, you likely are not yet ready to work with them. You may be operating from assumptions or stereotypes instead of a sense of a real community.
- Note your existing or past engagement with this community. Perhaps you are starting fresh. Perhaps there's a legacy of past hurt or marginalisation. Or perhaps you've planted some promising seeds for a stronger relationship.

Step 2: Discuss with your team

- Discuss what you think it might take to credibly involve this community. Some questions to get you started:
 - Who could help you check your assumptions and better understand how this community defines themselves, their goals, values, and barriers?
 - What kind of investment might be needed to work with this community - thinking about them as potential audiences, employees, trustees, and programming partners?
 - What might you have to unlearn or do differently to have a shot at working well with this community?



QUICK COMMUNITY MAPPING

Community:

Name of one person we know in this community: _____

Why we are interested in this community:

How connected are people in this community? Do they have strong ties to each other, or are they very loosely connected?

- Barely Aware Weak Ties Strong Ties Very Strong

How would you describe your organisation's relationship with this community?

- Non-existent Challenging Spotty Strong

Where, if at all, is this community present at your organisation currently?

- Audience Workforce Board Programme Partners

What do we know or imagine about this community's assets, strengths, and points of pride?

What do we know or imagine about barriers this community may be facing?



REPORT TO CABINET

Open (Appendix 1 Exempt)		Would any decisions proposed:			
Any especially affected Wards	Discretionary	Be entirely within Cabinet’s powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		YES	
Lead Member: Cllr Simon Ring E-mail: cllr.simon.ring@west-norfolk.gov.uk		Other Cabinet Members consulted: Cabinet			
		Other Members consulted: E&C Panel			
Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk Direct Dial: 01553 616716 Lead Officer: Nicola Cooper E-mail: Nicola.cooper@west-norfolk.gov.uk		Other Officers consulted: Executive Director (place), Assistant Director Housing, Regeneration & Place.			
Financial Implications Yes	Policy/ Personnel Implications No	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre-screening/Full Assessment	Risk Management Implications No	Environmental Considerations Yes
Appendix 1 to the report is not for publication, the paragraph of Schedule 12A of the 1972 Local Government Act considered to justify that is paragraph 3					

Date of meeting: 04 March 2025

WEST NORFOLK PROSPERITY FUNDING (UK SHARED PROSPERITY FUND AND RURAL ENGLAND PROSPERITY FUND) 2025/26 PRIORITIES

<p>Summary</p> <p>Cabinet has previously approved the programme of investment for UK Shared Prosperity Funding (UKSPF) for 2022-2025 and for Rural England Prosperity Funding (REPF) for 2023-2025. An additional ‘transitional’ year of UKSPF funding for April 2025 - March 2026 was announced by the Ministry of Housing, Communities and Local Government (MHCLG) in December 2024. This report sets out the proposed spending priorities for this funding to facilitate both essential continued programme delivery and alignment of investment with the delivery of the West Norfolk Economic Strategy priorities.</p> <p>At the time of writing there has been no announcement from DEFRA regarding any additional REPF funding for 2025/26 but this report also sets out a proposed programme for continuation should further rural funding be allocated.</p> <p>As with previous cabinet reports it is essential to also agree in advance the best approach for expediting any ‘in year’ programme adjustments that may become necessary to ensure achievement of full spend in 2025/26 by the government deadline of 31 March 2026.</p> <p>Recommendations</p> <p>Cabinet is recommended to:</p> <ol style="list-style-type: none"> 1. Approve alignment of 2025/26 UKSPF investment with the West Norfolk Economic Strategy.
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2. Approve the £600,773 UKSPF investment programme for 2025/26 as set out in Table 2, Section 3 in line with the indicative budget allocations in Appendix 1 (EXEMPT).
3. Approve proposals in Section 4 for investment of REPF funding for 2025/26 should an additional allocation be awarded.
4. Delegate authority to the Assistant Director for Regeneration, Housing & Place in consultation with the Portfolio Holder for Business to approve budget allocation variations (including removal of any ongoing funding for at risk projects) of UKSPF funding for 25/26 to ensure fulfilment of spend.

Reason for Decision

To ensure timely and impactful delivery of the additional year of UKSPF funding stream in line with government guidance, the West Norfolk Economic Strategy, the West Norfolk Investment Plan and Corporate Business Plan objectives. To also enable swift commencement of a REPF investment programme should additional funding be allocated. Delivery of prosperity funding will continue to support residents and business to; build pride in place, provide high quality skills training, support employment opportunities, growth in productivity and increase life chances.

1. Background

- 1.1 The UK Shared Prosperity Fund was a central pillar of the previous government's Levelling Up agenda and a significant component of its support for places across the UK to replace EU structural funds which ended when the UK left the European union. The 2022-25 programme provided £2.6 billion of funding for local investment by March 2025, with all areas of the UK receiving an allocation from the Fund via a funding formula rather than a competition. It will help places right across the country deliver enhanced outcomes by investing funding where it is needed most: building pride in place, supporting high quality skills training, supporting pay, employment and productivity growth and increasing life chances.
- 1.2 UK Shared Prosperity Funding (UKSPF) has been reviewed and repositioned as part of the new government's plan for change. The Autumn Budget announced further UKSPF funding for local investment for the period April 2025 to March 2026, and in December 2024 the Ministry for Housing, Communities and Local Government (MHCLG) published local allocations for a 'transitional year' of funding for 2025/26 together with an [UKSPF 2025/26 technical note](#).
- 1.3 For 2025/26 a £110,922 capital and a £489,852 revenue allocation of UK Shared Prosperity Funding has been confirmed for King's Lynn and West Norfolk, giving a total of £600,773 for an additional one year of investment. MHCLG has advised that the UKSPF extension year will provide a smooth transition from the existing UKSPF programme to a new, future funding framework. This allocation represents just under 45% of the 2024/25 budget currently in delivery.
- 1.4 For 2025/26, MHCLG has simplified the UKSPF interventions and has aligned these with the government's five missions: to kickstart economic growth, make Britain a clean energy superpower, take back our streets, break down barriers to opportunity, and to build an NHS fit for the future. UKSPF can still fund the range of activity it has previously, but programmes will need to consider updated local, regional and national policies and priorities. These include but

are not limited to the '[Get Britain Working](#)' white paper and '[Invest 2035: the UK's modern industrial strategy](#)' green paper.

- 1.5 As a lead local authority, the Borough Council has flexibility to invest the funding across the range of activities which represent the right solutions for our area. The original UKSPF allocation for 2022-2025 was awarded against the priorities identified within the West Norfolk Investment Plan (WNIP), as approved by Cabinet in July 2022. Lead local authorities are not required to submit a revised investment plan for the transitional year and the 2025/26 programme is not limited to the original WNIP so long as activities align with fund guidelines. The additional year of funding provides a local opportunity to align UKSPF investment with the West Norfolk Economic Strategy, which was approved by Cabinet in December 2024.
- 1.6 As with the original programme UKSPF can be used to complement and add value to other funding streams. The funding cannot be used for statutory provision.
- 1.7 At the time of writing this report there has been no announcement on the continuation of REPF funding for 2025/26. A verbal update on this will be provided at the Cabinet meeting. This report anticipates a potential for a further allocation of REPF and section 4 sets out pre-emptive proposals to deliver additional rural investment should it be made available.

2. Strategic Context

- 2.1 The UK Shared Prosperity Fund's mix of revenue and capital funding is to ensure places deliver directly on the foremost government Mission to kickstart economic growth. Alongside this, it will support the four remaining Missions, helping those at risk of being left behind and boosting community cohesion, including supporting efforts to address homelessness.
- 2.2 There is a clear alignment of the UKSPF themes with the West Norfolk Economic Strategy (WNES), which identifies 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.
- 2.3 Figure 1, page 4 shows the three investment priorities for UKSPF (Communities & Place, Supporting Local Business, and People & Skills), their underlying themes and the sub-theme/scope of each. It shows how the five Government Missions will be delivered by UKSPF activity under each priority and theme.
- 2.4 Figure 2, page 4 shows the five strategic pillars of investment outlined within the WNES. These pillars guide investment 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.
- 2.5 Table 1, page 4, shows the interrelationship between the Government's UKSPF priorities and the strategic pillars of the WNES.

Fig. 1: UKSPF investment priorities and the government's Missions ([UK Shared Prosperity Fund 2025-26: Technical note](#))



Fig.2: West Norfolk Economic Strategy: Our Vision for 2045



Table 1: Relationship between UKSPF priorities and WNES strategic pillars.

UKSPF Priority	UKSPF Theme	WNES Strategic Pillar
Communities & Place	Healthy, Safe and Inclusive Communities / Thriving Towns	Thriving towns
Communities & Place	Healthy, Safe and Inclusive Communities	Healthy inclusive and connected communities.
Supporting Local Business	Support for Business	Productive jobs and businesses.
People & Skills	Employability / Skills	Access to education and good work.
Communities & Place / Supporting Local Business	Healthy, Safe and Inclusive Communities / Support for Business	Managed natural resources.

2.6 The West Norfolk Investment Plan (2022), has guided local investment of Prosperity Funding from 2022-2025, setting out local priorities within four key themes: Leading as a Centre of Excellence for the Visitor Economy; Embedding

approaches that are Active, Clean & Green; Strengthening local enterprise and innovation systems; and Supporting people to access opportunities. Whilst the WNIP priorities are still very relevant to UKSPF investment it is recommended that Cabinet approve alignment of 2025/26 UKSPF investment with the West Norfolk Economic Strategy as the most comprehensive and up to date vision for West Norfolk to ensure the borough council targets funding where it is needed most.

- 2.7 Although an announcement on REPF has not been received to date, the guidance for delivery of this fund from 2023/24 to 2024/25 has been in alignment with the UKSPF priorities for local communities and businesses, with additional rural interventions focusing on diversification of farm businesses, development of products and facilities, and supporting new and improved community infrastructure. Rural investment priorities therefore also align with the West Norfolk Economic Strategy, encompassing the objectives for healthy inclusive and connected communities, thriving towns, and productive jobs and businesses, all underpinned by the sustainable management of our natural resources. Any extended REPF investment would continue to deliver against these priorities alongside any updated REPF guidance.

3 Local Approach to Allocation of UKSPF 2025/26 'Transition Year Funding'

- 3.1 The allocated UKSPF budget for 2022-2025 is £1,836,407. Of this, £1,350,112 (73%) sits within the 2024/25 delivery year against a broad programme of projects. By contrast the allocated funding for 2025/26 equals £600,773, representing a 55% reduction in available funding between the two budget years. No carry forward UKSPF budget from 2024/25 delivery is allowable and the transition year provides funding for 12 months of activity only.
- 3.2 A programme review has been undertaken as far as practically possible given the current year is still in delivery and a full year evaluation is therefore not possible. This review has informed the priorities for investment with the reduced funding allocation for 2025/26 whilst maintaining an impactful programme which continues to benefit our local communities, businesses and skills provision.
- 3.3 Local UKSPF investment to date has been undertaken via a combination of Borough Council direct delivery of strategically prioritised projects, third party delivery with key partners to provide enhanced local provision of established projects, and through the establishment of grant schemes which have benefited both community organisations and local businesses by filling gaps in funding availability. These delivery methods vary in deliverability risk for the transition year: grant programmes present the highest level of risk, being dependent on grant take up and ability of grantees to deliver agreed outcomes within the limited 12 month timescale, third party delivery has a reduced risk which is consequential of investing in the enhancement of established and proven schemes but tempered by the dependency on third party delivery and associated costs, and finally direct delivery presents the lowest risk for deliverability with the opportunity to fund strategic local projects and retain in house delivery control.
- 3.4 With consideration of the budget limitations and the timescales for delivery it is recommended that the 2025/26 programme focuses on direct and third-party delivery with grant programmes reserved for the investment of REPF monies, if allocated. It is also recommended that the programme largely focuses on continuation funding for 2024/25 projects to allow existing projects to further

embed impactful delivery and avoid a cliff edge of funding which would significantly reduce currently enhanced local provision and to safeguard and build on the outputs and outcomes already achieved to date through established projects.

3.5 Table 2 lists the projects proposed for continued UKSPF investment for 2025/26. Each of the projects listed are currently in delivery with UKSPF 2024/5 investment delivering against our local priorities and have the potential to continue at a local level for a further year if UKSPF investment for 2025/6 can be secured. The process of project continuation proposed within this report has been discussed with the Monitoring Officer and approved.

3.6 Each project has been subjected to a scoring process at an operational level which has been verified with the West Norfolk Prosperity Funding Programme Board to establish an objective assessment of investment priorities. Scoring ranges from Poor (1) to Strong (10) with the highest score representing the strongest project for the locality. Priority weighting is applied to each score as shown in the following criteria list:

3.6.1 Pre scoring Gateway Questions:

- Does the project meet Government guidance and at least one of the UKSPF Sub Themes? *Affirmation essential to progress scoring.*
- Could the project continue (albeit at a lesser scale) without UKSPF funding? *Answer considered in funding recommendations.*

3.6.2 Review Scoring Criteria:

- Local Need: Is there a strategic, evidence based, place focused rationale? *(weighting x3)*
- Does the project meet the West Norfolk Economic Strategy priorities and sub strategies? *(weighting x2)*
- Does the project have clear and evident stakeholder support? *(weighting x2)*
- Can the project be delivered by March 2026? *(weighting x3)*
- What are the long-term financial benefits? Are they sustainable? *(weighting x2)*
- Are the costs proportional and do they represent Value for Money? *(weighting x2)*
- Is there potential for match funding? *(weighting x1)*

3.7 The scoring for each project recommended for continuation is summarised in Table 2 below. Indicative UKSPF budget allocations for each prioritised project is included in Appendix 1 (EXEMPT). The table shows the alignment of all the listed projects with both the updated UKSPF Themes and the West Norfolk Economic Strategy. Summary details of each continuation project listed below together with a review of UKSPF recorded outputs and outcomes to the 31st December 2024 are included in Appendix 2.

Table 2. UKSPF Programme Priorities 2025/26

UKSPF Theme	UKSPF 2025/26 Prioritised Projects	Lead Organisation	Review Score
<i>WNES Pillar</i>	Continuation projects:		
Employability & Skills <i>Access to education & good work</i>	BOOST	Norfolk County Council	132
Thriving Places <i>Thriving towns</i>	St George's Guildhall Activity Programme	BCKLWN	126
Employability & Skills <i>Access to education & good work</i>	Volunteer it Yourself	Volunteer it Yourself CIC	122

Support for business <i>Productive Jobs and Businesses</i>	New Anglia Growth Hub	Norfolk County Council	121
Thriving Places <i>Thriving Towns</i>	Heritage Volunteering Collective	BCKLWN	121
Employability & Skills <i>Access to education & good work</i>	Visitor Economy Network Initiative (VENI)	Eastern Education Group	120
Employability & Skills <i>Access to education & good work</i>	On Track King's Lynn and West Norfolk	The Matthew Project	119
Thriving Places <i>Thriving towns</i>	Light Projection Programme	BCKLWN	118
Healthy, safe & inclusive communities <i>Healthy, inclusive & connected communities.</i>	Active Community Programme	Alive West Norfolk (BCKLWN)	117
Support for business <i>Productive Jobs and Businesses</i>	The Place Pop up Shop & Business Hub	KL Business Improvement District	111
<i>New Capital Project (see 3.7)</i>			
Thriving Places <i>Thriving towns</i>	Thriving Towns (Heritage Lottery bid)	BCKLWN	n/a*

3.8 One new project is proposed as part of the 2025/26 programme. This project will absorb the remaining capital allocation within the programme to enable a heritage led scheme which has been identified as an area of need through the engagement undertaken for the West Norfolk Economic Strategy. Working in partnership with Downham Market Town Council and Hunstanton Town Council officers are proposing the submission of a 'Thriving Towns' Heritage Lottery bid. This would fund an action research project to combine learning from each town to create a stronger West Norfolk offer, community capacity building, heritage restoration and engagement, supported by the establishment of an activities programme and a grants scheme. UKSPF investment would enable capital grant provision for heritage improvement schemes. This project aligns with the WNES vision for Thriving Connected Towns and will provide a pathway to enhancing economic benefit within the three towns. If the match funding is secured from the NLHF by September 2025, the project could commence delivery and achieve UKSPF match funding spend by March 2026. If the NLHF application is unsuccessful, the UKSPF allocation could be retained for a smaller scale town centre heritage based project. **As this project is currently at a proposal stage continuation scoring has not been applied.*

3.9 Four additional projects were also scored but not recommended for inclusion in the 2025/26 programme.

3.9.1 Go Digital scored well at 126 but there is funding already secured within the scheme's budget to meet forecasted 2025/26 demand without investing additional UKSPF. This is therefore not included in the recommended programme.

3.9.2 Tech Skills for Life scored well at 121 but without UKSPF investment this project will continue at 75% of the current provision for West Norfolk in 2025/26 through funding secured by Norfolk County Council. As local benefits will continue to be realised, albeit at a reduced level, this project is not included in the recommended reduced programme.

3.9.3 West Norfolk Training Grants. This scheme has been delivered during 2024/25, but demand and uptake has not been as strong as anticipated and is therefore not recommended for continuation. This scheme scored 109. The deliverability risk of grants was also outlined in 3.3 and 3.4 and therefore this scheme is not included in the recommended programme.

3.9.4 Love Your Town scored 79. Again the deliverability risk of grants means that this is not included in the recommended programme, but the NCC funded projects within the second round of Love Your Town are still in delivery for 2025/26 and alternative funding options will be explored for scheme continuation into a third round if demand is evident.

3.10 The remaining in year UKSPF supported projects which were not identified for continuation funding are either standalone projects which will complete in 2024/25 or are part of wider funding programmes and not dependent on UKSPF investment for future delivery. Grant schemes have not been prioritised for continuation of UKSPF investment as outlined in 3.3 and 3.4.

4. REPF Programme 2025/26 (Subject to allocation)

4.1 The REPF capital allocation for 2024/25 has been positioned to support rural communities and businesses. The current REPF programme can be invested into eligible rural areas only as defined by DEFRA and which can be determined through application of the [Magic Map](#).

4.2 Table 3 below shows the proposed REPF investment priorities for 2025/26 subject to funding allocation. The Community and Business Capital Grant schemes were established within the first year of the current REPF programme and delivery of these has continued across to this final year. The active travel support has been invested to complement wider active travel schemes across the borough. It is recommended that, if a further allocation of Rural Funding is received, the same intervention priorities are continued for 2025/26, with the allocation across each to be determined in consultation with the portfolio holder (Recommendation 3).

Table 3: West Norfolk REPF Investment Priorities 2025/26

Rural Communities
Active travel enhancements in the local area (Delivery Partner NCC)
West Norfolk Rural Communities Capital Grants Scheme <i>Investment in capacity building and infrastructure support for local civil society and community groups and impactful volunteering and social action projects to develop social and human capital in local places</i>
Rural Businesses
West Norfolk Rural Business Capital Grants Scheme <i>Small scale investment in micro and small enterprises in rural areas and the development and promotion of the visitor economy</i>

4.3 To ensure full programme risk mitigation the rural grant schemes are subject to regular review meetings between Borough and County Council Officers to monitor demand and adjust delivery techniques. Within 2025/26 this process would continue and be supported by the West Norfolk SPF Programme Board.

5. Financial Implications

5.1 The programme for March 2025 to April 2026 is a standalone fiscal programme. It is expected that there will also be no opportunity to defer 2025/26 budget beyond the end of the transition year so all projects must be delivered in full by 31st March 2026.

- 5.2 As with the original UKSPF allocation the Borough Council can invest 9% of the total programme cost to management and administration across the programme. This enables the capacity of officers to manage programme delivery of this external investment budget.
- 5.3 Continuation of a REPF grant programme would represent an additional delivery cost to the council. Resources to fund this will need to be determined and agreed separately once the value of funding available and subsequent scale of grant programme to be delivered is known.
- 5.4 Recommendation 4 of this report will enable budget decision processes to be delegated to the Assistant Director for Regeneration, Housing and Place to mitigate programme delivery risks that may arise within the transition year and ensure timely decisions to maintain delivery within the funding timeframe. The indicative funding allocations for each project in Appendix 1 (exempt) are subject to some level of movement as project scope and costs are negotiated to maximise the impact and outputs that UKSPF investment can achieve within the reduced allocation. This recommendation incorporates all adjustments which can be undertaken within the approved budget, in alignment with the investment priorities and programme framework as set out in this report.
- 5.5 The process of programme adjustments will be reviewed by the West Norfolk Prosperity Funding Programme Board which comprises of senior officers and meets bi-monthly. Incorporating this delegated process will minimise administrative delays which could impact on the ability to spend in full by 31st March 26 and result in clawback of funding.

6. Monitoring & Governance Updates

- 6.1 As detailed in the February 2023 cabinet report, a governance arrangement to oversee the UKSPF delivery is currently in operation:



- 6.2 The West Norfolk Prosperity Funding Partnership Group includes a diverse range of local and regional stakeholders, institutions, employer bodies and organisations, as prescribed by government in the UKSPF Prospectus. The group meets annually to receive a West Norfolk Prosperity Funding programme update and consult on funding priorities. At the most recent meeting in

November 2024 an update was provided to the group on the information known at the time about the transitional year of funding. Whilst the funding detail available to share at the time was limited, it was agreed that the investment of future prosperity funding should align with the West Norfolk Economic Strategy. The group has been supportive of the UKSPF and REPF programme delivery to date, with appreciation provided for successful partnership working, stakeholder engagement, the breadth of projects included within the programme, the support invested to continue successful local schemes and opportunities opened for community grants. An update will be provided to the Group ahead of 4th March 2025 and a verbal update of any feedback will be provided at the Cabinet meeting, Guidance from the Group will be sought on future investment priorities for West Norfolk and opportunities post 2026 at the annual meeting planned for November 2025.

- 6.3 Project monitoring processes have been established to provide clear qualitative and quantitative analysis of outcomes and outputs achieved by the local delivery of the UKSPF & REPF investment, compared with the indicated targets set out in the WNIP and REPF addendum. These are requested and reported quarterly as per MHCLG monitoring requirements. Projects will continue to be monitored through this established cycle within 2025/26. This will allow regular review of project progress against planned outcomes, outputs, and spending profiles as agreed within grant offer letters and Service Level Agreements.

7. Risk

Risk	Risk Implications and Mitigation	Level of Risk
Direct Delivery projects by BCKLWN impacted by lack of staffing resource.	<p>Risk: Staffing resources to deliver direct delivery projects, including development of match funding bids to lever investment matched by UKSPF.</p> <p>Consequences: Projects not progressed and spend/outputs not achieved</p> <p>Mitigation: Proposed programme focuses predominantly on established projects utilising existing resources/structures in place. Opportunities for continuation projects to expand scope to utilise any underspend emerging from direct delivery projects that do not progress.</p>	Medium
SPF allocation not fully committed by 31 March 2026	<p>Risk Delivery of agreed priorities in by 31 March 2026 not achieved.</p> <p>Consequences Unspent funding subject to clawback</p> <p>Mitigation Recommendation 4: facilitate sound risk mitigation to ensure that allocations can be adjusted within the parameters of agreed investment.</p>	Low
Project budgets not fully committed to	<p>Risk The Council has committed to spend the full funding allocation in accordance with the spending profile set</p>	Low

	<p>out by government.</p> <p>Consequences/Mitigation Insufficient project establishment and support to implement and deliver the investment programme in 2025/26 leads to inability to spend the allocation and the funding is lost.</p> <p>Ensure early engagement of partners to minimize risk of staffing losses. Use of experienced third-party provider's expertise and existing networks to establish and deliver projects applying specialist support to expediate delivery.</p>	
Stakeholder Support	<p>Risk Stakeholders do not support the priorities identified for 2025/26</p> <p>Consequences/Mitigation 2025/26 investment does not reflect the needs of the local area and deliver the required outputs/outcomes or meet the objectives of UKSPF due to lack of stakeholder support.</p> <p>A West Norfolk SPF Partnership Group meeting is planned before the cabinet meeting to provide an update on UKSPF and REPF programmes to date and plans for 2025/26. The Group has been supportive of the UKSPF and REPF programmes to date and as the proposals incorporate continuation of existing schemes it is anticipated that this support will continue. Officers will invite suggestions on successful final year delivery from the Group which will be taken on board as part of implementation.</p>	Low

8. Environmental Considerations

- 8.1 The SPF framework, WNIP & REPF priorities specifically includes interventions which supports the government's clean growth policies. One of the target outputs that will be monitored through programme delivery includes 'supporting decarbonisation.'

9. Policy & Personnel Implications

- 9.1 The priorities identified in the WNES, WNIP, UKSPF project and REPF priorities align with the Council's corporate strategy specifically with regard to;
- Promote growth and prosperity to benefit West Norfolk
 - Protect our environment
 - Support our communities
- 9.2 The WNES is also aligned with the following strategies and policies for West Norfolk;
- King's Lynn Town Investment Plan

- King's Lynn Local Cycling & Walking Infrastructure Plan
- Climate Change Action Plan
- King's Lynn Culture & Heritage Strategy
- King's Lynn Transport Strategy
- West Norfolk Tourism Development Plan

Appendices

Appendix 1 (EXEMPT): Indicative budget allocations UKSPF 2025-26 (to follow)
 Appendix 2: Summary of UKSPF continuation projects included in 2025/26 UKSPF investment programme.

Background Papers

[UK Shared Prosperity Fund Prospectus](#)

[UKSPF 2025/26 technical note](#)

[Rural England Prosperity Fund Prospectus](#)

Cabinet Report 15.01.25 [WEST NORFOLK SHARED PROSPERITY FUNDING AND RURAL ENGLAND PROSPERITY FUNDING: PROGRAMME UPDATE AND 2024/25 PRIORITIES \(Pages 237 - 266\)](#)

Cabinet Report: 31.10.23 [UKSPF 24/25 – Continuation and Expansion of Boost Project and West Norfolk Training Grants \(Pages 38 - 56\)](#)

Cabinet Report: 07.02.23 [WEST NORFOLK INVESTMENT PLAN \(UK SHARED PROSPERITY FUND\) AND RURAL ENGLAND PROSPERITY FUNDING – PROGRAMME PRIORITIES \(Pages 11 - 43\)](#)

Cabinet Report: 21.07.22 [WNIP Shared Prosperity Fund](#)

[West Norfolk Prosperity Funding Partnership Group papers November 2023](#)

[West Norfolk Investment Plan, August 2022](#)

[West Norfolk Rural Addendum](#)

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	Regeneration & Economic Development				
Is this a new or existing policy/service/function?	Existing				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations	Delivery of the Shared Prosperity Fund and REPF to support the identified priorities in the West Norfolk Economic Strategy. N/a				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			√	
	Disability	√			
	Gender			√	
	Gender Re-assignment			√	
	Marriage/civil partnership			√	
	Pregnancy & maternity			√	
	Race			√	
	Religion or belief			√	
	Sexual orientation			√	
Other (eg low income)	√				

Question	Answer	Comments
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No	
3. Could this policy/service be perceived as impacting on communities differently?	No	
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	Projects to be delivered under the funding programmes will provide local support for residents to access opportunities to progress, including through skills development, provision of community events and enhancement of wider support services.
5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	No	Actions:
		Actions agreed by EWG member:
Assessment completed by: Name	Nicola Cooper	
Job title Investment Programmes Officer	Date 24/01/2025	
Please Note: If there are any positive or negative impacts identified in question 1, or there any 'yes' responses to questions 2 – 4 a full impact assessment will be required.		



Funded by
UK Government

West Norfolk Prosperity Fund 2025/26 Programme

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Jemma Curtis: Regeneration Programmes Manager
Nicola Cooper: Investment Programmes Officer

West Norfolk Prosperity Funding UK Shared Prosperity Funding and Rural England Prosperity Funding 2025/26 Priorities

Background: 1 year extension to UKSPF approved by MHCLG in Dec 2024 for a ‘transition year’ while government establishes a new, future funding framework for April 2026 onwards.

Recommendations to Cabinet to ensure;

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- Timely and impactful delivery of an additional year of UKSPF funding stream in line with government guidance, the West Norfolk Economic Strategy, the West Norfolk Investment Plan and Corporate Business Plan objectives.
- Swift commencement of a REPF investment programme *should* additional funding be allocated.
- Continuation of delivery of high priority projects to support residents and business aimed to; build pride in place, provide high quality skills training, support employment opportunities, growth in productivity and increase life chances.

UK Shared Prosperity Fund: 2025/26 Allocation

	UKSPF Allocation	Capital	Revenue
2025/6	£600,773	£110,922	£489,852
2024/25	£1,350,112	£268,408	£1,081,704

- **55.5% reduction** from 2024/25 allocation.
- Total includes 9% management and administration allowance.
- “Lead local authorities will continue to have flexibility to invest across a range of activities that represent the right solutions for their areas”
- Opportunity to align investment with the recently adopted **West Norfolk Economic Strategy**.
- 2025/26 programme simplified with flexibility to allocate budget across interventions as per local need.
- “UKSPF can still support the wide range of activity it has since 2022”.
- [UK Shared Prosperity Fund 2025-26: Technical Note](#)

Rural England Prosperity Fund: 2025/26

- No funding announced for 2025/26 yet.
- 24/25 allocation of £1,395,525 can only be spent on activity until 31 March 2025.
- Scope of current funding is supporting delivery of:
 - West Norfolk Rural Business Capital Grant Scheme (administered by New Anglia Growth Hub)
 - West Norfolk Rural Communities Capital Grant Scheme (administered by Norfolk Community Foundation)
 - Active Travel investment
- If further allocation of Rural Funding is received, a continuation of the above schemes is proposed for 2025/26 to ensure deliverable and impactful investment.

UKSPF Priority Projects: Achievements to Date

Proposed Priorities for 2025/26

- Cabinet asked to support continuation of projects in the current UKSPF programme.
- Prioritisation exercise completed to inform allocation of reduced budget across the projects.
- Priority projects may need to adapt delivery within scope of reduced funding.

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BOOST provides individual support for 16-30 year olds across West Norfolk. Tailored to the persons situation, BOOST can offer a range of opportunities to support young people, providing employability support, basic skills, training, and mentoring.

**“day in the life of” - Watatunga Wildlife Experience
In partnership with VENI**

After recently being selected for an interview, one BOOST participant’s main barrier to being accepted was his lack of work experience on his C.V. The coordinator suggested attending the Wildlife Experience day which was delivered in conjunction with VENI, another UK SPF funded project. This is where he witnessed and learnt about different species of deer and antelope, rare birds within their woodland habitat and discussed the importance of conservation and how to continue supporting wildlife. All participants took part in a team building exercise to create a bird sanctuary and enjoyed a ride around the park to find out about the career opportunities available at Watatunga.

The participant then accepted a 2-week work experience at the park to learn in depth the practical skills needed to care for wild animals and run a reserve, including using woodland machinery.



Black Cat Cycle Maintenance Workshops

Learning the basics of how to repair and maintain a bike has not only given this participant a life skill, it has also provided an opportunity to interact with other people who have similar interests, building his confidence and self esteem.



He enjoyed it so much that he stayed to support the trainer to deliver further sessions throughout the day. He is now looking at opportunities to learn and work in bike or motor mechanics.

STATS to date (Feb 2025)

- Number of people taking part – 154
- Number of people accessing basic skills - 4
- Number of people engaged in job searching -89
- Number of people engaged in life skills – 66
- Number of people in vocational education - 38
- Number of people in employment - 33
- Number of people gaining quals - 31



Geographical distribution of Boost contact with young people across the borough.

St George's Guildhall Activity Programme

HOW UK SPF IS BENEFITING OUR AUDIENCES

As the project is being developed, we have been working with our local community to trial and evaluate an activity programme designed to attract new audiences and share our project vision.

HEADS & TAILS EXHIBITION 9TH SEPTEMBER TO 28TH OCTOBER 2023



WORKING WITH YOUNG PEOPLE

We have a dedicated Learning Officer who has developed a wide range of learning workshops for schools and school holiday activities.

Our schools programme offers exciting and unique visits that meet the national curriculum across a range of subjects from early years to A level. Our workshops focus on the Guildhall's links to Shakespeare, local history and the Tudor period with an emphasis on performing arts and drama. We also offer sessions for the home education community, adapting school sessions to suit the requirements of the group.

We welcome school groups to our art galleries and offer bespoke workshops themed to the current exhibition. We also offer CPD opportunities for teachers as part of the Heritage Education Network.



We are also hosting work experience for college students through links with the College of West Anglia.

820 young people aged under eighteen engaged with St. George's Guildhall through our schools programme between September 2023 and February 2024.

DRAGON FESTIVAL

The first Dragon Festival event took place on Saturday 4th November, and was designed to build on the successes of an earlier two-day event in April - Shakespeare's Birthday Bash - by incorporating a wide range of free family activities across the entire site. The aim was to drive footfall, raise the project profile and engage audiences with the Guildhall's links to St. George and the Dragon in creative and fun ways.



Evaluation carried out at the event (78 in-depth, face-to-face surveys were conducted) showed that our audiences were mainly local, (from PE30). The majority, two thirds, had never visited the Guildhall before, with 88% saying they would be likely to return for other events. People said they were attracted by the theme, the range of things to do on offer, and the free entry.

Volunteer it Yourself

Project Summary :

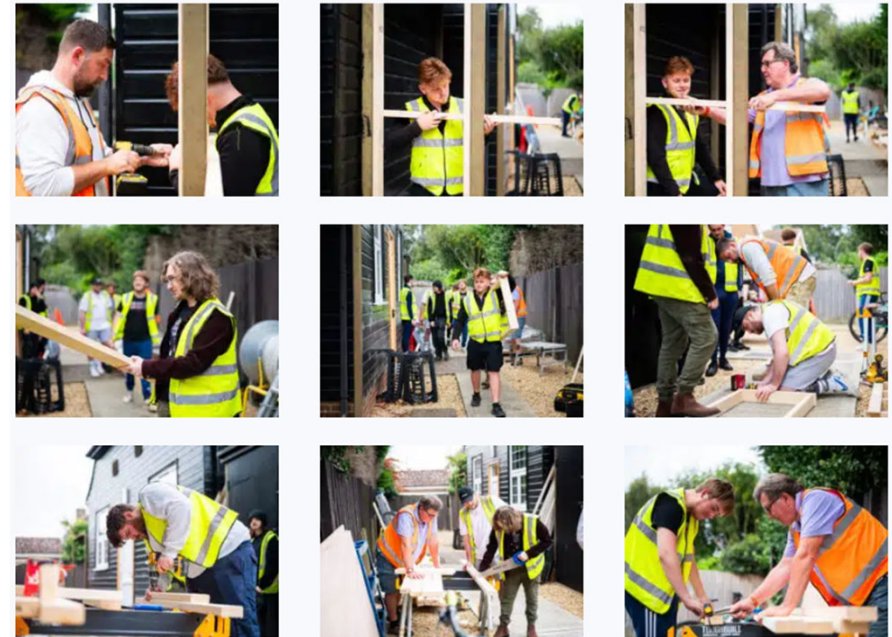
The VIY delivery model involves young people (aged 16+ and economically inactive/NEET) developing new vocational trade and construction skills, and improving their broader employability skills, whilst helping to refurbish and retrofit local community facilities.

The project:

Here VIY were helping North Wootton Village Hall to double the size of their storage space for their vital maintenance equipment by building a new external storage unit, and decorating parts of the venue externally.

The impact:

- Over 15 local young people volunteered on the project, referred from local youth partners including **YMCA Norfolk, Norfolk Youth Justice Service and Headway**
- 10 young people gained an **Entry Level 3 City & Guilds accreditation** in either Carpentry or Painting & Decorating
- VIY work closely with Boost, referring young people to this project and others locally, and supporting young people post-project with further employability and job-searching support.



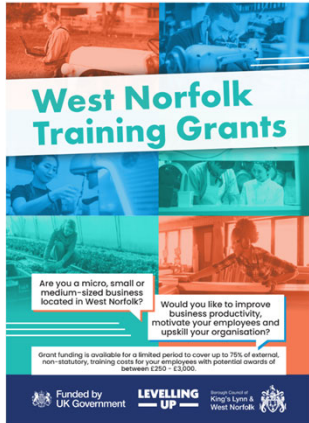
Bob Angell, in charge of maintenance at North Wootton Village Hall:

"The team have completed a fantastic job on the tasks set out. They have been a pleasure to have working here. It is so important today to have an organization such as yours, that can give young adults the opportunity to try their hand at construction. Having run a business myself in the locksmithing profession for over thirty years, I know that first hand, as some of that I employed had not even used a screwdriver when they joined us as young men. Teaching is invaluable and from my and Dom did just that. Brilliant.

Maintenance on a village hall such as ours, which is now over 87 years old, is continuous. In the last seven years since the management team took on the task, we have brought an almost derelict building back into our village community, so VIY have enormously. A job very well done." [North Wootton Village Hall - Volunteer It Yourself : Volunteer It Yourself](#)

New Anglia Growth Hub

The Growth Hub is a service provided by Norfolk County Council incorporating a team of business advisors who provide a 'one stop shop' to support and advise West Norfolk businesses.



Project Summary: West Norfolk delivery through UKSPF from July 2023 to 31 December 2024:

- **187 businesses** supported, receiving 768 hours of business support averaging 4 hours per business.
- **9 businesses were engaged** in the Scale Up programme receiving 21 hours of Scale Up support.
- **177 referrals** were made to other business support programmes or organisations.
- **Small Grant Scheme:** 4 projects approved with total grant value of £53,234 and total project costs of £244,890. 5 jobs have been created.
- Training workshops across a range of topics to support businesses
- Delivery of the West Norfolk Rural Business Capital Grant Scheme in partnership with the Borough Council and front-end work to deliver West Norfolk Training Grants.

The average client score of the initial GH support during the GH registration process is 4.8 out of 5:

"Mags made contact when booked, discussed and explained registration process. Relayed to me info I needed to know and allowed me to ask questions and confirm answers to my questions."

"Jamie was very thorough in his explanations and I was made to feel listened to and appreciated. He was very quick to respond to questions as well"

Norfolk stats:

- 100+ businesses attending the autumn workshop programme.
- Monthly newsletter to businesses database has 548 subscribers.
- During Q3 2024/25 an average of 587 new users visited the GH website per month.



KL Heritage Volunteering Collective

This project aims to build a sustainable model for volunteering at King's Lynn's heritage sites. We will increase the diversity of the volunteer base and develop skills, which will facilitate wider opening of the town's historic sites.

EOI submitted to National Lottery Heritage Fund to secure match funding to deliver;

- Set up a Steering Group of partners
- Recruit a project officer to lead the co-ordination of the Volunteers and Steering Group, and delivery of the Activity Plan.
- Develop a physical and/or virtual Volunteer Hub
- Develop and deliver a 2-year Activity Plan to diversifying the volunteer base in King's Lynn informed by user-led best practice. This may include events aimed at public engagement with volunteering, volunteer networking to facilitate shared learning and collaboration between heritage sites and partners.
- Deliver basic training including Health and Safety, Customer Service, Safeguarding and bespoke heritage training.
- Create and deliver a marketing and communications plan.



Visitor Economy Network Initiative (VENI)

Project Summary : working together to achieve regional impact, with a focus on skills development across all the sectors that make up the visitor economy.

VENI aims to inspire young people, those outside the labour market as well as people already in the workforce. VENI is about building people's confidence to find a job in the visitor economy which is made up of many sectors – all providing services to and for visitors. VENI runs short courses that act as a springboard towards a future career. In particular we try to inspire people to take pride in their local environment – to become VENI ambassadors for their local town.



WorldHost Certificate

Introduction to Hospitality programme

Cookery Theatre programme

Apprenticeship engagement

Pride in Place - Local Ambassadors through VENI

Engaging with potential college students

Choose Hospitality Course

Employability Skills

Video documentary filming

Business Breakfasts

On Track – The Matthew Project

On Track supports young people through 1:1 motivational coaching to develop their social and employability skill set and group-based enrichment sessions which support vulnerable young people to develop vital work skills and build community with their peers.

CASE STUDY

This young person was initially allocated to an On Track coach after engaging with a different project the previous year. When the coaching process began last year, the young person exhibited reluctance and fear of change, feeling stuck and uncertain about their future. These feelings of hesitation were addressed through personalised coaching sessions that fostered a safe, supportive environment, encouraging the young person to explore their goals and develop confidence.

They valued the frequency of sessions and the coach's dedication to helping them discover various opportunities, saying, *"I like the frequent sessions and how you go out of your way to help me find different things to help."*

Through ongoing support this year, the young person gained clarity on their aspirations and began taking proactive steps toward personal and professional growth. They obtained a CSCS card, which opened doors to employment opportunities in the construction sector. They stated *"On Track has helped me to gain a new qualification, has helped me with my confidence. I'm talking more confidently; still a bit anxious when meeting new people, but still ok"*

The young person also participated in a confidence-building workshop, which helped improve their self-esteem and assertiveness. This was demonstrated when they attended a Local Authority Jobs Fair and confidently communicated their skills and interests to potential employers. Although their initial application did not lead to employment, the young person persisted and applied for two additional positions, both of which resulted in interview offers. They also took a step toward personal development by booking their motorcycle and moped test.

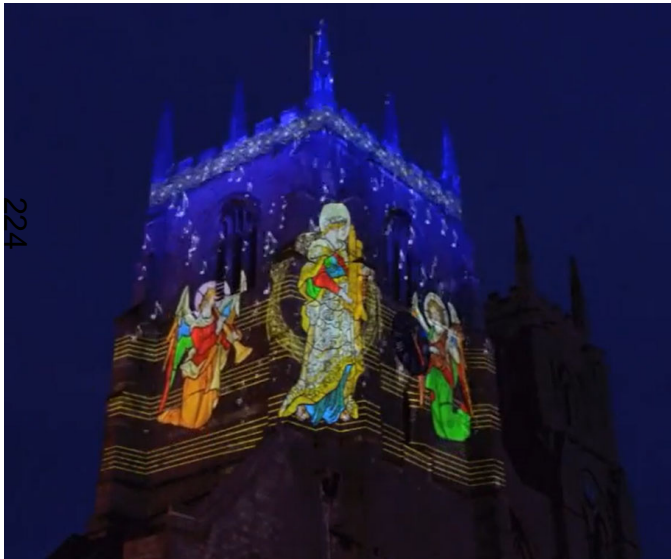
With newfound confidence and experience, the young person is now focused on seeking full-time employment, looking forward to the future with excitement and optimism. The coaching journey not only helped them overcome initial fears but also equipped them with essential skills for success, proving the transformative impact of personalised, consistent support in overcoming barriers to employment.

Reflecting on the journey, they shared,

"I would like the sessions to continue for as long as possible and would prefer to have weekly sessions."

Light Projection Programme

UKSPF investment is enabling the upgrading of historic building projectors across King's Lynn in 2024/25.



Lynn Lumiere, King's Lynn Minster



Collusion: Sound Mirrors Project, Greyfriars Tower
(Funded by UKSPF)



Lynn Lumiere, Corn Exchange

This provides an opportunity for the curation of a Light Projection Programme to complement the wider cultural offer across the borough. Aligned with draft KL Culture & Heritage Strategy

Contact us for more info at
community@alivewestnorfolk.co.uk



Active Communities Programme

The Active Community programme delivers activities across the borough at AWN leisure sites, community centres and outdoor spaces with a focus on reaching rural and deprived areas. The project works to engage hard to reach participants by making sessions locally accessible and free of charge.

Tackling health inequalities by taking activity to people in their communities, removing barriers of cost and transport.

Health and Wellbeing outcomes have been greatly enhanced for residents

A place based approach with key system partners such as the NHS, PHE, QEH and Active Norfolk has enhanced the offer for residents

“Making sure we are getting out there and embedding ourselves in the community and delivering lots of different activities is really important.” AWN Active Community Manager.

“I think its extremely important that its convenient to get to because otherwise you get put off. And the fact that its free of charge makes it even more attractive” Anne – Community Yoga member

“What I love about Ability is the support I get there.”

“My communication has definitely been better since I joined this club”

Lewis & Patrick – Ability Counts membership

Accessible to all
Developing life skills
Meeting new people
Problem solving
Learning new things
Building confidence and resilience

“It’s something that I needed to do...so I thought I would give it a go.”

Kim – Community Yoga member



The Place Pop Up Shop and Business Hub

2022-2025 Providing affordable pop-up space in King's Lynn for developing businesses to test markets and receive business support, the provision of hot desk and meeting facilities, cultural activities and a one stop shop for multi-agency provision.



Proposal for 2025/26 to:

- Fund a smaller unit to support pop up traders in 25/26.
- Continuation of start-up business support.
- Subsidised lease costs for traders.
- Support progression of traders towards self-supported trading location.
- Develop a business plan and model for a sustainably funded pop-up space that is managed by its users.

Additional business support opportunities through mentoring from the wider business community being explored.