

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



Regeneration and Development Panel

Agenda

Tuesday, 31st March, 2026
at 6.00 pm

in the

**Council Chamber, Town Hall, Saturday
Market Place, King's Lynn and available to
view on [WestNorfolkBC on You Tube](#)**



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

Monday, 23 March 2026

Dear Member

Regeneration and Development Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 31st March, 2026 at 6.00 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies for absence

To receive any apologies for absence.

2. Minutes (Pages 5 - 11)

To approve the minutes of the previous meeting.

3. Declarations of Interest (Page 12)

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

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

4. **Urgent Business**

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

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

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

6. **Chair's Correspondence**

If any.

7. **Cabinet Report - Local Plan Task Group - Terms of Reference**
(Pages 13 - 24)

8. **Cabinet Report - High Street Rental Auction** (Page 25)

9. **Guildhall Update** (Pages 26 - 45)

10. **Work Programme and Forward Decision List** (Pages 46 - 57)

11. **Date of the next meeting**

To note that the next meeting of the Regeneration & Development Panel is scheduled to take place on **2nd June 2026** at **4:30pm** in the **Council Chamber, Town Hall**.

12. **Cabinet Report - Custom House Refurbishment** (Pages 58 - 70)

13. **Exclusion of the Press and Public**

To consider passing the following resolution:

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

14. **Exempt - Cabinet Report - Custom House Refurbishment**
(Pages 71 - 124)

15. **Exempt - Southend Road - Post Project Evaluation** (Pages 125 - 127)

To:

Regeneration and Development Panel: B Anota, P Bland, R Blunt, F Bone, A Bubb, Mrs J Collingham, R Colwell, C J Crofts, P Hodson, J Osborne (Vice-Chair), T Parish (Chair) and J Ratcliffe

Portfolio Holders:

Councillor Ring, Deputy Leader and Portfolio Holder for Business
Councillor Rust, Portfolio Holder for People and Communities
Councillor Moriarty, Portfolio Holder for Planning and Licensing

Officers

Duncan Hall, Assistant Director for Regeneration, Housing and Place
Robin Lewis, Project Officer
Tim FitzHigham, Cultural Officer
James Grant, Principal Project Manager
Michael Burton, Principal Planner
Stuart Ashworth, Assistant Director for Planning and Environment
Mark Whitmore, Assistant Director for Health, Wellbeing and Public Protection

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

REGENERATION AND DEVELOPMENT PANEL

Minutes from the Meeting of the Regeneration and Development Panel held on Monday, 2nd March, 2026 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors Bland, Blunt, Bubb, Colwell, Crofts, Hodson, Osborne (Vice Chair), Parish (Chair) and Ryves (substitute for Councillor Anota)

PORTFOLIO HOLDERS:

Councillor Lintern – Portfolio Holder for Culture and Events

Councillor Morley – Portfolio Holder for Finance (remotely)

OFFICERS:

Duncan Hall – Assistant Director for Regeneration, Housing and Place

Jemma Curtis – Regeneration Programmes Manager

Connor Smalls – Regeneration Programmes Officer

Phillip Eke – Senior Tourism Officer (remotely)

EXTERNAL ATTENDEES:

Claire Dollman, Norfolk County Council (remotely)

Ian Parkes, Norfolk County Council

RD76: APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Anota, Ratcliffe and Portfolio Holder, Councillor Ring.

RD77: MINUTES

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

RD78: DECLARATIONS OF INTEREST

Councillor Colwell advised that in relation to item 10, he may be interested in some of the plots.

RD79: URGENT BUSINESS

There was none.

RD80: MEMBERS PRESENT PURSUANT TO STANDING ORDER 34

Councillors Bone and Devulapalli.

RD81: CHAIR'S CORRESPONDENCE

The Chair, Councillor Parish, reported that he had received correspondence regarding the Hunstanton Masterplan and Parking Strategy, which had been circulated to Panel Members, and confirmed it would be addressed under the relevant agenda item.

RD82: CABINET REPORT - KING'S LYNN TRANSPORT STRATEGY

[Click here to view the recording of this item on YouTube](#)

Norfolk County Council officers gave a presentation to the Panel on the King's Lynn Transport Strategy as included in the agenda highlighting the public consultation process, key priorities identified by residents, funding and business case development for major projects and the integration of feedback into ongoing and future transport initiatives.

The Chair, Councillor Parish thanked Norfolk County Council officers for the presentation and invited questions and comments as summarised below.

In response to questions from Councillor Blunt, Norfolk County Council officers explained that all proposed transport projects were subject to securing funding. They reported the Sustainable Transport and Regeneration Scheme (STARS) Gyrotory Plus scheme had secured just under £19 million from the government. Whilst the A17 Pullover Flyover had undergone significant business case work, they were still awaiting further funding opportunities. Norfolk County Council officers confirmed they were preparing business cases to ensure projects were ready for future funding rounds.

Councillor Colwell asked when the Local Cycling and Walking Infrastructure Plans (LCWIP) would be updated and additionally asked whether a park and ride scheme be incorporated in the strategy. Norfolk County Council officers advised that an informal park and ride was being established in the Enterprise Zone. It was explained the LCWIP was a living document and could respond to changes.

Norfolk County Council officers reported there were two key LCWIP schemes which they were currently focusing on which was the level crossing on Tennyson Road and the West Winch Growth Area, specifically looking at solutions on how to cross the A149. With regards to the level crossing on Tennyson Road, Norfolk County Council officers explained they were looking to have a combined pedestrian cycle crossing which worked in tandem with the level crossing but Network Rail were objecting to this.

Councillor Ryves commented that it was disappointing that a park and ride scheme was not featured in any of the paperwork which was presented to them. Additionally Councillor Ryves asked if there was

any consideration of a new railhead south of King's Lynn. Norfolk County Council officers reported a study into the demand for a second rail station was currently underway, with results expected by the end of March 2025.

In response to a further question from Councillor Ryves, Norfolk County Council officers explained after the passenger demand work had complete, they would inform Borough Council officers and Members and decide a way forward. If there was a case for it, more detailed work would be undertaken to feed into a business case and have discussions with Network Rail. They advised rail projects can be a long process.

Councillor Bubb asked whether the level crossing on Tennyson Road could be level. Norfolk County Council officers noted Councillor Bubb's comment.

The Chair, Councillor Parish referred to 1.10 and 2.3 within the report regarding the A149 improvements and asked where the improvements would be made. Norfolk County Council officers advised they were looking at what improvements could be made to the A149 from Knights Hill down to the Jubilee roundabout and work was underway.

In response to further questions from the Chair, Councillor Parish, Norfolk County Council officers clarified a micro-mobility scheme referred to bike hire and scooter hire and explained that a wheeling strategy referred to a pushchair or a wheelchair and this was a Government term.

Councillor Colwell proposed an additional recommendation which was the park and ride scheme should be a more formal consideration and taken forward within the KLTS and the King's Lynn Parking Strategy. Councillor Ryves seconded the proposed additional recommendation and the Panel agreed with one Member abstaining.

Councillor Parish proposed an additional recommendation that the Regeneration and Development Panel be kept well informed of the progress of the feasibility study for an additional railhead and receive updates. Councillor Colwell seconded the proposed additional recommendation and the Panel agreed with one Member abstaining.

Councillor Colwell proposed additional recommendations to investigate and report back on interim enhancements to existing crossings at Tennyson Road, particularly to improve safety for children and football supporters and report on the feasibility of creating a safe active travel route along the Gaywood River to link Reffley and Knights Hill development to the existing network and Lynnsport, avoiding Edward Benefer Way. Councillor Ryves seconded the proposed additional recommendations and the Panel agreed with one Member abstaining.

RESOLVED: The Panel supported the following recommendation to Cabinet:

That Cabinet adopt the King's Lynn Transport Strategy (KLTS) as outlined in Appendix A.

The Panel made additional recommendations which were:

- 1) The park and ride scheme should be a more formal consideration and taken forward within the KLTS and the King's Lynn Parking Strategy.
- 2) The Regeneration and Development Panel be kept well informed of the progress of the feasibility study for an additional railhead and receive updates.
- 3) Investigate and report back on interim enhancements to existing crossings at Tennyson Road, particularly to improve safety for children and football supporters and report on the feasibility of creating a safe active travel route along the Gaywood River to link Reffley and Knights Hill development to the existing network and Lynnsport, avoiding Edward Benefer Way.

Councillors Bone and Devulapalli left the meeting.

RD83: HUNSTANTON MASTERPLAN AND PARKING STRATEGY UPDATE

[Click here to view the recording of this item on YouTube](#)

The Regeneration Programmes Officer gave a presentation on the Hunstanton Masterplan as included in the agenda highlighting the results of the public consultation, residents feedback on tourism, parking, public spaces and local services, and outlined next steps for refining the masterplan based on those insights.

The Chair, Councillor Parish thanked the Regeneration Programmes Officer for the presentation and invited questions and comments from the Panel as summarised below.

The Chair, Councillor Parish explained he had received additional correspondence from Heacham Parish Council which highlighted concerns about road capacity, parking, accommodation, council financial input, local services and the integration of developments between Hunstanton and neighbouring areas and officers acknowledged the points raised.

Councillor Crofts commented that it was suggested at a previous Planning Committee meeting that alongside where the buses park, the parking area would be extended into that area and asked if it was ever

acted upon. The Regeneration Programmes Manager advised no further proposal was implemented.

Councillor Colwell commented that he felt reassured on the consultation numbers as he had the opportunity of knocking on doors of residents in Hunstanton and feedback contained similar themes to the public consultation responses.

The Chair, Councillor Parish noted that the consultation responses came from only a small number of local residents and commented that, based on this feedback, the public wished for Hunstanton to remain largely unchanged and for local residents to be considered alongside tourists.

The Regeneration Programmes Manager highlighted to the Panel that the consultation could be delayed due to the upcoming Norfolk County Council elections.

RESOLVED: The Panel noted the presentation on the Hunstanton Masterplan.

RD84: **TOURISM AND CULTURE UPDATE**

[Click here to view the recording of this item on YouTube](#)

The Senior Tourism Officer gave a presentation on Tourism and Culture as included in the agenda.

The Chair, Councillor Parish thanked the Senior Tourism Officer for the presentation and invited questions and comments from the Panel as summarised below.

Councillor Bubb referred to the Norfolk Coastal path which had been completed over a year ago and advised there was no publication of the route and asked where this could be found. The Senior Tourism Officer reported that Norfolk Trails were looking at Waymarkers to resolve the issues and agreed this needed to be promoted better.

Councillor Colwell commented that the new toilet at the St James car park had not been updated on the Changing Places toilet registry and requested that officers get it updated and additionally asked if there was any provision for the Tuesday Market Place to have one. The Regeneration Programmes Manager confirmed there would be one at the back of the Guildhall and confirmed would get the new toilet at the St James car park registered.

Councillor Colwell suggested the potential for free public Wi-Fi with event information landing pages. The Senior Tourism Officer would pass this feedback on.

RESOLVED: The Panel noted the update.

The Committee adjourned at 7.42pm and reconvened at 7.45pm.

RD85: **CABINET REPORT - KING'S LYNN ENTERPRISE PARK**

[Click here to view the recording of this item on YouTube](#)

The Regeneration Programmes Manager presented the report on the King's Lynn Enterprise Park as set out in the agenda outlining the completion of infrastructure on the eastern side, plans for the western plots, financial arrangements and the importance of the site for local economic growth.

The Chair, Councillor Parish thanked the Regeneration Programmes Manager for the report and invited questions and comments from the Panel as summarised below.

In response to questions from Councillor Ryves in relation to business rates, the Regeneration Programmes Manager explained the site operated under a specific enterprise zone financial agreement, allowing business rates generated to be ring-fenced for infrastructure repayment over 25 years. Recent changes in business rates had improved income forecasts, but the pace of plot occupation remained a critical factor. The Regeneration Programmes Manager advised the previous five-year business rates exemption for new occupiers had expired.

The Portfolio Holder for Finance made a welcome, positive contribution to the debate which the Chair thanked them for.

The Panel was assured that units were intended for industry not provided elsewhere in the Borough so that new jobs were created and investment made.

RESOLVED: The Panel supported the following recommendations to Cabinet:

Cabinet Recommendations:

1. Reaffirm the King's Lynn Enterprise Park vision and objectives set out in section 1, in line with the priorities of the West Norfolk Economic Strategy.
2. Recommend progression of Option 3 as detailed in section 3 of the report to progress the remaining infrastructure works required at the King's Lynn Enterprise Park.
3. Provide delegated authority granted to the Assistant Director for Housing, Regeneration & Place to award the contract to Morgan Sindall to deliver Active Travel Hub works at Baker Lane and the

King's Lynn Enterprise Zone, western access road and site levelling as detailed in section 2 & 5 of the report.

4. Approve the Enterprise Zone funding strategy as set out in section 5 to enable completion of outstanding works necessary to make the site fully available for plot sales and occupation.
5. Approve the amendment to the capital programme 2026/7 and Treasury Management Strategy to reflect the financial arrangements and timeframe set out in the report.

RD86: **WORK PROGRAMME AND FORWARD DECISION LIST**

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

RD87: **DATE OF THE NEXT MEETING**

The next meeting of the Regeneration and Development Panel was scheduled to take place on 31st March 2026 at 6.00pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

RD88: **EXCLUSION OF PRESS AND PUBLIC**

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

RD89: **CABINET REPORT - KING'S LYNN ENTERPRISE PARK - EXEMPT APPENDICES**

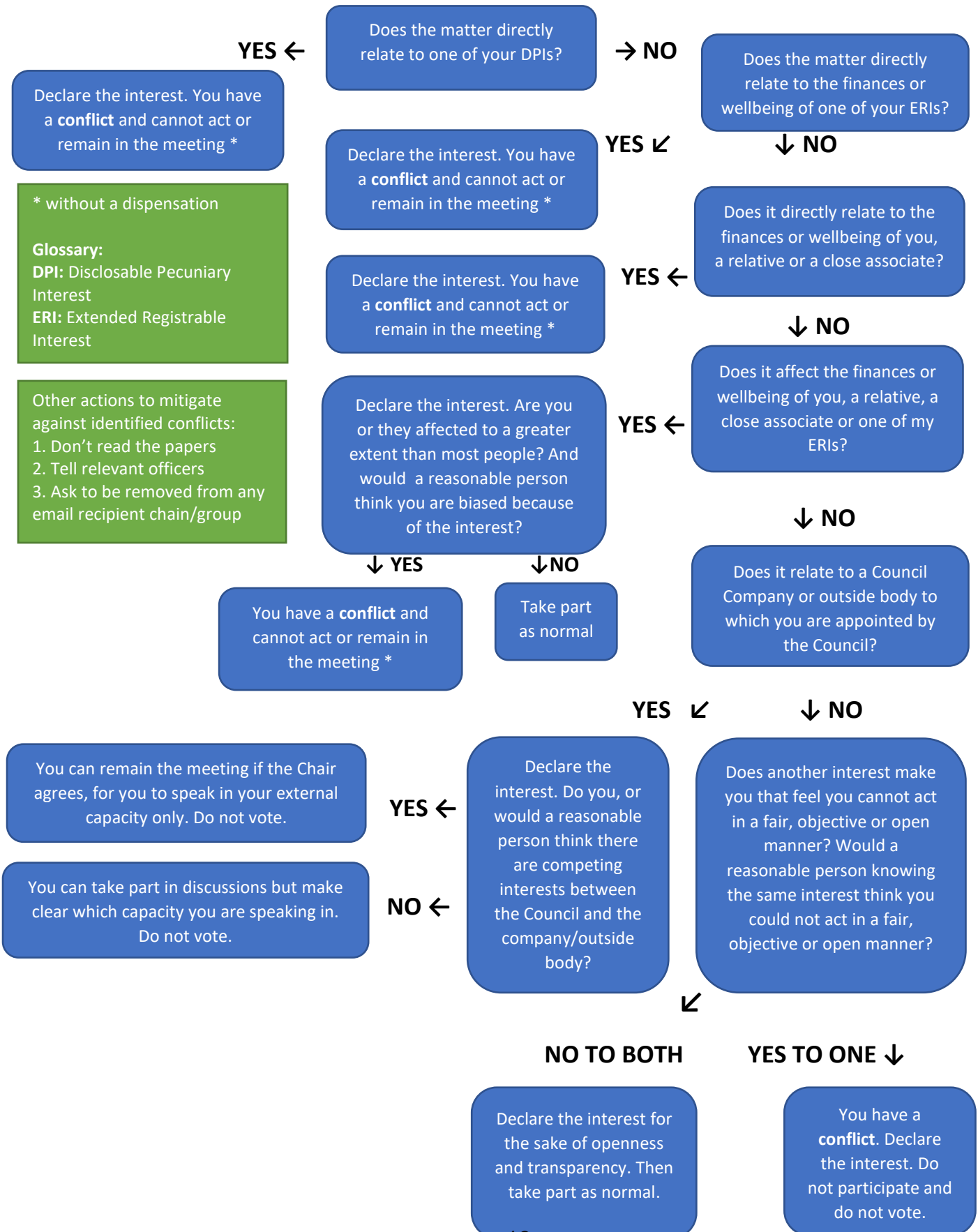
Officers presented the exempt parts of the report. The Panel asked questions and made comments in which Officers responded.

The meeting closed at 8.12 pm

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

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Regeneration and Development Panel		
DATE:	31 st March 2026		
TITLE:	Changes to the Local Plan Task Group Terms of Reference		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Councillor J Moriarty, Planning and Licensing		
REPORT AUTHOR:	Michael Burton		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
Members are directed to the attached report for the purpose of the report and the summary.
KEY ISSUES:
Members are directed to the attached report for full details of the key issues.
OPTIONS CONSIDERED:
Members are directed to the attached report for full details of the options.
RECOMMENDATIONS:
To consider the report and make any appropriate recommendations to Cabinet.
REASONS FOR RECOMMENDATIONS:
To scrutinise recommendations being made for an executive decision.

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 James Moriarty E-mail cllr.James.Moriarty@West-Norfolk.gov.uk			Other Cabinet Members consulted:		
			Other Members consulted: Cllr Richard Blunt		
Lead Officer: Michael Burton (Principal Planner) E-mail: Michael.burton@west-norfolk.gov.uk Direct Dial: 01553 616573			Other Officers consulted: Stuart Ashworth (Assistant Director), Alex Fradley (Planning Policy Manager), Luke Brown (Senior Planner, Planning Policy)		
Financial Implications YES/NO	Policy/ Personnel Implications YES/NO	Statutory Implications YES/NO	Equality Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES/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: 23rd April 2026

CHANGES TO LOCAL PLAN TASK GROUP TERMS OF REFERENCE

Summary

The Local Plan Task Group (LPTG) was first constituted by Cabinet on 7 June 2011, as the Local Development Framework (LDF) Task Group. The LDF Task Group was re-named the LPTG in September 2016, following adoption of the Site Allocations and Development Management Policies Plan (SADMP).

However, the Terms of Reference (ToR) have remained unchanged since the initial establishment of the Task Group in 2011. Many changes to the planning system have taken place in the last 15 years; such that it is necessary to review the LPTG ToR, to reflect the current requirements of the planning system. A revised ToR is proposed, for Cabinet approval.

Recommendation

Cabinet Resolution:

To adopt the revised Local Plan Task Group Terms of Reference (Annex 1 to this report).

Reason for Decision

To recognise the requirements and statutory obligations of the new planning system, as introduced through the 2023 Levelling-Up and Regeneration, and 2025 Planning and Infrastructure Acts.

1 Background

The Local Plan Task Group (LPTG) was first constituted by Cabinet on 7 June 2011, as the Local Development Framework (LDF) Task Group ([Meeting of Cabinet on Tuesday, 7th June, 2011](#)). This coincided with adoption of the King's Lynn and West Norfolk Core Strategy and commencement of preparation of the Site Allocations and Development Management Policies Plan (SADMP). The initial Terms of Reference (ToR) included appointment of 9 Members, apportioned in accordance with the political make-up of the Council.

The LDF Task Group was re-named the Local Plan Task Group (LPTG) in September 2016. This coincided with adoption of the Site Allocations and Development Management Policies (SADMP) Plan in 2016. Minor changes to the ToR were agreed at the time of re-naming, reflecting imminent adoption of the SADMP and the need to promptly undertake a Local Plan review (SADMP Policy DM2A). Otherwise, the LPTG has continued under its initial ToR since 2011, although changes to Member representation have also taken place to reflect personnel changes and the political make-up of the Borough Council through subsequent local elections.

Significant changes to the planning system have taken place in the last 15 years, since the LPTG was established, including:

- 2011 Localism Act (as amended) and associated Regulations, which introduced Neighbourhood Planning;
- 2015 Self-Build and Custom Housebuilding and 2016 Housing and Planning Acts (as amended) and associated Regulations, which introduced a legal requirement for local authorities to provide sufficient land supply to meet the need for Custom and Self-Build (CSB) housebuilding (as defined by the CSB Register);
- 2023 Levelling-Up and Regeneration Act (LURA), which introduced significant changes to the planning system, including statutory deadlines for accelerated plan-making and national development management/ decision-making policies;
- 2025 Planning and Infrastructure Act (P&IA), which introduced new powers for plan-making, with reference to utilities, National Strategic Infrastructure Projects (NSIPs), planning fees and delegation of decision making.

Current Terms of Reference

Current ToR for the LPTG are set out below ([Local Plan Task Group](#)):

1. *Oversee the process of preparation of the King's Lynn & West Norfolk Local Plan Review 2016 – 2036) replacing the adopted King's Lynn and West Norfolk Core Strategy (2011) and Site Allocations and Development Management Policies Plan 2016 reporting to Cabinet:*

- a. *Recommend approval of a Local Development Scheme (LDS). Monitor its progress. Recommend the approval of updates as necessary.*
 - b. *Oversee initial strategy formulation/and evidence gathering processes.*
 - c. *Oversee Sustainability Appraisal/Strategic Environmental Assessment (SA/SEA) processes.*
 - d. *Oversee preparation of the Statement of Community Involvement (SCI) and recommend its adoption.*
 - e. *Recommend approval of the various published stages of the Local Plan process.*
 - f. *Recommend approval of any pre-deposit Local Plan consultation documents.*
 - g. *Consider comments made at public consultation stages and recommend responses and changes to draft Development Plan Documents (DPD).*
 - h. *Recommend approval of submission versions of DPDs.*
 - i. *From the submission stage onwards consider all duly made objections and supporting representations and recommend responses.*
 - j. *Recommend the final adoption and publication of the Local Plan to full Council.*
 - k. *Recommend approval of annual monitoring reports.*
 - l. *Oversee the preparation and adoption of Supplementary Planning Documents (SPD) as appropriate.*
2. *Receive and consider progress reports from the Corporate LDF Officer Group.*
 3. *Oversee the Local Plan budget.*
 4. *Recommend responses to National, Norfolk County Council and neighbouring Local Planning Authorities consultations and related matters.*

Implications of changes to the planning system

The new planning system as introduced through the 2023 LURA and 2025 P&IA, introduces many significant changes, particularly regarding plan-making. These represent the most significant changes to the system for over 20 years; notably:

- Statutory deadlines/ milestones for preparing a Local Plan (30 months, from start, to publication of Inspectors' Reports);
- Replacement of Local Development Scheme with a project plan;
- Removal of statutory requirement to prepare an SCI;
- Replacement of Supplementary Planning Documents with Supplementary Plans; the latter requiring independent examination;

- Removal of statutory “Duty to Cooperate”;
- Use of digital technology in plan-making;
- Removal of requirement to undertake Sustainability Appraisal (although Strategic Environmental Assessment will remain a statutory obligation).

Accordingly, many criteria within the current ToR are, in practice, rendered obsolete by the new system. This therefore requires a comprehensive review of the ToR for the LPTG, to ensure this remains relevant and effective, going forward.

Proposed new Terms of Reference

Giving due consideration to the new legislation (2023 LURA/ 2025 P&IA), officers have reviewed the current ToR, to ensure these are “fit for purpose”. This is necessary to allow for the Local Plan and other development plan documents (e.g. Supplementary Plans) to progress efficiently, in accordance with requirements of the new legislation.

These revised/ new ToR include removal of several obsolete criteria from the current version. For comparison and clarity, a tracked change version (showing proposed changes and deletions to the ToR) is included in Annex 1 to this report, including a full explanation for each change.

The proposed new ToR are set out in Annex 2 to this report.

2 Options Considered

Consideration was given as to whether it is necessary to review and update the ToR for the LPTG. This was not considered a reasonable alternative option, given that many criteria are rendered redundant by the new planning system, which introduces new legal obligations such as strict statutory deadlines/ milestones that it is necessary to adhere to.

3 Policy Implications

The proposed changes to the LPTG ToR are needed to support efficient and effective plan-making, under the new planning system (as introduced through the 2023 LURA and 2025 P&IA).

They are necessary to ensure the Borough Council can undertake plan-making in accordance with the statutory requirements. These are ultimately about positive planning; i.e. delivering a new Local Plan under the reformed system for plan-making.

When adopted, the new Local Plan will replace the current Local Plan 2021-2040. This will provide the necessary statutory spatial planning framework for nearly 20 years ahead, up to the mid-2040s.

The LPTG was first set up by Cabinet in 2011. It is answerable to Cabinet in an advisory role and has no direct decision-making powers.

4 Financial Implications

There are no current financial implications. Preparation of a new Local Plan is a statutory obligation and ensuring efficient and appropriate arrangements and procedures in place is necessary to achieve this outcome.

5 Personnel Implications

There are no personnel implications.

6 Environmental Considerations

There are no direct environmental considerations. However, delivery of an effective Local Plan in accordance with the necessary legal requirements ought to achieve positive environmental outcomes.

7 Statutory Considerations

The preparation and adoption of an up-to-date Local Plan within a 30 month timetable is a statutory obligation, under the 2023 Levelling-Up and Regeneration and 2025 Planning & Infrastructure Acts, and associated secondary legislation (Regulations).

8 Equality Impact Assessment (EIA)

(Pre screening report template attached)

The EIA Pre-Screening process has revealed no negative impacts arising from the proposed changes to the LPTG ToR. The completed Pre-Screening EIA form is attached.

9 Risk Management Implications

Preparation of a Local Plan in accordance with the statutory timetable is about fulfilling the Borough Council's legal functions. There could be risks of sanctions upon the Council if we fail to meet our legal obligations.

10 Declarations of Interest / Dispensations Granted

None.

11 Background Papers

Annex 1: Changes to Local Plan Task Group Terms of Reference, shown as tracked changes and explanatory notes/ text

Annex 2: Proposed Local Plan Task Group Terms of Reference

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	Local Plan Task Group – amendments to Terms of Reference				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	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.	<p>The Local Plan Task Group (LPTG) acts as a conduit between Cabinet and Planning Policy Officers, allowing ideas to be shared, analysed and discussed in a public forum.</p> <p>The role of the LPTG is to ensure public engagement and transparency in the plan-making process. There are statutory deadlines and milestones that need to be met at all stages in preparation of the Local Plan.</p> <p>Legal obligations for plan-making are set out through the 2023 Levelling-Up and Regeneration Act, 2025 Planning & Infrastructure Act, and associated Regulations.</p> <p>Other key legislation that plan-making needs to accord with, include:</p> <ul style="list-style-type: none"> • 2018 Data Protection Act; • 2017 Habitat Regulations (as amended); • 2010 Equality Act; • 2004 Environmental Assessment of Plans and Programmes Regulations; • 1998 Human Rights Act, 				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	The LPTG is a key component in preparing the Local Plan. The proposed changes to the Terms of Reference are purely internal and constitutional, but are essential to ensure the Local Plan can be prepared in a timely and efficient manner and (critically) fulfil statutory deadlines and milestones.				
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>		Positive	Negative	Neutral	Unsure
	Age			X	
	Disability			X	
	Sex			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	

<p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p> <p><i>*For more information on health inequalities please visit The King's Fund</i></p>	Race			X	
	Religion or belief			X	
	Sexual orientation			X	
	Armed forces community			X	
	Care leavers			X	
	Health inequalities*			X	
	Other (eg low income, caring responsibilities)			X	

Please provide a brief explanation of the answers above:

Preparation of the Local Plan is a legal obligation upon the Borough Council. The plan-making process is covered by a range of primary and secondary legislation, including the 1998 Human Rights Act and 2010 Equality Act. The Local Plan is intended to address all aspects (economic, environmental and social) of sustainable development and deliver benefits for all communities and groups. To pass examination, it will be necessary to demonstrate that the Local Plan fulfils our legal obligations re the Human Rights and Equality Acts.

Amendments to the LPTG ToR are necessary to ensure successful delivery of a new Local Plan within the statutory timeframe.

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?	Yes/ No	<p>The new Local Plan, if effectively prepared and implemented, should benefit all communities, in terms of delivering sustainable development.</p> <p>Amendments to the LPTG ToR are necessary to ensure successful delivery of a new Local Plan within the statutory timeframe.</p>
3. Could this policy/service be perceived as impacting on communities differently?	Yes/ No	<p>The new Local Plan, if effectively prepared and implemented, should benefit all communities, in terms of delivering sustainable development.</p> <p>Amendments to the LPTG ToR are necessary to ensure successful delivery of a new Local Plan within the statutory timeframe.</p>
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	Yes/ No	<p>Actions: n/a – No negative impacts identified</p>
		<p>Actions agreed by EWG member: N/A</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:

Decision agreed by EWG member: N/A

5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?

Yes/ No

Please provide brief summary:

The new Local Plan is intended to deliver benefits for all communities, in terms of sustainable development. It is noted that secondary benefits for people could be achieved, through effective governance arrangements, to ensure effective and timely delivery of the Plan.

**Assessment completed by:
Name**

Michael Burton

Job title

Principal Planner (Planning Policy)

Date completed

23 March 2026

Reviewed by EWG member

Claire Dorgan

Date

17/02/2026

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

Annex 1: Changes to Local Plan Task Group Terms of Reference, shown as tracked changes and explanatory notes/ text

1. ~~Oversee the process of~~ **for** preparation of the King's Lynn & West Norfolk Local Plan ~~Review 2016—2036~~ replacing the adopted King's Lynn and West Norfolk Core Strategy (2011) and Site Allocations and Development Management Policies Plan 2016 **Local Plan (2021-2040)**, reporting to Cabinet:
 - a. ~~Recommend approval of a Local Development Scheme (LDS). Monitor its progress. Recommend the approval of updates as necessary.~~ **Agree to the overall timetable in accordance with the new plan-making system.** *[NB: The new system sets a 30 month (+4) which isn't negotiable. The LDS will be replaced by a local plan timetable which needs to be updated each month at least or more frequently if/ when milestones are reached. This is operational.]*
 - b. ~~Oversee~~ **Consider** initial **vision, aims and objectives, spatial** strategy formulation/~~and evidence gathering processes~~ **including site allocations and policies. Consider iteration following consultation and gateway stages.**
 - c. ~~Oversee Sustainability Appraisal/Strategic Environmental Assessment (SA/SEA) processes.~~ *[NB: SA no longer part of the process and SEA is part of the initial formulation process and will form part of the consultation package]*
 - d. ~~Oversee preparation of the Statement of Community Involvement (SCI) and recommend its adoption.~~ *[NB: Statements of Community Involvement no longer form part of the new local plan-making system. The SCI is replaced by Project Inception Document (PID) which is prepared by officers and signed off by senior officers and the portfolio holder. Engagement is then tested against this at the gateway checks and examination.]*
 - e. **c.** Recommend approval of the various published **key consultation** stages of the Local Plan process.
 - f. **d.** Recommend approval of any pre-deposit **submission version of the** Local Plan consultation documents.
 - g. **e.** Consider comments made at public **feedback from** consultation stages **prior to submission** and recommend **consider** responses and changes to **the** draft Development Plan Documents (DPD) **Local Plan.**
 - h. ~~Recommend approval of submission versions of DPDs.~~
 - i. ~~From the submission stage onwards consider all duly made objections and supporting representations and recommend responses.~~ *[NB: Proposed for removal as considering post-submission representations is not a role for the Task Group. This is a matter for officers, as previously the need to get separate approval from the Task Group has led to avoidable delays. The Local Plan 2021-2040 inspectors emphasized this during the examination (2022-2025).]*

- j. f. Recommend the final adoption and publication of the Local Plan to full Council.
 - k. ~~Recommend approval of annual monitoring reports. [NB: publication of annual Authority Monitoring Reports is a purely operational matter]~~
 - l. g. Oversee the preparation and adoption of Supplementary Planning Documents (SPD) **Plans**, as appropriate.
2. ~~Receive and consider progress reports from the Corporate LDF Officer Group. [NB: The Corporate LDF Officer Group is long defunct. It is likely this is a legacy of the Core Strategy (pre-2011) days.]~~
 3. ~~Oversee the Local Plan budget. [NB: the Local Plan budget is purely/ solely an operational matter]~~
 4. **2. Recommend Consider** responses to National, ~~Norfolk County Council and neighbouring Local Planning Authorities~~ consultations and related matters, **where these have implications for plan-making.** [NB: Some flexibility needed, as there is probably insufficient time/ resources to respond to every consultation; furthermore, in some cases this will not be necessary.]

Annex 2: Proposed Local Plan Task Group Terms of Reference

1. Oversee the process for preparation of the King's Lynn & West Norfolk Local Plan, replacing the adopted King's Lynn & West Norfolk Local Plan (2021 -2040), reporting to Cabinet:
 - a. Agree to the overall timetable in accordance with the new plan-making system.
 - b. Consider initial vision, aims and objectives, spatial strategy formulation including site allocations and policies. Consider iteration following consultation and gateway stages.
 - c. Recommend approval of the key consultation stages of the Local Plan preparation process.
 - d. Recommend approval of submission version of the Local Plan.
 - e. Consider feedback from consultation stages prior to submission and consider responses and changes to the draft Local Plan.
 - f. Recommend the final adoption and publication of the Local Plan to full Council.
 - g. Oversee the preparation and adoption of Supplementary Plans (SPs) as appropriate.
2. Consider responses to national consultations, where these have implications for plan-making.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Regeneration and Development Panel		
DATE:	31 st March 2026		
TITLE:	Cabinet Report –High Street Rental Auctions		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Councillor Jo Rust, People and Communities		
REPORT AUTHOR:	Mark Whitmore		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
Members are directed to the attached report for the purpose and summary of the report
KEY ISSUES:
Members are directed to the attached report for full details of the key issues.
OPTIONS CONSIDERED:
Members are directed to the attached report for full details of the options.
RECOMMENDATIONS:
To consider the report and make any appropriate recommendations to Cabinet.
REASONS FOR RECOMMENDATIONS:
To scrutinise recommendations being made for an executive decision.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Regeneration & Development Panel		
DATE:	31 st March 2026		
TITLE:	St George's Guildhall & Creative Hub – Project Update		
TYPE OF REPORT:	Update		
PORTFOLIO(S):	Leader / Business / Culture & Events		
REPORT AUTHOR:	Robin Lewis		
OPEN/EXEMPT	Open Report	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>This report provides the Regeneration & Development Panel with an update on progress with the St George's Guildhall & Creative Hub project since Full Council agreed to proceed in July 2025.</p> <p>On site, the project is now 4 months into the delivery RIBA Stage 05 Construction phase of the scheme. The contractor Messenger Construction Limited (MCL) has completed their site set up, clearance, and main demolition packages of work. They have also made significant progress with the scaffolding installations on the Guildhall and other buildings throughout the wider site. Detailed design continues as dictated by MCL's construction programme. Cost and budget reviews remain in place to support the MCL's procurement of their sub-contract packages of work.</p> <p>In other areas of work, progress continues to be made, including in areas such as stakeholder engagement, fundraising and site operations.</p> <p>Preparatory work continues on this wider workstream coordination and governance requirements that are going to be critical to the success of the business plan for the new site.</p>
KEY ISSUES:
N/A, this is an update.
OPTIONS CONSIDERED:
N/A, this is an update.
RECOMMENDATIONS:
The Panel is recommended to acknowledge the update and consider the frequency and format for any future updates.
REASONS FOR RECOMMENDATIONS:
To enable Officers to provide comprehensive information to meet the Panel's requirements.

REPORT DETAIL

1. Introduction

This report and the attached slide pack provide the Regeneration & Development Panel with an update on progress with the St George's Guildhall & Creative Hub project since Full Council agreed to proceed with the full scheme in July 2025.

The project aims to refurbish and redevelop the Guildhall complex, conserve its significant heritage (including Shakespearean links), improve accessibility, support creative enterprise, and deliver a cultural hub operating day and night.

The project is now in RIBA Stage 5 – Construction, with works having commenced on site in November 2025. The update provided in the attached slide pack summarises recent activity, progress against programme milestones, governance arrangements in the Delivery Phase, and key areas of focus as the scheme progresses.

2. Monitoring Report

The attached slides outline progress across the project's agreed work packages and provide other key updates.

Overall progress remains in line with the approved programme, and risks continue to be monitored through the project risk register.

3. Issues for the Panel to Consider

R&D asked to be kept apprised of the project's progress throughout the life of the scheme. Members are invited to consider what the frequency and format for any future updates should look like.

4. Corporate Priorities

The project contributes to:

- Town centre regeneration and place- making.
- Enhancing cultural and visitor- economy infrastructure.
- Supporting the growth of creative enterprise through the new Creative Hub.
- Heritage conservation and promoting the national significance of the Guildhall.

5. Financial Implications

Actual spend to 28th February 2026: £3.8m.

Total project budget: £30.5m.

Funding position:

- £12.5m secured funding
and
- £2.5m – awaiting approval late March/ Early April 2026 (Pride in Place formerly PfN)

Leaving a balance approved by the Council at this time (March 2026) of;

- £15.5m – Work continues to locate a range of further funds to reduce the Borough’s financial commitment.
- Expenditure so far largely relates to design architects, Quantity Surveying, and Project Management; The Main contractor costs are now flowing through (c.£0.7m progressively).

6. Any other Implications/Risks

A live risk register for the project continues to be used to identify and then deal with risk and mitigation measures as they arise over the life of the project.

7. Equal Opportunity Considerations

As outlined in previous updates to the Panel, Cabinet and Council, the redevelopment includes significant accessibility improvements across the site, addressing longstanding physical access issues within the historic complex.

8. Environmental Considerations

Environmental considerations have been fully outlined within previous reports to Cabinet and Council. The Project Team are in close liaison with the Council’s Climate Change Manager.

9. Consultation

Active consultation across the project continues with:

- National Trust (major landowner)
- Planning, Conservation, Building Control
- Norfolk Museum Service
- King's Lynn Neighbourhood Board
- Local businesses and residents through on- site engagement (including contractor drop- in sessions)

10. Conclusion

The project is currently reporting as ‘on programme’ at this stage for the main construction works. Key programme activities, particularly demolition, scaffolding installation and enabling works, are on track. Financial risk remains amber to ensure focus remains on further fundraising requirements and potential risks that would be applicable to buildings of this nature.

11. Background Papers

Report to Full Council – July 2025

Guildhall Project Update R&D 31st March 2026.



Guildhall Project Update R&D 31st March 2026.

Governance Framework for Delivery Phase.

The Guildhall project is now firmly in the delivery phase which requires a clear and coordinated governance structure to provide strategic oversight, critical decision-making support on operational, assurance and key outputs as the project moves towards launch and beyond that into the critical post opening period.

Five Workstreams have been identified that will drive the demands of the project.

1 - Construction Delivery & Contractor Management – Lead: Robin Lewis

2 - Stakeholder Engagement – Lead: Tim FitzHigham

3 - Engagement, Activities & Social Value – Lead: Duncan Hall / Tim FitzHigham

4 - Fundraising – Lead: Tim FitzHigham

5 - Site Operations & Business plan – Lead: Siobhan Cleeve

Guildhall Project Update R&D 31st March 2026.

Agenda

- 1 - Construction Delivery (Site Activities, Programme, Budget.)
- 2 - Stakeholder Engagement
- 3 - Engagement, Activities & Social Value
- 4 - Fundraising
- 5 - Site Operations & Business plan

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Progress Photo's – covering the site Dec 2025 – March 2026.

Management Summary						
	1.Overall Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
This Report	A	A	A	A	G	A
Last Report	A	A	A	A	G	A

Workstream 1 - Construction Delivery

– Site Activities, Programme, Budget, Health & Safety.

Site Activities

- Contract Signed – Messenger Construction Ltd (MCL).
- Start on Site 24th Nov 2025 – Handover 30th June 2028.
- Scaffold erection, asbestos removal and WC, site wide demolition started.
- Party wall awards and specific Scaffold licenses for various locations.
- Monthly Construction Progress Meetings Dec-February.
- Contractor payments, procurement of 2nd Tier packages.
- Immersive media consultant appointment to compliment Interpretation design.
- Guildhall Roof Repair package of work has started (Historic England Funded).
- Crown Post Truss.
- Substation procurement.

Programme – Update March 2026.

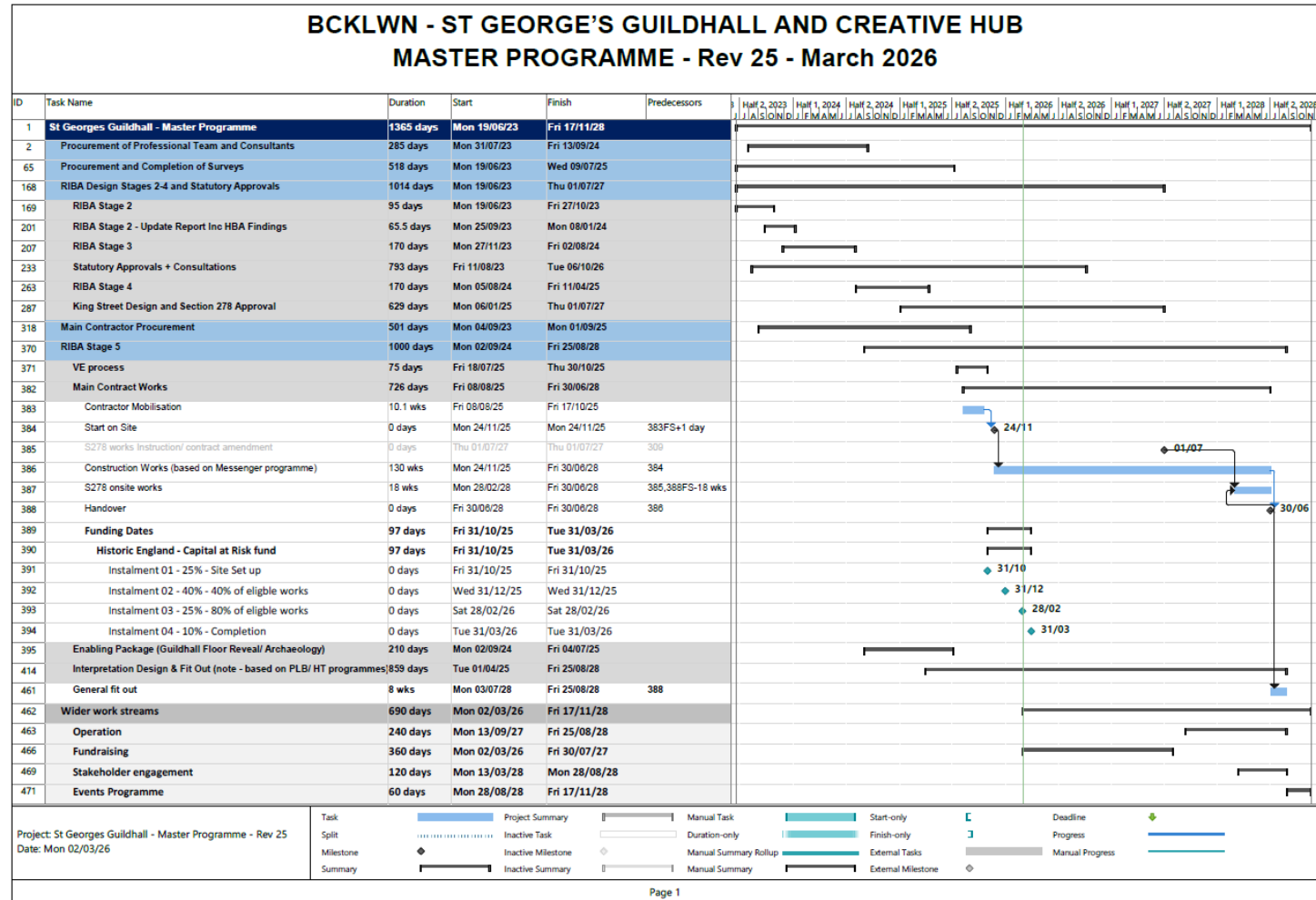
Main Contract.

- Start 24th Nov 2025
- Planned Handover 30th June 2028

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Post Handover

- Operational fit out
- Interpretation & Immersive Experience fit out.
- Launch to the Public Summer/ early Autumn 2028.



Budget & Cost - Headlines.

- £30.5m Budget – March 2026 Forecast - £30.5m. On budget.
- Post Contract Value Engineering workshops continue. Contractor (Messenger), Project Team continue to target c£250k of savings.
- Spend to date as of 28th February 2026 is £3.8m.
- Actuals primarily relate to professional and consulting costs, including Architect, Project Management, Quantity Surveyor, Archaeologist, Scaffolding License costs, and the first 3-4 months of Main Contractor costs at £0.7m to date.
- Funding of £12.5m is secured, and £2.5m Pride in Place (formerly PfN) awaiting final approval from MHCLG. This leaves a current balance of £15.5m of funding as approved by Full Council (July 25) to meet the project requirements. Work is well underway to find further funds to reduce the Borough's financial commitment.

Workstream 2 - Stakeholder Engagement

- Partners consistently updated and kept informed (National Trust, Historic England, Charitable Incorporated Organisation (the Charity), Norfolk Museum Service, Norfolk County Council, King's Lynn Neighbourhood Board).
- Talks given to local stakeholder groups (West Norfolk Archaeological Society, True's Yard).
- Information submitted to Parliamentary APPG.
- Further international partner organisations identified and meetings held with them.
- Continuing meetings with other nationally recognised Shakespeare organisations.
- Messaging and communication to stakeholders is in a good place, for example, the Anglia Water leak issue in King Street was handled well and within 60 minutes of becoming an issue.



ACTIVITIES

Over 10,000 children engaged



Volunteers

Workstream 3 - Engagement, Activities & Social Value

- Volunteer Co-ordinator reports volunteers are in a good place and feel well informed.
- Education and Outreach Officer delivering Shakespeare Week in Schools across the Borough in partnership with Shakespeare Birthplace Trust (Stratford upon Avon). In KLWN Shakespeare Week runs over 2 weeks due to popularity: this year we will engage with over 700 children and young people within the Borough. This year secondary school engagement added.
- Preparations for Shakespeare's Birthday are underway (23rd April).
- No.29 King Street Visitor Centre continues to operate as normal under Messenger's guardianship and their legal duty of care to control the space.
- The overall Strategy continues to be updated to recognise the importance and opportunities associated with the Guildhall project and the impact on the wider community.

Workstream 4 - Fundraising

- Historic England Roof Repair award c£721k. Installment 01 received c£274k. Instalment 02 c£151k due late March and final grant claim, c£296k by end March 2026.
- Private overseas German Trust fund awarded £858,000 to support the project.
- St Georges Guildhall CIO charitable objects now allow for them to request and receive funding to support the capital works.
- Appointment of Fundraising Consultant (Cause4) complete.
- Pride in Place funding (formerly Plan for Neighbourhoods – awaiting MHCLG ratification of Regeneration Plan, due by end March 2026

Workstream 5 - Site Operations & Business plan

- Operational Matrix being developed to act as the strategic bridge between physical construction and a live, operational destination.
- The matrix maps requirements across 10 distinct areas, from the Shakespeare Experience to Riverside Dining, ensuring operational readiness is aligned with construction build phases.
- Individual area plans will be required that integrate 'Day 1' requirements, including but not limited to Licensing (Alcohol, PPL/PRS, and Public Entertainment), alongside the development of System Integration and Planned Preventative Maintenance (PPM) schedules.
- The matrix identifies critical paths for strategic partnerships and leads into a rigorous soft launch phase, including dry runs and load-out trials to stress-test physical and digital infrastructure.
- As the matrix further evolves and specific distinct area plans are developed, detailed progress will be reported against the required timelines of the project.

Site Progress – Borough Clerk of Works reviews. December – March 2026.

December 2025 onwards



Site Progress – Borough Clerk of Works reviews. December – March 2026.

Jan - Feb 2026

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Shakespeare's Barn roof removal



Asbestos removal to White Barn Anex



Potential asbestos in floor between Joists to be tested



Potential asbestos in floor between joists to be tested



Changing rooms demolition in progress



Changing room WC demolition in progress

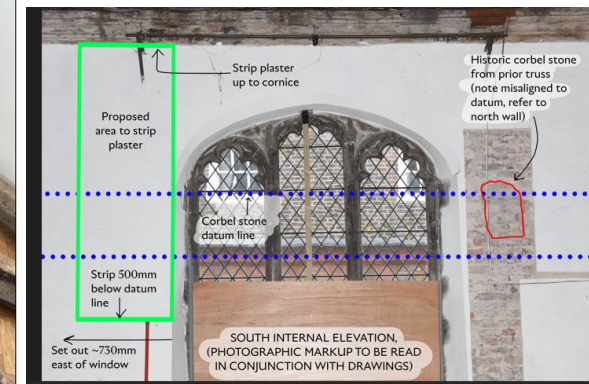
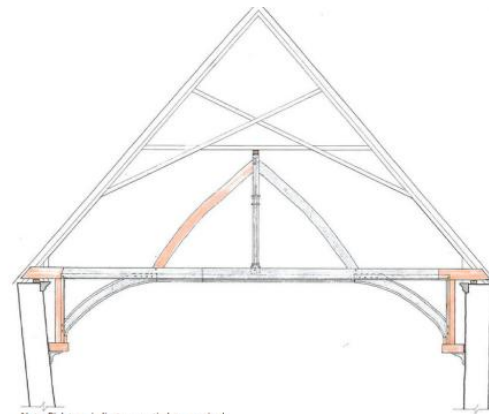
Site Progress – Borough Clerk of Works reviews. December – March 2026.

Jan - Feb 2026



Crown Post Truss

- Signature change to the Guildhall.
- Funded via Historic England.
- Involvement of site Archaeologist, Specialist Timber repairer, Historic England and National Trust.
- 19th Dec – July 2026 target (re)installation.



Questions?

REGENERATION AND DEVELOPMENT PANEL WORK PROGRAMME 2025/2026

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER/ ATTENDEE	OBJECTIVES AND DESIRED OUTCOMES
4th June 2025 at 6pm	Appointment of Vice Chair for the Municipal Year	Operational	Democratic Services Officer	
	Appointments to Task Groups and Informal Working Groups	Operational	Democratic Services Officer	To review and select Members to sit on groups established by the Panel
	Work Programme and Cabinet Forward Decisions List	Standing Item		
	Report from Transport Informal Working Group	Update Report	Duncan Hall	To receive feedback from the Transport Informal Working Group
1st July 2025 at 6pm ADDITIONAL MEETING	Cabinet Report – The Guildhall and Creative Hub	Cabinet Report		To consider the report and make any appropriate recommendations to Cabinet.
9th July 2025 at 6pm	EXEMPT Cabinet Report – Sale of Land	Cabinet Report	Jason Birch	To consider the report and make any appropriate recommendations to Cabinet.
	Work Programme and Cabinet Forward Decisions List	Standing Item		
	Custom and Self Build Policy Development Task Group	Operational	Duncan Hall	As requested by the Panel at the meeting in June a report to decide if the Task Group should be disbanded.
9th September 2025 at 6pm	Cabinet Reports which fall within the remit of the Panel – to be confirmed			

	Work Programme and Cabinet Forward Decisions List	Standing Item		
	Draft King's Lynn Transport Strategy	Cabinet Report	Jemma Curtis	To consider the report and make any appropriate recommendations to Cabinet.
	King's Lynn Enterprise Park	Cabinet Report	Duncan Hall	To consider the report and make any appropriate recommendations to Cabinet.
	CIL Governance	Cabinet Report	Amanda Driver Hannah Wood-Handy	To consider the report and make any appropriate recommendations to Cabinet.
	STARS Gyratory Plus scheme	Update	Ian Parkes	To provide an update to the Panel
	Hardwick Road Bus Lane	Update	Ian Parkes Niki Parks	To provide an update to the Panel
23rd October 2025 at 6pm	Cabinet Reports which fall within the remit of the Panel – to be confirmed			
	King's Lynn Masterplan		Duncan Hall	
	Anglian Water		Stuart Ashworth/ Anglian Water Representative	As requested by the Chair
	Work Programme and Cabinet Forward Decisions List	Standing Item		
13th January 2026 at 6pm	Cabinet Reports which fall within the remit of the Panel – to be confirmed			
	Property Disposal Policy	Cabinet Report	Jason Birch	To consider the report and make any appropriate recommendations to Cabinet.
	Draft Hunstanton Masterplan	Update	Duncan Hall	To consider the report and

				make any appropriate recommendations to the Masterplan
	Emerging Draft Housing Delivery Strategy	Exempt Presentation	Duncan Hall Nikki Patton	For members to input into the Strategy.
	Work Programme and Cabinet Forward Decisions List	Standing Item		
10th February 2026 at 6pm	Cabinet Reports which fall within the remit of the Panel – to be confirmed			
	King's Lynn Masterplan and Parking Strategy	Update following Consultation	Duncan Hall Jemma Curtis Connor Smalls	To provide an update to the Panel
2nd March at 2026 at 6pm	Cabinet Reports which fall within the remit of the Panel – to be confirmed			
	King's Lynn Enterprise Park	Cabinet Report	Nicola Cooper Jemma Curtis	To consider the report and make any appropriate recommendations to Cabinet.
	King's Lynn Transport Strategy	Cabinet Report	Duncan Hall Jemma Curtis Ian Parkes	To consider the report and make any appropriate recommendations to Cabinet.
	Tourism and Culture Update	Update	Phillip Eke	To provide an update to the Panel
	Hunstanton Masterplan and Parking Strategy	Update following Consultation	Duncan Hall Jemma Curtis Connor Smalls	To provide an update to the Panel
	Work Programme and Cabinet Forward Decisions List	Standing Item		
31st March 2026 at 6pm	Cabinet Reports which fall within the remit of the Panel – to be confirmed			
	Guildhall Project Progress Update	Update		

	Southend Road – Post Project Evaluation	Presentation		
	High Street Rental Auctions	Cabinet Report	Mark Whitmore	To consider the report and make any appropriate recommendations to Cabinet.
	Custom House Refurbishment	Cabinet Report	Duncan Hall	To consider the report and make any appropriate recommendations to Cabinet.
	Local Plan Task Group Changes to Terms of Reference	Cabinet Report	Michael Burton	To consider the report and make any appropriate recommendations to Cabinet.
	Work Programme and Cabinet Forward Decisions List	Standing Item		

To be scheduled

- Heacham Beach Development opportunities
- Update on Section 106 Agreements – request from Councillor Bubb.
- Downham Market Railway Station and use of Council Owned Land for additional parking.
- Hunstanton Masterplan and Parking Strategy – June 2026
- King’s Lynn Masterplan and Parking Strategy – June 2026
- Lynnsport Proposals – June 2026
- Review of lapsed planning permissions/conditions
- Update on Railway
- Toilets – Strategy for the Borough including Downham Market, King’s Lynn and Brancaster
- Port – overview and future plans
- Short Term improvements to the Southgates
- Consider authorised stop-off sites for travellers, including available facilities and potential site options



Forward Decisions List

The Forward Decision List outlines the Cabinet's upcoming decisions over the next few months. It specifies which decisions are considered significant and indicates those that may lead to portions of the meeting being conducted in private. In addition, the list highlights the responsible Lead Officer and Portfolio Holder.

This document will be updated and republished on the Council's website each month. Any queries relating to the Forward Decision List should be forwarded to Democratic Services: Democratic.Services@West-Norfolk.gov.uk

What is a Key Decision?

Key decisions are defined as an executive decision which is likely:

- (a) To result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or (significant relates to £500,000 or more)*
- (b) To be significant in terms of its effect on communities living or working in the area comprising two or more wards and electoral divisions in the Council's areas. (significant relates to one third of the population in a ward).*

The key decision and non-key decision process is only for decisions made by the Executive, i.e. not those made at Planning, Council, Licensing etc. When assessing whether or not a decision is a key decision the decision maker must consider all the circumstances of the case. However, a decision which results in a significant amount spent or saved will generally be considered to be a key decision.

Why might a decision be made in private?

Members of the public may be excluded from a meeting or information if the nature of the business to be discussed is likely to involve the disclosure of exempt information such as details that could identify an individual or pertain to the financial or commercial interests of a person or organisation. Such information should only be made exempt, if it is in the public interest to do so under Schedule 12A of the Local Government Act 1972.



Cabinet Members:

Councillor Alistair Beales: Leader
Councillor Simon Ring: Deputy Leader and Portfolio Holder for Business
Councillor Jim Moriarty: Portfolio Holder for Planning and Licensing
Councillor Sandra Squire: Portfolio Holder for Environmental and Coastal
Councillor Michale de Whalley: Portfolio Holder for Climate Change and Biodiversity
Councillor Chris Morely: Portfolio Holder for Finance
Councillor Jo Rust: Portfolio Holder for People and Communities
Councillor Sue Lintern: Portfolio Holder for Culture and Events

Cabinet Members can be contacted directly and their contact details can be found via our website: [Committee details - Cabinet](#)

Senior Management

Kate Blakemore: Chief Executive
Michelle Drewery: Deputy Chief Executive and Section 151 Officer
Mark Parkinson: Chief Operating Officer
Emma Hodds: Chief of Staff and Monitoring Officer
Siobhan Cleeve: Interim Assistant Director Leisure and Culture
Stuart Ashworth: Assistant Director Environment and Planning
Jason Birch: Assistant Director Property & Projects
Martin Chisholm: Assistant Director Operations & Commercial
Duncan Hall: Assistant Director Regeneration, Housing & Place
Carl Holland: Assistant Director for Finance and Deputy Section 151 Officer
Honor Howell: Assistant Director Transformation and Change
Paul Lowes: Assistant Director Corporate Services
Mark Whitmore: Assistant Director, Health, Wellbeing and Public Protection

Members of the Senior Management team can be contacted directly via esteam@west-norfolk.gov.uk



APRIL 2026

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
23 April 2026	South Lynn Community Centre	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Property & Projects (Jason Birch)	Open
23 April 2026	Railway Road Extended Air Quality Management Area Revocation	Non	Cabinet	Cabinet Member for Climate Change and Biodiversity	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
23 April 2026	Riverfront Regeneration Project - Custom House	Non	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Part exempt 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)
23 April 2026	Changes to Local Plan Task Group Terms of Reference	Non	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open

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23 April 2026	Quarter 3 Budget Monitoring	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
23 April 2026	High Street Rental Auctions	Non	Cabinet	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
14 May 2026	Climate Change Policy and Strategy Review	Key	Council	Cabinet Member for Climate Change and Biodiversity	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
14 May 2026	Changes to the existing Corporate Enforcement Policy and Financial Penalties Policy as a Result of the Renters Rights Act 2025	Non	Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
14 May 2026	Audit Committee Annual Report from the Chair	Non	Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open



JUNE 2026

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
09 June 2026	King's Lynn and West Norfolk new Local Plan - Governance arrangements for the plan-making process	Key	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
25 June 2026	King's Lynn Masterplan and Parking Strategy	Key	Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
25 June 2026	Hunstanton Masterplan and Parking Strategy	Key	Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
25 June 2026	Lynnsport Proposals	Key	Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Transformation and Change (Honor Howell)	Open

JULY 2026



Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
14 July 2026	Local Plan Scoping Consultation Documents	Key	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
TO BE SCHEDULED						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
	Overnight Campervan Parking in Hunstanton	Non	Cabinet	Leader of the Council	Assistant Director, Operations & Commercial (Martin Chisholm)	Open
	Empty Homes Strategy Review	Key	Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
	King's Lynn Town Football Club	Non	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Property & Projects (Jason Birch)	Fully exempt 3 Information relating to the financial or business affairs of any particular person (including the authority



						holding that information)
	Housing Assurance Strategy	Non	Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Non	Council	Cabinet Member for People and Communities	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
	IT Hardware Refresh	Key	Cabinet	Cabinet Member for Finance	Assistant Director, Corporate Services (Paul Lowes)	Fully exempt
	Local Government Reorganisation Consultation Response	Key	Council	Leader of the Council	Chief Executive (Kate Blakemore)	Open
	Heacham Beach Huts	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Property & Projects (Jason Birch)	Part exempt 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Regeneration and Development Panel		
DATE:	31 st March 2026		
TITLE:	Custom House Refurbishment		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Councillor S Ring, Business and Deputy Leader		
REPORT AUTHOR:	Duncan Hall		
OPEN/EXEMPT	Part Exempt	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
Members are directed to the attached report for the purpose of the report and the summary.
KEY ISSUES:
Members are directed to the attached report for full details of the key issues.
OPTIONS CONSIDERED:
Members are directed to the attached report for full details of the options.
RECOMMENDATIONS:
To consider the report and make any appropriate recommendations to Cabinet.
REASONS FOR RECOMMENDATIONS:
To scrutinise recommendations being made for an executive decision.

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:			
		Other Members consulted:			
Lead Officer: Duncan Hall E-mail: Duncan.hall@west-norfolk.gov.uk Direct Dial: 01553 616445		Other Officers consulted: CEO, S151, Monitoring Officer, Project Officer, Cultural Officer, Regeneration Programmes Manager, Principle Project Manager, Assistant Director Regeneration, Housing and Place, Strategic Finance Business Partner (Projects).			
Financial Implications YES	Policy/ Personnel Implications YES	Statutory Implications YES/NO	Equality Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES
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: 23rd April 2026

CUSTOM HOUSE REFURBISHMENT

Summary

This report seeks Cabinet approval to proceed with letting the contract for refurbishment works to the Custom House, a key element of the Riverfront Regeneration Town Deal Project.

The Custom House works seek to deliver sensitive refurbishment and restoration of the Grade I listed building and surrounding quayside. This will include new accessibility interventions such as a platform lift and accessible toilet, increased and upgraded toilets, kitchenette facilities, office spaces, compliant fire escape route, and enhancements to Purfleet Quay including power connections and upgraded lighting. A sensitive programme of structural repairs and refurbishment to the building are also proposed. These interventions will allow the currently underutilised building to be brought back into flexible use in line with the Business Case and aims of the Town Deal Board.

This report also provides an update on the preferred option of the Business Plan and proposed operating model for the Custom House.

The recommended option set out in the report will ensure the scheme can progress in accordance with the revised Town Deal timeframes and provides

confirmation of the cost to deliver the works, in line with the vision in the Town Investment Plan.

Recommendation

Cabinet Resolves:

1. To proceed with the Custom House element of the Riverfront Regeneration project based on the RIBA Stage 4 design.
2. Delegate authority to the Assistant Director for Regeneration, Housing and Place to award the contract to deliver the Custom House Project (“the Main Contract”) to the successful tenderer, as identified through the completed procurement process within the approved budget as authorised.
3. Delegate authority to the Assistant Director for Regeneration, Housing and Place in consultation with the Portfolio Holder to approve material changes to the scope of the project and/or variations to the Main Contract that are within the approved budget and in accordance with the Local Assurance Framework for this project.

Reason for Decision

To approve the letting of the contract for Custom House works, which will allow the works to be completed in line with Towns Fund timescales and support the Council’s corporate strategy policy to promote growth & prosperity.

1. Background

- 1.1. The Riverfront Regeneration is one of a number of projects agreed to proceed by the King’s Lynn Town Board (now called the Neighborhood Board) under the Town Deal for King’s Lynn. Achieving this growth through enhancing the cultural offer forms one of the key components of the Town Investment Plan (2021). The Towns Fund Programme seeks to enhance visitor appeal for the town centre and additionally help reactivate underutilised valuable heritage assets.
- 1.2. The proposed works to the **Custom House** and **Purfleet Quay** are integral components of the broader **Riverfront Regeneration Project**. This initiative seeks to promote long-term economic, social, and environmental sustainability along King’s Lynn’s historic waterfront through a strategic, phased programme of renewal. The programme consists of the following key workstreams:

1.2.1. **South Quay: Provision of Dryside Facilities** - Development is currently underway to provide Dryside facilities for visitors at the South Quay. This phase is on schedule for completion in July 2026.

1.2.2. **The Custom House: Refurbishment** - The project aims to revitalise the Custom House, ensuring this landmark heritage asset is open and accessible to the public. The regeneration will enable the building to support a more diverse and flexible range of uses than its currently allows.

1.3. The Custom House is a Grade I listed building of national importance. The site is in private ownership, with the Council holding a long-term full repairing and insuring lease on the building. The building owner has been engaged throughout the project and is supportive of the plans. A process to vary the existing lease- granting permission via a license for the proposed works without the obligation to re-instate is ongoing and is expected to be concluded in time to let the works contract. Contracts will not be entered into until this lease variation has been completed.

2. REFURBISHMENT WORKS

2.1 The Custom House refurbishment works include:

- Installation of a platform lift to the first floor.
- Creation of an accessible toilet on the ground floor.
- Removal of modern concrete flood defense that blocks view of the historic south door and replacement with drop in flood defense (this element is subject to agreement from the Environmental Agency).
- Re-positioning of cleaner's cupboard and sluice sink.
- Removal of unused 1990's built in furniture and broken interpretation cabinets.
- A new compliant fire escape route to the front door from the upper floors.
- Creation of a new storage space on the first floor.
- Upgraded and increased toilets on the second floor.
- Refurbishment of the two offices spaces on the second floor.
- A new kitchenette on the second floor.
- Upgrade of the electric, lighting, heating, security and fire alarm systems.
- Repairs to stonework.
- Repairs to windows and doors.
- Roof and cupola repairs.
- Structural repairs.
- Repairs and re-decoration throughout.
- New electrical provision on Purfleet Quay to allow pop up activities.
- Upgrades to the lighting along Purfleet Quay.

2.2 The works have been carefully designed to ensure that as much historic fabric as possible is retained while still delivering interventions that will allow the building to function as a flexible, accessible space open to the public.

3. PROCUREMENT

- 3.1. A compliant procurement process is being undertaken for the appointment of a contractor to deliver the Custom House restoration works, in accordance with the Public Contracts Regulations 2015 and the Council's Contract Standing Orders (2025).
- 3.2. At the Invitation to Tender (ITT) stage, bidders were required to provide detailed proposals, including method statements, heritage conservation techniques, approach to risk management, programme, quality assurance, social value commitments, and a fully priced cost submission. Clarification questions were managed throughout the process to ensure consistency, transparency, and equal treatment of all participants.
- 3.3. Tenders will be evaluated in accordance with the pre-published criteria, using a quality/price evaluation model designed to secure Best Value. The evaluation panel will include officers from Procurement, Project Delivery and the Design Team.
- 3.4. Following evaluation and moderation, a preferred bidder will be identified, based on quality, heritage methodology, price, and overall deliverability of the required works. Due diligence checks, including financial standing assessments and verification of technical references, will be completed to confirm that the preferred contractor is capable of delivering the project.
- 3.5. Subject to Cabinet approval, the Council will award and execute the works contract in line with the project programme. The JCT Intermediate Building Contract will be administered by Pulse Consult Ltd, who provide project management and contract administration services for the wider project.

4. BUSINESS PLAN - UPDATE

- 4.1. In September 2022 Cabinet asked that an update was brought to a future meeting setting out the proposed business plan for the Custom House. This report sets out the Custom House business plan and the approved preferred operating model option. **See Appendix 1, 2, 3 & 4- EXEMPT**
- 4.2. The Custom House refurbishment is a cornerstone of the Riverfront Regeneration Project, prioritising cultural revitalisation and accessibility over commercial profit. The project secures the building's future while fundamentally transforming accessibility. The installation of a platform lift and accessible toilet will, for the first time, remove long-standing physical barriers to this historic landmark.
- 4.3. The vision transforms the Custom House into an upgraded, accessible cultural facility. Featuring a 'cafe-lite' on the ground floor, with space for art exhibitions and occasional public and private hire. Additionally, the plan envisions the first floor dedicated to high-quality interpretation detailing King's Lynn's heritage, focusing on periods of history which have been designed to be complementary to other heritage sites within the borough.

- 4.4. The projected footfall assumes the inclusion of a first-floor interpretive experience; while the current project scope delivers the essential infrastructure, repairs and amenities, the full visitor experience and its associated attendance targets will be realised as supplementary funding is secured to complete the interpretive experience.
- 4.5. This preferred option was endorsed by the Riverfront Regeneration Project Board and the King's Lynn Neighbourhood Board in May 2025.
- 4.6. The Borough Council currently incurs annual operational and maintenance costs for the building— see **exempt information 17.3** for further details. The Business Plan projects a modest annual income to cover existing running costs and provide a surplus. However, it must be noted that this financial model remains subject to:
- Lease Negotiations: As part of the licence for the work, a rent review discussion is taking place with the building owner. While this will impact the specific figures within the Business Plan (which used current rental values at the time of writing), the existing lease contains covenants limiting percentage increases which will lessen the impact. For details **see exempt item 17.1**
 - Funding Requirements: Delivery of the full income-generating model is dependent on securing the additional capital funding required for the first-floor interpretation experience. These funding options are currently being explored.
- 4.7. An updated Economic Case for the programme shows a Benefit-Cost Ratio (BCR) of 1.5, within acceptable 'value for money' limits. The BCR accounts for outputs related to the wider Riverfront Regeneration project, including the creation of the Dryside Facilities. See **Appendix 5 FEI Custom House Economic Case EXEMPT**.
- 4.8. Development of the operating model is ongoing. Officers will progress the operational framework and identify the most appropriate delivery mechanism, whether managed internally or through an external partner. This work will ensure the final model aligns with original business case assumptions— specifically that no additional revenue costs are incurred beyond the existing budgetary baseline.

5. OPTIONS CONSIDERED

- 5.1. CUSTOM HOUSE REFURBISHMENT (RECOMMENDED) - Cabinet is recommended to approve the contract award for the Custom House works. This option is recommended as it achieves the following:
- Compliance & Safety: Mitigates significant legal and safety risks by bringing the building into full fire safety and regulatory compliance.
 - Accessibility & Inclusion: Delivers essential improvements to ensure the site is accessible to all users, meeting statutory equality objectives.

- Heritage Preservation: Safeguards a Grade I listed asset of national importance, addressing priority repairs to prevent escalating maintenance liabilities.
- Economic & Cultural Growth: Unlocks flexible spaces for cultural, community, and commercial activities, fulfilling the aims of the Town's Cultural and Heritage Strategy.
- Financial Security: Secures external Town Deal investment by ensuring delivery before the March 2028 deadline, protecting the Council's reputation with national funders.

5.2. Alternative Options - Alternative "interventionist" designs were rejected by statutory and community stakeholders. The recommended approach provides the optimal balance: sensitive interventions and repairs to preserve the historic fabric while creating a sustainable accessible space for current and future use.

Failure to progress would leave the Council with long-term financial liabilities for an underutilised, non-compliant building and result in the loss of secured external funding.

6. Project Programme

6.1. Subject to Cabinet decisions taken in this report, and the successful completion of the re-negotiation of the lease arrangements (see exempt item 16.1), the key dates and programme for the Custom House element of the project are set out below:

Tender Return Deadline	Monday 30th March 2026, 12:00 noon
Anticipated interviews dates (if required)	w/c 13th April 2026
Anticipated Contract Award	6th May 2026
Anticipated Contract Period	May 2026 to April 2027

Appendix 6 Riverfront Regeneration, Custom House Project Chronology

7. Governance Arrangements

7.1. The governance of the Towns Fund Riverfront Regeneration project operates within a robust, multi-layered governance framework, centred on:

- King's Lynn Neighbourhood Board – strategic oversight, approvals & direction,
- BCKLWN (Accountable Body & Lead Authority) – financial accountability, officer support, project delivery
- Programme Boards / Sub-groups – operational oversight and reporting
- Senior Responsible Officer & Council Delivery Teams – implementation and monitoring
- Consultation & engagement mechanisms – informing design and future use

7.2. All processes are governed by the published Local Assurance Framework and latest government guidance.

8. Policy Implications

The project aligns with the following corporate policies.

- The Riverfront Regeneration Project aligns with the following policies:
- BCKLWN Corporate Strategy 2023-2027
- King's Lynn Town Investment Plan (2020)
- Borough Council of King's Lynn and West Norfolk Local Plan Review (2016-36)
- King's Lynn Public Realm Action Plan
- West Norfolk Tourism Development Plan (TDP) (2022-2026)
- BCKLWN Climate Change Strategy and Action Plan (2021-24)
- BCKLWN King's Lynn Riverfront Delivery Plan (2017)
- BCKLWN St Margaret's Area Conservation Area Character Statement (revised 2008)
- Cultural and Heritage Strategy for King's Lynn (2025)

9. Financial Implications

9.1. The total projected cost for the Town Deal Riverfront Regeneration programme is £3.23m. Following the approval of an additional £0.35m in February 2026 to align the budget with forecasted expenditure, the project is now fully funded.

9.2. Funding Composition - The £3.23m budget is comprised of the following secured funding streams:

Funding Source	Amount
Town Deal Funding	£2.77m
Internal BCKLWN Funding	£0.35m
Other Grants	£0.11m
Total Project Budget	£3.23m

Please see table below with forecasted costs, funding and cashflow timings:

Riverfront Project Actuals, Forecast & Funding				
Description	Actuals to Feb-26	Forecast Mar-26	Forecast 26-27	Works Total
Main Works	£1,124,140	£116,372	£1,689,882	£2,930,394
Client Contingency	£0	£0	£300,000	£300,000
Capital Works	£1,124,140	£116,372	£1,989,882	£3,230,394
Townsfund Funding	£1,124,140	£116,372	£1,533,431	£2,773,943
BCKLWN Funding			£350,000	£350,000
Other			£106,451	£106,451
Funding	£1,124,140	£116,372	£1,989,882	£3,230,394

10. Personnel Implications

10.1. The delivery team, comprising both internal staff and external professional services, is fully in place. This integrated team—including project management, cost consultancy, and architectural design—is funded through the project budget to support the upcoming construction phases.

10.2. A newly appointed Heritage Volunteer Coordinator will recruit a cohort of volunteers for the Council's heritage sites. This will include the Custom House, providing the necessary support to facilitate the building's opening and operation.

11. Environmental Considerations

11.1. One of the primary objectives of the Towns Fund is to promote clean growth investment to deliver decarbonisation, improved air quality, health benefits and stimulate economic growth. The Towns Fund business case sought to address these issues with further consideration given to these themes during the development of the detailed design of the Custom House project, within the constraints of the listed building. This includes an upgrade of the current heating and electrical system.

12. Statutory Considerations

12.1. The project has complied with the necessary requirements of the Local Planning Authority for Listed Building Consent.

12.2. The listed building application received approval in December 2025. The listed buildings consent had a number of conditions, that will be discharged ahead of start on site or the full site opening date.

12.3. The development of the RIBA Stage 4 Design complies with the latest regulations, to ensure the recommended option complies with Fire and Building

Regulations and also includes major access improvements across the site for the public and staff, within the constraints of the listed building. Currently access to the Custom House do not meet the latest building regulations and are prohibitive to a range of wheelchair and pushchair users and those with mobility issues.

13. Equality Impact Assessment (EIA)

(Pre screening report template attached)

14. Risk Management Implications

- 14.1. Effective risk management is an essential component of the delivery of the Riverfront Regeneration project and is embedded within the wider King's Lynn Town Deal governance framework. The Town Deal Local Assurance Framework (LAF) sets out explicit requirements for risk monitoring, reporting, and escalation across all Towns Fund projects, including Riverfront Regeneration.

Appendix 7 Riverfront Regeneration Risk Register EXEMPT

15. Declarations of Interest / Dispensations Granted

- 15.1. None

16. Background Papers

Local Assurance Framework

King's Lynn Town Deal- Riverfront Regeneration Business Case 2022 [riverfront regeneration towns fund business case final 290922](#)

Town Deal Cabinet Report, 24 August 2021

Town Deal Update Cabinet Report 8 June 2022

Culture and Heritage Strategy 2025 [Culture | Culture | Borough Council of King's Lynn & West Norfolk](#)

King's Lynn Town Deal Board papers available on www.visionkingslynn.com

Town Investment Plan [King's Lynn Town Investment Plan - February 2021](#)

Appendices list:

- Appendix 1: FEI Custom House Business plan and Options Appraisal EXEMPT**
- Appendix 2: FEI Custom House Business plan Financial Assumptions EXEMPT**
- Appendix 3: FEI Custom House Catering Report Turpin Smale EXEMPT**
- Appendix 4: FEI Custom House Income and Expenditure Options EXEMPT**
- Appendix 5: FEI Custom House Economic Case EXEMPT**
- Appendix 6: Riverfront Regeneration Custom House Project Chronology**
- Appendix 7: Riverfront Regeneration Risk Register EXEMPT**

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	Regeneration & Economic Development: Riverfront Regeneration Town Deal Project				
Is this a new or existing policy/service/function? (<i>tick as appropriate</i>)	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.	The letting of contract for works at the Custom House as part of the wider Riverfront Regeneration Project as part of the Town Deal and approval of the business plan to operate the building.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	King's Lynn Neighbourhood Board				
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> <p><i>*For more information on health inequalities please visit The King's Fund</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	
	Health inequalities*			X	
Other (eg low income, caring responsibilities)			X		
Please provide a brief explanation of the answers above:					
The letting of the contract for works at the Custom House will include installation of accessibility improvements. A platform lift to the first floor and an accessible toilet will be sensitively installed, this will have a positive impact on members of the public and staff with mobility issues and disabilities who will be able to visit the building and attend events.					

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	No, this proposal is not likely to affect or damage relations between certain equality communities.
3. Could this policy/service be perceived as impacting on communities differently?	No	No, the proposal can be seen as a positive to all communities who visit the Custom House.
<p>If 'yes' to questions 2 - 3 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>		
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	Yes / No	Actions:
		Actions agreed by EWG member:
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	<p>Please provide brief summary:</p> <p>The works are not specifically designed to tackle evidence of disadvantage or potential discrimination, but will have a positive impact in terms of the accessibility for those with disabilities.</p>
Assessment completed by:		
Name	Abigail Rawlings	
Job title	Project Officer	
Date completed	27.02.2026	
Reviewed by EWG member		Date

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

Riverfront Regeneration

Appendix

1.4 Summary of Project Chronology

- Project was agreed to proceed by the King's Lynn Town Board given the proposed cultural offer alignment to the Town Investment Plan (2021).
- Cabinet endorsed the Project on 24th August 2021 as part of the Towns Fund Programme.
- June 2022, Cabinet and Town Deal Board agreed the (HM Treasury Green Book compliant) Business Case to secure the Town Deal funding.
- September 2022, Cabinet endorsed the Riverfront Regeneration, Business Case to secure Town Deal Funding.
- Following the decision to pause the Devil's Alley element of the project and take that forward under a different fund as part of wider Masterplan works a Project Adjustment Request (PAR) approval was granted by King's Lynn Neighbourhood Board (formally Town Deal Board) and Borough Council (delegated decision 6 June 2025), to reallocate £2m from the Riverfront Regeneration Project to the Guildhall Major Project.
- A new architect team were appointed and the Custom House element was progressed through to RIBA 4.
- Listed Building Consent for the Custom House was granted in December 2025.
- Project Adjustment Request (PAR) approval by King's Lynn Neighbourhood board to reallocate £595k from the Active Clean Connectivity project to Riverfront Regeneration.

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Agenda Item 15

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